JIHD

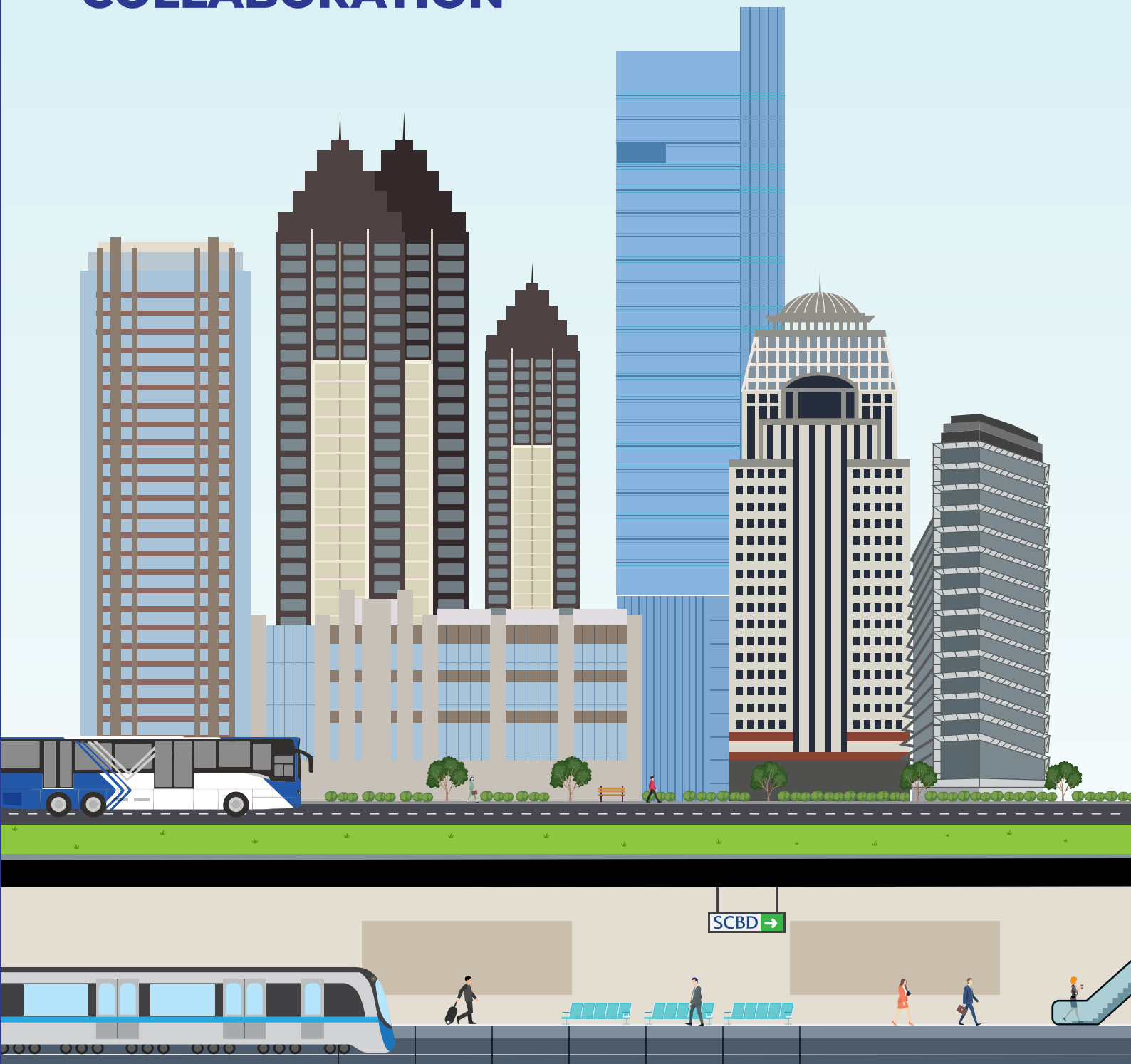
PT Jakarta International Hotels & Development Tbk

2022

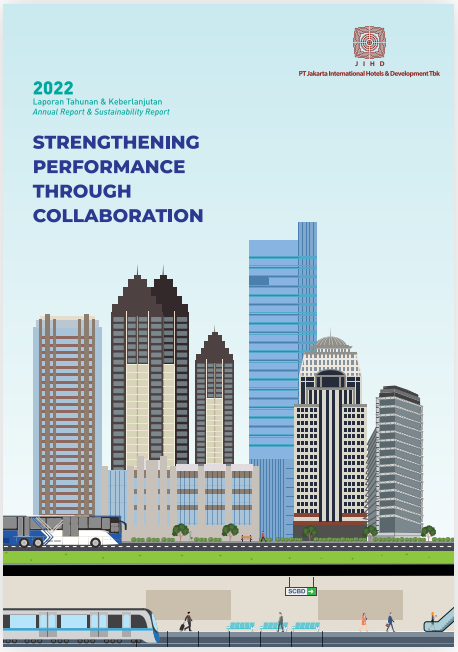
Laporan Tahunan & Keberlanjutan

Annual Report & Sustainability Report

STRENGTHENING PERFORMANCE THROUGH COLLABORATION



Penjelasan Cover
Cover Explanation



Perseroan terus melakukan penguatan landasan usaha dengan meningkatkan kehandalan organisasi, memperkuat dengan strategi-strategi adaptif, inovatif dan konstruktif, mengintensifkan langkah-langkah efisiensi operasional dan optimalisasi sumber daya. Transformasi usaha yang lebih baik, ramah terhadap lingkungan dan adaptif dalam berinteraksi sosial, terus diupayakan dengan memperkuat sinergi untuk berkolaborasi dengan para pemangku kepentingan. Bersama dengan momentum permulihan ekonomi yang mulai bergerak positif, langkah-langkah kolaborasi tersebut telah berhasil mengangkat kinerja Perseroan menjadi lebih baik pada tahun 2022.

The Company continues to strengthen its business foundation by improving organizational reliability, strengthening with adaptive, innovative and constructive strategies, intensifying operational efficiency measures and optimizing resources. Better business transformation, environmentally friendly and adaptive in social interaction, continues to be pursued by strengthening synergies to collaborate with stakeholders. Together with the momentum of economic recovery that has begun to move positively, these collaborative steps have succeeded in lifting the Company's performance to be better in 2022.

SANGGAHAN DAN BATASAN TANGGUNG JAWAB
DISCLAIMER AND LIMITATION OF LIABILITY

Laporan Tahunan Terintegrasi ini memuat pernyataan dan informasi mengenai tujuan, kebijakan, rencana, strategi, serta realisasi kinerja operasional: ekonomi, sosial dan lingkungan, yang disusun melalui pertimbangan diskusi internal, berdasarkan data dan informasi historis faktual (pencapaian 2022), dengan teknik pengukuran sesuai standar yang berlaku, dan dapat dipertanggungjawabkan kebenarannya.

Dinyatakan pula harapan-harapan untuk tahun-tahun selanjutnya dalam pernyataan-pernyataan komprehensif ke depan dan prospektif, yang merupakan perkiraan berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang di lingkungan bisnis, memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan yang dilaporkan secara material berbeda dengan perkembangan aktual.

Perseroan tidak menjamin bahwa dari dokumen-dokumen telah dipastikan keabsahannya, dan pernyataan atau informasi prospektif tersebut menjadi dasar utama dalam pengambilan keputusan ataupun akan membawa hasil tertentu sesuai harapan.

This Integrated Report contains statements and information regarding objectives, policies, plans, strategies, and realization of operational performance: economic, social and environmental, which were prepared through internal discussion considerations, based on factual historical data and information (2022 achievements), with measurement techniques according to standards that apply, and can be accounted for truth.

It also states expectations for the following years in forward-looking and prospective comprehensive statements, which are estimates based on various assumptions regarding current and future conditions in the business environment, have prospects of risk, uncertainty, and could result in those being reported materially different with current developments.

The Company does not guarantee that the validity of the documents has been ascertained, and that prospective statements or information will become the main basis for making decisions or will bring certain results as expected.

METODE PENYAMPAIAN LAPORAN TAHUNAN TERINTEGRASI
METHODS FOR SUBMISSION OF INTEGRATED REPORTS

Laporan Tahunan Terintegrasi PT Jakarta International Hotels & Development Tbk (selanjutnya disebut sebagai JIHD atau Perseroan) tahun buku 2022, yang disajikan sebagai sebuah Laporan yang terintegrasi (*Integrity Report*), merupakan kesinambungan dari laporan-laporan sebelumnya yang terakhir diterbitkan pada 31 Mei 2022.

Integrated Report of PT Jakarta International Hotels & Development Tbk (hereinafter referred to as JIHD or the Company) for the 2022 financial year, which is presented as an integrated report (Integrity Report), is a continuation of the previous reports which were last published on 31 May 2022.

Laporan Tahunan Terintegrasi Perseroan disusun untuk memenuhi ketentuan regulator berhubungan dengan pelaporan secara komprehensif hasil kinerja keseluruhan Perseroan: operasional, keuangan, sosial dan lingkungan, dengan menggunakan pendekatan prinsip keberlanjutan sesuai dengan kaidah yang berlaku dari 1 Januari hingga 31 Desember 2022.

The Company's Integrated Report is prepared to comply with regulatory requirements relating to comprehensive reporting of the Company's overall performance results: operational, financial, social and environmental, using a sustainability principle approach in accordance with the rules that apply from 1 January to 31 December 2022.

Penulisan Laporan Tahunan Terintegrasi Perseroan didasarkan pada komitmen Perseroan untuk selalu menyelaraskan langkah antara pertumbuhan usaha yang positif dengan kontribusi terhadap tanggung jawab terhadap lingkungan dan masyarakat sekitar. Penerbitan Laporan Tahunan Terintegrasi dilakukan oleh Perseroan sebagai bentuk komitmen keterbukaan informasi berkelanjutan, membangun kepercayaan dan tanggung jawab kepada pemangku kepentingan melalui penyediaan informasi yang tepat, seimbang, dan relevan.

The writing of the Company's Integrated Report is based on the Company's commitment to always align steps between positive business growth and contribution to responsibility for the environment and surrounding communities. Issuance of the Integrated Report is carried out by the Company as a form of commitment to sustainable information disclosure, building trust and responsibility to stakeholders through the provision of appropriate, balanced and relevant information.

Pada bagian Laporan Tahunan Terintegrasi disusun mengacu Peraturan OJK No. 29/POJK.04/2016 tentang Isi dan Bentuk Laporan Tahunan Emiten atau Perusahaan Publik, sedangkan Laporan Keberlanjutan disusun berdasarkan Peraturan OJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Format bentuk dan isinya mengacu pada ketentuan-ketentuan Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

In the Integrated Report section, it is prepared in accordance with OJK Regulation No. 29/POJK.04/2016 concerning the Content and Form of Annual Reports of Issuers or Public Companies, while the Sustainability Report is prepared based on OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies. The format and contents refer to the provisions of OJK Circular Letter No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.

Laporan Tahunan Terintegrasi Perseroan disajikan dalam dwi bahasa (Indonesia dan Inggris) dalam edisi cetak dan elektronik, dengan menggunakan jenis dan ukuran teks yang efektif. Laporan Tahunan Terintegrasi Perseroan 2022 ini dapat dilihat dan diunduh dari situs resmi Perseroan di www.jihd.co.id.

The Company's Integrated Report is presented in bilingual (Indonesian and English) in print and electronic editions, using an effective text type and size. The Company's 2022 Integrated Report can be viewed and downloaded from the Company's official website at www.jihd.co.id.

Laporan Tahunan Terintegrasi 2022 terdiri dari beberapa bab, meliputi:

The 2022 Integrated Report consists of several chapters, including:

Ikhtisar Kinerja
Berisikan informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun (2020-2022).

Performance Highlight
Contains financial information presented in comparative form for 3 (three) years (2020-2022).

Laporan Manajemen
Berisikan informasi mengenai pengawasan, penerapan kebijakan strategis, pencapaian tahun buku, serta implementasi Tata Kelola Perusahaan dari sudut pandang manajemen.

Management Report
Contains information regarding supervision, implementation of strategic policies, achievement of the financial year, and implementation of Corporate Governance from a management perspective.

Profil Perusahaan
Berisikan informasi umum tentang Perseroan, jejak langkah, visi dan misi, serta informasi lainnya yang berhubungan dengan Perseroan.

Company profile
Contains general information about the Company, milestones, vision and mission, as well as other information related to the Company.

Analisis dan Pembahasan Manajemen

Berisikan penyajian yang berhubungan dengan analisis atas kinerja Perseroan sepanjang 2022, yang meliputi tinjauan makro ekonomi dan sektoral, pencapaian per segmen usaha, analisis atas kinerja keuangan, serta informasi mengenai transaksi material.

Management Discussion and Analysis

Contains presentations related to the analysis of the Company's performance throughout 2022, which includes macroeconomic and sectoral reviews, achievements per business segment, analysis of financial performance, and information on material transactions.

Human Capital

Berisikan penyajian yang berhubungan dengan analisis atas sumber daya manusia (SDM) Perseroan 2022, yang meliputi nilai budaya, modal insani, sistem manajemen, pengelolaan dan pengembangan SDM, dan fokus pengembangan SDM 2023.

Human Capital

Contains presentations related to the analysis of the Company's 2022 human resources (HR), which includes cultural values, human capital, management systems, HR management and development, and focus on 2023 HR development.

Tata Kelola Perusahaan

Berisikan informasi mengenai penerapan Tata Kelola Perusahaan yang diimplementasikan Perseroan secara lengkap dan menyeluruh sesuai dengan ketentuan dan kriteria yang berlaku.

Corporate Governance

Contains information regarding the implementation of Corporate Governance that is implemented by the Company in a complete and comprehensive manner in accordance with the applicable provisions and criteria.

Laporan Keberlanjutan

Berisikan penyajian laporan kinerja yang berhubungan dengan kebijakan, program dan kegiatan operasional berkelanjutan yang mencakup bidang lingkungan, ketenagakerjaan, kesehatan dan keselamatan kerja, serta pengembangan sosial kemasyarakatan.

Sustainability Report

Contains the presentation of performance reports related to policies, programs and sustainable operational activities covering the fields of environment, employment, occupational health and safety, and social development.

Laporan Keuangan

Berisikan laporan keuangan konsolidasian untuk tahun buku yang berakhir 31 Desember 2022 dan 2021, yang telah diaudit oleh auditor independen dan ditandatangani oleh Direksi sebagaimana diatur dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

Financial statements

Contains consolidated financial statements for the financial years ending December 31, 2022 and 2021, which have been audited by independent auditors and signed by the Board of Directors as stipulated in Law no. 40 of 2007 concerning Limited Liability Companies.

DEFINISI DAN SINGKATAN
DEFINITIONS AND ABBREVIATIONS

SINGKATAN ABBREVIATION	KETERANGAN	DESCRIPTION
Afiliasi Affiliation	Sebagaimana didefinisikan dalam Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal, status yang disebabkan karena: a. hubungan keluarga karena perkawinan dan keturunan sampai derajat kedua, baik secara vertikal atau horizontal; b. hubungan antara pihak terkait dengan pegawai, direktur atau komisaris dari pihak tersebut; c. hubungan antara dua perusahaan di mana pada dua perusahaan tersebut terdapat satu atau lebih anggota Direksi atau Dewan Komisaris yang sama; d. hubungan antara suatu perusahaan dan pihak terkait baik secara langsung maupun tidak langsung, mengendalikan atau dikendalikan oleh perusahaan tersebut; e. hubungan antara dua perusahaan yang dikendalikan, baik secara langsung maupun tidak langsung oleh Pihak yang sama; dan f. hubungan antara suatu perusahaan dengan pemegang saham utamanya.	As defined in Capital Market Law No. 8 of the year of 1995, status as a result of: a. Family relation due to marital status and until second degree, either vertically or horizontally; b. Relation with third parties with employees, Director or Commissioner from those parties; c. Relation between two companies with one or same members of the Board of Directors or the Board of Commissioners; d. Relation between one company and related parties, directly or indirectly, controlling or being controlled by the said company; e. Relation between two companies being controlled both directly and indirectly by same party; and f. Relation between a company and ultimate shareholders.

SINGKATAN ABBREVIATION	KETERANGAN	DESCRIPTION
AGN/AGP	Artha Graha Network/Artha Graha Peduli	
Anggaran Dasar Articles of Association	Anggaran Dasar Perseroan berdasarkan Akta No. 05 Tahun 2022 tanggal 23 Agustus 2022.	The Company's Articles of Association pursuant to Deed No. 5 of 2022 dated August 23, 2022.
APAR	Alat Pemadam Api Ringan	Light Fire Extinguisher
Bapepam dan LK Capital Market and Financial Institution	Badan Pengawas Pasar Modal dan Lembaga Keuangan sebagaimana dimaksud dalam Peraturan Menteri Keuangan Republik Indonesia No. 194/PMK.01/2010 tanggal 11 Oktober 2010 tentang Organisasi dan Tata Kerja Kementerian Keuangan yang dahulu dikenal sebagai Bapepam, sebagaimana dimaksud dalam Pasal 3 ayat (1) Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal. Terhitung sejak tanggal 31 Desember 2012, berdasarkan Undang-Undang No. 21 Tahun 2011 tentang Otoritas Jasa Keuangan, fungsi, tugas dan wewenangnya telah dialihkan kepada Otoritas Jasa Keuangan.	Capital Market and Financial Institution Supervisory Board as stipulated in the Indonesian Minister of Finance's Decree No. 194/PMK.01/2010 dated October 11, 2010 concerning the Organization and Work Guideline of Ministry of Finance initially known as Bapepam, as referred to in item (1) of Article 3 of Capital Market Law No. 8 of the year of 1995. As of December 31, 2012, Law No. 21 of the year of 2011 concerning Financial Service Authority, the function, duties and authorities have been transferred into Financial Service Authority.
Benturan Kepentingan Conflict of Interest	Perbedaan antara kepentingan ekonomis Perseroan dengan kepentingan ekonomis seorang Direksi, Komisaris, atau Pemegang Saham Utama Perusahaan yang dapat merugikan Perusahaan (sebagaimana didefinisikan dalam Peraturan OJK No. 42/POJK.04/2020)	Difference in economic interests of the Company with economic interests of a member of Board of Directors, Board of Commissioners, or Ultimate Shareholders of the Company, which may harm the Company (as defined in Financial Service Authority Regulation No. 42/POJK.04/2020).
BEI	Bursa Efek Indonesia	Indonesia Stock Exchange
BPS	Badan Pusat Statistik	Central Statistics Agency
CSSR	*Corporate Social Safety Responsibility*	
DA	PT Danayasa Arthatama	
ESG	*Environmental Social and Governance*	
IAI	Ikatan Akuntan Indonesia	Indonesian Institute of Accountant
IFRS	*International Financial Reporting Standards*	
K3	Keselamatan dan Kesehatan Kerja (K3)	Occupational Health and Safety (OHS)
KAP	Kantor Akuntan Publik	Public Accounting Firm
MICE	*Meeting, Incentive, Conference, and Exhibition*	
MOSP	*Management Stock Option Program*	
Otoritas Jasa Keuangan atau OJK Financial Service Authority or OJK	Lembaga yang independen dan bebas dari campur tangan pihak lain, yang mempunyai fungsi, tugas, dan wewenang pengaturan, pengawasan, pemeriksaan, dan penyidikan sebagaimana dimaksud dalam Undang-Undang No. 21 Tahun 2011 tentang Otoritas Jasa Keuangan.	Independent institution that is free from other party's intervention, whose function, duties and authorities to manage, oversee, verify, and investigate as referred Law No. 21 of the year of 2011 about Financial Service Authority.
PATA	Pacific Asia *Travel Association*	
PAUD	Pendidikan Anak Usia Dini	Early Childhood Education
PDB	Produk Domestik Bruto	Gross Domestic Product
PEN	Pemulihan Ekonomi Nasional	National Economic Recovery
Perseroan The Company	PT Jakarta International Hotels & Development Tbk, berkedudukan di Jakarta Selatan dan beralamat di Gedung Artha Graha Lantai 15, Jl. Jendral Sudirman Kav. 52-53, Jakarta 12190	PT Jakarta International Hotels & Development Tbk, domiciled in South Jakarta and having its registered address at Artha Graha Building, 15th Floor, Jl. Jendral Sudirman Kav. 52-53, Jakarta 12190
PKB	Perjanjian Kerja Bersama	Collaborative Labour Agreement
PP	Peraturan Pemerintah	Government Regulation
PPJ	PT Pacific Place Jakarta	
PPKM	Pemberlakuan Pembatasan Kegiatan Masyarakat	Community Activities Restrictions Enforcement
PSAK	Pernyataan Standar Akuntansi Keuangan	Statement of Financial Accounting Standard
PSBB	Pengendalian Sosial Berskala Besar	Large-scale Social Restrictions
RACI	*Responsibility, Accountable, Consulted and Informed*	
RTH	Ruang Terbuka Hijau	Local Green Space designation
RUPSLB	Rapat Umum Pemegang Saham Luar Biasa, yang telah diselenggarakan pada 25 Juli 2022.	Extraordinary General Meeting of Shareholders, which held on July 25, 2022
RUPST	Rapat Umum Pemegang Saham Tahunan, yang telah diselenggarakan pada 25 Juli 2022.	General Meeting of Shareholders, which held on July 25, 2022
SCBD	Sudirman *Central Business District*	
SMK3	Sistem Manajemen Keselamatan dan Kesehatan Kerja	Occupational Health and Safety Management System
SPP	Sistem Pelaporan Pelanggaran	Whistleblowing System
TIK	Teknologi Informasi dan Komunikasi	Information Technology and Communication
TJSL	Tanggung Jawab Sosial Lingkungan	Corporate Social Responsibility

SINGKATAN ABBREVIATION	KETERANGAN	DESCRIPTION
TKP/GCG	Tata Kelola Perusahaan yang Baik	Good Corporate Governance
TPST	Tempat Pengolahan Sampah Terpadu	Integrated Waste Management Site
TSM	*Telecommunication Service Management*	
UMKM	Usaha Mikro Kecil Menengah	Micro, Small and Medium Enterprises
UU	Undang-Undang	Law
UUPT	Undang-Undang No. 40 Tahun 2007	Law No. 40 of 2007
VUCA	*Volatility, Uncertainty, Complexity and Ambiguity*	

KESINAMBUNGAN TEMA
THEME CONTINUITY

Laporan Tahunan Terintegrasi 2022 Perseroan senantiasa diselaraskan dengan strategi dan tujuan Perseroan. Perseroan secara konsisten menyajikan Laporan Tahunan Terintegrasi sebagai bentuk komitmen dalam mempertahankan kinerja unggul yang berorientasi pada keberlangsungan usaha di masa depan.

Untuk tahun buku 2022, Laporan Tahunan Terintegrasi Perseroan disajikan dalam satu Laporan Tahunan yang Terintegrasi.

The preparation of the Company's 2022 Integrated Report is always aligned with the Company's strategy and objectives. The Company consistently presents Integrated Report as a form of commitment in maintaining superior performance oriented towards future business continuity.

For the 2022 financial year, the Company's Integrated Report are presented in one Integrated Report.

2022

Strengthening Performance Through Collaboration

Perseroan terus melakukan penguatan landasan usaha dengan meningkatkan kehandalan organisasi, memperkuat dengan strategi-strategi adaptif, inovatif dan konstruktif, mengintensifkan langkah-langkah efisiensi operasional dan optimalisasi sumber daya. Transformasi usaha yang lebih baik, ramah terhadap lingkungan dan adaptif dalam berinteraksi sosial, terus diupayakan dengan memperkuat sinergi untuk berkolaborasi dengan para pemangku kepentingan. Bersama dengan momentum permulihan ekonomi yang mulai bergerak positif, langkah-langkah kolaborasi tersebut telah berhasil mengangkat kinerja Perseroan menjadi lebih baik pada tahun 2022.

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2021

Persistent Towards A Stronger Future

Ketahanan fundamental dengan didukung *human capital* yang berkapabilitas, serta tetap adanya kepercayaan dari tamu dan pengunjung yang loyal membuat Perseroan tetap mampu bertahan di tengah krisis Pandemi Covid-19 sejak 2020.

Perseroan terus memperbarui kehandalan organisasi, memperkuat dengan strategi-strategi adaptif, inovatif dan konstruktif, bersinergi internal dan eksternal dengan seluruh pemangku kepentingan, mempersiapkan diri untuk lebih kuat menghadapi tantangan, dan lebih siap untuk mengembangkan peluang di tahun-tahun mendatang.

Fundamental resilience supported by capable human capital, as well as continued trust from loyal guests and visitors has made the Company able to survive amid the Covid-19 Pandemic crisis since 2020.

The Company continues to renew organizational reliability, strengthen with adaptive, innovative and constructive strategies, synergize internally and externally with all stakeholders, prepare itself to be stronger to face challenges, and better prepared to develop opportunities in the years ahead.



2021

Strong Commitment to Sustainability

Dalam perjalanan hingga keberadaannya sekarang, PT Jakarta International Hotels & Development Tbk (Perseroan) telah terbukti bisa bertahan, dan mampu melewati berbagai krisis ekonomi yang pernah terjadi di Indonesia. Melalui strategi-strategi bisnis yang kuat, manajemen yang handal, serta sumber daya yang profesional, Perseroan bertekad untuk tetap mengukuhkan sebagai salah satu perusahaan terkemuka di Indonesia di sektor usaha perhotelan, real estat dan jasa telekomunikasi.

Dalam masa pandemi Covid-19 pada dua tahun terakhir ini, Perseroan bersama Entitas Anak berusaha keras untuk tetap hadir dengan produk terbaik dan jasa pelayanan prima kepada konsumen, pelanggan dan tamu. Kegiatan-kegiatan yang berkaitan dengan kemanusiaan tetap dilaksanakan dengan penerapan protokol kesehatan. Tekad tersebut merupakan suatu komitmen yang senantiasa terwujud dan terealisasi dalam perjalanan keberadaan Perseroan.

In the journey to its current existence, PT Jakarta International Hotels & Development Tbk (the Company) has proven to be able to survive, and be able to pass through various economic crises that have occurred in Indonesia. Through strong business strategies, reliable management, and professional resources, the Company is determined to remain as one of Indonesia's leading companies in the hospitality, real estate and telecommunications services sectors.

During the Covid-19 pandemic in the last two years, the Company and its Subsidiaries are trying hard to be present with the best products and excellent service to consumers, customers and guests. Activities related to humanity are still carried out with the application of health protocols. This determination is a commitment that is always materialized and realized in the course of the Company's existence.



2020

Maturity in Overcoming Challenges

PT Jakarta International Hotels & Development Tbk sebagai pelaku usaha di bidang industri perhotelan, real estat dan properti, berupaya gigih menunjukkan kemampuannya dengan menerapkan berbagai strategi guna mengatasi tantangan dampak pandemi Covid-19.

PT Jakarta International Hotels & Development Tbk As a business actor in the hotel, real estate and property industry, he is working hard to demonstrate his capabilities by implementing various strategies to overcome the challenges caused by the impact of the Covid-19 pandemic.



Awareness of Health and Environment for Business Continuity

Pandemi Covid-19 telah memberikan tantangan luar biasa bagi PT Jakarta International Hotels & Development Tbk (Perseroan) yang bergerak di sektor usaha perhotelan, real estat dan jasa telekomunikasi. Berbagai kebijakan pembatasan yang bertujuan menekan penyebaran Covid-19 justru berdampak signifikan pada penurunan aktivitas ekonomi di masyarakat.

Dalam situasi kondisi seperti ini, Perseroan tetap gigih bertahan guna mengatasi tantangan akibat pandemi. Strategi bisnis Perseroan yang sadar dengan pentingnya menjaga kesehatan, peduli pada lingkungan, serta tetap menjunjung etika bisnis dan integritas akan tetap memberikan ketahanan pertumbuhan yang berkelanjutan dan bermanfaat bagi seluruh pemangku kepentingan.

The Covid-19 pandemic has posed tremendous challenges for PT Jakarta International Hotels & Development Tbk (the Company), which engages in the hospitality, real estate and telecommunication services sectors. Various restriction policies aimed at suppressing the spread of Covid-19 have had a significant impact on the decline in economic activity in the community.

In this situation, the Company has persevered to overcome the challenges caused by the pandemic. The Company's business strategy that is aware of the importance of maintaining health, caring for the environment, and upholding business ethics and integrity will continue to provide sustainable growth resilience and benefit all stakeholders.

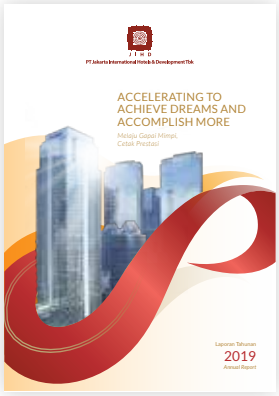


2019

Accelerating to Achieve Dreams and Accomplish More

PT Jakarta International Hotels & Development Tbk telah mengukuhkan sebagai salah satu pelaku industri pengembang dan pengelola properti terkemuka di Indonesia. Perseroan terus tumbuh dan berkembang menghasilkan produk yang inovatif dan memberikan layanan yang prima. Perseroan akan terus melaju mencetak prestasi, menggapai mimpi untuk mewujudkan visi.

PT Jakarta International Hotels & Development Tbk has established itself as one of the leading property developers and managers in Indonesia. The company continues to grow and develop to produce innovative products and provide excellent service. The company will continue to make achievements, achieve dreams to realize the vision.

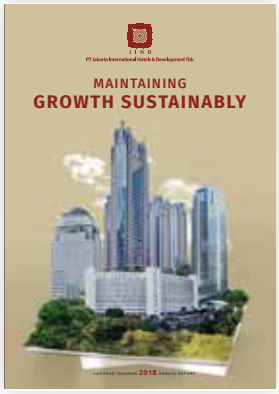


2018

Maintaining Growth Sustainably

PT Jakarta International Hotels & Development Tbk secara konsisten terus berinovasi dan hadir dengan produk-produk properti dan perhotelan yang berkualitas di Indonesia. Jajaran manajemen dan seluruh karyawan Perseroan senantiasa bahu-membahu berkolaborasi dan berkarya bersama untuk menciptakan nilai lebih bagi Perseroan.

PT Jakarta International Hotels & Development Tbk consistently continue to innovate and present quality property and hospitality products in Indonesia. Management and all employees of the Company always work together to collaborate and work together to create added value for the Company.



DAFTAR ISI
TABLE OF CONTENTS

Sanggahan dan Batasan Tanggung Jawab 4
Disclaimer and Limitation of Liability

Metode Penyampaian Laporan Tahunan Terintegrasi 5
Methods For Submission of Integrated Reports

Definisi dan Singkatan 6
Definitions and Abbreviations

Kesinambungan Tema 8
Theme Continuity

IKHTISAR KINERJA 14
Performance Highlights

Ringkasan Kinerja Keuangan 2022 16
Summary of 2022 Financial Performance

Ikhtisar Data Keuangan Penting 17
Key Financial Data Overview

Ikhtisar Saham 19
Stock Overview

Peristiwa Penting 22
Significant Events

Penghargaan dan Sertifikasi 24
Awards and Certifications

LAPORAN MANAJEMEN 26
Management Report

Laporan Dewan Komisaris 28
Report of The Board of Commissioners

Laporan Direksi 34
Report of The Board of Directors

PROFIL PERUSAHAAN 44
Company Profile

Data Perusahaan 46
Corporate Data

Skala Usaha 47
Business Scale

Riwayat Singkat Perseroan 47
Brief History of The Company

Keterangan Perubahan Nama 49
Description of Name Change

Sekilas Perseroan 49
Company Overview

Kegiatan dan Bidang Usaha 51
Activities and Lines of Business

Operasional Bidang Usaha 53
Operational Line of Business

Pusat Pengembangan Lot Scbd 55
Lot Development Center In Scbd

Wilayah Operasional 57
Operational Areas

Jejak Langkah 58
Milestones

Visi dan Misi 62
Vision and Mission

Keanggotaan Pada Asosiasi 63
Membership In Associations

Perubahan Organisasi yang Bersifat Signifikan 63
Significant Organizational Changes

Komposisi Dewan Komisaris dan Direksi Tahun 2022 63
Composition of The Board of Commissioners and Board of Directors In 2022

Struktur Organisasi 64
Organization Structure

Profil Dewan Komisaris 66
Profile of The Board of Commissioners

Profil Direksi 72
Profile of The Board of Directors

Demografi Karyawan 78
Employee Demographics

Struktur Grup 79
Group Structure

Daftar Entitas Anak dan Asosiasi 80
Subsidiaries and Associate Entities

Daftar Entitas Anak PT Danayasa Arthatama 80
List of Subsidiaries of PT Danayasa Arthatama

Kepemilikan Saham Perseroan 81
Share Ownership of The Company

Kronologis Penerbitan dan Pencatatan Saham 84
Chronology of Issuance and Listing of Shares

Lembaga dan Profesi Penunjang Pasar Modal 85
Capital Market Supporting Institutions and Professionals

Informasi Pada Situs Web Perusahaan 86
Company Website Information

Analisis & Pembahasan Manajemen 88
Management Discussion & Analysis

Tinjauan Operasi 90
Operational Overview

Tinjauan Industri dan Operasional 93
Industry and Operational Overview

Kinerja Keuangan Perusahaan 99
Company Financial Overview

Laporan Posisi Keuangan Konsolidasian 100
Statement of Financial Position

Laporan Arus Kas 107
Cash Flow Statement

Kemampuan Membayar Utang dan Kolektibilitas Piutang 108
Debt-Paying Ability and Receivables Collectibility

Ikatan Material Untuk Investasi Barang Modal 110
Material Commitment For Capital Goods Investment

Prospek Usaha 110
Business Prospects

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan 112
Material Information and Facts After The Reporting Date

Aspek Pemasaran 113
Marketing Aspects

Kebijakan Dividen 114
Dividend Policy

Program Kepemilikan Saham 114
Share Ownership Program

Realisasi Penggunaan Dana Hasil Penawaran Umum 114
Realization of Use of Proceeds From Public Offering

Informasi Material 114
Material Information

Informasi Transaksi 115
Material Transactions

Perubahan Kebijakan Akuntansi 115
Changes In Accounting Policies

Human Capital **116**
Human Capital

Sumber Daya Manusia 118
Human Resources

Human Capital dan Pengembangan Kapabilitas 119
Human Capital and Capability Development

Kesetaraan Gender dan Kesempatan Kerja 119
Gender Equality and Employment Opportunities

Rekruitment *Human Capital* *120*
Human Capital Recruitment

Onboarding dan Hubungan Industrial 121
Onboarding and Industrial Relations

Turnover Karyawan 122
Employees Turnover

Pengaduan Masalah Ketenagakerjaan 122
Workplace Grievances and Complaints

Pengembangan Kapabilitas 122
Capability Development

Manajemen Kinerja Individu 127
Individual Performance Management

Kompensasi Karyawan 128
Employee Compensation

Manajemen Bakat dan Suksesi 133
Succession and Talent Management

Kaderisasi 134
Regeneration

Rencana Pengembangan Human Capital 2023 136
Human Capital Development Plan 2023

Lampiran-Lampiran 137
Attachments

Tata Kelola Perusahaan **146**
Corporate Governance

Prinsip GCG 149
GCG Principles

Pedoman dan Kebijakan 150
Guidelines and Policies

Tujuan Penerapan Tata Kelola Perusahaan 151
Purpose of Good Corporate Governance Implementation

Struktur 151
Structure

Peta Jalan 153
Roadmap

Rapat Umum Pemegang Saham (RUPS) 154
General Meeting of Shareholders (GMS)

Direksi 167
Board of Directors

Dewan Komisaris 178
Board of Commissioners

Informasi Hubungan Dewan Komisaris dan Direksi 185
Information On The Relationship Between The Board of Commissioners and Directors

Remunerasi Dewan Komisaris dan Direksi 193
Board of Commissioners and Board of Directors Remuneration

Komite Audit 196
Audit Committee

Komite Nominasi dan Remunerasi 202
Nomination and Remuneration Committee

Sekretaris Perusahaan 203
Corporate Secretary

Unit Audit Internal (UAI) 210
Internal Audit Unit (IAU)

Akuntan Publik dan Audit Eksternal 215
Public Accountant and External Audit

Akuntan Publik 2022 217
Public Accountant 2022

Sistem Pengendalian Internal 218
Internal Control System

Sistem Manajemen Risiko 221
Risk Management System

Kode Etik 226
Code of Conduct

Sistem Pelaporan Pelanggaran 232
Whistleblowing System

Transparansi Praktik Tata Kelola Tidak Baik 234
Transparency of Bad Governance Practices

Permasalahan Hukum 236
Legal Issues

Akses Informasi dan Data Perusahaan 236
Access To Company Information and Data

Penerapan Atas Pedoman Tata Kelola Perusahaan Terbuka 239
Implementation of Governance Guidelines of Public Companies

Laporan Keberlanjutan 244
Sustainability Report

Tentang Laporan Keberlanjutan 246
About Sustainability Report

Ikhtisar Kinerja Keberlanjutan 248
Sustainability Performance Overview

Strategi Keberlanjutan [A.1] 250
Sustainability Strategy

Tata Kelola Keberlanjutan 251
Sustainability Governance

Kinerja Ekonomi 255
Kinerja Lingkungan Hidup 259
Environmental Performance

Kinerja Sosial 267
Social Performance

Lembar Umpan Balik 279
Feedback Sheet

Indeks Pojk No. 51/Ojk.03/2017 281
Pojk Index No. 51/Ojk.03/2017

Laporan Keuangan 284
Financial Statement



1

IKHTISAR KINERJA

Performance Highlights



Ringkasan Kinerja Keuangan 2022
Summary of 2022 Financial Performance 16

Ikhtisar Data Keuangan Penting
Key Financial Data Overview 17

Ikhtisar Saham
Stock Overview 19

Peristiwa Penting
Significant Events 22

Penghargaan dan Sertifikasi
Awards and Certifications 24



RINGKASAN KINERJA KEUANGAN 2022
SUMMARY OF 2022 FINANCIAL PERFORMANCE

Pemulihan Ekonomi Indonesia seiring dengan meredanya pandemi Covid-19 dan kembalinya dinamika aktivitas masyarakat berpengaruh positif pada pertumbuhan kinerja di seluruh segmen usaha Perseroan.

Indonesia's economic recovery along with the subsiding of the Covid-19 pandemic and the return of the dynamics of community activities have a positive effect on performance growth in all business segments of the Company.

JUMLAH ASET
Total Assets
RP6,58
triliun trillion

JUMLAH EKUITAS
Total Equity
RP4,73
triliun trillion

PENDAPATAN
Revenue
RP1,27
triliun trillion

LABA BERSIH
Net Income
RP132,58
miliar billion

IKHTISAR DATA KEUANGAN PENTING
KEY FINANCIAL DATA OVERVIEW

(dalam Jutaan Rupiah, kecuali dinyatakan lain) (in Million Rupiah, unless otherwise stated)

Uraian	2022	2021	2020	Description
Laporan Laba Rugi Komprehensif Konsolidasian				**Consolidated Comprehensif Profit Loss Statement**
Pendapatan Usaha	1.266.978	902.939	906.265	Revenues
Laba Kotor	972.827	646.556	643.310	Gross Profit
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada:				**Profit (Loss) for The Year Attributable to:**
Pemilik Perusahaan	3.871	(104.238)	(32.549)	Owners of the Parent Company
Kepentingan Non Pengendali	128.704	(9.380)	(29.992)	Non-controlling interests
Jumlah Laba (Rugi) Tahun Berjalan	132.575	(113.618)	(62.541)	Total Profit (Loss) for The Year
Penghasilan (Rugi) Komprehensif yang Dapat Diatribusikan kepada:				**Comprehensive Income (Loss) Attributable to:**
Pemilik Perusahaan	13.619	(96.871)	(21.844)	Owners of the Parent Company
Kepentingan Non Pengendali	132.635	(8.306)	(29.758)	Non-controlling interests
Jumlah Penghasilan (Rugi) Komprehensif	146.255	(105.177)	(51.603)	Total Comprehensive Income (Loss)
Data Saham				**Stock Data**
Jumlah Saham yang Beredar (juta lembar)	2.329	2.329	2.329	Number of Outstanding Shares (million shares)
Laba (Rugi) per Saham (Rupiah penuh)	1,66	(44,78)	(13,98)	Earnings (Loss) Per Share (In Full Rupiah)
Laporan Posisi Keuangan Konsolidasian				**Consolidated Financial Position Statement**
Jumlah Aset	6.578.828	6.609.371	6.719.373	Total Assets
Jumlah Liabilitas	1.852.972	1.836.110	1.840.935	Total Liabilities
Jumlah Ekuitas	4.725.855	4.773.261	4.978.438	Total Equity
Laporan Arus Kas Konsolidasian				**Consolidated Statement of Cashflows**
Arus Kas dari Aktivitas Operasi	359.313	142.909	46.255	Cash Flows from Operating Activities
Arus Kas dari Aktivitas Investasi	(131.065)	(36.743)	(207.428)	Cash Flows from Investing Activities
Arus Kas dari Aktivitas Pendanaan	(209.560)	(10.561)	6.845	Cash Flows from Investing Activities
Rasio Keuangan (%)				**Finantial Ratio (%)**
Rasio Laba Tahun Berjalan terhadap:				**Profit Ratio to:**
Jumlah Aset	2,0	-1,7	-0,9	Total Assets
Jumlah Ekuitas	2,8	-2,4	-1,3	Total Equity
Pendapatan Usaha	10,5	-12,6	-6,9	Revenue
Rasio Lancar	64,2	63,4	54,1	Current Ratio
Rasio Liabilitas terhadap:				**Liability Ratio to:**
Jumlah Aset	28,2	27,8	27,4	Total Assets
Jumlah Ekuitas	39,2	38,5	37,7	Total Equity

PENDAPATAN USAHA
Revenues

2022	**1.266.978**
2021	902.939
2021	906.265

LABA USAHA
Profit from Operations

2022	**(7.827)**
2021	(240.092)
2021	(243.654)

LABA TAHUN BERJALAN
Profit for the Year

2022	**132.575**
2021	(113.618)
2021	(62.541)

JUMLAH ASET
Total Assets

2022	**6.578.828**
2021	6.609.371
2021	6.719.373

JUMLAH LIABILITAS
Total Liabilities

2022	**1.852.972**
2021	1.836.110
2021	1.840.935

JUMLAH EKUITAS
Total Equity

2022	**4.725.855**
2021	4.773.261
2021	4.978.438

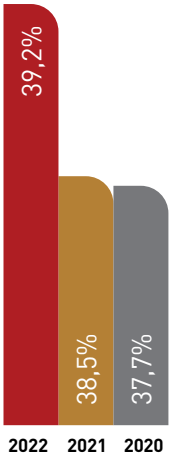
RASIO LANCAR
Current Ratio



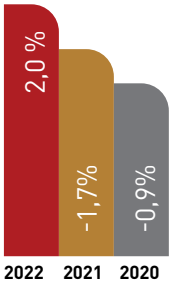
RASIO LIABILITAS TERHADAP ASET
Debt to Assets Ratio



RASIO LIABILITAS TERHADAP EKUITAS
Debt to Equity Ratio



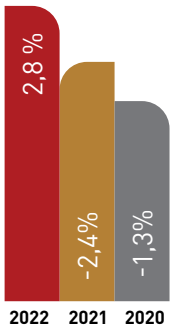
IMBAL HASIL ASET
Return on Assets



IMBAL HASIL PENDAPATAN
Profit Margin



IMBAL HASIL EKUITAS
Return on Equity



IKHTISAR SAHAM
STOCK OVERVIEW

Informasi Harga Saham

Jumlah saham Perseroan tercatat 2.329.040.482 lembar saham Per 31 Desember 2022. Pada Bursa Efek Indonesia (BEI). Volume saham yang diperdagangkan di pasar reguler tercatat 59.787.700 lembar saham selama 2022, dengan harga berkisar antara RpRp266,- hingga Rp456,- per saham dan ditutup pada harga Rp352,-

Share Price Information

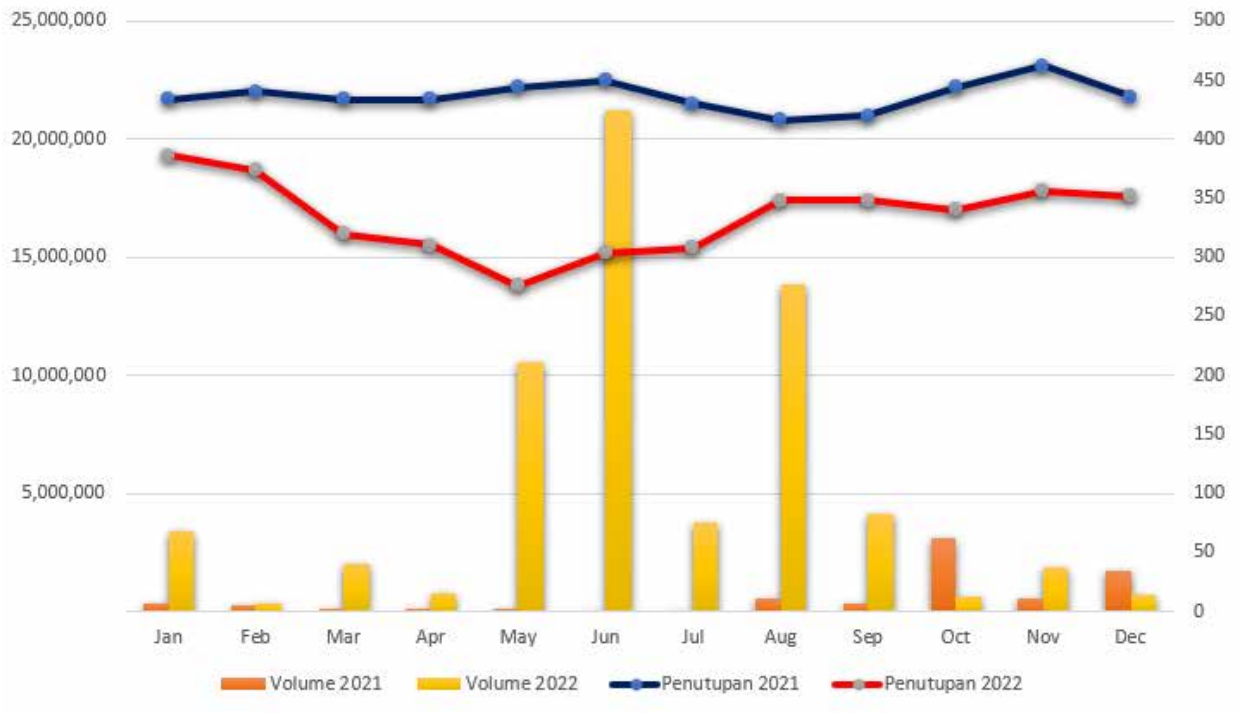
The number of shares of the Company was recorded at 2,329,040,482 shares as per December 31, 2022. On the Indonesia Stock Exchange (IDX). The volume of shares traded in the regular market was 59,787,700 shares during 2022, with prices ranging from Rp266,- to Rp456,- per share and closed at Rp352,-

Harga dan Volume Transaksi Saham Per-Bulan Selama 2022
Price and Volume of Share Transactions Per Month During 2022

Bulan Month	**Harga Per Saham (Rupiah Penuh)** Price of Share (In Full Rupiah)			**Volume Transaksi** Transaction Volume	**Kapitalisasi Pasar (Juta Rupiah)** Market Capitalization (Million Rupiah)
	Terendah Lowest	**Tertinggi** Highest	**Penutupan** Closing		
Desember December	348	364	352	710.400	819.822
November	330	366	356	1.841.000	829.138
Oktober October	340	368	340	625.300	791.873
September	342	394	348	4.105.700	810.506
Agustus August	300	414	348	13.857.800	810.506
Juli July	284	308	308	3.748.900	717.344
Juni June	280	344	304	21.195.300	708.028
Mei May	266	354	276	10.566.900	642.815
April	304	388	310	752.600	722.002
Maret March	314	374	320	2.039.100	745.292
Februari February	368	406	374	344.700	871.061
Januari January	346	456	386	3.366.300	899.009

Pergerakan harga dan Volume Transaksi Saham 2021-2022

Price Movement and Volume of Stock Transactions 2021-2022



Harga dan Volume Transaksi Saham Per-Kuartal Selama 2018-2022

Share Price and Transaction Volume per Quarter during 2018-2022

Periode Period	Harga Per Saham (Rupiah Penuh) Price of Share (In Full Rupiah)			Volume Transaksi Transaction Volume	Kapitalisasi Pasar (Juta Rupiah) Market Capitalization (Million Rupiah)
	Terendah Lowest	Tertinggi Highest	Penutupan Closing		
2022					
Kuartal IV Quarter IV	330	368	352	3.176.700	819.822
Kuartal III Quarter III	284	414	348	21.712.400	810.506
Kuartal II Quarter II	266	388	304	32.514.800	708.028
Kuartal I Quarter I	314	456	320	5.750.100	745.293
2021					
Kuartal IV Quarter IV	410	520	436	5.386.900	1.015.462
Kuartal III Quarter III	410	500	420	969.000	978.197
Kuartal II Quarter II	426	458	450	208.100	1.048.068
Kuartal I Quarter I	408	500	434	737.300	1.010.803
2020					
Kuartal IV Quarter IV	394	675	510	18.796.300	1.187.810
Kuartal III Quarter III	412	695	530	1.582.300	1.234.391
Kuartal II Quarter II	428	700	438	775.100	1.020.119

Periode Period	Harga Per Saham (Rupiah Penuh) Price of Share (In Full Rupiah)			Volume Transaksi Transaction Volume	Kapitalisasi Pasar (Juta Rupiah) Market Capitalization (Million Rupiah)
	Terendah Lowest	Tertinggi Highest	Penutupan Closing		
Kuartal I Quarter I	414	498	446	731.800	1.038.752
2019					
Kuartal IV Quarter IV	478	670	559	1.520.900	1.280.972
Kuartal III Quarter III	468	655	520	2.946.000	1.211.101
Kuartal II Quarter II	438	500	468	412.700	1.089.990
Kuartal I Quarter I	452	620	482	441.400	1.122.597
2018					
Kuartal IV Quarter IV	450	500	484	380.500	1.127.255
Kuartal III Quarter III	438	500	464	37.500	1.080.674
Kuartal II Quarter II	462	500	500	498.300	1.164.520
Kuartal I Quarter I	456	500	484	951.300	1.127.255

Suspensi atau Delisting

Perdagangan saham Perseroan tidak mendapatkan penghentian sementara perdagangan (suspensi) atau penghapusan pencatatan (delisting) terhadap saham Perseroan, yang diberlakukan oleh pihak regulator otoritas pasar modal di sepanjang 2022.

Aksi Korporasi

Perseroan tidak melakukan aksi korporasi, seperti: pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham di sepanjang 2022. Perseroan tidak membagikan dividen berdasarkan hasil keputusan RUPST tahun buku 2021.

Suspension or Delisting

The trading of the Company's shares did not receive any suspension or delisting of the Company's shares, which was imposed by the capital market authority regulators throughout 2022.

Corporate Actions

The Company did not conduct any corporate actions, such as: stock split, reverse stock merger, stock dividend, bonus shares, and changes in the nominal value of shares throughout 2022. The Company does not distribute dividends based on the resolution of the EGMS for the fiscal year 2021.



PERISTIWA PENTING
SIGNIFICANT EVENTS

23 Maret 2022 March 23,2022



Perayaan Ulang Tahun Hotel Borobudur Jakarta ke 48
Hotel Borobudur Jakarta 48th Anniversary Celebration

Ulang Tahun Hotel Borobudur Jakarta ke 48 dengan Tema "Botanical Garden"
The 48th Anniversary of Hotel Borobudur Jakarta with the theme "Botanical Garden".

26 Maret 2022 March 26,2022



Acara *Earth Hour* di Kawasan SCBD dan Hotel Borobudur Jakarta
Public Expose 2022
Earth Hour Event in SCBD Area and Hotel Borobudur Jakarta

Acara *Earth Hour* 2022 yang bertema "*Be the Solution, Not the Polution*", diisi dengan acara *talkshow*, hiburan musik dan pemadaman listrik dari jam 20.30-21.30 WIB.
Earth Hour 2022 event with the theme "Be the Solution, Not the Pollution", filled with talk shows, musical entertainment and blackout from 20.30-21.30 WIB.

25 Juli 2022 July 25,2022



Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2021
Annual General Meeting of Shareholders (EGMS) for Fiscal Year 2021

RUPST Perseroan Tahun Buku 2021 dilaksanakan pada 25 Juli 2022 di Hotel Borobudur Jakarta, dihadiri oleh Dewan Komisaris, Direksi dan Pemegang Saham.
The EGMS of the Company for the Fiscal Year 2021 was held on July 25, 2022 at Borobudur Hotel Jakarta, attended by the Board of Commissioners, Board of Directors and Shareholders.

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Tahun 2022
Extraordinary General Meeting of Shareholders (EGMS) Year 2022

RUPSLB Perseroan Tahun 2022 dilaksanakan pada 25 Juli 2022 di Hotel Borobudur Jakarta, dengan mata acara tunggal Perubahan Anggaran Dasar Perseroan.
The Company's EGMS of 2022 was held on July 25, 2022 at Borobudur Hotel Jakarta, with the sole agenda of the Amendment of the Company's Articles of Association.



Paparan Publik Tahun 2022
Public Expose 2022

Pelaksanaan Paparan Publik 2022 dipimpin oleh Direksi dan dihadiri Pemegang Saham dan masyarakat, memaparkan kinerja Perseroan hingga kuartal I-2022, serta strategi dan target Perseroan di 2022.
The Implementation of the 2022 Public Expose was led by the Board of Directors and attended by Shareholders and the Public, explaining the Company's performance until Q1 in 2021, as well as the Company's strategies and targets in 2022.

17 Agustus 2022 August 17, 2022



Peringatan HUT Kemerdekaan RI ke-77 di Hotel Borobudur Jakarta dan SCBD
Commemoration of the 77th Indonesian Independence Day at Borobudur Hotel Jakarta and SCBD

Perseroan dan Entitas Anak melaksanakan peringatan HUT Kemerdekaan RI di Lapangan Hotel Borobudur Jakarta dan Lot 16 SCBD
The Company and its subsidiaries commemorated Indonesia's Independence Day at the Borobudur Hotel Field in Jakarta and Lot 16 SCBD.

24-26 September 2022



IFSC Climbing Word Cup

Kawasan SCBD dipercaya menjadi tempat penyelenggaraan IFSC World Cup.
SCBD area is trusted to be the venue for the IFSC World Cup.

PENGHARGAAN DAN SERTIFIKASI
AWARDS AND CERTIFICATIONS

Penghargaan Awards





Tanggal Date	Perseroan/Entitas Anak Company/Subsidiary	Perihal Subject	Pemberi Provider
24 September 2022 September 24, 2022	PT Danayasa Arthatama	*Support IFSC Climbing World Cup*	FPTI
09 November 2022 November 09, 2022	Hotel Borobudur Jakarta	*Best Family Hotel*	Exquisite Media

Sertifikasi Certifications





Tanggal Date	**Perseroan/Entitas Anak** Company/Subsidiary	**Perihal** Subject	**Pemberi** Provider
14 Juli 2022 July 14, 2022	PT Danayasa Arthatama	SNI ISO 9001 : 2015 – Sertifikasi Sistem Manajemen Mutu SNI ISO 9001: 2015 - Quality management system certification	TUV Rheinland
		SNI ISO 14001 : 2015 – Sertifikasi Sistem Manajemen Lingkungan SNI ISO 14001: 2015 - Environmental Management System Certification	
		SNI ISO 45001 : 2014 – Sertifikasi Sistem Manajemen kesehatan dan keselamatan kerja SNI ISO 45001: 2014 - Certification of Occupational Health and Safety Management System	
24 Oktober 2022 October 24, 2022	PT Artha Telekomindo	ANSI/TIA – 942-B-2017 RATED-3 - Certificate of Conformance Constructed Facility	Elite Performance Institute
30 Oktober 2022 October 30, 2022	PT Artha Telekomindo	SNI ISO/IEC 27001 : 2013	TUV Rheinland



2

LAPORAN MANAJEMEN

Management Report



Laporan Dewan Komisaris 28
Report of The Board of Commissioners

Laporan Direksi 34
Report of The Board of Directors

LAPORAN DEWAN KOMISARIS
REPORT OF THE BOARD OF COMMISSIONERS

Perseroan kembali ke jalur positif. Pendapatan tahun 2022 berhasil meningkat hingga 40,2% dari Rp902,94 miliar menjadi Rp 1,27 triliun.

The Company's consolidated operating revenue as of December 31, 2022 reached Rp1.27 trillion. There was an increase in revenue in all of the Company's business segments in 2022.

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat

Pertama-tama, kami ingin mengucapkan puji dan syukur ke hadirat Tuhan Yang Maha Esa atas berkah dan rahmatnya sehingga PT Jakarta International Hotels & Development Tbk (Perseroan) dapat menutup tahun 2022 dengan kinerja yang lebih baik di tengah situasi pemulihan ekonomi seiring meredanya pandemi Covid-19, dan pencabutan pemberlakuan pembatasan kegiatan masyarakat (PPKM) di akhir Desember 2022.

Laporan ini merupakan bagian dari pertanggungjawaban Dewan Komisaris untuk melaporkan kepada Pemegang Saham dan seluruh pemangku kepentingan mengenai pelaksanaan tugas Dewan Komisaris dalam melakukan pengawasan atas kepengurusan Direksi dan pemberian nasihat kepada Direksi sepanjang 2022. Fokus arahan pengawasan dan pemberian nasihat Dewan Komisaris diberikan buat membantu kepengurusan Direksi untuk bersama dan bersinergi merealisasikan target-target yang telah ditetapkan di awal tahun.

Dalam laporan ini akan disampaikan penilaian Dewan Komisaris atas kinerja Direksi, pandangan-pandangan Dewan Komisaris dalam hal: prospek usaha yang disusun oleh Direksi, implementasi strategi perusahaan dan penerapan tata kelola perusahaan, serta laporan perihal perubahan komposisi Dewan Komisaris dan frekuensi pemberian nasihat kepada Direksi.

Our Respected Stakeholders and Shareholders

First of all, we would like to express our praise and gratitude to God Almighty for his blessings and grace so that PT Jakarta International Hotels & Development Tbk (the Company) can close the year 2022 with a better performance amidst the economic recovery situation as the Covid-19, and the lifting of restrictions on community activities (PPKM) at the end of December 2022.

This report is part of the Board of Commissioners' accountability to report to Shareholders and all stakeholders on the implementation of the Board of Commissioners' duties in supervising the management of the Board of Directors and providing advice to the Board of Directors throughout 2022. The focus of the Board of Commissioners' supervisory and advisory direction is given to assist the management of the Board of Directors to jointly and synergistically realize the targets set at the beginning of the year.

This report will present the Board of Commissioners' assessment of the Board of Directors' performance, the Board of Commissioners' views in terms of: business prospects prepared by the Board of Directors, implementation of corporate strategy and implementation of good corporate governance, as well as a report on changes in the composition of the Board of Commissioners and the frequency of providing advice to the Board of Directors.

Tinjauan Perekonomian 2022

Prediksi pertumbuhan ekonomi global 2022 sepanjang tahun berulang-kali diubah. Bank Dunia yang di awal 2022 memprediksikan pertumbuhan ekonomi global 2022 mencapai 4,1%, memangkas proyeksinya hampir 1%, menjadi 3,2%. International Monetary Fund (IMF) dua kali memangkas perkiraan untuk pertumbuhan ekonomi global hingga menjadi 3,2%. Selanjutnya Organization for Economic Cooperation and Development (OECD) memproyeksikan ekonomi dunia pada 2022 melambat menjadi 3%.

Ekonomi global memasuki tahun 2022 diperkirakan melemah. Di saat banyak negara mulai perlahan untuk bangkit dari dampak pandemi, ekonomi dunia terhempas invasi Rusia ke Ukraina. Konflik Rusia-Ukraina telah memperparah kerusakan ekonomi akibat pendemi Covid-19, dan makin memperlambat ekonomi global yang memasuki periode pertumbuhan lemah yang berlarut-larut.

Dampak langsung dari Krisis Rusia dan Ukraina adalah naiknya inflasi yang telah menjadi bahaya nyata bagi banyak negara. Resesi akan membayangi akibat krisis energi yang berdampak ke berbagai sektor. Tekanan inflasi menjalar ke banyak negara. Amerika Serikat harus berulang kali menaikkan suku bunga acuan untuk menekan lebih keras inflasi.

Risiko lain datang dari perlambatan yang lebih tajam dari Tiongkok yang dipicu oleh meluasnya penguncian Covid-19. Penerapan kebijakan nol Covid mengakibatkan terjadinya perlambatan pada ekonomi Tiongkok. Perlambatan ekonomi Tiongkok berimbas signifikan pada pertumbuhan ekonomi di Asia, kawasan Asia Timur dan Pacific.

Pemerintah menargetkan pertumbuhan ekonomi nasional 2022 bisa tumbuh 4,7% sampai 5,6%. Pertumbuhan ekonomi Indonesia sebesar 3,69% sepanjang 2021 jadi landasan yang kuat untuk memacu pertumbuhan pada 2022. Terkendalinya kasus Covid-19 dan peningkatan investasi menjadi kunci pertumbuhan ekonomi tahun 2022.

Dalam situasi yang kurang kondusif bagi perekonomian Indonesia yang sedang dalam proses pemulihan, Indonesia berhasil mencatatkan pertumbuhan ekonomi sebesar 5,01% pada kuartal I-2022. Pertumbuhan sebesar 5,01% menunjukkan pertanda positif bagi perekonomian Indonesia yang pulih dengan kuat secara bertahap.

Ekonomi kuartal II-2022 tumbuh impresif 5,44% secara tahunan, melanjutkan pertumbuhan pada kuartal I-2022 sebesar 5,01%. Pertumbuhan ekonomi kuartal III-2022 mencapai angka 5,72%, naik dibanding dengan kuartal II-2022 sebesar 5,44%. Konsumsi rumah tangga tetap menjadi penopang utama dengan pertumbuhan 5,39% dan mengkontribusi 50,38% terhadap PDB.

Pada kuartal IV-2022, pertumbuhan ekonomi Indonesia tercatat tetap tinggi, yakni 5,01% (yoy), di tengah pertumbuhan ekonomi yang dalam tren melambat. Pertumbuhan ekonomi Indonesia 2022 secara keseluruhan tercatat 5,31%, jauh meningkat dari capaian tahun sebelumnya sebesar 3,69%.

Pertumbuhan ekonomi Indonesia tetap kuat, dan cukup masih tangguh untuk menghadapi ancaman resesi global, bahkan di kuartal II-2022 (5,44%) merupakan yang terkuat di antara negara-negara G20. Namun demikian masuk tahun 2023, Indonesia harus tetap mewaspadai dan tidak lengah mengantisipasi dampak proyeksi stagflasi dan resesi perekonomian global tidak boleh lengah diantisipasi, agar perekonomian nasional tetap elastis (*resilient*) dan tumbuh di atas 5%.

2022 Economic Review

The prediction of global economic growth in 2022 throughout the year being repeatedly changed. The World Bank, which in early 2022 predicted global economic growth in 2022 to reach 4.1%, cut its projection by almost 1%, to 3.2%. The International Monetary Fund (IMF) twice cut its forecast for global economic growth to 3.2%. Furthermore, the Organization for Economic Cooperation and Development (OECD) projects the world economy in 2022 to slow down to 3%.

The global economy entering 2022 is expected to weaken. While many countries are slowly recovering from the effects of the pandemic, the world economy has been hit by Russia's invasion of Ukraine. The Russia-Ukraine conflict has exacerbated the economic damage caused by the Covid-19 pandemic, and further slowed the global economy which entered a protracted period of weak growth.

The immediate impact of the Russia and Ukraine Crisis is the rising inflation which has become a real danger for many countries. A recession is looming as the energy crisis impacts various sectors. Inflationary pressures are spreading to many countries. The United States has had to repeatedly raise its benchmark interest rate to further curb inflation.

Another risk comes from a sharper slowdown from China triggered by the widespread Covid-19 lockdown. The implementation of the zero Covid policy has resulted in a slowdown in the Chinese economy. China's economic slowdown has a significant impact on economic growth in Asia, East Asia and Pacific region.

The government targets national economic growth in 2022 to grow 4.7% to 5.6%. Indonesia's economic growth of 3.69% throughout 2021 is a strong foundation to spur growth in 2022. Controlling the Covid-19 case and increasing investment are the keys to economic growth in 2022.

In a situation that is less conducive for the Indonesian economy which is in the process of recovery, Indonesia managed to record economic growth of 5.01% in the first quarter of 2022. Growth of 5.01% shows a positive sign for Indonesia's economy that is recovering strongly gradually.

The economy in the second quarter of 2022 grew at an impressive 5.44% on an annualized basis, continuing the growth in the first quarter of 2022 of 5.01%. Economic growth in the third quarter of 2022 reached 5.72%, an increase compared to the second quarter of 2022 of 5.44%. Household consumption remained the main support with growth of 5.39% and contributed 50.38% to GDP.

In the fourth quarter of 2022, Indonesia's economic growth was recorded to remain high, at 5.01% (yoy), amidst slowing economic growth. Indonesia's overall economic growth in 2022 was recorded at 5.31%, much higher than the previous year's achievement of 3.69%.

Indonesia's economic growth remains strong, and is still resilient enough to face the threat of a global recession, even in the second quarter of 2022 (5.44%) was the strongest among the G20 countries. However, entering 2023, Indonesia must remain vigilant and not be careless in anticipating the impact of projected global economic stagflation and recession, so that the national economy remains elastic (resilient) and grows above 5%.

Penilaian Atas Kinerja Direksi

Pengelolaan yang Dilakukan Direksi

Pemulihan perekonomian Indonesia sepanjang 2022 telah menjadi stimulus yang berarti bagi *performance* Perseroan menjadi lebih baik setelah terpuruk selama dua tahun pandemi Covid-19. Kinerja Perseroan kembali ke jalur positif. Pendapatan tahun 2022 berhasil meningkat hingga 40,3% dari Rp902,94 miliar menjadi Rp 1,27 triliun. Setelah dua tahun berturut-turut (2020-2021) mengalami kerugian masing-masing sebesar Rp 62,54 miliar dan Rp 113,62 miliar, laba bersih kembali diperoleh sebesar Rp 132,58 miliar.

Atas apa yang dicapai Perseroan sepanjang 2022, Dewan Komisaris menilai Direksi telah bekerja keras memberikan upaya yang terbaiknya. Dewan Komisaris juga memberikan apresiasi kepada Direksi atas berbagai inisiatif strategis yang berhasil diimplementasikan secara baik sehingga mampu memperbaiki *perfomance* Perseroan menjadi lebih baik.

Pengawasan Dalam Perumusan dan Implementasi Strategi Perseroan

Dewan Komisaris memiliki tanggung jawab untuk keberhasilan Direksi dalam mengimplementasikan strategi perusahaan. Dewan Komisaris secara aktif memantau dan mengawasi atas implementasi strategi perusahaan yang dijalankan Direksi agar tetap berada di koridor yang tepat dan berhasil dengan optimal.

Strategi perusahaan merupakan bagian dari rencana kerja dan anggaran (RKA), di mana penyusunannya telah melalui proses arahan, saran dan rekomendasi, proaktif timbal balik Direksi - Dewan Komisaris. Dengan demikian, pelaksanaan pengawasan terhadap implementasi strategi Perseroan mengacu kepada strategi yang tertuang dalam RKA 2022.

Pemantauan terhadap implementasi strategi perusahaan oleh Direksi, mencakup pula hal-hal: kepatuhan manajemen terhadap peraturan yang berlaku, pengawasan pelaksanaan GCG (manajemen risiko, sistem pengendalian internal, audit internal dan eksternal), dan pemantauan investasi dan pengembangan bisnis.

Dalam mengimplementasikan strategi perusahaan, diharapkan kepada Direksi untuk cermat, tetap mengedepankan prinsip kehati-hatian operasional, menjunjung tinggi integritas untuk mengeliminasi kecurangan, mempraktikkan kecerdasan dalam menghadapi tantangan digital, disiplin dalam pengelolaan biaya, menjaga kecukupan modal dan likuiditas, dapat meningkatkan pendapatan melalui pengembangan dan pengelolaan yang berkualitas, terus berinovasi pada seluruh segmen usaha, serta lebih berkontribusi terhadap lingkungan dan sosial.

Komunikasi terbuka senantiasa diupayakan terbina dalam berdiskusi untuk memperoleh solusi terbaik, terhadap berbagai permasalahan pengurusan dan pengelolaan Perseroan. Pemberian arahan, rekomendasi, nasihat dan saran dari Dewan Komisaris kepada Direksi secara formal dilaksanakan melalui forum rapat bersama, yaitu Rapat Dewan Komisaris mengundang Direksi dan Rapat Direksi mengundang Dewan Komisaris yang di tahun 2022, masing-masing telah diadakan pada 25 Januari, 21 Maret, 24 Mei, 28 Juli, 17 September dan 22 November.

Performance Assessment of the Board of Directors

Management Conducted by the Board of Directors

Indonesia's economic recovery throughout 2022 has been a significant stimulus for the Company's performance to improve after a two-year slump during the Covid-19 pandemic. The Company's performance returned to a positive track. Revenue in 2022 managed to increase by 40.3% from Rp 902.94 billion to Rp 1.27 trillion. After two consecutive years (2020-2021) of losses of Rp 62.54 billion and Rp 113.62 billion respectively, net profit was again obtained at Rp 132.58 billion.

For what the Company has achieved throughout 2022, the Board of Commissioners considers that the Board of Directors has worked hard to give its best efforts. The Board of Commissioners also appreciates the Board of Directors for various strategic initiatives that have been successfully implemented so as to improve the Company's performance for the better.

Supervision in the Formulation and Implementation of the Company's Strategy

The Board of Commissioners is responsible for the success of the Board of Directors in implementing the Company's strategy. The Board of Commissioners actively monitors and supervises the implementation of the corporate strategy by the Board of Directors in order to stay on the right corridor and succeed optimally.

The corporate strategy is part of the work plan and budget (RKA), which has been prepared through a process of direction, advice and recommendations, and mutual proactivity between the Board of Directors and the Board of Commissioners. Thus, the supervision of the implementation of the Company's strategy refers to the strategy set out in the 2022 RKA.

Monitoring of the implementation of the Company's strategy by the Board of Directors also includes: management compliance with applicable regulations, supervision of GCG implementation (risk management, internal control system, internal and external audit), and monitoring of investment and business development.

In implementing the company's strategy, the Board of Directors is expected to be careful, continue to prioritize the principle of operational prudence, uphold integrity to eliminate fraud, practice intelligence in facing digital challenges, be disciplined in managing costs, maintain adequate capital and liquidity, be able to increase revenue through quality development and management, continue to innovate in all business segments, and contribute more to the environment and social.

Open communication is always sought to be fostered in discussions to obtain the best solution, to various problems of management of the Company. The provision of direction, recommendations, advice and suggestions from the Board of Commissioners to the Board of Directors is formally carried out through a joint meeting forum, which is the Meeting of the Board of Commissioners inviting the Board of Directors and the Meeting of the Board of Directors inviting the Board of Commissioners which in 2022, has been held on January 25, March 21, May 24, July 28, September 17 and November 22, respectively.

Pandangan Dewan Komisaris

Prospek Usaha yang Disusun Direksi

Di tengah pemulihan ekonomi Indonesia yang masih dibayangi gejolak ekonomi global, ekonomi Indonesia sepanjang tahun 2023, diharapkan tetap dapat tumbuh dan tetap kuat didorong peningkatan permintaan domestik dan ekspor. Konsumsi rumah tangga diperkirakan makin kuat sejalan dengan meningkatnya mobilitas di seluruh wilayah, penjualan eceran dan membaiknya keyakinan konsumen.

Ada keoptimisan bahwa target laju pertumbuhan ekonomi 2023 sebesar 5,35% diyakini bakal tercapai. Namun, tidak bisa diabaikan gejolak ekonomi global yang masih berlanjut. Juga dengan pandemi Covid-19 yang belum sepenuhnya sirna, sewaktu-waktu bisa kembali mewabah berkepanjangan.

Hal-hal tersebut hendaknya telah diperhatikan ketika Direksi menyusun rencana kerja 2023. Dalam rencana kerja dan anggaran (RKA) yang disusun pada akhir 2022, Direksi menargetkan pendapatan konsolidasian Perseroan dapat meningkat 27,3% dari realisasi capaian 2022.

Terhadap prospek usaha Perseroan 2023, Direksi kembali harus bisa memanfaatkan berbagai peluang pengembangan bisnis, dan mesti tetap bekerja keras untuk mencapainya. Dewan Komisaris juga mengingatkan Direksi untuk mewaspadai berbagai gejolak sosial, politik, dan ekonomi yang berpotensi terjadi menjelang tahun politik 2024. Perseroan harus bisa merespon cepat berbagai perkembangan yang terjadi di pasar, industri, dan masyarakat agar dapat terus bersaing dan makin berkembang.

Dewan Komisaris juga telah sepakat dengan Direksi dalam hal strategi-strategi bisnis yang dipilih dan langkah-langkah yang akan dijalani dalam pengurusan dan pengelolaan Perseroan di sepanjang 2023. Direksi diharapkan dapat terus melakukan upaya praktik bisnis terbaik untuk pencapaian target tersebut.

Penerapan Tata Kelola Perusahaan

Kekonsistenan penerapan GCG di lingkup Perseroan diharapkan semakin sempurna dari tahun ke tahun. Dengan tetap berlandaskan rambu-rambu peraturan yang berlaku, norma-norma kepatutan dan praktik-praktik bisnis terbaik. Keselarasannya atas prinsip dan praktik GCG dilakukan melalui proses monitoring evaluasi dan perbaikan berkelanjutan.

Dengan penerapan GCG yang benar: dalam hal kesetaraan, hak dan kewajiban pemegang saham menjadi terlindungi, adanya kejelasan peran para pemangku kepentingan, termasuk pula pelaksanaan tugas Dewan Komisaris dan Direksi sebagai pengawas dan pengelola secara bertanggung jawab, serta adanya kewajiban pengungkapan informasi yang lengkap, akurat, dan tepat waktu.

Penerapan prinsip-prinsip GCG secara komprehensif di lingkungan Perseroan telah diimplementasikan dalam perangkat kebijakan yang memadai, adanya organ utama dan pendukung pelaksana, dan dalam hal: sistem manajemen risiko, sistem pengendalian internal, serta sistem pelaporan pelanggaran. Dewan Komisaris bertanggung jawab memastikan praktik GCG di Perseroan telah diterapkan di seluruh level jabatan dan semua aspek operasional secara konsisten, berkesinambungan, transparan, akuntabel dan benar.

The Board of Commissioners Views

Business Prospects Prepared by the Board of Directors

Amid Indonesia's economic recovery that is still overshadowed by global economic turmoil, Indonesia's economy throughout 2023, is expected to continue to grow and remain strong, driven by increased domestic demand and exports. Household consumption is expected to be stronger in line with increasing mobility across regions, retail sales and improving consumer confidence.

There is optimism that the 2023 economic growth rate target of 5.35% will be achieved. However, the continued global economic turmoil cannot be ignored. Also, the Covid-19 pandemic, which has not completely disappeared, could return at any time with a prolonged outbreak.

These matters should have been considered when the Board of Directors developed the 2023 work plan. In the work plan and budget (RKA) prepared at the end of 2022, the Board of Directors targets the Company's consolidated revenue to increase by 27.3% from the realization of 2022 achievements.

Regarding the Company's business prospects for 2023, the Board of Directors must again be able to take advantage of various business development opportunities, and must continue to work hard to achieve them. The Board of Commissioners also reminded the Board of Directors to be aware of various social, political and economic turmoil that could potentially occur ahead of the 2024 political year. The Company must be able to respond quickly to various developments in the market, industry and society in order to continue to compete and grow.

The Board of Commissioners has also agreed with the Board of Directors on the business strategies chosen and the steps to be taken in the management of the Company throughout 2023. The Board of Directors is expected to continue making best business practice efforts to achieve these targets.

Implementation of Good Corporate Governance

The consistent implementation of GCG within the Company is expected to be more improved from year to year. It is still based on the prevailing regulations, norms of propriety and best business practices. The alignment of GCG principles and practices is carried out through a process of monitoring evaluation and continuous improvement.

With proper implementation of GCG: in terms of equality, the rights and obligations of shareholders are protected, there is clarity on the roles of stakeholders, including the implementation of the duties of the Board of Commissioners and the Board of Directors as supervisors and managers responsibly, as well as the obligation to disclose complete, accurate and timely information.

The comprehensive implementation of GCG principles within the Company has been implemented in an adequate set of policies, the existence of main and supporting implementing organs, and in terms of: risk management system, internal control system, and violation reporting system. The Board of Commissioners is responsible for ensuring that GCG practices in the Company are implemented at all levels of positions and all aspects of operations consistently, continuously, transparently, accountably and correctly.

Dewan Komisaris percaya bahwa Direksi akan terus berupaya untuk selalu meningkatkan kualitas penerapan prinsip-prinsip GCG secara berkelanjutan. Komitmen pada penerapan GCG dengan benar dan konsisten, harus diyakini sebagai fundamental kesuksesan pengelolaan bisnis dan operasional perusahaan.

Dewan Komisaris mengapresiasi langkah Direksi yang telah menyusun Laporan Keberlanjutan dalam tiga tahun terakhir (2020-2022). Laporan ini merupakan pelaporan dari kontribusi Perseroan dalam mengelola risiko yang berkaitan dengan Lingkungan, Sosial dan Tata Kelola (ESG) dengan menyeimbangkan aspek *triple bottom line* yang terdiri dari *people, planet* dan *profit* (3P) dalam mendukung pencapaian tujuan pembangunan yang berkelanjutan. Dewan Komisaris berharap agar kinerja keberlanjutan Perseroan dapat semakin baik dari tahun ke tahun.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Komite Audit adalah komite di bawah Dewan Komisaris, yang membantu tugas pengawasan dalam hal integritas penyusunan laporan keuangan, implementasi manajemen risiko, pelaksanaan audit keuangan dan memberikan rekomendasi pengangkatan dan pemberhentian Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP) di Perseroan. Seluruh hasil kajian dan rekomendasi yang diberikan menjadi bahan, dasar pertimbangan bagi Dewan Komisaris dalam mengawasi dan memberikan nasihat kepada Direksi.

Dewan Komisaris secara periodik melakukan penilaian terhadap kinerja Komite Audit. Indikator-indikator penilaiannya mencakup: keaktifan Komite Audit dalam menjalankan tugasnya, kehadiran dalam rapat, proses dokumentasi, dan rekomendasi yang diberikan. Dengan mengacu dari hasil indikator-indikator tersebut, Dewan Komisaris menilai kinerja Komite Audit cukup memuaskan di sepanjang 2022.

Komposisi Dewan Komisaris

Komposisi Dewan Komisaris per-31 Desember 2022 adalah masih sama dengan susunan Dewan Komisaris per-31 Desember 2021, yang telah ditetapkan melalui melalui Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang diselenggarakan pada 23 Februari 2021 dan kembali ditegaskan dalam Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2021 yang diselenggarakan pada 25 Juli 2022.

Dengan demikian, susunan Dewan Komisaris per 31 Desember 2022 adalah sebagai berikut:

The Board of Commissioners believes that the Board of Directors will always strive to improve the quality of the implementation of GCG principles on an ongoing basis. Commitment to the correct and consistent implementation of GCG must be believed to be fundamental to the success of business management and company operations.

The Board of Commissioners appreciates the Board of Directors for preparing the Sustainability Report for the last three years (2020-2022). This report is a report of the Company's contribution in managing risks related to Environment, Social and Governance (ESG) by balancing the triple bottom line aspects consisting of people, planet and profit (3P) in supporting the achievement of sustainable development goals. The Board of Commissioners hopes that the Company's sustainability performance can improve from year to year.

Performance Assessment of Committees under the Board of Commissioners

The Audit Committee is a committee under the Board of Commissioners, which assists the supervisory duties in terms of the integrity of the preparation of financial statements, the implementation of risk management, the implementation of financial audits and provides recommendations for the appointment and dismissal of Public Accountants (AP) and Public Accounting Firms (KAP) in the Company. All review results and recommendations provided become materials, the basis of consideration for the Board of Commissioners in supervising and providing advice to the Board of Directors.

The Board of Commissioners periodically assesses the performance of the Audit Committee. The assessment indicators include: the activity of the Audit Committee in carrying out its duties, attendance at meetings, documentation process, and recommendations provided. With reference to the results of these indicators, the Board of Commissioners assessed the performance of the Audit Committee as satisfactory throughout 2022.

Composition of the Board of Commissioners

The composition of the Board of Commissioners as of December 31, 2022 is the same as the composition of the Board of Commissioners as of December 31, 2021, which was determined through the Extraordinary General Meeting of Shareholders (EGMS) held on February 23, 2021 and reaffirmed at the Annual General Meeting of Shareholders (EGMS) for Fiscal Year 2021 held on July 25, 2022.

Thus, the composition of the Board of Commissioners as of December 31, 2022 is as follows:

Dewan Komisaris	**Nama** Name	Board of Commissioners
Komisaris Utama	Sugianto Kusuma	President Commissioner
Wakil Komisaris Utama	Tomy Winata	Vice President Commissioner
	Hartono Tjahjadi Adiwana	
Komisaris	Teuku Ashikin Husein	Commissioner
Komisaris Independen	Ku Siew Kuan	Independent Commissioner
	Lidwina Ong	

Penutup

Dewan Komisaris mengucapkan terima kasih kepada pemegang saham dan seluruh pemangku kepentingan yang senantiasa mendukung keberlangsungan bisnis Perseroan hingga kembali ke-*perfomance* yang lebih baik di 2022.

Dewan Komisaris mengucapkan terima kasih kepada Direksi atas komitmen dan upayanya untuk memberikan kinerja terbaik dalam operasional Perseroan 2022.

Terima Kasih kepada seluruh karyawan, dengan komitmen dan dedikasinya tulus bekerja memberikan yang terbaik. Dewan Komisaris mengucapkan pula terima kasih kepada tamu, pengunjung, *tenant*, mitra kerja, serta para pemangku kepentingan lainnya atas kepercayaan-kepercayaannya kepada Perseroan.

Dengan segala keberhasilan yang telah dicatatkan oleh Perseroan di 2022, Dewan Komisaris tetap berharap agar kinerja Perseroan dapat terus tumbuh berkelanjutan semakin membaik dari tahun ke tahun, sehingga senantiasa bisa memberikan yang terbaik kepada seluruh pemangku kepentingan.

Closing

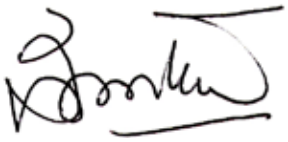
The Board of Commissioners would like to thank the shareholders and all stakeholders who continue to support the Company's business continuity until it returns to a better-performance in 2022.

The Board of Commissioners would like to thank the Board of Directors for its commitment and efforts to deliver the best performance in the Company's operations in 2022.

Thank you to all employees, for the commitment and dedication to work sincerely to provide the best. The Board of Commissioners would also like to thank guests, visitors, tenants, partners, and other stakeholders for their trust in the Company.

With all the successes that have been recorded by the Company in 2022, the Board of Commissioners still hopes that the Company's performance can continue to grow sustainably and improve from year to year, so that it can always provide the best to all stakeholders

Jakarta, 26 April 2023
April 26, 2023
Atas nama Dewan Komisaris,
On behalf of the Board of Commissioners,



Sugianto Kusuma
Presiden Komisaris
President Commissioner

LAPORAN DIREKSI
REPORT OF THE BOARD OF DIRECTORS

Pendapatan usaha konsolidasian Perseroan per 31 Desember 2022 mencapai Rp1,27 triliun. Terdapat kenaikan pendapatan pada semua segmen usaha Perseroan di 2022.

The Company's consolidated operating revenue as of December 31, 2022 reached Rp1.27 trillion. There was an increase in revenue in all of the Company's business segments in 2022.

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat

Bersama ini, kami selaku Direksi mengucapkan puji dan syukur ke hadirat Tuhan Yang Maha Esa atas berkah dan rahmatnya sehingga PT Jakarta International Hotels & Development Tbk (Perseroan), di tengah situasi pemulihan ekonomi seiring meredanya pandemi Covid-19, dapat menutup tahun 2022 dengan kinerja yang kembali positif.

Direksi akan melaporkan hasil jalannya kepengurusan dan pengelolaan Perseroan sepanjang 2022 dalam Laporan Tahunan Terintegrasi tahun buku 2022, sebagai bentuk pertanggungjawaban kepada Para Pemegang Saham dan seluruh Pemangku Kepentingan lainnya.

Laporan Tahunan Terintegrasi Tahun buku 2022 bertema "Strengthening Performance through Collaboration," menggambarkan adanya keberhasilan dari upaya perkuatan sinergi dengan berkolaborasi bersama para pemangku kepentingan telah mengangkat kembali kinerja Perseroan menjadi lebih baik di 2022.

Dalam laporan ini, tercantum analisis kinerja dan prospek usaha Perseroan di masa yang akan datang. Laporan ini juga akan menyampaikan perkembangan penerapan tata kelola perusahaan dan strategi pencapaian target berkelanjutan.

Our Respected Stakeholders and Shareholders

Herewith, we as the Board of Directors will report the results of the management of the Company throughout 2022 in the Integrated Annual Report for the fiscal year 2022, as a form of accountability to the Shareholders and all other Stakeholders. On behalf of the Board of Directors, we are pleased to report that PT Jakarta International Hotels & Development Tbk successfully closed the year 2022 with another positive performance.

The Board of Directors will report the results of the Company's management throughout 2022 in the 2022 Integrated Annual Report, as a form of accountability to Shareholders and all other Stakeholders.

The Integrated Annual Report for the fiscal year 2022 with the theme "Strengthening Performance through Collaboration" reflects the success of efforts to strengthen synergies by collaborating with stakeholders that have lifted the Company's performance back to a better level in 2022.

This report analyzes the Company's performance and business prospects in the future. This report will also convey the progress of the implementation of good corporate governance and strategies for achieving sustainable targets.

Perekonomian Indonesia 2022

Kinerja Pertumbuhan

Memasuki tahun 2022, kita sempat dikhawatirkan meningkatnya kasus Covid-19. Penyebaran Covid-19 varian Omicron pada awal 2022 berisiko mereduksi daya beli masyarakat, berimplikasi pada tertahannya laju konsumsi rumah tangga, dan akan mengurangi pertumbuhan ekonomi Indonesia pada kuartal I-2022.

Penyebaran Covid-19 varian Omicron pada awal 2022 berisiko mereduksi daya beli masyarakat, berimplikasi pada tertahannya laju konsumsi rumah tangga, dan akan mengurangi pertumbuhan ekonomi Indonesia pada kuartal I-2022.

Pemberlakuan status PPKM level 3 sempat dikhawatirkan akan menghambat proses pemulihan ekonomi nasional yang telah berjalan sejak kuartal IV-2021. Pengetatan mobilitas akan mengakibatkan laju pertumbuhan ekonomi bisa kembali melambat seperti pada kasus varian Delta.

Sementara dari ekternal global, eskalasi konflik Rusia-Ukraina yang mulai terjadi di akhir Februari 2022 menjadi ketidakpastian global baru yang berpotensi dapat mengganggu stabilitas perekonomian dan berisiko mereduksi pertumbuhan ekonomi global.

Dalam situasi yang kurang kondusif bagi perekonomian Indonesia yang sedang dalam proses pemulihan, Indonesia berhasil mencatatkan pertumbuhan ekonomi sebesar 5,01% pada kuartal I-2022. Pertumbuhan sebesar 5,01% menunjukkan pertanda positif bagi perekonomian Indonesia yang pulih dengan kuat secara bertahap. Ada kontribusi konsumsi rumah tangga dan meningkatnya daya beli masyarakat seiring pelonggaran PPKM membuat ekonomi Indonesia dapat tumbuh di tahun 2022.

Kita bersyukur dengan capaian pertumbuhan ekonomi Indonesia 2022 masih aman dari resesi. Selama empat kuartal berturut-turut sejak kuartal IV-2021, pertumbuhan ekonomi nasional meningkat secara persisten di atas 5%. Dan ini masih berlanjut hingga akhir 2022 yang meningkat hingga 5,31%, jauh meningkat dari capaian tahun 2021 yang hanya 3,69%.

Pertumbuhan Lapangan Usaha

Ekonomi Indonesia tahun 2022 tumbuh sebesar 5,31%, dengan pertumbuhan terjadi pada seluruh lapangan usaha. Tiga lapangan usaha yang menjadi segmen usaha Perseroan, yaitu hotel, real estat dan jasa telekomunikasi juga mencatatkan peningkatan pertumbuhan, masing-masing sebesar 11,97%, 1,72% dan 7,74%.

Perhotelan yang menjadi bagian dari lapangan usaha akomodasi dan makan minum tumbuh signifikan dibanding 2021 yang tercatat 3,89%. Lapangan usaha ini sebelumnya terkontraksi 10,26% tertekan pandemi Covid-19 di 2020.

Segmen usaha jasa telekomunikasi, yang menjadi bagian dari lapangan usaha informasi dan komunikasi mencatatkan pertumbuhan yang kembali meningkat, kendati tidak sampai seperti di masa pandemi 2020 yang mencapai 10,61%. Setelah tumbuh 6,81% di 2021, lapangan usaha ini meningkat tumbuh 7,74% di 2022.

Lapangan usaha Real Estat, yang membawahi segmen usaha real estate (kawasan, mal dan gedung perkantoran) dari Perseroan, hanya tumbuh 1,72% di 2022. Tidak sebesar dibanding dengan

Indonesian Economy 2022

Growth Performance

Entering 2022, we were worried about the increase in Covid-19 cases. The spread of the Omicron variant of Covid-19 in early 2022 risks reducing people's purchasing power, has implications for restraining the pace of household consumption, and will reduce Indonesia's economic growth in the first quarter of 2022.

The implementation of PPKM level 3 status was feared to hamper the national economic recovery process that has been running since the fourth quarter of 2021. Tightening mobility will result in the rate of economic growth slowing down again as in the case of the Delta variant.

Meanwhile, from the global external, the escalation of the Russia-Ukraine conflict which began at the end of February 2022 is a new global uncertainty that has the potential to disrupt economic stability and risks reducing global economic growth.

In a situation that is less conducive for the Indonesian economy which is in the process of recovery, Indonesia managed to record economic growth of 5.01% in the first quarter of 2022. The growth of 5.01% shows a positive sign for Indonesia's economy that is recovering strongly gradually.

There is a contribution of household consumption and increased purchasing power along with the easing of mobility after the Covid-19 pandemic that makes the Indonesian economy still able to grow. With the structure of the national economy supported by household consumption, Indonesia's chance of being dragged down by the global recession has decreased.

We are grateful that Indonesia's economic growth in 2022 is still safe from recession. For four consecutive quarters since the fourth quarter of 2021, national economic growth has increased persistently above 5%. And this continued until the end of 2022, which increased to 5.31%, a far increase from 2021's achievement of only 3.69%.

Business Field Growth

Indonesia's economy in 2022 grew by 5.31%, with growth occurring in all business fields. The three business segments of the Company, hotels, real estate and telecommunication services also recorded an increase in growth, respectively 11.97%, 1.72% and 7.74%.

Hospitality, which is part of the accommodation and food and beverage business field, grew significantly compared to 2021 which recorded 3.89%. This business field previously contracted 10.26% due to the Covid-19 pandemic in 2020.

Telecommunication services business segment, which is part of the information and communication business field, recorded an increase in growth again, although not to the same extent as during the 2020 pandemic which reached 10.61%. After growing 6.81% in 2021, this business field increased to 7.74% in 2022.

Real Estate business field, which oversees the Company's real estate business segment (estates, malls and office buildings), only grew by 1.72% in 2022. This is less than the growth of the accommodation

lapangan usaha akomodasi dan makan minum (hotel) dan lapangan usaha informasi dan komunikasi (jasa telekomunikasi). Juga lebih kecil dari pertumbuhan di 2021 yang tercatat 2,78%. Lapangan usaha Real Estat masih menghadapi kelebihan suplai di tengah stagnasi permintaan.

Kinerja Keberlanjutan Perseroan

Target dan Hasil yang Dicapai

Pendapatan usaha konsolidasian Perseroan per 31 Desember 2022 mencapai Rp1,27 triliun. Naik 40,3% dari pendapatan usaha di 2021 yang tercatat Rp902,94 miliar. Dibandingkan target yang ditetapkan pada rencana kerja dan anggaran (RKA) 2022, realisasi yang dicapai dalam pendapatan merupakan 100,1% dari target.

Terdapat kenaikan pendapatan pada semua segmen usaha Perseroan di 2022, dengan perincian dari terbesar 58,2% dari usaha hotel, selanjutnya real estat 42,7%, jasa manajemen perhotelan 35,5% hingga yang terkecil 11% dari jasa telekomunikasi.

Pendapatan segmen usaha hotel berasal dari konsolidasian pendapatan Hotel Borobudur Jakarta, Hotel Ritz Carlton Pacific Place dan Apartemen Pacific Place Residence, yang terakumulasi mencapai Rp469,53 miliar di 2022. Meningkat Rp175,66 miliar atau 58,2% dari pendapatan segmen usaha hotel di 2021 yang tercatat Rp296,88 miliar.

Pendapatan segmen usaha real estat berasal dari aktivitas Mal Pacific Place Jakarta dan dua gedung perkantoran: One Pacific Place dan Revenue Tower. Di 2022, diperoleh pendapatan sebesar Rp554,61 miliar. Lebih besar Rp165,96 miliar atau 42,7% dari dicapai di 2021 yang tercatat Rp388,65 miliar.

Segmen usaha jasa telekomunikasi memberikan kontribusi pendapatan sebesar Rp239,32 miliar di 2022. Terdapat kenaikan sebesar Rp23,71 miliar atau 11,0% dari capaian pendapatan 2021 yang tercatat sebesar Rp215,61 miliar.

Pendapatan jasa manajemen perhotelan (Discovery Hotel & Resort) terhadap tiga hotel: Discovery Kartika Plaza Hotel, Discovery Hotel Ancol dan Palace Hotel Cipanas dibukukan sebesar Rp2,44 miliar di 2021, lebih besar 35,5% dari 2021 yang tercatat Rp1,8 miliar.

Kebijakan Strategis Perseroan

Direksi beserta jajaran manajemen merumuskan strategi Perseroan dengan menimbang berbagai masukan dan analisis dari banyak pihak terkait. Diupayakan sinergi kerja yang lebih cerdas di antara jajaran manajemen, karyawan dan pemangku kepentingan lainnya untuk saling mendukung secara profesional.

Berbagai kebijakan diambil sebagai langkah strategis guna mencapai tujuan perusahaan yang berkelanjutan. Seluruh langkah strategis yang telah ditetapkan diharapkan dapat berjalan, dan dapat berperan dalam meningkat kinerja bisnis Perseroan.

Pada dasarnya, Perseroan tetap melanjutkan strategi-strategi yang terbukti efektif dan berhasil di 2021. Namun demikian, buat kelangsungan operasional dan keberlanjutan usaha, strategi-strategi terbaik tetap harus dielaborasi guna memperoleh kebijakan-kebijakan strategis yang lebih tepat.

and food and beverage (hotels) and information and communication (telecommunication services) businesses. Also smaller than the growth in 2021 which was recorded at 2.78%. The Real Estate business field is still facing oversupply amidst stagnant demand.

Company Sustainability Performance

Target and Achievement

The Company's consolidated revenue as of December 31, 2022 reached Rp1.27 trillion. An increase of 40.3% from operating income in 2021 which was recorded at Rp902.94 billion. Compared to the target set in the 2022 work plan and budget (RKA), the realization achieved in revenue represents 100.1% of the target.

There was an increase in revenue in all of the Company's business segments in 2022, with a breakdown of the largest 58.2% from the hotel business, followed by real estate 42.7%, hotel management services 35.5% to the smallest 11% from telecommunication services.

The hotel business segment revenue comes from the consolidated revenue of Hotel Borobudur Jakarta, Ritz Carlton Pacific Place Hotel and Pacific Place Residence Apartment, which accumulated to Rp469.53 billion in 2022. An increase of Rp175.66 billion or 58.2% from the hotel business segment revenue in 2021 which was recorded at Rp296.88 billion.

The real estate business segment revenue comes from the activities of Pacific Place Mall Jakarta and two office buildings: One Pacific Place and Revenue Tower. In 2022, revenue amounted to Rp554.61 billion. This was Rp165.96 billion or 42.7% higher than the Rp388.65 billion achieved in 2021.

The telecommunications services business segment contributed revenue of Rp239.32 billion in 2022. There was an increase of Rp23.71 billion or 11.0% from the 2021 revenue of Rp215.61 billion.

Hotel management services revenue (Discovery Hotel & Resort) for three hotels: Discovery Kartika Plaza Hotel, Discovery Hotel Ancol and Palace Hotel Cipanas was booked at Rp2.44 billion in 2021, 35.5% higher than 2021 which was recorded at Rp1.8 billion.

Strategic Policy of the Company

The Board of Directors and management formulated the Company's strategy by considering various inputs and analysis from many related parties. A smarter work synergy is sought among the management, employees and other stakeholders to support each other professionally.

Various policies were taken as strategic steps to achieve sustainable corporate goals. All strategic steps that have been determined are expected to run, and can play a role in improving the Company's business performance.

Basically, the Company continues the strategies that have proven effective and successful in 2021. However, for operational continuity and business sustainability, the best strategies must still be elaborated in order to obtain more appropriate strategic policies.

Berbagai strategi yang diterapkan, baik bersifat internal maupun eksternal, telah mempertimbangkan adanya faktor risiko, diselaraskan dengan arahan atau rekomendasi yang diberikan, serta evaluasi pengawasan oleh Dewan Komisaris.

The various strategies implemented, both internal and external, have considered risk factors, aligned with the direction or recommendations given, and supervisory evaluation by the Board of Commissioners.

Pada tahun 2022, Perseroan melakukan beberapa langkah strategis untuk meningkatkan keberlanjutan usahanya antara lain: tetap fokus mengembangkan dan mempertahankan segmen-segmen usaha secara langsung maupun melalui Entitas Anak; berusaha untuk meningkatkan efisiensi dan kapabilitas dalam hal operasional Perseroan; dan meningkatkan ataupun mempertahankan pasar yang ada dan lebih proaktif dalam mencari peluang proyek baru.

In 2022, the Company took several strategic steps to improve the sustainability of its business, among others: remain focused on developing and maintaining business segments directly or through Subsidiaries; strive to improve efficiency and capability in terms of the Company's operations; and improve or maintain existing markets and be more proactive in seeking new project opportunities.

Pada usaha perhotelan tetap ditawarkan tarif hotel yang fleksibel, menawarkan menu makanan yang lebih bervariasi dan adanya jasa antar dari restoran-restorannya, mengoptimalkan penggunaan pemesanan via daring, serta mengoptimalkan pemasaran digital dan sosial media.

In the hospitality business, it continues to offer flexible hotel rates, offer a more varied food menu and delivery services from its restaurants, optimize the use of online booking, and optimize digital marketing and social media.

Pada sektor real estat untuk pengembangan dan pengelolaan kawasan adalah tetap fokus pada pengembangan lahan yang telah dimiliki, dan pada target pasar kelas menengah ke atas. Di gedung perkantoran ditawarkan harga sewa yang lebih kompetitif kepada calon *tenant* baru.

In the real estate sector for the development and management of the area is to continue to focus on the development of land that has been owned, and on the target market of the upper middle class. In office buildings, more competitive rental prices are offered to prospective new tenants.

Pada operasional mal kembali ditawarkan harga sewa yang lebih adaptif kepada tenant yang ada agar tidak keluar dan tutup, dan lebih kompetitif calon tenant baru. Dan untuk dapat menarik pengunjung untuk datang ke mal, terus dilakukan promosi pemberian hadiah melalui undian kupon atas transaksi dalam jumlah tertentu.

In mall operations, more adaptive rental prices are offered to existing tenants so that they do not leave and close, and more competitive prospective new tenants. And to be able to attract visitors to come to the mall, promotions continue to give prizes through coupon draws for transactions in a certain amount.

Kendala yang Dihadapi

Meningkatnya kasus Covid-19 varian Omicron pada awal 2022 sempat mengkhawatirkan bagi Perseroan, dikarenakan jika sampai melonjak, biasanya akan dilanjut dengan pemberlakuan pembatasan kegiatan masyarakat yang efeknya akan menghambat pemulihan ekonomi. Bagi Perseroan, kebijakan pembatasan mobilitas dan aktivitas yang diberlakukan selama pandemi Covid-19 menjadi kendala yang berarti bagi Perseroan bersama Entitas Anak beroperasi normal.

Overcoming Obstacles

The increase in Covid-19 cases of the Omicron variant in early 2022 was worrying for the Company, because if it spiked, it would usually be followed by the imposition of restrictions on community activities whose effects would hamper economic recovery. For the Company, the mobility and activity restriction policy imposed during the Covid-19 pandemic is a significant obstacle for the Company and its subsidiaries to operate normally.

Dari eksternal, Perang Rusia-Ukraina yang mulai terjadi di akhir Februari 2022 telah mengakibatkan pada munculnya berbagai gejolak ekonomi global yang berpotensi dapat mengganggu stabilitas perekonomian dan berisiko mereduksi pertumbuhan ekonomi global. Eskalasi konflik Rusia-Ukraina telah menyebabkan disrupsi suplai dan volatilitas harga komoditas energi dan pangan. Inflasi global meningkat dikarenakan tingginya harga energi dan pangan yang disebabkan oleh ketidakseimbangan antara pasokan dan permintaan.

Externally, the Russia-Ukraine War that began in late February 2022 has resulted in the emergence of various global economic turmoil that has the potential to disrupt economic stability and risks reducing global economic growth. The escalation of the Russia-Ukraine conflict has caused supply disruptions and volatility in energy and food commodity prices. Global inflation has increased due to high energy and food prices caused by an imbalance between supply and demand.

Dampak gejolak ekonomi global bagi perekonomian Indonesia adalah kenaikan laju inflasi tahunan dan melemahnya nilai tukar Rupiah di sepanjang 2022. Dalam hal tingkat inflasi, setelah tercatat tinggi (0,61%) di Juni, kembali ada lonjakan inflasi di September sebesar 1,17% (*month on month*) atau secara tahunan sebesar 5,95%, dan hingga akhir tahun laju inflasi tercatat 5,51%. Nilai tukar Rupiah terhadap Dolar AS menembus level psikologis 15.000 (6/7), dan sepanjang 2022 telah melemah hampir 9%, terburuk kedua di Asia setelah Yen Jepang.

The impact of the global economic turmoil on the Indonesian economy is an increase in the annual inflation rate and a weakening Rupiah exchange rate throughout 2022. In terms of inflation rate, after recording a high (0.61%) in June, there was another spike in inflation in September at 1.17% (month on month) or on an annual basis at 5.95%, and by the end of the year the inflation rate was recorded at 5.51%. The Rupiah exchange rate against the US dollar broke the psychological level of 15,000 (6/7), and throughout 2022 has weakened by almost 9%, the second worst in Asia after the Japanese yen.

Hal-hal di atas merupakan tantangan yang membayangi operasional Perseroan sepanjang tahun 2022. Kita patut bersyukur dengan meredanya pandemi Covid-19, yang diikuti meningkatnya mobilitas masyarakat berdampak pada aktivitas perekonomian, termasuk pada usaha-usaha yang dikembangkan dan dikelola oleh Perseroan.

The above are challenges that overshadow the Company's operations throughout 2022. We should be grateful for the easing of the Covid-19 pandemic, which is followed by the increasing mobility of the community, which has an impact on economic activity, including the businesses developed and managed by the Company. People's

Daya beli masyarakat kembali tumbuh, konsumsi rumah tangga tumbuh kembali ke level lima persen.

Prospek Keberlanjutan Usaha

Dalam memasuki tahun yang baru, Perseroan telah memperhitungkan kemungkinan berbagai kondisi ketidakpastian secara ekonomi mikro dan secara operasional.

Di tengah pemulihan ekonomi Indonesia yang masih dibayangi gejolak ekonomi global, ekonomi Indonesia sepanjang tahun 2023, diharapkan tetap dapat tumbuh dan tetap kuat. Tantangan pemulihan ekonomi nasional masih berat, ketidakpastian-ketidakpastian dari eksternal (gelojak ekonomi global yang masih berlanjut) dan juga dengan pandemi Covid-19 yang belum sepenuhnya endemi (sewaktu-waktu bisa kembali mewabah berkepanjangan) berpotensi menghambat pertumbuhan ekonomi di dalam negeri.

Secara operasional Perseroan, untuk tahun 2023 menjelang tahun politik tetap merupakan tahun yang tidak mudah untuk keberlanjutan pertumbuhan usaha Perseroan yang telah kembali di jalur positif setelah terpuruk dalam dua tahun pandemi Covid-19.

Segmen usaha perhotelan, mal, gedung perkantoran dan apartemen selama pandemi Covid-19 mengalami rendahnya tingkat keterisian dan kelebihan suplai di tengah stagnasi permintaan, dan ini masih berlanjut hingga sekarang. Belum lagi dengan proyek-proyek yang selesai dan akan beroperasi di 2023.

Kendati tidak mudah, tapi diyakini bahwa bisnis Perseroan akan terus tumbuh selama tidak ada kebijakan-kebijakan pembatasan seperti yang ada selama pandemi Covid-19. Sebagian besar dari keberlangsungan bisnis Perseroan sangat tergantung kelancaran mobilitas masyarakat. Bertambahnya proyek-proyek di segmen usaha Perseroan akan menimbulkan persaingan memperebutkan tamu dan pelanggan. Berhubungan dengan hal ini, pelayanan terbaik dan prima kepada tamu dan pelanggan akan terus ditingkatkan. Loyalitas tamu dan pelanggan diharapkan tetap ada.

Di tahun 2023, di samping mengelola usaha-usaha yang ada selama ini, Perseroan akan menambahkan dengan mengembangkan proyek-proyek baru seperti proyek Blochaus di Pondok Cabe dan pengembangan Lot 678 SCBD yang direncanakan sebagai lokasi *lifestyle* di kawasan SCBD.

Penerapan Tata Kelola Perusahaan

Penerapan dan pelaksanaan *Good Corporate Governance* (GCG) yang berkualitas menjadi landasan membangun bisnis yang rasional dan sehat untuk pertumbuhan usaha berkelanjutan dan meningkatkan nilai perusahaan. Praktik-praktik GCG terbaik terus dijelajahi untuk menjadi panduan buat penyusunan, penerapan dan pelaksanaannya di lingkup Perseroan. Program Internalisasi dan sosialisasi dilakukan secara rutin untuk dapat terus meningkatkan kesadaran pentingnya GCG dalam seluruh lingkup dan segala aktivitas Perseroan.

Di tengah pemulihan ekonomi Indonesia yang masih dibayangi gejolak ekonomi global, ekonomi Indonesia sepanjang tahun 2023, diharapkan tetap dapat tumbuh dan tetap kuat. Tantangan pemulihan ekonomi nasional masih berat, ketidakpastian-ketidakpastian gejolak ekonomi global masih berlanjut berpotensi menghambat pertumbuhan ekonomi di dalam negeri.

purchasing power is growing again, household consumption is growing back to the level of five percent.

Business Sustainability Prospects

In entering the new year, the Company has taken into account the possibility of various microeconomic and operational uncertainties.

In the midst of Indonesia's economic recovery which is still overshadowed by global economic turmoil, the Indonesian economy throughout 2023, is expected to continue to grow and remain strong. The challenges of national economic recovery are still tough, external uncertainties (global economic turmoil that still continues) and also with the Covid-19 pandemic that is not fully endemic (at any time it can return to a prolonged outbreak) have the potential to hamper economic growth in the country.

Operationally, the year 2023 ahead of the political year remains a challenging year for the sustainability of the Company's business growth, which has returned to a positive path after two years of the Covid-19 pandemic.

The hotel, mall, office building and apartment business segments during the Covid-19 pandemic experienced low occupancy and oversupply amidst stagnant demand, and this still continues until now. Not to mention the projects that are completed and will be operational in 2023.

Although it is not easy, it is believed that the Company's business will continue to grow as long as there are no restrictive policies such as those during the Covid-19 pandemic. A large part of the Company's business continuity depends on the smooth mobility of the community. The increase of projects in the Company's business segment will lead to competition for guests and customers. In this regard, the best and excellent service to guests and customers will continue to be improved. Guest and customer loyalty is expected to remain.

In 2023, besides managing the existing businesses, the Company will expand by developing new projects such as the Blochaus project in Pondok Cabe and the development of Lot 678 SCBD which is planned as a lifestyle location in the SCBD area.

Implementation of Good Corporate Governance

The implementation and execution of high quality Good Corporate Governance (GCG) is the cornerstone of building a rational and healthy business for sustainable business growth and increasing corporate value. GCG best practices continue to be explored to guide the preparation, implementation and implementation within the Company. Internalization and socialization programs are carried out regularly to continue to increase the awareness of the importance of GCG in all scopes and all activities of the Company.

In the midst of Indonesia's economic recovery, which is still overshadowed by global economic turmoil, Indonesia's economy throughout 2023 is expected to continue to grow and remain strong. The challenges of national economic recovery are still tough, the uncertainties of global economic turmoil still continue to potentially hamper economic growth in the country.

Secara operasional Perseroan, untuk tahun 2023 menjelang tahun politik tetap merupakan tahun yang tidak mudah untuk keberlanjutan pertumbuhan usaha Perseroan yang telah kembali di jalur positif.

Usaha perhotelan, mal, gedung perkantoran dan apartemen masih menghadapi kelebihan suplai, yang akan bertambah dengan proyek-proyek yang selesai dan akan beroperasi di 2023.

Bisnis Perseroan akan terus tumbuh selama tidak ada kebijakan-kebijakan pembatasan. Perseroan akan senantiasa memberikan pelayanan terbaik dan prima dalam mengembangkan dan mengelola usaha-usahanya.

Di tahun 2022, untuk perbaikan penerapan GCG di Perseroan, telah dilakukan perbaikan piagam GCG (piagam Direksi, Dewan Komisaris, Sekretaris Perusahaan, Komite Audit dan Kode Etik). Selain itu, dilakukan pula perbaikan prosedur-prosedur kerja dan perbaikan dalam sistem pengadaan barang dan jasa. Juga tengah disusun kebijakan anti korupsi, yang merupakan elaborasi lebih lanjut dari nilai-nilai anti korupsi yang sebagian telah tercantum dalam Kode Etik Perseroan.

Strategi Pencapaian Target Berkelanjutan

Tantangan yang dihadapi Perseroan kini dan di masa depan akan lebih kompleks. Untuk menyikapi hal tersebut, Perseroan berupaya untuk mulai membangun keberlanjutan usaha sebagai respons untuk menjawab tantangan masa depan.

Komitmen serta upaya Perseroan dalam mewujudkan tujuan pembangunan berkelanjutan (*Sustainable Development Goals*) senantiasa dilaksanakan secara komprehensif sehingga nilai manfaatnya dapat dirasakan oleh seluruh pemangku kepentingan. Dalam mewujudkan tujuan tersebut, Perseroan berupaya mengoptimalkan nilai tambah bagi seluruh kepentingan, baik internal maupun eksternal, dalam setiap kegiatan usaha yang dijalankan di sepanjang mata rantai bisnisnya.

Dilandasi dengan asas-asas penerapan GCG, Perseroan menjalankan prinsip dan praktik pengelolaan sumber daya manusia yang adil dan etis, bertanggung jawab terhadap kelestarian lingkungan hidup, menebarkan manfaat bagi masyarakat, menjaga loyalitas dan memberikan layanan prima kepada pelanggan, serta memelihara kepercayaan pemegang saham.

Pertumbuhan usaha yang berkelanjutan dimaknai sebagai perwujudan pertumbuhan usaha yang bernilai tambah bagi seluruh pemangku kepentingan, tanpa mengorbankan aspek sosial dan lingkungan, untuk masa sekarang hingga yang akan datang. Ada kemanfaatan yang nyata dari keberadaan Perseroan bersama Entitas Anak bagi pemangku kepentingan. Dalam hal ini, bisa berupa: peningkatan kesejahteraan ekonomi masyarakat secara berkesinambungan, keberlanjutan kehidupan sosial masyarakat, serta menjaga kualitas lingkungan hidup.

Dalam upaya untuk mencapai target keberlanjutan, Perseroan melaksanakan kegiatan tanggung jawab sosial dan lingkungan dalam program yang disebut dengan *Corporate Social Safety Responsibility* (CSSR). Pelaksanaan CSSR dilakukan secara berkesinambungan kepada masyarakat terutama yang berada di lingkungan sekitar wilayah operasional Perseroan.

Operationally, the year 2023 ahead of the political year remains a challenging year for the sustainability of the Company's business growth which has returned to a positive path.

The hotels, malls, office buildings and apartments business is still facing oversupply, which will increase with projects that are completed and will be operational in 2023.

The Company's business will continue to grow as long as there are no restrictive policies. The Company will always provide the best and excellent service in developing and managing its businesses.

In 2022, to improve the implementation of GCG in the Company, GCG charters (charters of the Board of Directors, Board of Commissioners, Corporate Secretary, Audit Committee and Code of Conduct) were improved. In addition, work procedures and improvements in the goods and services procurement system were also improved. An anti-corruption policy is also being developed, which is a further elaboration of the anti-corruption values that have been partially included in the Company's Code of Conduct.

Sustainable Target Achievement Strategy

The challenges faced by the Company now and in the future will be more complex. To address this, the Company seeks to start building business sustainability as a response to future challenges.

The Company's commitment and efforts in realizing the Sustainable Development Goals are always implemented comprehensively so that the benefits can be felt by all stakeholders. In realizing this goal, the Company seeks to optimize added value for all interests, both internal and external, in every business activity carried out along its business chain.

Based on the principles of GCG implementation, the Company implements fair and ethical human resource management principles and practices, is responsible for environmental sustainability, spreads benefits to the community, maintains loyalty and provides excellent service to customers, and maintains shareholder trust.

Sustainable business growth is defined as the realization of value-added business growth for all stakeholders, without compromising social and environmental aspects, for the present and the future. There are tangible benefits from the existence of the Company and its subsidiaries for stakeholders. In this case, it can be in the form of: continuous improvement of the economic welfare of the community, sustainability of community social life, and maintaining environmental quality.

In an effort to achieve sustainability targets, the Company carries out social and environmental responsibility activities in a program called Corporate Social Safety Responsibility (CSSR). The implementation of CSSR is carried out on an ongoing basis to the community, especially those in the environment surrounding the Company's operational areas.

Komposisi Direksi

Komposisi Direksi per-31 Desember 2022 adalah masih sama dengan susunan Direksi per-31 Desember 2021, yang telah ditetapkan melalui melalui Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang diselenggarakan pada 23 Februari 2021 dan kembali ditegaskan dalam Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2021 yang diselenggarakan pada 25 Juli 2022.

Dengan demikian, susunan Direksi per 31 Desember 2022 adalah sebagai berikut:

Composition of the Board of Directors

The composition of the Board of Directors as of December 31, 2022 is the same as the composition of the Board of Directors as of December 31, 2021, which was determined through the Extraordinary General Meeting of Shareholders (EGMS) held on February 23, 2021 and reaffirmed at the Annual General Meeting of Shareholders (EGMS) for the 2021 Fiscal Year held on July 25, 2022.

Thus, the composition of the Board of Directors as of December 31, 2022 is as follows:

Direksi	**Nama** Name	Board of Directors
Presiden Direktur	Arpin Wiradisastra	President Director
Direktur	Lanny Pujilestari Liga	Director
	Agung Rin Prabowo	
	Hendi Lukman	
	Tony Soesanto	
	Hendra Kurniawan	

Penutup

Atas pencapaian kinerja Perseroan pada tahun ini, Direksi mengucapkan terima kasih kepada seluruh pihak yang telah mendukung dan memberikan kontribusi yang terbaik. Kepada para pemegang saham dan pemangku kepentingan, Direksi mengucapkan terima kasih atas dukungan dan kepercayaan yang telah diberikan. Terima kasih kepada regulator, pelanggan, pemasok, dan mitra usaha, atas kerjasama yang telah terbina.

Direksi mengucapkan terima kasih kepada Dewan Komisaris atas pengawasan, arahan dan nasihat yang telah diberikan, sehingga pengurusan dan pengelolaan Perseroan bisa berjalan efektif dan tepat sasaran. Direksi juga mengucapkan terima kasih dan memberikan apresiasi kepada seluruh jajaran manajemen dan karyawan, berkat dedikasinya yang tinggi dan atas kerja keras dan kerja cerdas yang telah ditunjukkan untuk maju bersama sesuai harapan pemegang saham.

Direksi berkomitmen untuk tetap mempertahankan posisi Perseroan sebagai pengembang dan pengelola properti terkemuka di Indonesia. Sejalan dengan pemulihan ekonomi di masa mendatang, Perseroan optimis mampu mempersembahkan kinerja yang lebih positif, sesuai dengan harapan para pemegang saham dan pemangku kepentingan lainnya.

Closing

For the Company's performance achievement this year, the Board of Directors would like to thank all parties who have supported and contributed their best. To the shareholders and stakeholders, the Board of Directors would like to thank them for their support and trust. Thank you to regulators, customers, suppliers, and business partners, for the cooperation that has been fostered.

The Board of Directors would like to thank the Board of Commissioners for their supervision, direction and advice, so that the management of the Company can run effectively and on target. The Board of Directors also expresses its gratitude and appreciation to all levels of management and employees, for their high dedication and for the hard work and smart work that have been shown to move forward together in accordance with shareholder expectations.

The Board of Directors is committed to maintaining the Company's position as a leading property developer and manager in Indonesia. In line with the future economic recovery, the Company is optimistic that it will be able to deliver a more positive performance, in line with the expectations of shareholders and other stakeholders.

Jakarta, 26 April 2023
April 26, 2023
Atas nama Direksi,
On behalf of the Board of Directors,



Arpin Wiradisastra
Presiden Direktur
President Director



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3

PROFIL PERUSAHAAN

Company Profile



Data Perusahaan 46
Corporate Data

Skala Usaha 47
Business Scale

Riwayat Singkat Perseroan 47
Brief History of The Company

Keterangan Perubahan Nama 49
Description of Name Change

Sekilas Perseroan 49
Company Overview

Kegiatan dan Bidang Usaha 51
Activities and Lines of Business

Operasional Bidang Usaha 53
Operational Line of Business

Pusat Pengembangan Lot Scbd 55
Lot Development Center In Scbd

Wilayah Operasional 57
Operational Areas

Jejak Langkah 58
Milestones

Visi dan Misi 62
Vision and Mission

Keanggotaan Pada Asosiasi 63
Membership In Associations

Perubahan Organisasi yang Bersifat Signifikan 63
Significant Organizational Changes

Komposisi Dewan Komisaris dan Direksi Tahun 2022 63
Composition of The Board of Commissioners and Board of Directors In 2022

Struktur Organisasi 64
Organization Structure

Profil Dewan Komisaris 66
Profile of The Board of Commissioners

Profil Direksi 72
Profile of The Board of Directors

Demografi Karyawan 78
Employee Demographics

Struktur Grup 79
Group Structure

Daftar Entitas Anak dan Asosiasi 80
Subsidiaries and Associate Entities

Daftar Entitas Anak PT Danayasa Arthatama 80
List of Subsidiaries of PT Danayasa Arthatama

Kepemilikan Saham Perseroan 81
Share Ownership of The Company

Kronologis Penerbitan dan Pencatatan Saham 84
Chronology of Issuance and Listing of Shares

Lembaga dan Profesi Penunjang Pasar Modal 85
Capital Market Supporting Institutions and Professionals

Informasi Pada Situs Web Perusahaan 86
Company Website Information



DATA PERUSAHAAN
CORPORATE DATA

Nama Perusahaan
Company Name
PT Jakarta International Hotels & Development Tbk

Sektor Sector
Perdagangan, Pelayanan, dan Investasi
Trade, Services, and Investment

Tanggal Pendirian
Date of Establishment
7 November 1969

Bidang Usaha
Line of Business
Perhotelan, Pariwisata, Real Estate dan Konstruksi
Hotel, Tourism, Real Estate, and Construction

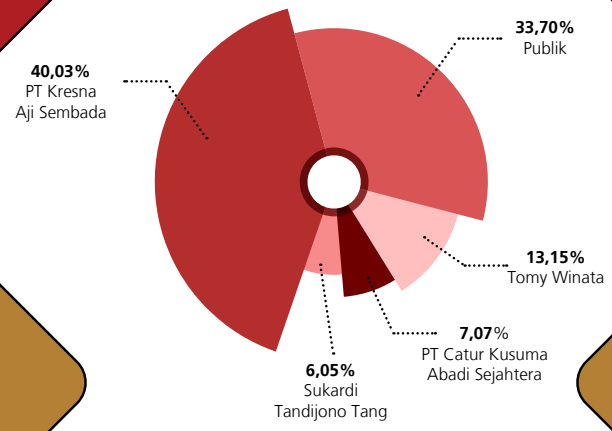
Kode Saham
Stock Code
JIHD

Sub Sektor
Sub Sector
Restoran, Hotel dan Pariwisata
Restaurant, Hotel, and Tourism

Modal Dasar
Authorized Capital
Rp1.500.000.000.000,-

Modal Ditempatkan dan Disetor
Issued and Fully Paid-up Capital
Rp1.164.520.241.000,-

Kepemilikan Saham
Shareholding



Pencatatan Saham
Share Listing
29 Februari 1984
February 29, 1984

Bursa
Stock Exchange
Bursa Efek Indonesia
Indonesia Stock Exchange

Dasar Hukum Pendirian
Legal Basis of Incorporation

Akta Pendirian No. 5 tanggal 7 November 1969 yang dibuat dihadapan Soetono Prawiroatmodjo, S.H., Notaris di Jakarta;
Akta Perubahan Anggaran Dasar Terakhir No.05 tanggal 23 Agustus 2022 yang dibuat di hadapan Mochamad Nova Faisal, S.H., M.Kn., Notaris di Jakarta.
Deed of Establishment No. 5 dated 7 November 1969 signed before Soetono Prawiroatmodjo, S.H., Notary in Jakarta.
Last Amendment to Articles of Association No. 14 dated 28 January 2021, signed before Mochamad Nova Faisal, S.H., M.Kn., Notary in Jakarta.



Kantor Pusat Head Office
Gedung Artha Graha Lt. 15/15th Floor Jl. Jend. Sudirman Kav. 52-53
Sudirman Central Business District Jakarta 12190
Telepon Telephone: +62 (21) 515 2555 Fax. : +62 (21) 515 2526
Email: corporatesecretary@jihd.co.id
Website: www.jihd.co.id

SKALA USAHA
BUSINESS SCALE

Keterangan	Satuan	2022	2021	2020	Unit	Description
Jumlah Aset	Rp Juta	6.578.828	6.609.371	6.719.373	Million Rp	Total Assets
Ekuitas	Rp Juta	4.725.855	4.773.261	4.878.438	Million Rp	Total Equity
Jumlah Liabilitas	Rp Juta	1.852.972	1.836.110	1.840.935	Million Rp	Total Liabilities
Pendapatan	Rp Juta	1.266.978	902.939	906.264	Million Rp	Revenues
Jumlah Karyawan	Orang People	2.571	2.324	1.715	People	Total Employees
Pemegang Saham	Pihak	1.145	921	892	Parties	1.145
Wilayah Operasional	Informasi Wilayah Operasional Tahun 2022 sudah diungkapkan di dalam Laporan Tahunan Terintegrasi 2022, halaman 55 Information on the Operational Area in 2022 has been disclosed in the Integrated Annual Report 2022. Integrated Annual Report 2022, page 55					Operational Area

RIWAYAT SINGKAT PERSEROAN
BRIEF HISTORY OF THE COMPANY

Perjalanan bisnis PT Jakarta International Hotels & Development Tbk (selanjutnya disebut Perseroan) bermula pada 7 November 1969. Didirikan sebagai perusahaan Penanaman Modal Asing (PMA) dengan Akta Pendirian No. 5 tanggal 7 November 1969 dari Soetrono Prawiroatmodjo, S.H., notaris di Jakarta. Akta Pendirian tersebut telah disahkan oleh Menteri Kehakiman Republik Indonesia (sekarang Menteri Hukum dan Hak Asasi Manusia) dengan surat keputusan No. J.A. 5/23/2 tanggal 3 Maret 1970 dan diumumkan dalam Berita Negara Republik Indonesia No. 54 tanggal 7 Juli 1970, Tambahan Berita Negara No. 214/1970.

Anggaran Dasar Perseroan telah mengalami perubahan sejak 1970, dengan rincian sebagai berikut:

The business journey of PT Jakarta International Hotels & Development Tbk (hereinafter referred to as the Company) began on November 7, 1969. It was established as a Foreign Investment (PMA) company with Deed of Establishment No. 5 dated November 7, 1969 from Soetrono Prawiroatmodjo, S.H., a notary in Jakarta. The Deed of Establishment was approved by the Minister of Justice of the Republic of Indonesia (now the Minister of Law and Human Rights) by decree No. J.A. 5/23/2 dated March 3, 1970 and announced in the State Gazette of the Republic of Indonesia No. 54 dated July 7, 1970, Supplement to State Gazette No. 214/1970.

The Company's Articles of Association have been amended since 1970, with details as follows:

1970	**Akta No. 42 Tanggal 27 Januari 1970** Notaris Soetrono Prawiroatmodjo, S.H., untuk perubahan anggaran dasar.	**Deed No. 42 Dated January 27, 1970** Notary Soetrono Prawiroatmodjo, S.H., for the amendment of the articles of association.
1973	**Akta No. 41 tanggal 8 Juni 1973** Notaris Abdul Latief, untuk perubahan nama dari semula PT Djakarta International Hotel menjadi PT Jakarta Internasional Hotel, dan peningkatan modal dasar menjadi Rp2 miliar.	**Deed No. 41 dated June 8, 1973** Notary Abdul Latief, for the change of name from PT Djakarta International Hotel to PT Jakarta International Hotel, and the increase of authorized capital to Rp2 billion.
	Akta No. 40 tanggal 6 September 1973 Notaris Abdul Latief, untuk perubahan anggaran dasar.	**Deed No. 40 dated September 6, 1973** Notary Abdul Latief, for the amendment of the articles of association.
1983	**Akta No. 129 tanggal 23 Desember 1983** Notaris Abdul Latief, dalam rangka Penawaran Umum Saham kepada masyarakat.	**Deed No. 129 dated December 23, 1983** Notary Abdul Latief, in connection with the Public Offering of Shares to the public.
1989	**Akta No. 79 tanggal 27 Juli 1989** Notaris Abdul Latief, untuk penyusunan kembali pasal-pasal dalam anggaran dasar.	**Deed No. 79 dated July 27, 1989** Notary Abdul Latief, for the rearrangement of articles in the articles of association.
1991	**Akta No. 45 tanggal 16 Mei 1991** Notaris Abdul Latief, untuk perubahan nama dari PT Jakarta International Hotel menjadi PT Jakarta International Hotels & Development, dan peningkatan modal dasar menjadi Rp150 miliar.	**Deed No. 45 dated May 16, 1991** Notary Abdul Latief, for the change of name from PT Jakarta International Hotel to PT Jakarta International Hotels & Development, and the increase of authorized capital to Rp150 billion.
1993	**Akta No. 25 tanggal 4 November 1993** Notaris Abdul Latief, perihal kenaikan modal dasar Perusahaan Induk.	**Deed No. 25 dated November 4, 1993** Notary Abdul Latief, regarding the increase in the authorized capital of the Parent Company.

1994	**Akta No. 36 tanggal 13 Oktober 1994** Notaris Lindasari Bachroem, S.H., untuk perubahan ruang lingkup kegiatan usaha dan kepengurusan Induk Perusahaan.	**Deed No. 36 dated October 13, 1994** Notary Lindasari Bachroem, S.H., for changes in the scope of business activities and management of the Parent Company.
1996	**Akta No. 45 tanggal 19 Agustus 1996** Notaris Imas Fatimah, S.H., dalam rangka memenuhi ketentuan Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal.	**Deed No. 45 dated August 19, 1996** Notary Imas Fatimah, S.H., in order to comply with the provisions of Law No. 8 of 1995 concerning Capital Markets.
1997	**Akta No. 64 tanggal 30 Juli 1997** Ida Fidiyantri, S.H., notaris pengganti Imas Fatimah, S.H., dalam rangka memenuhi ketentuan Peraturan Pasar Modal.	**Deed No. 64 dated July 30, 1997** Ida Fidiyantri, S.H., substitute notary of Imas Fatimah, S.H., in order to comply with the provisions of the Capital Market Regulations.
2002	**Akta No. 68 tanggal 24 Juni 2002** Notaris Fathiah Helmi, S.H., untuk perubahan nilai nominal saham Perseroan dari Rp1.000,- menjadi Rp500,-	**Deed No. 68 dated June 24, 2002** Notary Fathiah Helmi, S.H., to change the nominal value of the Company's shares from Rp1,000 to Rp500.
2008	**Akta No. 108 tanggal 27 Juni 2008** Notaris Fathiah Helmi, S.H., sehubungan dengan penyesuaian Anggaran Dasar Perseroan terhadap Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas.	**Deed No. 108 dated June 27, 2008** Notary Fathiah Helmi, S.H., in connection with the adjustment of the Company's Articles of Association to the Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies.
2015	**Akta No. 71 tanggal 27 Juli 2015** Notaris Mochamad Nova Faisal, S.H., M.Kn., untuk penyesuaian dalam rangka memenuhi ketentuan POJK No. 32/POJK.04/2014 dan POJK No. 33/POJK.04/2014.	**Deed No. 71 dated July 27, 2015** Notary Mochamad Nova Faisal, S.H., M.Kn., for adjustments in order to comply with the provisions of POJK No. 32/POJK.04/2014 and POJK No. 33/POJK.04/2014.
2019	**Akta No. 57 tanggal 28 Juni 2019** Notaris Mochamad Nova Faisal, S.H., M.Kn., untuk penyesuaian Pasal 3 Anggaran Dasar Perseroan perihal maksud dan tujuan.	**Deed No. 57 dated June 28, 2019** Notary Mochamad Nova Faisal, S.H., M.Kn., for the adjustment of Article 3 of the Company's Articles of Association regarding the purpose and objectives.
2021	**Akta No. 14 tanggal 28 Januari 2021** Notaris Mochamad Nova Faisal, S.H., M.Kn., untuk pengubahan beberapa Pasal Anggaran Dasar Perseroan dalam rangka penyesuaian dan pemenuhan POJK No. 15/POJK.04/2020 dan POJK No. 16/POJK.04/2020.	**Deed No. 14 dated January 28, 2021** Notary Mochamad Nova Faisal, S.H., M.Kn., for the amendment of several Articles of Association of the Company in order to adjust and fulfill POJK No. 15/POJK.04/2020 and POJK No. 16/POJK.04/2020.
2022	**Akta No. 05 tanggal 23 Agustus 2022** Notaris Mochamad Nova Faisal, S.H., M.Kn., untuk mengubah Pasal 3 Anggaran Dasar Perseroan buat memenuhi persyaratan Perizinan Daring Terpadu dengan Pendekatan Berbasis Risiko.	**Deed No. 05 dated August 23, 2022** Notary Mochamad Nova Faisal, S.H., M.Kn., to amend Article 3 of the Company's Articles of Association to fulfill the requirements of Integrated Online Licensing with a Risk Based Approach.



KETERANGAN PERUBAHAN NAMA
DESCRIPTION OF NAME CHANGE



PT Jakarta International Hotels & Development Tbk pada awalnya bernama PT Djakarta International Hotel. Perseroan mengalami perubahan nama menjadi PT Jakarta International Hotels & Development Tbk dikarenakan *go public*, dan menjadi perusahaan terbuka sejak 29 Februari 1984. Pencantuman Tbk (singkatan dari kata terbuka) merupakan pemenuhan persyaratan sebagai perusahaan terbuka.

Perubahan nama terakhir termaktub dalam Akta Perubahan No. 45 tanggal 19 Agustus 1996 yang dibuat di hadapan Imas Fatimah, S.H., notaris di Jakarta. Perubahan ini efektif berlaku per 21 November 1996 sesuai dengan Surat Keputusan dari Menteri Kehakiman No. C2-10.468. HT.01.04.TH.96 tanggal 21 November 1996.

PT Jakarta International Hotels & Development Tbk was originally named PT Djakarta International Hotel. The Company changed its name to PT Jakarta International Hotels & Development Tbk due to going public, and became a public company since February 29, 1984. The inclusion of Tbk (abbreviation of the word open) is a fulfillment of the requirements as a public company.

The latest name change is contained in Deed of Amendment No. 45 dated August 19, 1996 made before Imas Fatimah, S.H., a notary in Jakarta. This change was effective as of November 21, 1996 in accordance with the Decree of the Minister of Justice No. C2-10.468. HT.01.04.TH.96 dated November 21, 1996.

SEKILAS PERSEROAN
COMPANY OVERVIEW

Keberadaan awal Perseroan adalah untuk meneruskan pembangunan Hotel Borobudur Inter-Continental (sekarang dikenal sebagai Hotel Borobudur Jakarta - HBJ) sekaligus mengambil alih kepemilikannya dari pemilik sebelumnya PT Perhotelan Banteng Baru.

Pembangunan hotel yang berlokasi di Jalan Lapangan Banteng Selatan, Jakarta Pusat selesai pada awal 1974. Pembukaan Hotel Borobudur Inter-Continental secara resmi oleh Presiden Soeharto pada 23 Maret 1974. Hotel Borobudur Inter-Continental mendapat kehormatan sebagai tempat dilangsungkannya konferensi PATA pada April 1974.

Hotel Borobudur Jakarta berdiri di atas tanah seluas 89.510 m², berlokasi di kawasan kebun tropis seluas 23 ha. Hotel Borobudur Jakarta berlantai 19 dengan jumlah kamar 695 kamar yang terdiri dari 228 *superior*, 179 *premiere deluxe*, dan 288 jenis lainnya. Hotel Borobudur Jakarta juga memiliki apartemen servis "Garden Wing" dengan sebanyak 140 unit. Dilengkapi pula fasilitas olah raga di alam terbuka.

The Company's initial existence was to continue the construction of Hotel Borobudur Inter-Continental (now known as Hotel Borobudur Jakarta - HBJ) as well as taking over its ownership from the previous owner PT Perhotelan Banteng Baru.

The construction of the hotel located on Jalan Lapangan Banteng Selatan, Central Jakarta was completed in early 1974. The Borobudur Inter-Continental Hotel was officially opened by President Soeharto on March 23, 1974. The Borobudur Inter-Continental Hotel was honored as the venue for the PATA conference in April 1974.

Hotel Borobudur Jakarta stands on 89,510 m² of land, located in a 23 ha tropical garden area. Hotel Borobudur Jakarta has 19 floors with a total of 695 rooms consisting of 228 superior, 179 premiere deluxe and 288 other types . Hotel Borobudur Jakarta also has a service apartment "Garden Wing" with 140 units. It is also equipped with outdoor sports facilities.

Hotel Borobudur Inter-Continental ditetapkan sebagai Hotel Bintang Lima di 1981 oleh Direktorat Jendral Pariwisata. Selanjutnya dari Kantor Wilayah Pariwisata, Pos dan Telekomunikasi DKI Jakarta memberikan *Golden Palm Award* (penghargaan tertinggi dalam bidang kepariwisataan di Indonesia) di 1986, dan hotel Bintang Lima dengan Berlian (peringkat tertinggi di bidang perhotelan) di 1987.

Perseroan melakukan penawaran umum perdana sebanyak 6.618.600 lembar saham (42,02% dari modal ditempatkan dan disetor penuh) dengan harga penawaran Rp1.500,- per saham. Perseroan menjadi perusahaan terbuka dengan mencatatkan saham di Bursa Efek Indonesia per 29 Februari 1984.

Perseroan menandatangani "Perjanjian Pertukaran Saham" dengan PT Danayasa Arthatama (Artha Graha Network) pada 1990, dan selanjutnya Perseroan menjadi pemegang saham pengendali PT Danayasa Arthatama, perusahaan pengembang dan pengelola Kawasan Niaga Terpadu Sudirman (*Sudirman Central Business District* - SCBD) seluas ± 45 hektar, yang terletak di jantung kota Jakarta, antara Jalan Jenderal Sudirman, Jalan Jenderal Gatot Subroto dan Jembatan Semanggi.

Bisnis usaha Perseroan bertambah dengan real estat (mal) bersamaan mulai beroperasinya Pacific Place Jakarta (integrasi mal bertingkat enam Pacific Place, perkantoran eksklusif One Pacific Place, hotel bintang lima The Ritz-Carlton Pacific Place dan apartemen mewah Pacific Place Residence Apartment) di SCBD pada 2007. Sebelumnya bidang jasa telekomunikasi yang dikembangkan oleh PT Artha Telekomindo telah dikonsolidasikan bersamaan diakuisisinya PT Danayasa Arthatama oleh Perseroan.

Lebih lanjut, sejalan dengan visi dan misi, Perseroan bersama Entitas Anak berkehendak terus tumbuh dan berkembang secara berkelanjutan, dengan memperhatikan tata kelola perusahaan yang baik, meningkatkan nilai tambah untuk pemegang saham dan menjaga hubungan yang harmonis dengan seluruh pemangku kepentingan.

Hotel Borobudur Inter-Continental was designated as a Five Star Hotel in 1981 by the Directorate General of Tourism. Furthermore, the DKI Jakarta Regional Office of Tourism, Post and Telecommunications gave the Golden Palm Award (the highest award in the field of tourism in Indonesia) in 1986, and the Five Star Hotel with Diamonds (the highest rating in the field of hospitality) in 1987.

The Company made an initial public offering of 6,618,600 shares (42.02% of the issued and fully paid capital) at an offering price of Rp1,500 per share. The Company became a public company by listing its shares on the Indonesia Stock Exchange on February 29, 1984.

The Company signed a "Share Exchange Agreement" with PT Danayasa Arthatama (Artha Graha Network) in 1990, and subsequently the Company became the controlling shareholder of PT Danayasa Arthatama, the developer and manager of the ± 45 hectare Sudirman Central Business District (SCBD), located in the heart of Jakarta, between Jenderal Sudirman Street, Jenderal Gatot Subroto Street and Semanggi Bridge.

The Company's business expanded to include real estate (malls) with the opening of Pacific Place Jakarta (an integration of the six-story Pacific Place mall, the exclusive One Pacific Place office complex, the five-star The Ritz-Carlton Pacific Place hotel and the luxury Pacific Place Residence Apartment) in SCBD in 2007. Previously, telecommunication services developed by PT Artha Telekomindo were consolidated with the acquisition of PT Danayasa Arthatama by the Company.

Furthermore, in line with its vision and mission, the Company and its Subsidiaries intend to continue to grow and develop in a sustainable manner, by paying attention to good corporate governance, increasing added value for shareholders and maintaining harmonious relationships with all stakeholders.



KEGIATAN DAN BIDANG USAHA
ACTIVITIES AND LINES OF BUSINESS

Kegiatan dan bidang usaha Perseroan sesuai Pasal 3 Anggaran Dasar sebagaimana yang tercantum dalam Akta No. 05 tanggal 23 Agustus 2022 adalah menjalankan usaha dalam jasa akomodasi hotel dan pusat niaga beserta fasilitas-fasilitasnya, real estat dan konstruksi.

The Company's activities and line of business in accordance with Article 3 of the Articles of Association as stated in Deed No. 05 dated August 23, 2022 are to engage in hotel accommodation services and commercial centers and their facilities, real estate and construction.

No	Kegiatan Usaha Utama Main Business Activities	Keterangan Description
1	**Hotel Bintang Lima (55110), mencakup:** usaha penyediaan jasa pelayanan penginapan yang memenuhi ketentuan sebagai hotel bintang, serta jasa lainnya bagi umum dengan menggunakan sebagian atau seluruh bangunan. **Five Star Hotels (55110), including:** the business of providing lodging services that meet the requirements as a star hotel, as well as other services for the public by using part or all of the building.	Perseroan bersama Entitas Anak telah mengoperasikan hotel-hotel bintang lima: Hotel Borobudur Jakarta dan The Ritz-Carlton Pacific Place, yang berlokasi di Lapangan Banteng Selatan dan kawasan SCBD. The Company and its subsidiaries have operated five-star hotels: Hotel Borobudur Jakarta and The Ritz-Carlton Pacific Place, located in Lapangan Banteng Selatan and SCBD area.
2	**Restoran (56101), mencakup:** jenis usaha jasa menyajikan makanan dan minuman untuk dikonsumsi di tempat usahanya, bertempat di sebagian atau seluruh bangunan permanen, dilengkapi dengan jasa pelayanan meliputi memasak dan menyajikan sesuai pesanan. **Restaurant (56101), including:** type of food and beverage service business to be consumed at the place of business, located in part or all of a permanent building, equipped with services including cooking and serving to order.	Perseroan telah mengoperasikan restoran-restoran ternama di hotel-hotel, mal dan gedung perkantoran dari Perseroan dan Entitas Anak. The Company has operated renowned restaurants in hotels, malls and office buildings of the Company and its Subsidiaries.
3	**Bar (56301), mencakup:** usaha yang kegiatannya menghidangkan minuman beralkohol dan non-alkohol, serta makanan kecil untuk umum di tempat usahanya, dan telah mendapatkan ijin dari instansi yang membinanya. **Bar (56301), including:** A business that serves alcoholic and non-alcoholic beverages, as well as snacks to the public at its place of business, and has obtained a license from the agency that supervises it.	Perseroan dan Entitas Anak mengoperasikannya di hotel-hotelnya. The Company and its Subsidiaries operate them in their hotels.
4	**Apartemen Hotel (55194), mencakup:** usaha penyediaan jasa pelayanan penginapan bagi umum, yang mengelola dan mengfungsikan apartemen sebagai hotel untuk tempat tinggal sementara, dengan perhitungan pembayaran sesuai ketentuan. **Apartment Hotel (55194), including:** The business of providing lodging services for the public, which manages and functions apartments as hotels for temporary residence, with payment calculations in accordance with the provisions.	Perseroan dan Entitas Anak mengoperasikannya terintegrasi di hotel-hotelnya. The Company and its Subsidiaries operate them integrated in their hotels.
5	**Aktivitas Konsultansi Pariwisata (70201), mencakup:** kegiatan penyedia jasa konsultansi pariwisata profesional, antara lain penyampaian pandangan, saran, dan/atau kajian terkait studi kelayakan, perencanaan, pengorganisasian, pengarahan, pengoordinasian, pengawasan, pelaporan, penganggaran, dan atau fungsi manajemen lainnya di bidang kepariwisataan. **Tourism Consultancy Activities (70201), including:** activities of professional tourism consultancy service providers, including the delivery of views, advice, and/or reviews related to feasibility studies, planning, organizing, directing, coordinating, supervising, reporting, budgeting, and/or other management functions in the field of tourism.	Entitas Anak mengoperasikan aktivitas-aktivitas jasa konsultasi pariwisata. The Subsidiaries operate tourism consulting services activities.

No	Kegiatan Penunjang Supporting Activities	Keterangan Description
1	**Konstruksi Gedung Hunian (41011), mencakup:** usaha pembangunan, pemeliharaan dan/atau pembangunan kembali bangunan yang dipakai untuk hunian, seperti rumah tinggal, rumah tinggal sementara, rumah susun, apartemen dan kondominium. Termasuk pembangunan gedung untuk tempat tinggal yang dikerjakan oleh perusahaan real estat dengan tujuan untuk dijual, dan kegiatan perubahan dan renovasi gedung hunian. **Residential Building Construction (41011) including:** The business of constructing, maintaining and/or rebuilding buildings used for residential purposes, such as houses, temporary housing, flats, apartments and condominiums. Including the construction of residential buildings undertaken by real estate companies for the purpose of sale, and the alteration and renovation of residential buildings.	Perseroan dan Entitas Anak telah mengoperasikan apartemen: Garden Wing dan Pacific Place Residence Apartment. The Company and its subsidiaries have operated apartments: Garden Wing and Pacific Place Residence Apartment.
2	**Konstruksi Gedung Perkantoran (41012), mencakup:** usaha pembangunan, pemeliharaan dan/atau pembangunan kembali bangunan yang dipakai untuk gedung perkantoran, seperti kantor dan rumah kantor (rukan). Termasuk pembangunan gedung untuk perkantoran yang dikerjakan oleh perusahaan real estat dengan tujuan untuk dijual dan kegiatan perubahan dan renovasi gedung perkantoran. **Office Building Construction (41012) including:** The business of construction, maintenance and/or redevelopment of buildings used for office buildings, such as offices and office houses. Includes the construction of buildings for offices by real estate companies for the purpose of sale and the alteration and renovation of office buildings.	Perseroan melalui Entitas Anak telah membangun dan mengelola gedung-gedung perkantoran: Bursa Efek Indonesia, One Pacific Place dan Revenue Tower di kawasan SCBD. The Company through its Subsidiaries has built and managed office buildings: Indonesia Stock Exchange, One Pacific Place and Revenue Tower in SCBD area.
3	**Konstruksi Gedung Perbelanjaan (41014), mencakup:** usaha pembangunan, pemeliharaan dan/atau pembangunan kembali bangunan yang dipakai perbelanjaan, seperti gedung perdagangan/pasar/mal, toserba, toko, rumah toko (ruko) dan warung. Termasuk pembangunan ruko yang dikerjakan oleh perusahaan real estat dengan tujuan untuk dijual, dan kegiatan perubahan dan renovasi gedung perbelanjaan. **Shopping Building Construction (41014) including:** The business of construction, maintenance and/or rebuilding of buildings used for shopping, such as trading buildings/markets/malls, department stores, shops, shop houses and stalls. Including the construction of shop houses undertaken by real estate companies for the purpose of sale, and the alteration and renovation of shopping buildings.	Perseroan melalui Entitas Anak telah membangun dan mengelola gedung-gedung perbelanjaan: Mal Pacific Place dan Elysee di kawasan SCBD. The Company through its Subsidiaries has built and manages shopping malls: Pacific Place Mall and Elysee in SCBD area.
4	**Konstruksi Gedung Penginapan (41017), mencakup:** usaha pembangunan, pemeliharaan dan/atau pembangunan kembali bangunan yang dipakai untuk penginapan, seperti gedung perhotelan, hostel dan losmen. Termasuk kegiatan perubahan dan renovasi gedung penginapan. **Lodging Building Construction (41017) including:** The business of construction, maintenance and/or redevelopment of buildings used for lodging, such as hotel buildings, hostels and inns. Includes alteration and renovation activities of lodging buildings.	
5	**Real Estat yang Dimiliki Sendiri atau Disewa (68111), mencakup:** usaha pembelian, penjualan, persewaan dan pengoperasian real estat, baik yang dimiliki sendiri maupun disewa, seperti bangunan apartemen, bangunan hunian dan bangunan non hunian (seperti fasilitas penyimpanan/gedung, mal, pusat perbelanjaan dan lainnya), serta penyediaan rumah dan flat atau apartemen, baik dalam bulanan atau tahunan. Termasuk kegiatan penjualan tanah, pemgembangan gedung untuk dioperasikan sendiri (untuk penyewaan ruang-ruang di gedung tersebut), pembagian real estat menjadi tanah kaveling tanpa pengembangan lahan, dan pengoperasian kawasan hunian untuk rumah yang bisa dipindah-pindah. **Real Estate Owned or Leased (68111) including:** the business of buying, selling, renting and operating real estate, whether owned or rented, such as apartment buildings, residential buildings and non-residential buildings (such as storage facilities/ buildings, malls, shopping centers and others), as well as the provision of houses and flats or apartments, whether on a monthly or annual basis. Includes the sale of land, the development of buildings for self-operation (for the rental of spaces in such buildings), the division of real estate into land plots without land development, and the operation of residential areas for mobile homes.	
6	**Real Estat atas Dasar Balas Jasa (*Fee*) atau Kontrak (68200), mencakup:** kegiatan penyediaan real estat atas dasar balas jasa atau kontrak, termasuk jasa yang berkaitan dengan real estat seperti kegiatan agen dan makelar real estat, perantara pembelian, penjualan dan penyewaan real estat atas dasar balas jasa atau kontrak, pengelolaan real estat atas dasar balas jasa atau kontrak, jasa penaksiran real estat dan agen pemegang wasiat real estat. **Real Estate on a Fee or Contract Basis (68200) including:** the activities of providing real estate on a fee or contract basis, including real estate-related services such as the activities of real estate agents and brokers, brokering the purchase, sale and lease of real estate on a fee or contract basis, managing real estate on a fee or contract basis, real estate appraisal services and real estate probate agents.	

OPERASIONAL BIDANG USAHA
OPERATIONAL LINE OF BUSINESS

Operasional Perseroan dalam menjalankan kegiatan usaha telah sesuai dengan Anggaran Dasar terakhirnya. Informasi tentang kegiatan usaha juga tercantum dalam Laporan Keuangan Perseroan untuk tahun buku yang berakhir 31 Desember 2022.

The Company's operations in carrying out business activities have been in accordance with its latest Articles of Association. Information on business activities is also contained in the Company's Financial Statements for the fiscal year ending December 31, 2022.



PERHOTELAN
Hotels

37,1%

Kontribusi pendapatan segmen Hotel terhadap total pendapatan bersih konsolidasi Perseroan pada 2022.

Contribution of Hotel segment revenue to the Company's total consolidated net revenue in 2022.

Segmen usaha hotel merupakan segmen usaha awal Perseroan. Bermula pada pengoperasian Hotel Borobudur Inter-Continental (sekarang Hotel Borobudur Jakarta), sebuah hotel bintang lima yang berlokasi di pusat kota Jakarta, yang diresmikan oleh Presiden Soeharto pada 23 Maret 1974. Hotel Borobudur Jakarta dipercaya menjadi tempat penyelenggara Konferensi PATA yang diadakan pada 1-4 April 1974. Sebanyak 1.500 peserta mewakili 39 negara hadir dalam Konferensi PATA tersebut.

The hotel business segment is the Company's initial business segment. It began with the operation of Hotel Borobudur Inter-Continental (now Hotel Borobudur Jakarta), a five-star hotel located in the center of Jakarta, which was inaugurated by President Soeharto on March 23, 1974. Hotel Borobudur Jakarta was entrusted with hosting the PATA Conference held on April 1-4, 1974. A total of 1,500 participants representing 39 countries attended the PATA Conference.

Fasilitas akomodasi menginap tamu di Hotel Borobudur Jakarta ditambah dengan beroperasinya Garden Wing sejak 1986. Garden Wing merupakan sebuah hunian apartemen dengan total luas bangunan 15.479m^2 yang berlokasi terintegrasi dengan Hotel Borobudur Jakarta.

Guest accommodation facilities at Hotel Borobudur Jakarta were added with the operation of the Garden Wing since 1986. Garden Wing is a 15.479 m^2 residential apartment located integrated with Hotel Borobudur Jakarta.

Selanjutnya mengoperasikan The Ritz-Carlton Pacific Place melalui PT Pacific Place Jakarta (entitas anak PT Danayasa Arthatama). The Ritz-Carlton Pacific Place merupakan hotel bintang lima yang terintegrasi mal bertingkat enam, gedung perkantoran dan apartemen eksklusif yang berlokasi di Lot 3 dan 5, SCBD.

Furthermore, it operates The Ritz-Carlton Pacific Place through PT Pacific Place Jakarta (a subsidiary of PT Danayasa Arthatama). The Ritz-Carlton Pacific Place is a five-star hotel integrated with a six-story mall, office buildings and exclusive apartments located at Lot 3 and 5, SCBD.

Setelah ini, beroperasi Alila SCBD di SCBD Lot 11, sebuah hotel bintang lima berlantai 27 yang memiliki 227 kamar dengan empat tipe kamar: studio *king/twin, deluxe king, suite* dan *Alila suite*.

After this, comes Alila SCBD at SCBD Lot 11, a 27-storey five-star hotel that has 227 rooms with four room types: studio king/twin, deluxe king, suite and Alila suite.

Terbaru beroperasi sejak 9 September 2021 adalah The Langham, sebuah gedung terpadu apartemen dan hotel yang berlantai 65, di SCBD Lot 13, terintegrasi dengan tiga gedung perkantoran baru, yaitu Revenue Tower, Treasury Tower dan Prosperity Tower. The Langham juga sebuah hotel bintang lima dengan fasilitas 223 kamar dan *suites*, ruang serbaguna seluas 2.100 m^2, yang terdiri dari: *ballroom* seluas 688 m^2 dan ruang terbuka, 11 ruangan pertemuan dengan berbagai ukuran untuk beragam acara, dan juga dilengkapi dengan fasilitas-fasilitas lainnya yang bertaraf internasional.

The latest to open since September 9, 2021 is The Langham, a 65-storey integrated apartment and hotel building at SCBD Lot 13, integrated with three new office buildings, namely Revenue Tower, Treasury Tower and Prosperity Tower. The Langham is also a five-star hotel with 223 rooms and suites, 2,100 m^2 of function space, consisting of: 688 m^2 ballroom and open-air space, 11 meeting rooms of various sizes for a variety of events, and is also equipped with other facilities of international standard.



REAL ESTAT
Real Estate

44,0%

Kontribusi pendapatan segmen Real Estat terhadap total pendapatan bersih konsolidasi Perseroan pada 2022.

Contribution of Real Estate segment revenue to the Company's total consolidated net revenue in 2022.

Segmen usaha Real Estat dioperasionalkan melalui PT Danayasa Arthatama (DA). PT DA merupakan entitas anak yang dikonsolidasikan ke dalam Perseroan sejak 1992. PT DA dikenal sebagai pengembang dan pengelola Kawasan Niaga Terpadu Sudirman (*Sudirman Central Business Distric* - SCBD) seluas ± 45 hektar, yang terletak di segitiga emas Jakarta, antara Jalan Jendral Sudirman, Jalan Jendral Gatot Subroto dan Jembatan Semanggi.

Pembangunan kawasan SCBD dimulai sejak 1992. Kawasan yang semula kumuh telah bertransformasi berkembang menjadi pusat bisnis premium dengan gedung perkantoran, hunian eksklusif, pusat perbelanjaan modern, dan hotel bintang lima, yang didukung dan dilengkapi dengan keberadaan sarana dan prasarana yang prima dan terintegrasi.

Dalam segmen usaha real estat mencakup pula pengelolaan gedung perkantoran. Perseroan memiliki andil dalam PT First Jakarta International (sebelumnya bernama PT Danareksa Jakarta International) sebagai pemilik Gedung Bursa Efek Indonesia (BEI) yang berada di Lot 2, SCBD. Gedung BEI memiliki dua menara kembar dengan masing-masing 32 lantai telah beroperasi komersial sejak 1995.

Gedung perkantoran One Pacific Place yang terintegrasi bersama hotel The Ritz-Carlton Pacific Place, Mal Pacific Place dan Pacific Place Residence Apartment mulai beroperasi 2007. Terbaru dalam bisnis gedung perkantoran Perseroan adalah beroperasinya Revenue Tower dengan 29 lantai di Lot 13, SCBD, yang dikelola oleh PT Adinusa Puripratama.

Beroperasinya keseluruhan proyek Pacific Place Jakarta telah memperkuat operasional segmen usaha Perseroan. Mal Pacific Place masuk dalam segmen real estat, sedang Pacific Place Residence Apartment berkonsolidasi dengan The The Ritz-Carlton Pacific Place di segmen hotel.

The Real Estate business segment is operated through PT Danayasa Arthatama (DA). PT DA is a subsidiary that has been consolidated into the Company since 1992. PT DA is known as the developer and manager of the ± 45 hectares Sudirman Central Business District (SCBD), located in the golden triangle of Jakarta, between Jalan Jendral Sudirman, Jalan Jendral Gatot Subroto and Semanggi Bridge.

Development of the SCBD area began in 1992. The area that was originally slum has transformed into a premium business center with office buildings, exclusive residences, modern shopping centers, and five-star hotels, which are supported and equipped with the existence of excellent and integrated facilities and infrastructure.

The real estate business segment also includes the management of office buildings. The Company has a share in PT First Jakarta International (formerly PT Danareksa Jakarta International) as the owner of the Indonesia Stock Exchange (IDX) Building located at Lot 2, SCBD. The IDX Building has two twin towers with 32 floors each and has been in commercial operation since 1995.

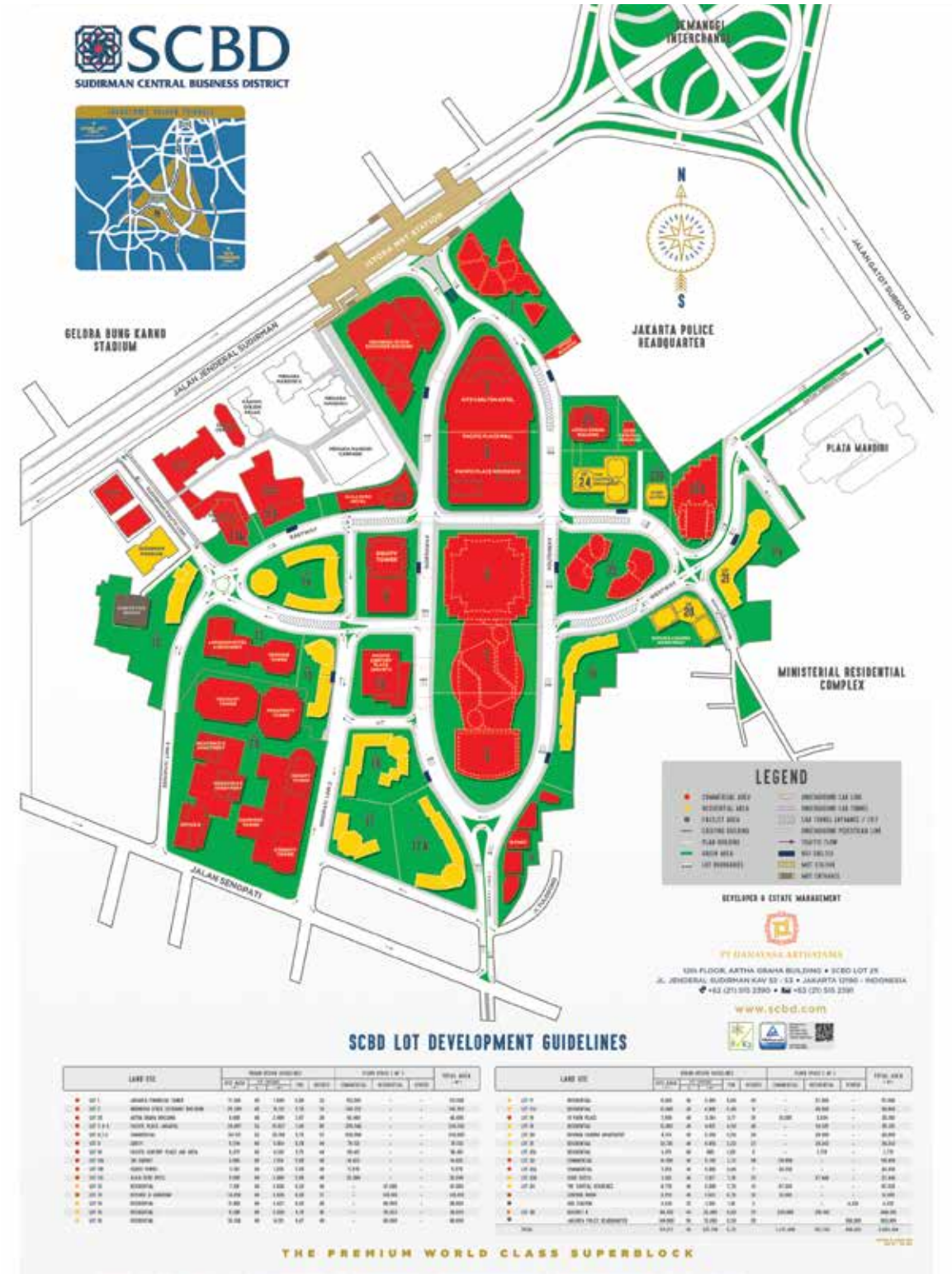
One Pacific Place office building integrated with The Ritz-Carlton Pacific Place hotel, Pacific Place Mall and Pacific Place Residence Apartment started operating in 2007. The latest in the Company's office building business is the operation of the 29-story Revenue Tower at Lot 13, SCBD, managed by PT Adinusa Puripratama.

The operation of the entire Pacific Place Jakarta project has strengthened the Company's business segment operations. Pacific Place Mall is included in the real estate segment, while Pacific Place Residence Apartment is consolidated with The Ritz-Carlton Pacific Place in the hotel segment.

PUSAT PENGEMBANGAN LOT SCBD
LOT DEVELOPMENT CENTER IN SCBD

Di bawah ini adalah peta pengembangan lot-lot di SCBD sesuai dengan peruntukan yang dikembangkan dan dikelola oleh PT Danayasa Arthatama (entitas anak Perseroan).

Below is a map of the development of lots in SCBD according to the designation developed and managed by PT Danayasa Arthatama (a subsidiary of the Company).





JASA TELEKOMUNIKASI
Telecommunication Services

18,7%

Kontribusi pendapatan segmen Jasa Telekomunikasi terhadap total pendapatan bersih konsolidasi Perseroan pada 2022.

Contribution of Telecommunication Services segment revenue to the Company's total consolidated net revenue in 2022.

Segmen usaha jasa telekomunikasi dikembangkan oleh entitas anak PT ArthaTelekomindo (AT) yang telah berdiri sejak 1993 sebagai perusahaan penyedia layanan dan solusi Teknologi Informasi dan Komunikasi terkemuka (TIK) yang mengedepankan inovasi, keandalan dan keahlian.

PT AT telah membantu PT Danayasa Arthatama dalam hal penyediaan sarana dan prasarana telekomunikasi (jasa internet dan jasa jaringan tertutup) di SCBD. Sekarang, PT AT telah mengembangkan aktivitas layanan dan solusi telekomunikasi yang aman sesuai kebutuhan yang berbeda di Jakarta dan di luar Jakarta, seperti Cilegon, Surabaya, Medan, Makassar, Bali, Bandung, dan daerah lainnya.

The telecommunication services business segment is developed by its subsidiary PT ArthaTelekomindo (AT) which has been established since 1993 as a leading provider of Information and Communication Technology (ICT) services and solutions that emphasizes innovation, reliability and expertise.

PT AT has assisted PT Danayasa Arthatama in providing telecommunication facilities and infrastructure (internet services and closed network services) in SCBD. Now, PT AT has developed secure telecommunication services and solutions activities according to different needs in Jakarta and outside Jakarta, such as Cilegon, Surabaya, Medan, Makassar, Bali, Bandung, and other areas.



JASA MANAJEMEN PERHOTELAN
Hotel Management Services

0,2%

Kontribusi pendapatan segmen Jasa Manajemen Perhotelan terhadap total pendapatan bersih konsolidasi Perseroan pada 2022.

Contribution of Hospitality Management Services segment revenue to the Company's total consolidated net revenue in 2022.

Segmen jasa manajemen perhotelan menyediakan jasa pengelolaan perhotelan melalui Entitas Anak PT Jakarta International Hotels Management (JIHM) yang telah berdiri sejak 1992 mengelola dan mengembangkannya hingga dinonaktifkan pada 2 Juli 1999.

Selanjutnya fungsinya dialihkan kepada Entitas Anak PT Dharma Harapan Raya (DHR). Hingga saat ini, PT DHR bertanggung jawab dalam pengelolaan aktivitas operasional Hotel Borobudur Jakarta, Discovery Kartika Plaza Hotel, Palace Hotel Cipanas dan Discovery Hotel Ancol.

The hospitality management services segment provides management and hospitality services through subsidiary PT Jakarta International Hotels Management (JIHM), which was established in 1992, managed and developed it until it was decommissioned on July 2, 1999.

Subsequently, its function was transferred to its subsidiary PT Dharma Harapan Raya (DHR). Until now, PT DHR is responsible for managing the operational activities of Hotel Borobudur Jakarta, Discovery Kartika Plaza Hotel, Palace Hotel Cipanas and Discovery Hotel Ancol.

WILAYAH OPERASIONAL
OPERATIONAL AREAS

Dalam mengembangkan segmen usaha serta produk dan jasanya, Perseroan melakukan investasi pada berbagai entitas anak dan entitas asosiasi yang berperan sebagai pengembang dan/atau pengelola atau pelaksana jasa manajemen perhotelan. Per 31 Desember 2022, Perseroan memiliki empat entitas anak dengan kepemilikan langsung, satu penyertaan saham dan 22 entitas anak dengan kepemilikan tidak langsung, sebagai jaringan usaha Perseroan dengan sebaran mencakup Jabodetabek, serta daerah di luar area tersebut.

PT Danayasa Arthatama beroperasional mengembangkan dan mengelola SCBD di Jakarta Selatan. PT Dharma Harapan Raya membantu mengelola aktivitas operasional hotel di Jakarta (Hotel Borobudur Jakarta dan Discovery Hotel Ancol, Cipanas (Palace Hotel Cipanas) dan Kuta, Bali (Discovery Kartika Plaza Hotel). PT Artha Telekomindo yang berbasis di SCBD telah mengembangkan layanan di hampir seluruh wilayah Indonesia.

In developing its business segments and products and services, the Company invests in various subsidiaries and associates that act as developers and/or managers or executors of hospitality management services. As of December 31, 2022, the Company has four subsidiaries with direct ownership, one equity participation and 22 subsidiaries with indirect ownership, as the Company's business network with distribution covering Jabodetabek, as well as areas outside the area.

PT Danayasa Arthatama operates to develop and manage SCBD in South Jakarta. PT Dharma Harapan Raya helps manage hotel operations in Jakarta (Hotel Borobudur Jakarta and Discovery Ancol Hotel), Cipanas (Palace Hotel Cipanas) and Kuta, Bali (Discovery Kartika Plaza Hotel). PT Artha Telekomindo based in SCBD has developed services in almost all parts of Indonesia.



JEJAK LANGKAH
MILESTONES

1969



PT Djakarta International Hotel berdiri sebagai perusahaan yang akan menyelesaikan pembangunan Hotel Borobudur Inter-Continental yang berlokasi di Jalan Lapangan Banteng Selatan, Jakarta Pusat.

PT Djakarta International Hotel was established as a Company that will complete the construction of Hotel Borobudur Inter-Continental, located in Lapangan Banteng Selatan Street, Central Jakarta.

1974



Peresmian Hotel Borobudur Inter-Continental oleh Presiden Soeharto pada 23 Maret 1974, sekaligus sebagai tempat diselenggarakannya konferensi PATA.

The inauguration of the Hotel Borobudur Inter-Continental by President Soeharto on March 23, 1974, as well as the venue for the PATA conference.

1981

Penetapan Hotel Borobudur Inter-Continental sebagai hotel bintang lima oleh Direktorat Jendral Pariwisata.

Designation of Hotel Borobudur Inter-Continental as a five-star hotel by the Directorate General of Tourism.

1984



Penawaran perdana saham kepada masyarakat sebanyak 6.618.600 saham dengan nilai nominal Rp1.000,- dan harga penawaran Rp1.500,- per saham.

Initial public offering of 6,618,600 shares with nominal value Rp1,000 and offering price of Rp1,500 per share.

1986



Peresmian Apartemen Garden Wing dengan 140 *suite*, fasilitas baru Hotel Borobudur Inter-Continental.

Inauguration of the Garden Wing Apartment with 140 suites, the new facilities of Hotel Borobudur Inter-Continental.

1987

Penghargaan Hotel Bintang Lima Berlian dari Kantor Wilayah Departemen Pariwisata, Pos dan Telekomunikasi DKI Jakarta.

Five Star Diamond Hotel Award from the DKI Jakarta Regional Office of the Department of Tourism, Post and Telecommunications.

1990

Perseroan menandatangani "Perjanjian Pertukaran Saham" dengan PT Danayasa Arthatama (Artha Graha Network).

The Company signed a "Share Exchange Agreement" with PT Danayasa Arthatama (Artha Graha Network).

1991

Perubahan nama Perseroan menjadi PT Jakarta International Hotels & Development.

Change the name of the Company to PT Jakarta International Hotels & Development.

1992



Perseroan menjadi pemegang saham pengendali PT Danayasa Arthatama, perusahaan pengembang dan pengelola Kawasan Niaga Terpadu Sudirman (SCBD).

The Company became the controlling shareholder of PT Danayasa Arthatama, a developer and management of the Sudirman Central Business District (SCBD).

1993

PT Artha Telekomindo berdiri sebagai penyedia layanan konektivitas telekomunikasi di SCBD.

PT Artha Telekomindo was established as a provider of telecommunication connectivity services at SCBD.

1994

Akademi Pariwisata Jakarta International Hotels (sekarang Politeknik Jakarta Internasional) mulai beroperasi.

Jakarta International Hotels Tourism Academy (currently Jakarta International Polytechnic) commenced operations.

1995

Peresmian gedung BEI di Lot 2, SCBD oleh Presiden Soeharto.

The inauguration of the IDX building in Lot 2, SCBD by President Soeharto.

1997

- Perseroan melakukan penawaran umum Obligasi I JIHD Tahun 1997 dengan tingkat bunga tetap sebesar Rp600 miliar.
- Presiden Soeharto meresmikan kembali Hotel Borobudur Inter-Continental pada 11 November 1997 setelah renovasi total sejak 1995.

- The Company conducted a public offering of the 1997 JIHD Bonds I with a fixed interest rate of Rp600 billion.
- President Soeharto inaugurated the Hotel Borobudur Inter-Continental on November 11, 1997 after a total renovation since 1995.

1998

Mendirikan Entitas Anak PT Dharma Harapan Raya yang bergerak di bidang jasa manajemen perhotelan dengan *brand* "Discovery Hotels & Resorts."

Established a subsidiary, PT Dharma Harapan Raya, engaging in hotel management services with the brand "Discovery Hotels & Resorts".

1999

Hotel Borobudur Inter-Continental berubah menjadi Hotel Borobudur Jakarta per 1 Januari 1999.

Hotel Borobudur Inter-Continental changed to Hotel Borobudur Jakarta as of January 1, 1999.

2002

Entitas Anak PT Danayasa Arthatama melakukan Penawaran Umum Perdana sebanyak 100 juta lembar saham.

Subsidiary, PT Danayasa Arthatama conducted an Initial Public Offering of 100 million shares.

2007



Pacific Place yang terdiri mal bertingkat enam, gedung perkantoran dan hotel, serta apartemen eksklusif mulai beroperasi di Lot 3-5, SCBD.

Pacific Place, a six-storey mall, office building and hotel, as well as exclusive apartments, commenced operations at Lot 3-5, SCBD.

2004

- Hotel Borobudur Jakarta menjadi tempat penyelenggaraan pusat tabulasi untuk Pemilihan Umum 2004
- Penghargaan Indonesia Property Award kepada SCBD sebagai *superblock* yang konsisten mengusung konsep kawasan niaga terpadu.

- Hotel Borobudur Jakarta became the venue for the tabulation center for the 2004 General Election.
- The Indonesia Property Award for SCBD as a superblock that consistently carries the concept of an integrated commercial district.

2003

Sertifikasi ISO 9001:2000 untuk Hotel Borobudur Jakarta.

ISO 9001:2000 certification for Hotel Borobudur Jakarta.

2010

Sertifikasi Eco Hotel untuk Hotel Borobudur Jakarta.

Eco Hotel Certification for Hotel Borobudur Jakarta.

2011

Hotel Borobudur Jakarta menerima sertifikat Sistem Manajemen Keamanan Pangan dan sertifikat proper "Blue" untuk Pengelolaan Lingkungan Hidup.

Hotel Borobudur Jakarta received a Food Safety Management System certificate and a proper "Blue" certificate for Environmental Management.

2013

Penghargaan The First Prize of the Best Green Hotel dan World Luxury Hotel Awards 2013 untuk Hotel Borobudur Jakarta.

The First Prize of the Best Green Hotel and World Luxury Hotel Awards 2013 for Hotel Borobudur Jakarta.

2014

Fasilitas baru Borobudur Conference Centre dibuka di lantai 3A Hotel Borobudur Jakarta.

The new Borobudur Conference Center facility opened on the 3A floor of Hotel Borobudur Jakarta.

2018



Revenue Tower selesai dibangun di Lot 13, SCBD.

The completion of Revenue Tower in Lot 13, SCBD.

2019



- Hotel Borobudur Jakarta meraih penghargaan Green Hotel Award 2019 sebagai Hotel Berwawasan Lingkungan.
- Pembukaan Elysee sebagai tempat *lifestyle* baru di SCBD.

- Hotel Borobudur Jakarta won the 2019 Green Hotel Award as an Environmentally Friendly Hotel.
- Opening of Elysee as a new lifestyle place at SCBD.

2021



The Langham mulai beroperasi per 9 September 2021.

The Langham Jakarta commenced operations as of September 9, 2021

VISI DAN MISI
VISION AND MISSION

Visi Vision

Menjadi Pengembang dan Pengelola Properti Terkemuka dan Terpercaya Secara Nasional dan Internasional.

Be the Leader and Trusted Property Developer and Management Both Nationally and Internationally.

Pengertian Visi Definition of Vision

- Memiliki pertumbuhan yang berkesinambungan dan memberikan nilai investasi dalam jangka panjang;
- Mempunyai manajemen yang berkualitas;
- Selalu melakukan inovasi terhadap produk dan layanan yang berkelanjutan;
- Memiliki tanggung jawab sosial kepada masyarakat dan lingkungan;
- Memiliki pengelolaan sumber daya yang profesional.

- Have sustainable growth and provide long term investment value;
- Have quality management;
- Always bring continuous innovation of products and services;
- Have social responsibility towards community and environment;
- Have professional resource management.

Misi Mission

- Mementingkan penambahan nilai dari setiap pengembangan dan pengelolaan properti untuk meningkatkan kualitas.
- Meningkatkan kualitas Sumber Daya Manusia yang merupakan Modal Utama Perusahaan dengan memberikan lingkungan kerja yang nyaman dan kompetitif.
- Memberikan pelayanan yang prima dan berkesinambungan kepada seluruh pemangku kepentingan.
- Memaksimalkan hasil yang diperoleh investor pemegang saham dan pemangku kepentingan lainnya.
- Memperhatikan dan menerapkan inovasi serta kreativitas yang ramah lingkungan.

- Have professional resource management.
- To prioritize adding value from each property development and management to improve quality.
- To improve the quality of Human Resources, as the Company's Main Capital by providing a comfortable and competitive work environment.
- To provide excellent and continuous services to all stakeholders.
- To maximize the results obtained by shareholders and other stakeholders.
- To observe and implement environmentally friendly innovation and creativity.

KEANGGOTAAN PADA ASOSIASI
MEMBERSHIP IN ASSOCIATIONS

Perseroan tergabung sebagai anggota aktif dalam beberapa asosiasi profesional berskala nasional untuk memperluas jaringan bisnis, media komunikasi dan informasi, serta menjalin kemitraan yang lebih luas dengan berbagai pihak dalam mewujudkan inisiatif keberlanjutan.

The Company is an active member of several national-scale professional associations to expand its business network, communication and information media, and establish broader partnerships with various parties in realizing sustainability initiatives.

No	**Perseroan** Company	**Entitas Anak/Cucu** Direct/Indirect Subsidiaries	
1	Perhimpunan Hotel dan Restoran Indonesia (PHRI)	PT Artha Telekomindo	
2	Assosiasi Emiten Indonesia (AEI)	1	Asosiasi Penyelenggara Jaringan Telekomunikasi (APJATEL)
3	Assosiasi Sekretaris Perusahaan Indonesia (ICSA)	2	Asosiasi Penyelenggara Jasa Internet Indonesia (APJII)
		3	Asosiasi Pengusaha Indonesia (APINDO)
		PT Pacific Place Jakarta	
		1	Asosiasi Pengusaha Retail Indonesia (APRINDO)
		2	Asosiasi Pengelola Pusat Belanja Indonesia (APPBI)
		3	Asosiasi Pengusaha Indonesia (APINDO)
		4	Asosiasi Perusahaan Sahabat Anak Indonesia (APSAI)

PERUBAHAN ORGANISASI YANG BERSIFAT SIGNIFIKAN
SIGNIFICANT ORGANIZATIONAL CHANGES

Tidak terdapat perubahan signifikan dalam kepengurusan dan pengelolaan Perseroan selama tahun 2022.

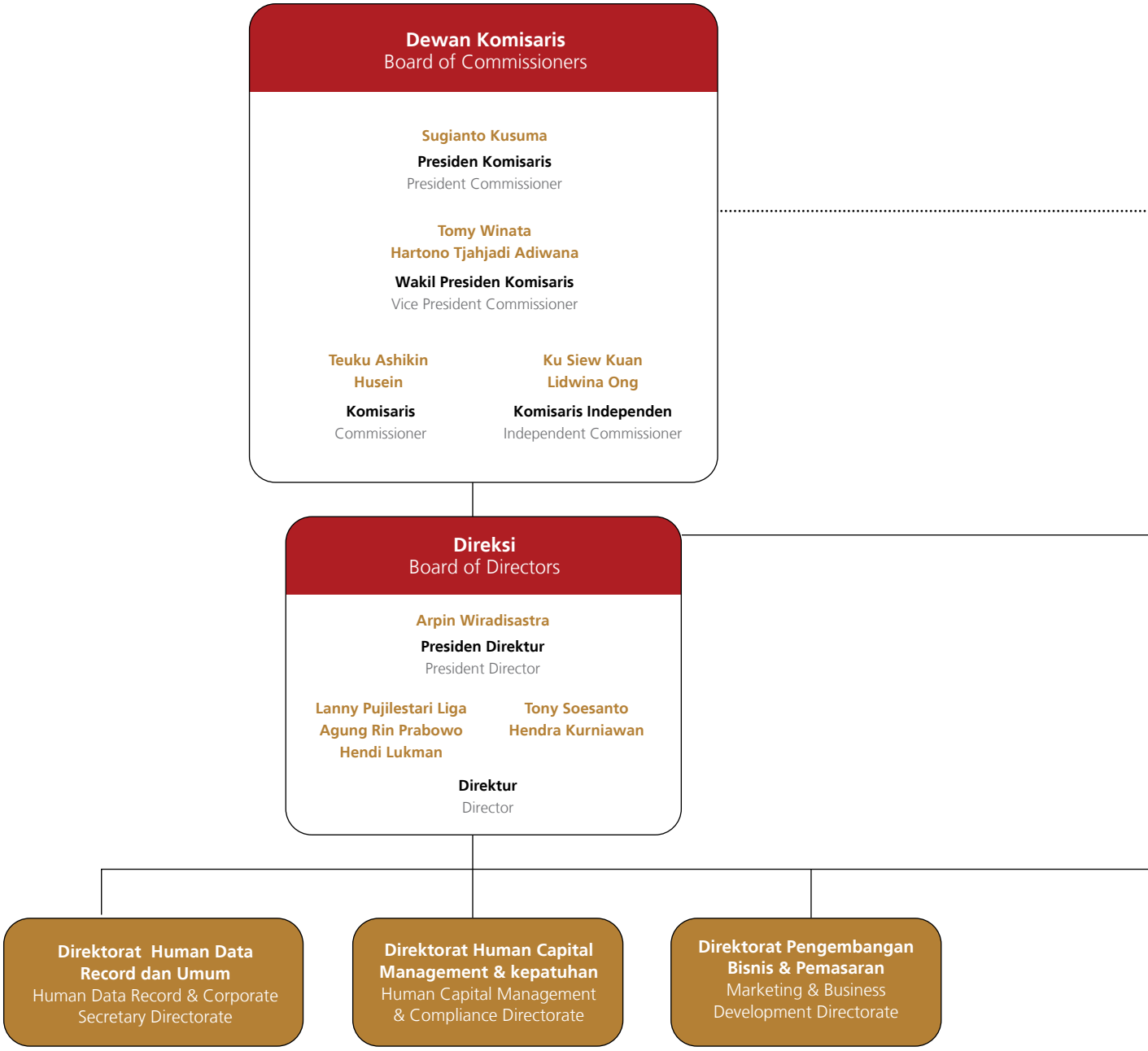
Tidak terdapat perubahan signifikan dalam kepengurusan dan pengelolaan Perseroan selama tahun 2022.

KOMPOSISI DEWAN KOMISARIS DAN DIREKSI TAHUN 2022
COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN 2022

Berdasarkan hasil Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2021 tanggal 25 Juli 2022 ditegaskan tidak ada perubahan nama untuk komposisi Dewan Komisaris dan Direksi. Selama tahun buku 2022 dan hingga Laporan Tahunan ini diterbitkan, komposisi Dewan Komisaris dan Direksi sama dengan hasil RUPST Tahun Buku 2021.

With the results of the EGMS for the 2021 Fiscal Year on July 25, 2022, it was confirmed that there were no changes in the composition of the Board of Commissioners and the Board of Directors. During the 2022 fiscal year and until this Annual Report is published, the composition of the Board of Commissioners and Board of Directors is the same as the results of the EGMS for the 2021 fiscal year.

STRUKTUR ORGANISASI
ORGANIZATION STRUCTURE



Komite Audit
Audit Committee

Ku Siew Kuan
Ketua
Chairman

Dedy Djafarli
Indra Pranajaya
Anggota
Member

Sekretaris Perusahaan
Corporate Secretary

Tony Soesanto

Unit Audit Internal
Internal Audit Unit

Budianto Tirtadjaja
Kepala Unit Audit Internal
Head of Internal Audit

Direktorat Manajemen Properti
Property Management Directorate

Direktorat Keuangan dan Akunting
Finance and Accounting Directorate

PROFIL DEWAN KOMISARIS
PROFILE OF THE BOARD OF COMMISSIONERS



SUGIANTO KUSUMA

Presiden Komisaris
President Commissioner

Kewarganegaraan Citizenship	**Domisili** Domicile	**Tempat dan Tanggal Lahir** Place and Date of Birth	**Usia per 31 Desember 2022** Age as of December 31, 2022
Indonesia Indonesia	Jakarta Utara North Jakarta	Palembang, 10 Januari 1951 Palembang, January 10, 1951	71 tahun 71 years old

Latar Belakang Background	Pendiri dan Pemilik Artha Graha Network (AGN)	Founder and Owner of Artha Graha Network (AGN)
Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. Komisaris PT Danayasa Arthatama (1990-2002) 2. Komisaris PT First Jakarta International (1992-2013) 3. Wakil Komisaris Utama PT Bank Artha Graha (1990-1999) 4. Komisaris Utama PT Bank Inter-Pacific Tbk (2004-2005) 5. Komisaris PT Artha Telekomindo (1993-2003) 6. Komisaris Utama PT Graha Sampoerna (1996-2002)	Commissioner of PT Danayasa Arthatama (1990-2002) Commissioner of PT First Jakarta International (1992-2013) Vice President Commissioner of PT Bank Artha Graha (1990-1999) President Commissioner of PT Bank Inter-Pacific Tbk (2004-2005) Commissioner of PT Artha Telekomindo (1993-2003) President Commissioner of PT Graha Sampoerna (1996-2002)
Karier di Perseroan Career at the Company	1. Direktur (1991-1993) 2. Wakil Presiden Direktur (1993-1998) 3. Wakil Presiden Komisaris (1998-2007) 4. Presiden Komisaris (2007-2009) 5. Wakil Presiden Komisaris (2009-2020) 6. Presiden Komisaris (2020-sekarang)	Director (1991-1993) Vice President Director (1993-1998) Vice President Commissioner (1998-2007) President Commissioner (2007-2009) Vice President Commissioner (2009-2020) President Commissioner (2020-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	1. Komisaris Utama PT Kharisma Arya Paksi (1990-sekarang) 2. Wakil Komisaris Utama PT Bank Artha Graha Internasional Tbk (2005-sekarang) 3. Komisaris Utama PT Danayasa Arthatama (2020-sekarang)	President Commissioner of PT Kharisma Arya Paksi (1990-present) Vice President Commissioner of PT Bank Artha Graha Internasional Tbk (2005-present) President Commissioner of PT Danayasa Arthatama (2020-present)
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya dan Direksi.	Unaffiliated with other members of the Board of Commissioners and the Board of Directors.
Jumlah Saham Perseroan Number of the Company's Shares	-	



TOMY WINATA

Wakil Komisaris Utama
Vice President Commissioner

Kewarganegaraan Citizenship	**Domisili** Domicile	**Tempat dan Tanggal Lahir** Place and Date of Birth	**Usia per 31 Desember 2022** Age as of December 31, 2022
Indonesia Indonesia	Jakarta Utara North Jakarta	Jakarta, 23 Juli 1958 Jakarta, July 23, 1958	64 tahun 64 years old

Latar Belakang Background	Pendiri dan Pemilik Artha Graha Network (AGN) dan Artha Graha Peduli (AGP)	Founder and Owner of PT Artha Graha Network and Artha Graha Peduli (AGP)
Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. Wakil Komisaris Utama PT Bank Artha Graha (1990-2005) 2. Wakil Komisaris Utama PT Danayasa Arthatama (1990-2013) 3. Komisaris Utama PT Artha Telekomindo (1993-1995) 4. Komisaris Utama PT Danayasa Arthatama Tbk (2013-2020)	Vice President Commissioner of PT Bank Artha Graha (1990-2005) Vice President Commissioner of PT Danayasa Arthatama (1990-2013) President Commissioner of PT Artha Telekomindo (1993-1995) President Commissioner of PT Danayasa Arthatama Tbk (2013-2020)
Karier di Perseroan Career at the Company	1. Direktur (1990-1995) 2. Wakil Presiden Komisaris (1996-1998) 3. Komisaris (1998-2007) 4. Wakil Presiden Komisaris (2007-sekarang)	Director (1990-1995) Vice President Commissioner (1996-1998) Commissioner (1998-2007) Vice President Commissioner (2007-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	1. Wakil Direktur Utama PT Buanagraha Arthaprima (2015-sekarang) 2. Direktur Utama PT Kharisma Arya Paksi (1990-sekarang) 3. Wakil Komisaris Utama PT Bank Artha Graha Internasional Tbk (2005-sekarang)	President Director of PT Buanagraha Arthaprima (2015-present) President Director of PT Kharisma Arya Paksi (1990-sekarang) Vice President Commissioner of PT Bank Artha Graha Internasional Tbk (2005-present)
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya dan Direksi.	Unaffiliated with other members of the Board of Commissioners and the Board of Directors.
Jumlah Saham Perseroan Number of the Company's Shares	306.243.700 saham	306,243,700 shares



HARTONO TJAHJADI ADIWANA

Wakil Komisaris Utama
Vice President Commissioner

Kewarganegaraan Citizenship	Domisili Domicile	Tempat dan Tanggal Lahir Place and Date of Birth	Usia per 31 Desember 2022 Age as of December 31, 2022
Indonesia Indonesia	Jakarta Barat West Jakarta	Jakarta, 27 Desember 1969 Jakarta, December 27, 1969	52 tahun 52 years old

Latar Belakang Background	BA, American College Singapore (1992)	BA, American College Singapore (1992)
Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. Wakil Direktur Utama PT Danayasa Arthatama Tbk (1999-2007) 2. Direktur PT Danayasa Arthatama Tbk (2008-2011) 3. Komisaris Utama PT Artha Telekomindo (2000-2006) 4. Komisaris Utama PT Graha Sudirman Centre (2001) 5. Komisaris PT Electronic City Indonesia (2002-2006)	Vice President Director of PT Danayasa Arthatama Tbk (1999-2007) Director of PT Danayasa Arthatama Tbk (2008-2011) President Commissioner of PT Artha Telekomindo (2000-2006) President Commissioner of PT Graha Sudirman Centre (2001) Commissioner of PT Electronic City Indonesia (2002-2006)
Karier di Perseroan Career at the Company	1. Direktur (1998-2013) 2. Wakil Presiden Direktur (2013-2017) 3. Presiden Direktur (2017-2020) 4. Wakil Presiden Komisaris (2020-sekarang)	Director (1998-2013) Vice President Director (2013-2017) President Director (2017-2020) Vice President Commissioner (2020-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	1. Komisaris PT Dharma Harapan Raya (1998-sekarang) 2. Komisaris Utama PT Electronic City Indonesia Tbk (2001-sekarang) 3. Komisaris PT Pacific Place Jakarta (2007-sekarang) 4. Komisaris PT Graha Sampoerna (2008-sekarang) 5. Komisaris PT Artharaya Unggul Abadi (2008-sekarang) 6. Komisaris PT Danayasa Arthatama (2012-sekarang)	Commissioner of PT Dharma Harapan Raya (1998-present) President Commissioner of PT Electronic City Indonesia Tbk (2001-present) Commissioner of PT Pacific Place Jakarta (2007-present) Commissioner of PT Graha Sampoerna (2008-present) Commissioner of PT Artharaya Unggul Abadi (2008-present) Commissioner of PT Danayasa Arthatama (2012-present)
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	-	-



TEUKU ASHIKIN HUSEIN

Komisaris
Commissioner

Kewarganegaraan Citizenship	**Domisili** Domicile	**Tempat dan Tanggal Lahir** Place and Date of Birth	**Usia per 31 Desember 2022** Age as of December 31, 2022
Indonesia Indonesia	Tangerang Selatan South Tangerang	Aceh, 27 Juli 1951 Aceh, July 27, 1951	71 tahun 71 years old

Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. Sarajevo IPTF Regional Commander UNMIBH/ UN (1997-1998) 2. Kasubdit Jatanras & Vice Control Koserse Polri (1998-1999) 3. Wakapolda DI Aceh (2000) 4. Direktur Keamanan Baintelkam Polri (2001-2003) 5. Kapolda Sultra (2003-2005) 6. Waka Baintelkam Polri (2005-2006) 7. Gubernur Akpol (2006-2008) 8. Kapolda Bali (2008-2009)	Sarajevo IPTF Regional Commander UNMIBH/UN 1997-1998) Head of Sub Directorate of Jatanras & Vice Control of Koserse Polri (1998-1999) Deputy Chief of Police NAD in (2000) Director of Security for the National Police of the Republic of Indonesia (2001-2003) Head of the Southeast Sulawesi Police (2003-2005) Waka Baintelkam of Indonesian Police (2005-2006) Governor of the Police Academy (2006-2008) Bali Police Chief (2008-2009)
Karier di Perseroan Career at the Company	1. Komisaris Independen (2012-2019) 2. Komisaris (2019-sekarang)	Independent Commissioner (2012-2019) Commissioner (2019-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	-	-
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	-	-



KU SIEW KUAN

Komisaris Independen
Independent Commissioner

Kewarganegaraan Citizenship	**Domisili** Domicile	**Tempat dan Tanggal Lahir** Place and Date of Birth	**Usia per 31 Desember 2022** Age as of December 31, 2022
Singapura Singapore	Jakarta Pusat Central Jakarta	Singapura, 3 Juni 1971 Singapore, June 3, 1971	51 tahun 51 years old

Latar Belakang Background	BE., University of London MBA., University of Hull	
Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. Direktur Penggerang Pte. Ltd. (1995-2008) 2. Penasehat PT Dharma Harapan Raya (2008-2017)	Director of Penggerang Pte. Ltd. (1995-2008) Advisor of PT Dharma Harapan Raya (2008-2017)
Karier di Perseroan Career at the Company	Komisaris Independen (2017-sekarang)	Independent Commissioner (2017-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	1. Komisaris PT Danayasa Arthatama (2020-sekarang) 2. Komisaris PT Electronic City Indonesia Tbk (2020-sekarang)	Commissioner of PT Danayasa Arthatama (2020-present) Commissioner of PT Electronic City Indonesia Tbk (2020-present)
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	-	-



LIDWINA ONG

Komisaris Independen
Independent Commissioner

Kewarganegaraan Citizenship	**Domisili** Domicile	**Tempat dan Tanggal Lahir** Place and Date of Birth	**Usia per 31 Desember 2022** Age as of December 31, 2022
Indonesia Indonesia	Jakarta Utara North Jakarta	Sorong, 30 Juli 1960 Sorong, July 30, 1960	62 tahun 62 years old

Karier di Perseroan Career at the Company	Komisaris Independen (2020-sekarang)	Independent Commissioner (2020-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	-	-
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	-	-

PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS



ARPIN WIRADISASTRA — **Direktur Utama** / President Director

Kewarganegaraan / Citizenship	Domisili / Domicile	Tempat dan Tanggal Lahir / Place and Date of Birth	Usia per 31 Desember 2022 / Age as of December 31, 2022
Indonesia / Indonesia	Jakarta Barat / West Jakarta	Jakarta, 1 Januari 1961 / Jakarta, January 1, 1961	61 tahun / 61 years old

Latar Belakang / Background	S1 Akuntansi, Universitas Katolik Parahyangan (1985)	Bachelor of Accounting, Catholic University of Parahyangan (1985)
Riwayat Jabatan / Position History		
Pengalaman Kerja / Work Experience	1. Direktur PT Arthayasa Grahatama (1995) 2. Direktur PT Danayasa Arthatama (1995-1999) 3. Komisaris PT Panduneka Abadi (1995) 4. Komisaris PT Trinusa Wiragraha (1998) 5. Direktur Utama PT Danayasa Arthatama Tbk (1999-2013) 6. Komisaris Utama PT Citra Wiradaya (2001-2009) 7. Komisaris PT Adinusa Puripratama (2009) 8. Komisaris Utama PT Artha Telekomindo (2009) 9. Direktur Utama PT Grahamas Adisentosa (2010-2013)	Director of PT Arthayasa Grahatama (1995) Director of PT Danayasa Arthatama (1995-1999) Commissioner of PT Panduneka Abadi (1995) Commissioner of PT Trinusa Wiragraha (1998) President Director of PT Danayasa Arthatama Tbk (1999-2013) President Commissioner of PT Citra Wiradaya (2001-2009) Commissioner of PT Adinusa Puripratama (2009) President Commissioner of PT Artha Telekomindo (2009) President Director of PT Grahamas Adisentosa (2010-2013)
Karier di Perseroan / Career at the Company	1. Direktur (2013-2017) 2. Komisaris (2017-2018) 3. Direktur (2018-2020) 4. Presiden Direktur (2020-sekarang)	Director (2013-2017) Commissioner (2017-2018) Director (2018-2020) President Director (2020-present)
Dasar Pengangkatan / Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2020
Jabatan Rangkap / Concurrent Positions	1. Komisaris PT Intigraha Arthayasa (1998-sekarang) 2. Direktur PT Kharisma Arya Paksi (1998-sekarang) 3. Komisaris PT Citra Wiradaya (2009-sekarang) 4. Direktur Utama PT Andana Utamagraha (2009-sekarang) 5. Direktur Utama PT Majumakmur Arthasentosa (2009-sekarang) 6. Komisaris PT Adinusa Puripratama (2018-sekarang) 7. Komisaris PT Pandugraha Sejahtera (2018-sekarang)	Commissioner of PT Intigraha Arthayasa (1998-present) Director of PT Kharisma Arya Paksi (1998-present) Commissioner of PT Citra Wiradaya (2009-present) President Director of PT Andana Utamagraha (2009-present) President Director of PT Majumakmur Arthasentosa (2009-present) Commissioner of PT Adinusa Puripratama (2018-present) Commissioner of PT Pandugraha Sejahtera (2018-present)
Hubungan Afiliasi / Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan / Number of the Company's Shares	-	-



LANNY PUJILESTARI LIGA

Direktur
Director

Kewarganegaraan Citizenship	**Domisili** Domicile	**Tempat dan Tanggal Lahir** Place and Date of Birth	**Usia per 31 Desember 2022** Age as of December 31, 2022
Indonesia Indonesia	Jakarta Pusat Central Jakarta	Jakarta, 24 Juni 1964 Jakarta, June 24, 1964	58 tahun 58 years old

Latar Belakang Background	S1 Akuntansi, Universitas Trisakti (1990)	Bachelor of Accounting, Trisakti University (1990)
Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. SC Manager KAP Prasetio Utomo & Co. – Andersen Indonesia (1989-1999) 2. Financial Controller Hotel Borobudur Jakarta (1999-2013)	SC Manager of KAP Prasetio Utomo & Co. –Andersen Indonesia (1989-1999) Financial Controller of Hotel Borobudur Jakarta (1999-2013)
Karier di Perseroan Career at the Company	1. Senior Finance & Accounting Manager (2013-2014) 2. Sekretaris Perusahaan (2014-2017) 3. Direktur (2017-2018) 4. Wakil Presiden Direktur (2018-2020) 5. Direktur (2020-sekarang)	Senior Finance & Accounting Manager (2013-2014) Corporate Secretary (2014-2017) Director (2017-2018) Vice President Director (2018-2020) Director (2020-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	Direktur PT Panduneka Sejahtera (2019-sekarang)	Director of PT Panduneka Sejahtera (2019-present)
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	30.000 saham	30,000 shares



AGUNG RIN PRABOWO

Direktur
Director

Kewarganegaraan Citizenship	Domisili Domicile	Tempat dan Tanggal Lahir Place and Date of Birth	Usia per 31 Desember 2022 Age as of December 31, 2022
Indonesia Indonesia	Tangerang Selatan South Tangerang	Jakarta, 9 Mei 1960 Jakarta, May 9, 1960	62 tahun 62 years old

Latar Belakang Background	1. S1 Teknik Sipil, Institut Teknologi Bandung (1984) 2. MSc, University College London (1989)	Bachelor of Civil Engineering, Bandung Institute of Technology (1984) MSc, University College London (1989)
Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. Teknik Sipil PT APARC (1984-1985) 2. Manajer Proyek PT Bandung Raya Utama (1985-1986) 3. Pengembangan Bisnis PT Citra Patenindo Nusa Pratama (1989-1991) 4. Manajer Proyek PT Danayasa Arthatama (1995-1997) 5. Kepala Departemen Infrastruktur PT Danayasa Arthatama (1997-1999) 6. Kepala Departemen Pengelola Kawasan PT Danayasa Arthatama Tbk. (1999-2007) 7. Direktur PT Danayasa Arthatama Tbk (2008-2020)	Civil Engineer PT APARC (1984-1985) Project Manager of PT Bandung Raya Utama (1985-1986) Business Development Officer PT Citra Patenindo Nusa Pratama (1989-1991) Project Manager of PT Danayasa Arthatama (1995-1997) Head of the Infrastructure Department of PT Danayasa Arthatama (1997-1999) Head of the Department of Estate Management PT Danayasa Arthatama Tbk (1999-2007) Director of PT Danayasa Arthatama Tbk (2008-2020)
Karier di Perseroan Career at the Company	Direktur (2020-sekarang)	Director (2020-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	1. Direktur PT Esagraha Puripratama (2008-sekarang) 2. Direktur PT Adinusa Puripratama (2009-sekarang) 3. Direktur PT Pandugraha Sejahtera (2009-sekarang) 4. Komisaris PT Adimas Utama (2009-sekarang) 5. Komisaris PT Citra Adisarana (2009-sekarang) 6. Komisaris PT Trinusa Wiragraha (2009-sekarang) 7. Direktur PT Grahamas Adisentosa (2010-sekarang) 8. Komisaris PT Panduneka Abadi (2018-sekarang)	Director of PT Esagraha Puripratama (2008-present) Director of PT Adinusa Puripratama (2009-present) Director of PT Pandugraha Sejahtera (2009-present) Commissioner of PT Adimas Utama (2009-present) Commissioner of PT Citra Adisarana (2009-present) Commissioner of PT Trinusa Wiragraha (2009-present) Director of PT Grahamas Adisentosa (2010-present) Commissioner of PT Panduneka Abadi (2018-present)
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	-	-



HENDI LUKMAN

Direktur
Director

Kewarganegaraan Citizenship	**Domisili** Domicile	**Tempat dan Tanggal Lahir** Place and Date of Birth	**Usia per 31 Desember 2022** Age as of December 31, 2022
Indonesia Indonesia	Jakarta Barat West Jakarta	Jakarta, 30 November 1982 Jakarta, November 30, 1982	40 tahun 40 years old

Latar Belakang Background	1. S1 Teknik Industri, Universitas Pelita Harapan (2004) 2. S2 Manajemen, Universitas Bina Nusantara (2006)	Bachelor's degree in Industrial Engineering, University of Pelita Harapan (2004) Master's degree in Management, University of Bina Nusantara (2006)
Riwayat Jabatan Position History	-	
Pengalaman Kerja Work Experience	1. Direktur Utama PT Harta Larasindo (2006-2017) 2. Direktur Utama PT Konsep Cipta Cemerlang (2009-2017) 3. Direktur Utama PT Tirta Wahana Bali International (2012-2013)	President Director of PT Harta Larasindo (2006-2017) President Director of PT Konsep Cipta Cemerlang (2009-2017) President Director of PT Tirta Wahana Bali International (2012-2013)
Karier di Perseroan Career at the Company	1. Direktur (2012-sekarang) 2. Sekretaris Perusahaan (2018-2020)	Director (2012-present) Corporate Secretary (2018-2020)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	1. Direktur PT Permata Kharisma Indah (2017-sekarang) 2. Komisaris PT Harta Larasindo (2017-sekarang) 3. Komisaris PT Towerindo Utama Karya (2019-Sekarang)	Director of PT Permata Kharisma Indah (2017-present) Commissioner of PT Harta Larasindo (2017-present) Commissioner of PT Towerindo Utama Karya (2019-present)
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	-	-



TONY SOESANTO

Direktur
Director

Kewarganegaraan Citizenship	Domisili Domicile	Tempat dan Tanggal Lahir Place and Date of Birth	Usia per 31 Desember 2022 Age as of December 31, 2022
Indonesia Indonesia	Jakarta Selatan South Jakarta	Surabaya, 13 Maret 1978 Surabaya, March 13, 1978	44 tahun 44 years old

Latar Belakang Background	1. BBA Administrasi Bisnis, University of Technology, Sydney, Australia (2000) 2. M.Si (Han) Strategi Pertahanan, Universitas Pertahanan Indonesia (2013)	Bachelor of Business Administration, University of Technology Sydney, Australia (2000) M.Si (Han) Defense Strategy, Indonesian Defense University (2013)
Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. Sekretaris Perusahaan PT Danayasa Arthatama Tbk (2012-2014) 2. Direktur PT Danayasa Arthatama Tbk (2014-2018)	Corporate Secretary of PT Danayasa Arthatama Tbk (2012-2014) Director of PT Danayasa Arthatama Tbk (2014-2018)
Karier di Perseroan Career at the Company	Direktur (2019-sekarang)	Director (2019-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	1. Direktur PT Citra Wiradaya (2013-sekarang) 2. Direktur PT Grahamas Adisentosa (2013-sekarang)	Director of PT Citra Wiradaya (2013-present) Director of PT Grahamas Adisentosa (2013-present)
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	917.200 saham	917,200 shares



HENDRA KURNIAWAN

Direktur
Director

Kewarganegaraan Citizenship	Domisili Domicile	Tempat dan Tanggal Lahir Place and Date of Birth	Usia per 31 Desember 2022 Age as of December 31, 2022
Indonesia Indonesia	Jakarta Jakarta	Teluk Betung, 17 Juni 1974 Teluk Betung, June 17, 1974	48 tahun 48 years old

Latar Belakang Background	S1 Akuntansi, Universitas Tarumanagara (1997)	Bachelor's degree in Accounting, Tarumanagara University (1997)
Riwayat Jabatan Position History		
Pengalaman Kerja Work Experience	1. KAP Prasetio & Co. – Andersen Indonesia (1997-2001) 2. PT Techking Enterprises (2001-2014) 3. PT Jakarta International Hotels & Development Tbk (2014-2015) 4. PT Danayasa Arthatama Tbk (2015-2020)	
Karier di Perseroan Career at the Company	1. Manajer Akuntansi (2014-2015) 2. Direktur (2020-sekarang)	Accounting Manager (2014-2015) Director (2020-present)
Dasar Pengangkatan Basis of Appointment	RUPSLB 23 Februari 2021	EGMS February 23, 2021
Jabatan Rangkap Concurrent Positions	-	-
Hubungan Afiliasi Affiliated Relations	Tidak memiliki hubungan Afiliasi dengan Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama.	Unaffiliated with other members of the Board of Commissioners, the Board of Directors, and majority shareholder.
Jumlah Saham Perseroan Number of the Company's Shares	-	-

DEMOGRAFI KARYAWAN
EMPLOYEE DEMOGRAPHICS

Perseroan bersama Entitas Anak memiliki sejumlah 2.571 karyawan (2021: 2.324) per akhir Desember 2022, terdiri dari 1.960 karyawan laki-laki (2021: 1.734) dan 661 karyawan perempuan (2021: 590).

The Company and its subsidiaries have a total of 2,571 employees (2021: 2,324) as of the end of December 2022, consisting of 1,960 male employees (2021: 1,734) and 661 female employees (2021: 590).

Keterangan	2022	2021	2020	Description
Jumlah Karyawan	2.571	2.324	1.715	Total Employess

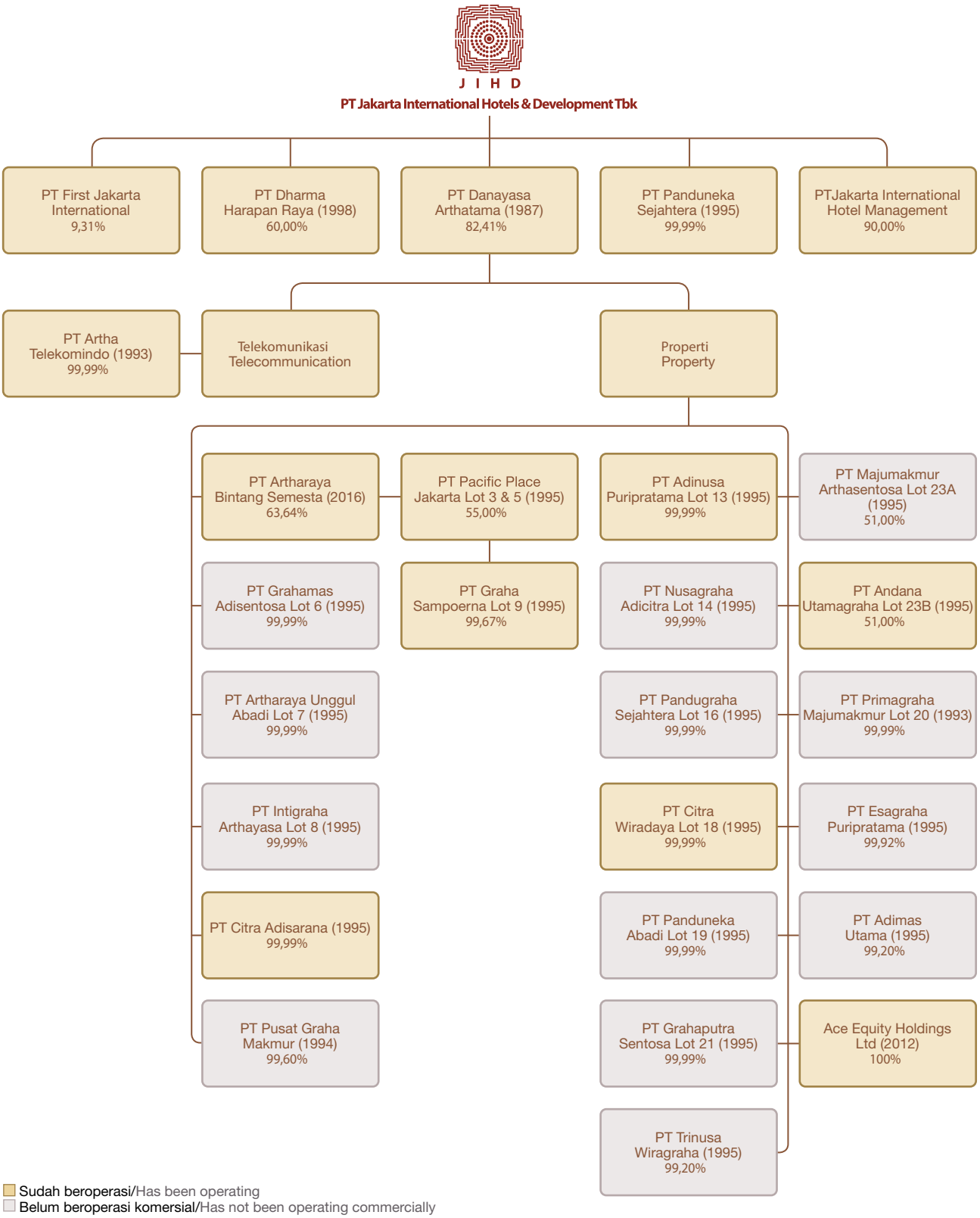
Jenis Kelamin	2022	2021	2020	Gender
Laki-Laki	1.960	1.734	1.248	Male
Perempuan	661	590	487	Female

Usia	2022	2021	2020	Age
< 35 tahun	1.273	1.096	50	< 35 years old
36-45 tahun	775	757	251	36-45 years old
46-45 tahun	440	421	564	46-45 years old
> 55 tahun	83	50	850	> 55 years old

Tingkat Pendidikan	2022	2021	2020	Educational Level
Magister (S2)	57	52	50	Post Graduate
Sarjana (S1)	611	552	463	Undergraduate
Diploma 3	333	582	257	Diploma 3
Diploma 2	34	582	257	Diploma 2
Diploma 1	265	582	257	Diploma 1
SMA dan lainnya	1271	1.138	945	Senior High School & others

Level Jabatan	2022	2021	2020	Position Level
Staf	1.796	1.619	220	Staff
Supervisor	467	414	3.12	Supervisor
Manajer	308	291	1.174	Manager

STRUKTUR GRUP
GROUP STRUCTURE



DAFTAR ENTITAS ANAK DAN ASOSIASI
SUBSIDIARIES AND ASSOCIATE ENTITIES

	Alamat Address **Entitas Anak** Subsidiaries	**Bidang Usaha** Line of Business	**Jumlah Aset** Total Assets	**Rp000**
Gedung Artha Graha Lt. 12 – SCBD Lot 25 Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190				
1	PT Danayasa Arthatama	Real Estat Real Estate		5.890.779.672
Gedung Artha Graha Lt. 15 – SCBD Lot 25 Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190				
2	PT Dharma Harapan Raya	Jasa Manajemen Perhotelan Hotel Management Services		15.958.049
3	PT Panduneka Sejahtera	Pembangunan dan pengelolaan gedung Office building development and management		139.375.171
4	PT Jakarta International Hotels Management	Jasa Manajemen Perhotelan Hotel Management Services		-
Gedung Bursa Efek Indonesia Tower II Lt. 28 – SCBD Lot 2 Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190				
5	PT First Jakarta International	Pembangunan dan pengelolaan gedung Office building development and management		

DAFTAR ENTITAS ANAK PT DANAYASA ARTHATAMA
LIST OF SUBSIDIARIES OF PT DANAYASA ARTHATAMA

	Alamat Address **Entitas Anak** Subsidiaries	**Bidang Usaha** Line of Business	**Jumlah Aset** Total Assets	**Rp000**
18 Parc Place Tower A Lt. 3 – SCBD Lot 18 Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190				
1	PT Artha Telekomindo (AT)	Telekomunikasi Telecommunication		357.189.697
Gedung Artha Graha Lt. 12 – SCBD Lot 25 Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190				
2	PT Primagraha Majumakmur (PGMM)	Pengembang real estat dan agen pemasaran apartemen Development of real estate and marketing agent for apartment building		37.598
3	PT Pusatgraha Makmur (PGM)	Perdagangan Trading		49.500
4	PT Adimas Utama (AMU)	Perdagangan Trading		18.200
5	PT Adinusa Puripratama (AP)	Pembangunan dan pengelolaan gedung Building construction and management		899.575.546
6	PT Andana Utamagraha (AU)	Pengembangan apartemen Development of apartment		19.716.320
7	PT Citra Adisarana (CA)	Pembangunan dan pengelolaan hotel & gedung perkantoran Hotel construction and management and office building management		-
8	PT Citra Wiradaya (CW)	Pembangunan dan pengelolaan gedung Building construction and management		96.651.955
9	PT Esagraha Puripratama (EP)	Perdagangan Trading		249.000
10	PT Nusagraha Adicitra (NA)	Pembangunan dan pengelolaan gedung Building construction and management		100.204.885
11	PT Pandugraha Sejahtera (PGS)	Pembangunan dan pengelolaan gedung Building construction and management		112.081.943
12	PT Panduneka Abadi (PA)	Pembangunan dan pengelolaan gedung Building construction and management		69.085.472
13	PT Trinusa Wiragraha (TW)	Perdagangan Trading		3.079.421
14	PT Artharaya Bintang Semesta (ABS)	Penyertaan saham Holding company		1.261.487.964

Alamat Address **Entitas Anak** Subsidiaries		**Bidang Usaha** Line of Business	**Jumlah Aset** Total Assets **Rp000**
Gedung Artha Graha Lt. 6 – SCBD Lot 25 Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190			
15	PT Grahaputra Sentosa (GPS)	Pembangunan dan pengelolaan gedung Building construction and management	149.303.243
Gedung Bursa Efek Indonesia Tower II Lt. 28 – SCBD Lot 2 Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190			
16	PT Artharaya Unggul Abadi (AUA)	Pembangunan dan pengelolaan gedung Building construction and management	152.633.401
17	PT Grahamas Adisentosa (GA)	Pembangunan dan pengelolaan gedung Building construction and management	648.612.223
18	PT Intigraha Arthayasa (IA)	Perhotelan dan pariwisata Hotel and tourism	321.538.566
Jl. Pangeran Jayakarta 115 Blok A/22-23, Jakarta 10730			
19	PT Majumakmur Arthasentosa (MAS)	Pengembang hotel dan apartemen Development of hotel and apartments	108.001.629
Road Town, Tortola, British Virgin Island			
20	Ace Equity Holdings Ltd. (ACE)	Penyertaan saham Holding company	-
Gedung One Pacific Place – SCBD Lot 3 Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190			
21	PT Pacific Place Jakarta (PPJ)	Pengembang dan pengelolaan hotel, mal, apartemen dan gedung perkantoran Development and management hotel, shopping center, apartment and office building	1.227.305.665
22	PT Graha Sampoerna (GS)	Pembangunan dan pengelolaan gedung Building construction and management	4.711.777

KEPEMILIKAN SAHAM PERSEROAN
SHARE OWNERSHIP OF THE COMPANY

Susunan Kepemilikan Saham

Susunan kepemilikan saham Perseroan per 1 Januari 2022 dan 31 Desember 2022, berdasarkan laporan yang dibuat oleh Biro Administrasi Efek PT Raya Saham Registra adalah sebagai berikut:

Share Ownership Structure

The composition of the Company's share ownership as of January 1, 2022 and December 31, 2022, based on the report made by the Securities Administration Bureau PT Raya Saham Registra is as follows:

Nama Pemegang Saham	**31 Desember**			**1 Januari**			Name of Stockholders
	Saham Share	**%**	**Rp. Juta** Rp. Mil.	**Saham** Share	**%**	**Rp. Juta** Rp. Mil.	
Pemegang Saham Indonesia							Indonesian Stockholders
PT Kresna Aji Sembada	932.401.192	40,03	466.201	932.401.192	40,03	466.201	PT Kresna Aji Sembada
Tomy Winata	306.243.700	13,15	153.122	306.243.700	13,15	153.122	Tomy Winata
PT Catur Kusuma Abadi Sejahtera	164.604.361	7,07	82.302	164.604.361	7,07	82.302	PT Catur Kusuma Abadi Sejahtera
Sukardi Tandijono Tang	140.880.000	6,05	70.440	140.880.000	6,05	70.440	Sukardi Tandijono Tang
Pemegang saham lain (< 5%)	393.038.474	16,88	196.519	370.290.774	15,90	185.145	Others stockholders (< 5%)
Jumlah	1.937.167.727	83,18	968.584	1.914.420.027	82,20	957.210	Total
Pemegang Saham Asing (< 5%)	391.872.755	16,83	195.936	414.620.455	17,80	207.310	**Foreign Stockholders (< 5%)**
Jumlah	**2.329.040.482**		**1.164.520**	**2.329.040.482**		**1.164.520**	**Total**

Kepemilikan Saham Individu dan Institusi Individual and Institutional Share Ownership

Status Pemilik	31 Desember December 31			1 Januari January 1			Shareholders Status
	Saham	%	Rp. Juta	Saham	%	Rp. Juta	
Pemodal Nasional							Indonesian Stockholders
Perorangan	699.457.893	30,03	349.728,9	699.457.893	30,03	349.728,9	Individuals
Koperasi	600	0,00	0,3	600	0,00	0,3	Cooperatives
Yayasan	5.259.450	0,23	2.629,7	5.259.450	0,23	2.629,7	Foundations
Asuransi	5.000	0,00	2,5	5.000	0,00	2,5	Insurances
Perseroan Terbatas	1.229.188.884	52,78	614.594,4	1.229.188.884	52,78	614.594,4	Limited Liability Companies
Reksadana	3.254.900	0,14	1.627,4	3.254.900	0,14	1.627,4	Mutual Funds
Lain-Lain	1.000	0,00	0,5	1.000	0,00	0,5	Etc
Jumlah Pemodal Nasional	**1.937.167.727**	**83,18**	**968.583,9**	**1.937.167.727**	**83,18**	**968.583,9**	**Total Domestic Investors**
Pemodal Asing							**Foreign Investors**
Perorangan	32.766.500	1,41	16.383,3	32.766.500	1,41	16.383,3	Individuals
Badan Usaha Asing	359.106.255	15,42	179.553,1	359.106.255	15,42	179.553,1	Foreign Institutions
Jumlah Pemodal Asing	391.872.755	16,83	195,936,4	391.872.755	16,83	195,936,4	Total Foreign Investors
Jumlah	**2.329.040.482**		**1.164.520,2**	**2.329.040.482**		**1.164.520,2**	**Total**

Kepemilikan Saham oleh Dewan Komisaris dan Direksi

Kepemilikan saham manajemen Perseroan per 1 Januari 2022 tercatat 307.190.900 lembar saham atau 13,19% dari keseluruhan lembar saham yang disetor Perseroan. Jumlah dan komposisi kepemilikannya tidak berubah hingga 31 Desember 2022. Berikut adalah nama-nama anggota Dewan Komisaris dan Direksi yang memiliki saham Perseroan.

Share Ownership by Board of Commissioners and Directors

The Company's management share ownership as of January 1, 2022 was recorded at 307,190,900 shares or 13.19% of the total paid-up shares of the Company. The number and composition of ownership will not change until December 31, 2022. The following are the names of members of the Board of Commissioners and Board of Directors who own shares of the Company.

Nama Name		Posisi Position Saham Share	31 Des Dec 31		1 Jan Jan 1	
			Saham Share	%	Saham Share	%
Dewan Komisaris Board of Commisioners						
1	Sugianto Kusuma	Presiden Komisaris President Commissioner	-	-	-	-
2	Tomy Winata	Wakil Presiden Komisaris Vice President Commissioner	306.243.700	13,15	306.243.700	13,15
3	Hartono Tjahjadi Adiwana		-	-	-	-
4	Teuku Ashikin Husein	Komisaris Commissioner	-	-	-	-
5	Ku Siew Kuan	Komisaris Independen Independent Commissioner	-	-	-	-
6	Lidwina Ong		-	-	-	-
Direksi Board of Directors						
1	Arpin Wiradisastra	Presiden Direktur President Director	-	-	-	-
2	Lanny Pujilestari Liga	Direktur Director	30.000	0,00	30.000	0,00
3	Agung Rin Prabowo		-	-	-	-
4	Hendi Lukman		-	-	-	-
5	Tony Soesanto		917.200	0,00	917.200	0,00
6	Hendra Kurniawan		-	-	-	-

Daftar 20 Pemegang Saham Terbesar List of 20 Largest Shareholders

No	Pemegang Saham Shareholders	31 Desember December 31		1 Januari January 1	
		Saham Share	%	Saham Share	%
1	PT Kresna Aji Sembada	932.401.192	43,60	932.401.192	40,03
2	Tomy Winata	306.243.700	14,32	306.243.700	13,15
3	PT Catur Kusuma Abadi Sejahtera	164.604.361	7,70	164.604.361	7,07
4	Sukardi Tandijono Tang	140.880.000	6,59	140.880.000	6,05
5	Wall Street Development Ltd.	77.805.250	3,64	77.805.250	3,34
6	Wall Street Star Enterprises Ltd.	75.810.244	3,55	75.810.244	3,25
7	Credit Suisse Switzerland Ltd.	67,889.000	3,17	67,889.000	2,91
8	Hendry Hartato	48.888.500	2,29	48.888.500	2,10
9	Renee Tang	47.786.500	2,23	47.786.500	2,05
10	UBS AG Hongkong Non-Treaty Omnibus Account	45.100.000	2,11	45.100.000	1,94
11	PT Sentrajaya Panca Selaras	39.316.288	1,84	39.316.288	1,69
12	PT Agung Sedayu	27.192.000	1,27	27.192.000	1,17
13	Chancery Property Holding Ltd.	26.227.003	1,23	26.227.003	1,13
14	Po Yu Chu	24.576.000	1,15	24.576.000	1,06
	Suwantara Gotama			23.210.000	1,00
15	PT Global Persada Inti	20.152.000	0,94	20.152.000	0,87
16	PT Union Sampoerna	19.600.000	0,92	19.600.000	0,84
17	Xavier	18.800.000	0,88	18.800.000	0,81
18	Tandijono Koko	18.800.000	0,88	18.800.000	0,81
19	Tandijono Jiko	18.800.000	0,88	18.800.000	0,81
20	Wetherby Ltd.	17.627.000	0,62		
Jumlah Total		**2.138.499.038**	**91,81**	**2.144.082.038**	**92,08**

Status Pemegang Saham 20 Terbesar Status of the Top 20 Shareholders

No	Pemegang Saham Shareholders	Status Status				Saham Share	%
		Perorangan Retail		Badan Hukum Legal Entity			
		Lokal Domestic		Asing Foreign			
1	PT Kresna Aji Sembada		√			932.401.192	43,60
2	Tomy Winata	√				306.243.700	14,32
3	PT Catur Kusuma Abadi Sejahtera		√			164.604.361	7,70
4	Sukardi Tandijono Tang	√				140.880.000	6,59
5	Wall Street Development Ltd.			√		77.805.250	3,64
6	Wall Street Star Enterprises Ltd.			√		75.810.244	3,55
7	Credit Suisse Switzerland Ltd.			√		67,889.000	3,17
8	Hendry Hartato	√				48.888.500	2,29
9	Renee Tang	√				47.786.500	2,23
10	UBS AG Hongkong Non-Treaty Omnibus Account			√		45.100.000	2,11
11	PT Sentrajaya Panca Selaras		√			39.316.288	1,84
12	PT Agung Sedayu		√			27.192.000	1,27
13	Chancery Property Holding Ltd.			√		26.227.003	1,23
14	Po Yu Chu	√				24.576.000	1,15
15	PT Global Persada Inti		√			20.152.000	0,87
16	PT Union Sampoerna		√			19.600.000	0,84
17	Xavier	√				18.800.000	0,81
18	Tandijono Koko	√				18.800.000	0,81
19	Tandijono Jiko	√				18.800.000	0,81
20	Wetherby Ltd.			√		17.627.000	0,62
Jumlah Total						**2.138.499.038**	**91,81**

Informasi Pemegang Saham Pengendali

PT Kresna Aji Sembada sejak 2017 telah menjadi pemegang saham pengendali Perseroan sebesar 39,99% atau 931.553.192 saham dari keseluruhan jumlah saham yang disetor yang tercatat sebanyak 2.329.040.482 saham. PT Kresna Aji Sembada dimiliki bersama keluarga Sugianto Kusuma dan keluarga Tomy Winata. Kepemilikan PT Kresna Aji Sembada di Perseroan per 31 Desember 2022 menjadi 40,03% dari keseluruhan jumlah saham yang disetor.

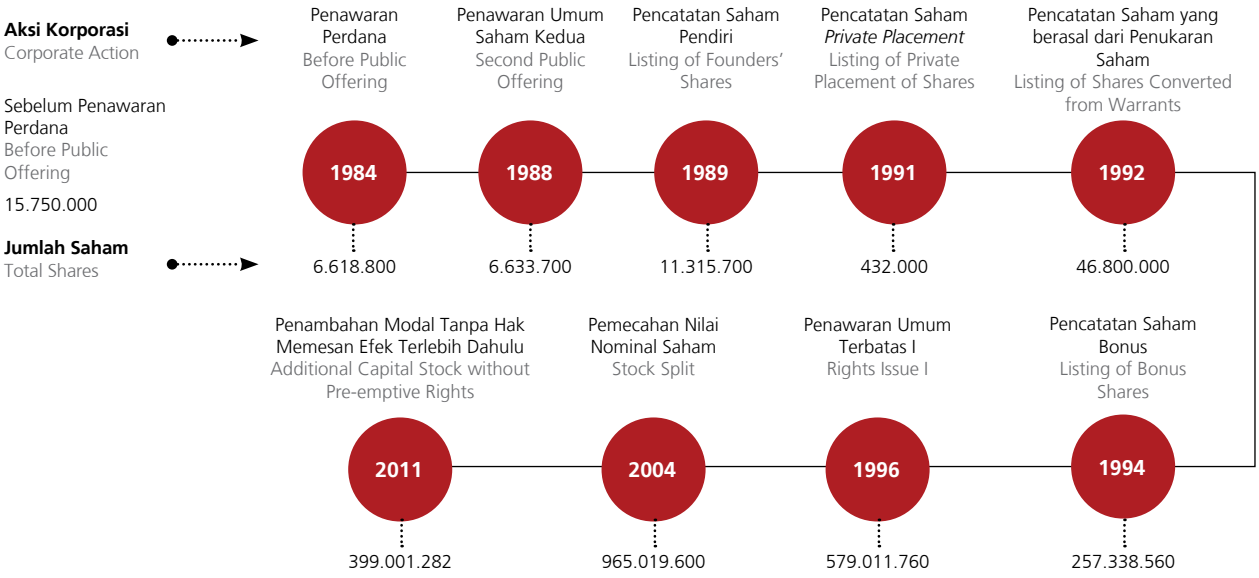
Information on Controlling Shareholders

PT Kresna Aji Sembada since 2017 has become the controlling shareholder of the Company amounting to 39.99% or 931,553,192 shares of the total paid-up shares of 2,329,040,482 shares. PT Kresna Aji Sembada is jointly owned by the Sugianto Kusuma family and the Tomy Winata family. PT Kresna Aji Sembada's ownership in the Company as of December 31, 2022 is 40.03% of the total paid-up shares.

KRONOLOGIS PENERBITAN DAN PENCATATAN SAHAM
CHRONOLOGY OF ISSUANCE AND LISTING OF SHARES

Per 31 Desember 2022, seluruh saham Perseroan yang ditempatkan dan disetor penuh berjumlah 2.329.040.482 saham telah dicatatkan pada Bursa Efek Indonesia. Informasi historis mengenai saham Perseroan yang dicatatkan adalah sebagai berikut:

As of December 31, 2022, all of the Company's issued and fully paid shares amounting to 2,329,040,482 shares have been listed on the Indonesia Stock Exchange. Historical information regarding the Company's listed shares is as follows:



Kronologis Penerbitan dan Pencatatan Efek Lainnya

Pada pertengahan 1997, Perseroan melakukan penawaran umum Obligasi JIHD I tahun 1997 dengan tingkat bunga tetap sebesar Rp600 miliar.

Chronology of Issuance and Listing of Other Securities

In the middle of 1997, the Company made a public offering of JIHD Bonds I year 1997 with a fixed interest rate of Rp600 billion.

Keterangan Remarks	**Tanggal** Date		**Jangka Waktu** Time Period	**Jumlah** Total	**Tingkat Bunga** Interest Rate	**Peringkat** Rating
	Emisi Emission	**Jatuh Tempo** Maturity Date	**(tahun/years)**	**(Rp Miliar/Billion)**		
Obligasi Bonds	JIHD I	16 Juli 2002 July 16, 2002	5 (lima/five)	600	16%	BBB-

Hingga 31 Desember 2022, Perusahaan tidak menerbitkan efek lain dalam bentuk apapun selain yang telah dipaparkan pada Kronologis Penerbitan dan Pencatatan Saham dan Efek Lainnya di atas. Oleh karena itu, tidak terdapat informasi mengenai kronologis pencatatan efek, corporate action, perubahan jumlah efek, nama bursa di mana efek lainnya dicatatkan, serta peringkat efek.

Until December 31, 2022, the Company has not issued any other securities other than those described in the Chronology of Issuance and Listing of Shares and Other Securities above. Therefore, there is no information regarding the chronology of securities listing, corporate actions, changes in the number of securities, the name of the exchange where the other securities are listed, and the rating of the securities.

LEMBAGA DAN PROFESI PENUNJANG PASAR MODAL
CAPITAL MARKET SUPPORTING INSTITUTIONS AND PROFESSIONALS

Lembaga dan Profesi Penunjang Capital Market Supporting Institutions and Professionals	**Jasa yang Diberikan** Services Rendered
Bursa Stock Exchange	
PT Bursa Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel : +62 (21) 515 0515 Fax : +62 (21) 515 4153	Perdagangan dan pencatatan saham tahun 2022 Share listing and trading in 2022 Biaya Fee : Rp 250.000.000 ,-
Kustodian Custody	
PT Kustodian Sentral Efek Indonesia Gedung BEI, Tower 1, Lt. 5/5th fl. Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel : +62 (21) 515 2855 Fax : +62 (21) 529 91199	Administrasi rekening efek tahun 2022. Securities account administration 2022. Biaya Fee : Rp10.000.000,-
Kantor Akuntan Publik (KAP) Public Accounting Firm	
Mirawati Sensi Idris Intiland Tower Lt. 7/7th fl. Jl. Jend. Sudirman Kav. 32 Jakarta 10220, Indonesia Tel : +62 (21) 570 8111 Fax : +62 (21) 572 2737	Laporan Audit atas Laporan Keuangan Konsolidasian Perseroan untuk periode yang berakhir pada 31 Desember 2022 Audit Report on the Company's Consolidated Financial Statements for the period ended December 31, 2022 Biaya Fee : Rp260.000.000,-
Biro Administrasi Efek (BAE) Share Registrar	
PT Raya Saham Registra Plaza Sentral Lt. 2/2nd fl. Jl. Jend. Sudirman Kav. 47-48 Jakarta 12930, Indonesia Tel : +62 (21) 2525 666 Fax : +62 (21) 2525 028	Pencatatan Daftar Pemegang Saham dan Jasa Administrasi di Pasar Modal untuk periode 2022. List of Shareholders and Administration Services in the Capital Market for the period 2022. Biaya Fee : Rp88.200.000,-
Notaris Notary	
Mochamad Nova Faisal, S.H., M.Kn. World Capital Tower Lt. 17/17th fl. Jl. Dr. Ide Anak Agung Gde Agung Lot D Jakarta 12950, Indonesia Tel : +62 (21) 5091 7988 Fax : -	Notaris dalam pelaksanaan RUPST Tahun Buku 2021 dan RUPSLB Tahun 2021, serta perubahan Anggaran Dasar Perusahaan. Notary in the implementation of the 2021 EGMS and 2021 EGMS, as well as amendments to the Company's Articles of Association. Biaya Fee : Rp105.000.000-

INFORMASI PADA SITUS WEB PERUSAHAAN
COMPANY WEBSITE INFORMATION



Perseroan berkomitmen mengoptimalkan penggunaan situs web untuk menjadi media komunikasi yang efektif dan efisien menyampaikan beragam informasi dan berita Perseroan, mempromosikan produk dan/atau layanan yang disediakan Perseroan, serta mengkomunikasikan hal-hal yang berkaitan dengan kebijakan Perseroan kepada seluruh pemangku kepentingan.

Dengan mengacu pada peraturan OJK No. 8/POJK.04/2015 tentang situs web emiten atau perusahaan publik, situs resmi Perseroan: **www.jihd.co.id** telah disusun dan dilengkapi dengan informasi terkini, serta ditampilkan dalam 2 (dua) bahasa: Indonesia dan Inggris.

The Company is committed to continue optimizing the use of website as the most effective and efficient medium to convey a variety of information and news, promote the products and/or services provided by the Company, as well as to communicate matters relating to policies/news/other important information to stakeholders.

With reference to OJK regulation No. 8/POJK.04/2015 concerning the website of issuers or public companies, the Company's official website: **www.jihd.co.id** has been prepared and equipped with the latest information, and is displayed in 2 (two) languages: Indonesian and English.

1	**Informasi Perusahaan** Company Information	Menjelaskan tentang Sekilas Perusahaan, Jejak Langkah, Visi dan Misi, Lini Bisnis, Manajemen, Struktur, Lembaga dan Profesi Penunjang Pasar Modal, dan Penghargaan Describes the Company Overview, Milestones, Vision and Mission, Line of Business, Management, Structure, Capital Market Supporting Institutions and Professions, and Awards
2	**Hubungan Investor** Investor Relation	Berisikan informasi Laporan Tahunan dan Keberlanjutan, Laporan Keuangan, Informasi Saham, Rapat Umum Pemegang Saham, dan Harga Saham Contains information on Annual and Sustainability Reports, Financial Reports, Share Information, General Meeting of Shareholders, and Share Price
3	**Tata Kelola** Governance	Menjelaskan tentang Struktur Tata Kelola, Manajemen Risiko, Kode Etik, Pedoman Direksi dan Dewan Komisaris, dan Kebijakan Nominasi dan Remunerasi Describes the Governance Structure, Risk Management, Code of Conduct, Board of Directors and Board of Commissioners Guidelines, and Nomination and Remuneration Policy
4	**Tanggung Jawab Sosial** Social Responsibility	Menggambarkan aktivitas-aktivitas tanggung jawab sosial yang dilakukan oleh Perseroan Describes the social responsibility activities carried out by the Company
5	**Berita** News	Mengkompilasi berita-berita yang berhubungan dengan Perseroan Compile news related to the Company
6	**Karir** Careers	Memuat peluang-peluang yang terbuka untuk berkarier di Perseroan Contains opportunities that are open for a career in the Company
7	**Kontak** Contact	Berisikan alamat kontak Perseroan yang dapat dihubungi Contains the Company's contact address that can be contacted





4

ANALISIS & PEMBAHASAN MANAJEMEN

Management Discussion & Analysis



Tinjauan Operasi 90
Operational Overview

Tinjauan Industri dan Operasional 93
Industry and Operational Overview

Kinerja Keuangan Perusahaan 99
Company Financial Overview

Laporan Posisi Keuangan Konsolidasian 100
Statement of Financial Position

Laporan Arus Kas 107
Cash Flow Statement

Kemampuan Membayar Utang dan Kolektibilitas Piutang 108
Debt-Paying Ability and Receivables Collectibility

Ikatan Material Untuk Investasi Barang Modal 110
Material Commitment For Capital Goods Investment

Prospek Usaha 110
Business Prospects

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan 112
Material Information and Facts After The Reporting Date

Aspek Pemasaran 113
Marketing Aspects

Kebijakan Dividen 114
Dividend Policy

Program Kepemilikan Saham 114
Share Ownership Program

Realisasi Penggunaan Dana Hasil Penawaran Umum 114
Realization of Use of Proceeds From Public Offering

Informasi Material 114
Material Information

Informasi Transaksi 115
Material Transactions

Perubahan Kebijakan Akuntansi 115
Changes In Accounting Policies

TINJAUAN OPERASI
OPERATIONAL OVERVIEW

Analisis Perekonomian Global

Ekonomi global memasuki tahun 2022 diperkirakan akan melemah. Di saat banyak negara mulai perlahan untuk bangkit dari dampak pandemi, ekonomi dunia terhempas invasi Rusia ke Ukraina. Konflik Rusia-Ukraina telah memperparah kerusakan ekonomi akibat pendemi Covid-19, dan makin memperlambat ekonomi global yang memasuki periode pertumbuhan lemah yang berlarut-larut.

Dampak langsung dari krisis Rusia dan Ukraina adalah naiknya inflasi yang telah menjadi bahaya nyata bagi banyak negara. Resesi akan membayangi akibat krisis energi yang berdampak ke berbagai sektor. Tingginya harga energi dan pangan akibat perang Rusia-Ukraina telah menyebabkan ketidakseimbangan antara pasokan dan permintaan, dan melemahkan daya beli konsumen. Inflasi di Eropa meningkat signifikan menjadi 9,1% pada Agustus 2022. Inflasi global direvisi naik, diperkirakan akan mencapai 6,6% di negara maju, serta 9,5% di negara berkembang.

Tekanan inflasi menjalar ke banyak negara. Amerika Serikat harus berulang kali menaikkan suku bunga acuan untuk menekan lebih keras inflasi. Kekuatan ekonomi Amerika Serikat dapat dikatakan dalam posisi genting di semester I-2022, dikarenakan kontraksi ekonomi yang turun 1,6% di kuartal I dan 0,9% di kuartal II. Amerika Serikat masih beruntung, meski dalam dua kuartal pertama didera kontraksi ekonomi, penyerapan tenaga kerja di Amerika Serikat justru meningkat. Di tengah perlambatan belanja konsumen dan kenaikan suku bunga. IMF memproyeksikan laju pertumbuhan ekonomi negara ini hanya 2,3% di 2022.

Risiko lain datang dari perlambatan yang lebih tajam dari Tiongkok yang dipicu oleh meluasnya penguncian Covid-19. Penerapan kebijakan nol Covid mengakibatkan terjadinya pelambatan pada ekonomi Tiongkok. Prakiraan IMF, ekonomi Tiongkok akan mengalami pertumbuhan rendah: 3,2% (lebih rendah dari proyeksi pada Juli: 3,3% dan April: 4,4%) di 2022. Pelambatan ekonomi Tiongkok berimbas signifikan pada pertumbuhan ekonomi di Asia, kawasan Asia Timur dan Pacific.

Pelambatan ekonomi 1% berimbas hingga 0,3% bagi negara-negara di Asia. Di 2022, ekonomi wilayah Asia hanya akan mampu tumbuh 4%, jauh lebih rendah daripada di 2021 yang mampu tumbuh 6,5%. Untuk kawasan Asia Timur dan Pacific diperkirakan Bank Dunia melambat menjadi 3,2%, di bawah proyeksi pada April 2022 sebesar 5%, dan jauh lebih rendah dibandingkan dengan tahun 2021 yang mencapai 7,2%.

Dengan memperhitungkan risiko-risiko tersebut, telah mengakibatkan prediksi pertumbuhan ekonomi global 2022 sepanjang tahun berulang-kali diubah. Bank Dunia dengan laporannya Global Economic Prospect di awal 2022 memprediksikan pertumbuhan ekonomi global 2022 mencapai 4,1%, tapi di April (18/4) memangkas proyeksinya hampir 1%, menjadi 3,2%. International Monetary Fund (IMF) (20/4) memangkas perkiraan untuk pertumbuhan ekonomi global 0,8% menjadi 3,6% sepanjang tahun ini, dan kembali (World Economic Outlook Update Juli 2022 - 26/7) memangkas lagi menjadi 3,2%. Tingkat inflasi yang melonjak,

Global Economic Analysis

The global economy entering 2022 is expected to be weaken. While many countries are slowly recovering from the effects of the pandemic, the world economy has been hit by Russia's invasion of Ukraine. The Russia-Ukraine conflict has exacerbated the economic damage caused by the Covid-19 pandemic, and further slowed the global economy that entered a protracted period of weak growth.

The immediate impact of the Russia and Ukraine crisis is the rising inflation which has become a real danger for many countries. A recession is looming due to the energy crisis impacting various sectors. High energy and food prices due to the Russia-Ukraine war have caused an imbalance between supply and demand, and weakened consumer purchasing power. Inflation in Europe increased significantly to 9.1% in August 2022. Global inflation was revised upward, expected to reach 6.6% in developed countries, and 9.5% in developing countries.

Inflationary pressures are spreading to many countries. The United States has had to repeatedly raise its benchmark interest rate to further suppress inflation. The economic strength of the United States can be said to be in a precarious position in the first half of 2022, due to the economic contraction that fell 1.6% in the first quarter and 0.9% in the second quarter. The United States is still lucky that despite the economic contraction in the first two quarters, employment in the United States has actually increased. Amid slowing consumer spending and rising interest rates. The IMF projects the country's economic growth rate to be only 2.3% in 2022.

Another risk comes from a sharper slowdown from China triggered by widespread Covid-19 lockdown. The implementation of the zero Covid policy has resulted in a slowdown in the Chinese economy. IMF forecast, China's economy will experience low growth: 3.2% (lower than projections in July: 3.3% and April: 4.4%) in 2022. China's economic slowdown has a significant impact on economic growth in Asia, the East Asia and Pacific region.

A 1% economic slowdown has an impact of up to 0.3% on Asian countries. In 2022, the Asian region's economy will only be able to grow 4%, much lower than in 2021 which was able to grow 6.5%. The East Asia and Pacific region is estimated by the World Bank to slow down to 3.2%, below the April 2022 projection of 5%, and much lower than 2021's 7.2%.

Taking these risks into account has resulted in the 2022 global economic growth forecast being changed repeatedly throughout the year. The World Bank with its Global Economic Prospect report in early 2022 predicted 2022 global economic growth to reach 4.1%, but in April (18/4) cut its projection by almost 1%, to 3.2%. The International Monetary Fund (IMF) (4/20) cut its forecast for global economic growth by 0.8% to 3.6% so far this year, and again (World Economic Outlook Update July 2022 - 7/26) cut it again to 3.2%. Soaring inflation rates, as well as economic slowdowns in the United States and China have prompted the IMF to lower its 2022 global economic outlook.

serta perlambatan ekonomi di Amerika Serikat dan Tiongkok telah mendorong IMF menurunkan prospek ekonomi global 2022. Selanjutnya Organization for Economic Cooperation and Development (OECD) (Paying The Price of War - 26/9), memproyeksikan ekonomi dunia pada 2022 melambat menjadi 3%. Covid-19 dan Perang Rusia-Ukraina masih akan mendorong kenaikan inflasi dan memberi tekanan terhadap pertumbuhan ekonomi global.

Furthermore, the Organization for Economic Cooperation and Development (OECD) (Paying the Price of War - 26/9), projects the world economy in 2022 to slow down to 3%. Covid-19 and the Russia-Ukraine War will still push up inflation and put pressure on global economic growth.

Ekonomi global terbukti kuat menghadapi tekanan sepanjang kuartal III-2022, dengan pasar ketenagakerjaan yang tangguh, permintaan yang tetap tinggi, serta kemampuan beradaptasi yang baik dalam menyikapi krisis energi di Eropa. Pada kuartal IV-2022, tekanan ekonomi global mulai menurun, tapi tetap diwaspadai, karena penurunan tekanan global tidak menjamin resesi tidak terjadi.

The global economy proved to be resilient to pressures throughout the third quarter of 2022, with a resilient labor market, continued high demand, and good adaptability in addressing the energy crisis in Europe. In the fourth quarter of 2022, global economic pressures began to ease, but caution is warranted, as a decline in global pressures does not guarantee that a recession will not occur.

Analisis Perekonomian Nasional

Pemerintah menargetkan pertumbuhan ekonomi nasional 2022 bisa tumbuh 4,7% sampai 5,6%. Pertumbuhan ekonomi Indonesia sebesar 3,69% sepanjang 2021 jadi landasan yang kuat untuk memacu pertumbuhan pada 2022. Terkendalinya kasus Covid-19 dan peningkatan investasi menjadi kunci pertumbuhan ekonomi tahun 2022.

National Economic Analysis

The government targets national economic growth in 2022 to grow 4.7% to 5.6%. Indonesia's economic growth of 3.69% throughout 2021 is a strong foundation to spur growth in 2022. The control of Covid-19 cases and increased investment are the keys to economic growth in 2022.

Namun, situasinya sempat mengkhawatirkan terkait dengan meningkatnya kasus Covid-19 varian Omicron (di atas 30.000). Penyebaran Covid-19 varian Omicron pada awal 2022 berisiko mereduksi daya beli masyarakat, berimplikasi pada tertahannya laju konsumsi rumah tangga, dan akan mengurangi pertumbuhan ekonomi Indonesia pada kuartal I-2022.

However, the situation is worrying due to the increasing cases of Covid-19 Omicron variant (above 30,000). The spread of Covid-19 Omicron variant in early 2022 risks reducing people's purchasing power, has implications for restraining the pace of household consumption, and will reduce Indonesia's economic growth in the first quarter of 2022.

Pemerintah sempat kembali memberlakukan peningkatan pemberlakuan pembatasan kegiatan masyarakat (PPKM) ke level 3 (periode 8-14 Februari 2022) di wilayah Jawa-Bali (Jobodetabek, Bandung Raya, DI Yogyakarta dan Bali). Peningkatan status PPKM level 3 akan memicu kekhawatiran akan menghambat proses pemulihan ekonomi nasional yang telah berjalan sejak kuartal IV-2021. Pengetatan mobilitas akan mengakibatkan laju pertumbuhan ekonomi kembali melambat seperti pada kasus varian Delta.

The government had re-imposed an increase in the implementation of restrictions on community activities (PPKM) to level 3 (period February 8-14, 2022) in the Java-Bali area (Jobodetabek, Greater Bandung, DI Yogyakarta and Bali). The increase in PPKM level 3 status will trigger concerns that it will hamper the national economic recovery process that has been running since the fourth quarter of 2021. Tightening mobility will result in the economic growth rate slowing down again as in the case of the Delta variant.

Perang Rusia-Ukraina yang mulai terjadi di akhir Februari 2022 (24/2) telah menyebabkan disrupsi suplai dan volatitas harga komoditas energi dan pangan. Eskalasi konflik Rusia-Ukraina menjadi ketidakpastian global baru yang berpotensi dapat mengganggu stabilitas perekonomian dan berisiko mereduksi pertumbuhan ekonomi global.

The Russia-Ukraine war that began in late February 2022 (24/2) has caused supply disruptions and volatility in energy and food commodity prices. The escalation of the Russia-Ukraine conflict has become a new global uncertainty that could potentially destabilize the economy and risk reducing global economic growth.

Dalam situasi yang kurang kondusif bagi perekonomian Indonesia yang sedang dalam proses pemulihan, Indonesia berhasil mencatatkan pertumbuhan ekonomi sebesar 5,01% pada kuartal I-2022. Pertumbuhan sebesar 5,01% menunjukkan pertanda positif bagi perekonomian Indonesia yang pulih dengan kuat secara bertahap. Sebanyak enam sektor usaha menopang pertumbuhan ekonomi kuartal I-2022, yaitu: industri pengolahan dengan hilirisasi sumber daya alam (SDA), sektor pertanian, sektor perdagangan, sektor transportasi, sektor hotel dan restoran, serta sektor pariwisata.

In a situation that is less conducive for the Indonesian economy which is in the process of recovery, Indonesia managed to record economic growth of 5.01% in the first quarter of 2022. The growth of 5.01% shows a positive sign for Indonesia's economy that is recovering strongly gradually. A total of six business sectors supported economic growth in the first quarter of 2022, namely: manufacturing industry with downstream natural resources (SDA), agriculture sector, trade sector, transportation sector, hotel and restaurant sector, and tourism sector.

Ekonomi kuartal II-2022 tumbuh impersif 5,44% secara tahunan, melanjutkan pertumbuhan pada kuartal I-2022 sebesar 5,01%. Sepanjang kuartal II-2022, secara domestik, perekonomian ditopang oleh pelonggaran mobilitas pascapandemi Covid-19 dan momentum Idul Fitri (indeks belanja yang meningkat 3,1% dan uang kartal meningkat 17%) yang mendorong konsumsi rumah tangga kembali ke level lima persen.

The economy in the second quarter of 2022 grew at an impressive 5.44% on an annualized basis, continuing the growth in the first quarter of 2022 of 5.01%. Throughout the second quarter of 2022, domestically, the economy was supported by the easing of mobility after the Covid-19 pandemic and the momentum of Eid al-Fitr (spending index increased by 3.1% and currency increased by 17%) which pushed household consumption back to the five percent level.

Pertumbuhan ekonomi kuartal III-2022 mencapai angka 5,72%, naik dibanding dengan kuartal II-2022 sebesar 5,44%. Konsumsi rumah tangga tetap menjadi penopang utama dengan pertumbuhan 5,39% dan mengontribusi 50,38% terhadap PDB.

Struktur ekonomi nasional yang ditopang oleh konsumsi rumah tangga membuat kans Indonesia untuk terseret arus resesi global mengecil. Tapi kontribusinya cenderung turun, di kuartal I masih 53,65%, susut menjadi 51,47% di kuartal II. Penurunan kontribusi di kuartal III, selain inflasi, juga disebabkan momentum Puasa dan Lebaran yang meningkat secara musiman dan melandai setelahnya. Laju inflasi di Indonesia terus melonjak. BPS mencatat inflasi Juni 2022 sebesar 0,61% (month on month). Inflasi tahunan Juni 2022 tertinggi sejak Juni 2017 yang sebesar 4,37%.

Tren pertumbuhan ekonomi secara tahunan meningkat secara persisten di atas 5% selama empat kuartal berturut-turut sejak kuartal IV-2021. Perkembangan ini menandakan pemulihan ekonomi Indonesia terus berlanjut dan semakin menguat. Walau tidak dipungkiri ada kenaikan laju inflasi tahunan dan melemahnya nilai tukar Rupiah di sepanjang 2022.

Dalam hal tingkat inflasi, setelah tercatat tinggi (0,61%) di Juni, kembali ada lonjakan inflasi di September sebesar 1,17% (month on month) atau secara tahunan sebesar 5,95%, dan hingga akhir tahun laju inflasi tercatat 5,51%. Penyumbang inflasi Indonesia sepanjang 2022, selain kenaikan tarif listrik dan BBM, ada pula faktor imported inflation karena mahalnya harga bahan baku yang berasal dari rantai pasok global yang buruk dampak konflik Rusia-Ukraina yang meluas.

Depresiasi nilai tukar Rupiah dan sebagian mata uang Asia berada dalam tekanan karena investor yang makin khawatir tentang resesi Amerika Serikat mencari perlindungan pada dolar AS. Pengetatan moneter Federal Reserve mendorong penguatan dolar AS.

Rupiah ditutup melemah 0,34% per dolar AS pada perdagangan Kamis (30/6). Bersamaan dengan Rupiah, beberapa mata uang Asia lainnya, seperti bath Thailand, dolar Taiwan dan ringgit Malaysia, juga terdepresiasi, terhadap dolar AS. Nilai tukar terhadap dolar AS menembus level psikologis 15.000 (6/7) memberikan tekanan terhadap indeks harga saham gabungan (IHSG) di Bursa Efek Indonesia (BEI), yang dibuka melemah 0,17% atau 11,22 poin ke posisi 6.692,04. Dan Rupiah sepanjang 2022 telah melemah hampir 9%, terburuk kedua di Asia setelah yen Jepang.

Pada kuartal IV-2022, pertumbuhan ekonomi Indonesia tercatat tetap tinggi, yakni 5,01% (yoy), di tengah pertumbuhan ekonomi yang dalam tren melambat. Pertumbuhan ekonomi Indonesia 2022 secara keseluruhan tercatat 5,31%, jauh meningkat dari capaian tahun sebelumnya sebesar 3,69%.

Pertumbuhan ekonomi Indonesia tetap kuat, dan cukup masih tangguh untuk menghadapi ancaman resesi global, bahkan di kuartal II-2022 (5,44%) merupakan yang terkuat di antara negara-negara G20. Namun demikian, dampak proyeksi stagflasi dan resesi perekonomian global tidak boleh lengah diantisipasi, agar perekonomian nasional tetap elastis (resilient) dan tumbuh di atas 5%.

Economic growth in the third quarter of 2022 reached 5.72%, up from 5.44% in the second quarter of 2022. Household consumption remained the main pillar with growth of 5.39% and contributed 50.38% to GDP.

The structure of the national economy supported by household consumption makes Indonesia less likely to be dragged down by the global recession. But its contribution tends to fall, in the first quarter it was still 53.65%, shrinking to 51.47% in the second quarter. The decline in contribution in the third quarter, in addition to inflation, was also due to the momentum of Fasting and Eid al-Fitr which increased seasonally and leveled off afterwards. The inflation rate in Indonesia continues to surge. BPS recorded June 2022 inflation of 0.61% (month on month). June 2022 annual inflation was the highest since June 2017 which amounted to 4.37%.

The trend of annual economic growth has been persistently above 5% for four consecutive quarters since the fourth quarter of 2021. This development indicates that Indonesia's economic recovery continues and is getting stronger. However, there will be an increase in the annual inflation rate and a weakening Rupiah exchange rate throughout 2022.

In terms of the inflation rate, after recording a high (0.61%) in June, there was another spike in inflation in September of 1.17% (month on month) or an annualized rate of 5.95%, and by the end of the year the inflation rate was recorded at 5.51%. Contributors to Indonesia's inflation throughout 2022, in addition to the increase in electricity and fuel tariffs, were imported inflation factors due to high raw material prices stemming from poor global supply chains as a result of the widespread Russia-Ukraine conflict.

Rupiah depreciation and most Asian currencies are under pressure as investors increasingly worried about a US recession seek refuge in the US dollar. The Federal Reserve's monetary tightening pushed the US dollar higher.

The Rupiah closed 0.34% weaker per US dollar on Thursday (30/6). Along with the Rupiah, several other Asian currencies, such as the Thai bath, Taiwan dollar and Malaysian ringgit, also depreciated, against the US dollar. The exchange rate against the US dollar broke the psychological level of 15,000 (6/7) putting pressure on the composite stock price index (JCI) on the Indonesia Stock Exchange (IDX), which opened down 0.17% or 11.22 points to 6,692.04. And the Rupiah throughout 2022 has weakened nearly 9%, the second worst in Asia after the Japanese yen.

In the fourth quarter of 2022, Indonesia's economic growth was recorded to remain high, at 5.01% (yoy), amidst slowing economic growth. Indonesia's overall economic growth in 2022 was recorded at 5.31%, much higher than the previous year's achievement of 3.69%.

Indonesia's economic growth remains strong, and quite resilient to the threat of global recession, even in the second quarter of 2022 (5.44%) was the strongest among G20 countries. However, the impact of projected global economic stagflation and recession should not be anticipated lightly, so that the national economy remains elastic (resilient) and grows above 5%.

TINJAUAN INDUSTRI DAN OPERASIONAL
INDUSTRY AND OPERATIONAL OVERVIEW

Pertumbuhan PDB Menurut Lapangan Usaha (2019-2021)
GDP Growth by Business Field (2019-2021)

Lapangan Usaha	Pertumbuhan Growth (%)				Industry
	2022	2021	2020	2019	
Industri Pengolahan	4,89	3.39	-2,93	3,80	Manufacturing Industry
Perdagangan Besar dan Eceran	5,52	4,65	-3,78	4,60	Wholesale and Retail Trade
Pertanian, Kehutanan & Perikanan	2,25	1,84	1,77	3,61	Agriculture, Forestry & Fishery
Konstruksi	2,01	2,81	-3,26	5,76	Construction
Pertambangan dan Penggalian	4,38	4,00	-1,95	1,22	Mining and Quarrying
Transportasi dan Pergudangan	19,87	3,24	-15,05	6,39	Transportation and Storage
Jasa Keuangan dan Asuransi	1,93	1,56	3,25	6,61	Financial and Insurance Activities
Informasi dan Komunikasi	7,74	6,81	10,61	9,42	Information and Communication
Administrasi Pemerintahan	2,52	-0,33	-0,03	4,65	Public Administration
Jasa Pendidikan	0,59	0,11	2,61	6,30	Education Activities
Penyediaan Akomodasi dan Makan Minum	11,97	3,89	-10,26	5,79	Accommodation and Food Service
Real Estat	1,72	2,78	2,32	5,76	Real Estate
Jasa Lainnya	9,47	2,12	-4,10	10,57	Other Services
Jasa Perusahaan	8,77	0,73	-5,44	10,25	Business Activities
Pengadaan Listrik dan Gas	6,61	5,55	-2,34	4,04	Electricity and Gas
Jasa Kesehatan dan Kegiatan Sosial	2,74	10,46	11,56	8,69	Human Health and Social Work Activities
Pengadaan Air, Pengolahan Sampah	3,23	4,97	4,94	6,83	Water Supply, Waste Management

Ekonomi Indonesia tahun 2022 tumbuh sebesar 5,31%. Pertumbuhan terjadi pada seluruh lapangan usaha. Di antaranya, tujuh lapangan usaha mengalami pertumbuhan di atas pertumbuhan ekonomi nasional, yaitu Transportasi dan Pergudangan tertinggi 19,87%, diikuti Penyediaan Akomodasi dan Makan Minum 11,97%, Jasa lainnya 9,47%, Jasa Perusahaan 8,77%, Informasi dan Komunikasi 7,74%, Pengadaan Listrik dan Gas 6,61% dan Perdagangan Besar dan Eceran 5,52%.

Dua lapangan usaha yang menjadi segmen usaha Perseroan, yaitu hotel dan jasa telekomunikasi mencatatkan peningkatan pertumbuhan yang signifikan di 2022. Perhotelan yang menjadi bagian dari lapangan usaha akomodasi dan makan minum tumbuh hingga 11,97%, dibanding 2021 yang tercatat 3,89%. Lapangan usaha ini sebelumnya terkontraksi 10,26% tertekan pandemi Covid-19 di 2020.

Bidang usaha jasa telekomunikasi, yang menjadi bagian dari lapangan usaha informasi dan komunikasi mencatatkan pertumbuhan yang kembali meningkat, kendati tidak sampai seperti di masa pandemi 2020 yang mencapai 10,61%. Lapangan usaha ini di sepanjang 2022 meningkat tumbuh 7,74%, setelah sebelumnya tumbuh 6,81%.

Sementara Lapangan usaha Real Estat yang membawahi segmen usaha real estate (kawasan, mal dan gedung perkantoran) dari Perseroan juga mencatatkan adanya pertumbuhan, walau tidak sebesar dibanding dengan lapangan usaha-lapangan usaha dari dua segmen usaha: hotel dan jasa telekomunikasi. Lapangan usaha Real Estat hanya mencatatkan pertumbuhan 1,72%, lebih kecil dari pertumbuhan di 2021 yang tercatat 2,78%. Lapangan usaha Real Estat masih menghadapi kelebihan suplai di tengah stagnasi permintaan.

Indonesia's economy in 2022 grew by 5.31%. Growth occurred in all business fields. Among them, seven business fields experienced growth above national economic growth, namely Transportation and Storage with the highest growth of 19.87%, followed by Accommodation and Food Service 11.97%, Other Services 9.47%, Business Activities 8.77%, Information and Communication 7.74%, Electricity and Gas 6.61% and Wholesale and Retail Trade 5.52%.

Two business segments of the Company, namely hotels and telecommunication services, recorded a significant increase in growth in 2022. Hospitality, which is part of the accommodation and food service industry, grew by 11.97%, compared to 2021 which recorded 3.89%. This business field previously contracted 10.26% due to the Covid-19 pandemic in 2020.

The telecommunication services industry, which is part of the information and communication industry, recorded an increase in growth again, although not to the same extent as during the 2020 pandemic, which reached 10.61%. This business field throughout 2022 increased to grow 7.74%, after previously growing 6.81%.

Meanwhile, the Real Estate Industry, which oversees the Company's real estate business segments (estates, malls and office buildings), also recorded growth, although not as much as the industry of the two business segments: hotels and telecommunication services. The Real Estate business field only recorded a growth of 1.72%, smaller than the growth in 2021 which was recorded at 2.78%. The Real Estate business still faces oversupply amidst stagnant demand.

Usaha Hotel

Pelonggaran aturan oleh Pemerintah membuat bisnis hotel kembali berjalan, banyak kegiatan *meeting, incentive, convention and exhibition* (MICE) ramai dilaksanakan di hotel. Tingkat kekosongan ruang hotel sepanjang 2022 menurun hingga 11% dibanding dengan 2021. Meningkatnya jumlah aktivitas *offline,* terutama dari kegiatan yang melibatkan banyak orang (konser musik, konvensi, pameran dan pesta pernikahan) telah membuat hotel lebih ramai untuk tempat tinggal dan tempat pertemuan.

Lonjakan okupansi hotel mulai terjadi pada Oktober 2022, dengan tercatat 52,31%, yang kemudian meningkat menjadi 54,41% pada bulan berikutnya. Bahkan untuk Jakarta, okupansi hotel telah meningkat 20-30% selama 7 hari pada libur lebaran.

Dengan pertimbangan kondisi pasar mulai membaik, banyak proyek hotel di Jakarta melanjutkan konstruksi, terutama pada yang berlokasi di Sentral Area Jakarta (*central business district* – CBD) dan Jakarta Barat. Pada 2022 ada tambahan dua hotel: Park Hyatt dan St. Regis. Dengan tambahan dua hotel baru, total pasokan kamar di Jakarta tercatat sebanyak 44.855 kamar.

Hotels

The easing of regulations by the Government has made the hotel business run again, many meeting, incentive, convention and exhibition (MICE) activities are busy being held at hotels. Hotel vacancy rate throughout 2022 decreased by 11% compared to 2021. The increasing number of offline activities, especially from activities that involve a lot of people (music concerts, conventions, exhibitions and weddings) has made hotels more crowded for living and meeting places.

The spike in hotel occupancy started in October 2022, with a record of 52.31%, which then increased to 54.41% the following month. Even for Jakarta, hotel occupancy has increased by 20-30% during the 7-day Lebaran holiday.

Considering that market conditions are improving, many hotel projects in Jakarta are continuing construction, especially those located in Jakarta's Central Business District (CBD) and West Jakarta. In 2022 there are two additional hotels: Park Hyatt and St. Regis. With the addition of two new hotels, the total room supply in Jakarta will be 44,855 rooms.

Hotel Borobudur Jakarta & The Ritz-Carlton Pacific Place

Kinerja usaha perhotelan Perseroan setelah tertekan dampak pandemi Covid-19, mulai berangsur pulih di sepanjang tahun 2022, seiring dengan melandainya pandemi Covid-19 dan dicabutnya pemberlakuan peraturan yang membatasi kegiatan masyarakat di luar rumah. Aktivitas *meetings, incentives, conventions, and exhibitions* (MICE) mulai kembali marak berdampak positif pada tingkat keterisian dari hotel-hotel yang berkaitan dengan Perseroan.

Hotel Borobudur Jakarta (HBJ) dan The Ritz-Carlton Pacific Place (RCPP) menjadi kontributor untuk pendapatan konsolidasian Perseroan. Pengelolaan HBJ dilakukan langsung oleh Perseroan, sedangkan RCPP dikelola oleh PT Pacific Place Jakarta yang merupakan Entitas Anak dari PT Danayasa Arthatama (Entitas Anak Perseroan).

Pencapaian tingkat keterisian pada dua hotel Perseroan relatif baik untuk 2021. Di tahun 2021, HBJ mencapai 75,6% (sedikit turun dari 77,2% di 2020) dan RCPP 63% (naik dari 55%). Di tahun 2022, tingkat keterisian RCPP kembali meningkat menjadi 80%, sedang HBJ hanya 51,2%.

The performance of the Company's hospitality business after being hit by the impact of the Covid-19 pandemic, began to gradually recover throughout 2022, along with the passing of the Covid-19 pandemic and the revocation of the implementation of restrictions on public activities outside the home. Meetings, incentives, conventions, and exhibitions (MICE) activities have begun to revive, positively impacting the occupancy rates of the Company's associated hotels.

Hotel Borobudur Jakarta (HBJ) and The Ritz-Carlton Pacific Place (RCPP) are contributors to the Company's consolidated revenue. HBJ is managed directly by the Company, while RCPP is managed by PT Pacific Place Jakarta which is a subsidiary of PT Danayasa Arthatama (a subsidiary of the Company).

Occupancy rate at the Company's two hotels was relatively good for 2021. In 2021, HBJ reached 75.6% (slightly decreased from 77.2% in 2020) and RCPP 63% (increased from 55%). In 2022, RCPP's occupancy rate increased again to 80%, while HBJ's was only 51.2%.





APARTEMEN

Sejak 2015, minat pasar apartemen melandai dan semakin berat dihantam pandemi Covid-19 selama tiga tahun belakangan. Total pasokan apartemen baru di Jakarta sepanjang 2022 sebesar 1.484 unit, terendah sejak 2018 dan selama pandemi Covid-19. Masih terdapat keengganan pengembang untuk ekspansi terhadap proyek apartemen.

Di 2022, terdapat 10 proyek apartemen yang sedang bergulir di Jakarta, dengan lokasi: dua di CBD (LeParc – 100 unit dan The Residences at The St. Regis Jakarta - 164 unit), dua di Jakarta Pusat (57 Promenade – 496 unit dan The Stature Jakarta - 96 unit), tiga di Jakarta Selatan (Fatmawati City Center – 1.240 unit, Solterra Place - 521 unit dan Southgate Residence - 450 unit), dua di Jakarta Timur (Tower Catleya dari Sakura Garden City – 1.100 unit dan JKT Living Star - 594 unit) dan satu di Jakarta Barat (Aerium Taman Permata Buana - 366 unit).

Penjualan properti apartemen belum kembali pulih pada 2022, dengan harga jual yang cenderung stagnan di pasar primer. Harga jual per-meter persegi berkisar Rp52 juta di CBD, Rp39,7 juta di Jakarta Selatan, Rp26,9 juta di bukan area utama, atau Rp35,2 juta untuk keseluruhan Jakarta. Hingga kuartal III-2022, permintaannya cuma 782 unit.

Tingkat hunian apartemen sewa yang tertekan selama pandemi Covid-19, perlahan bangkit setelah pencabutan PPKM. Kedatangan warga negara asing (WNA) dari Jepang, India dan Korea untuk melakukan kegiatan bisnis di Indonesia berdampak positif terhadap performa apartemen sewa pada semester kedua 2022. Terdapat penguatan tingkat hunian apartemen sewa di Jakarta menjadi 52,1%, dari sebelumnya 45,6% di semester pertama 2022. Kondisi ini jauh lebih baik dibanding dengan tahun 2021 yang masing-masing hanya mencapai 42,5% dan 43,8%.

Total stok apartemen di Jakarta telah mencapai 233.641 unit, dan akan terdapat penambahan 6.887 unit yang telah selesai pembangunannya. Pasokan apartemen di Jakarta akan terus bertambah pada 2023 hingga 2025. Sebanyak 81% proyek apartemen baru berada di area non kawasan pusat bisnis CBD Jakarta, dengan sasaran penjualan pada kelas middle hingga upper middle yang akan terus tumbuh hingga tahun 2023.

Peluang pasar apartemen akan diikuti pergeseran pilihan pasar. Muncul kecenderungan pembeli apartemen kini lebih memilih unit-unit yang sudah selesai dibangun guna memberi jaminan kepastian hunian dan keamanan berinvestasi.

APARTMENTS

Since 2015, interest in the apartment market has sloped and has been hit harder by the Covid-19 pandemic over the past three years. The total supply of new apartments in Jakarta throughout 2022 amounted to 1,484 units, the lowest since 2018 and during the Covid-19 pandemic. There is still reluctance from developers to expand apartment projects.

In 2022, there are 10 apartment projects underway in Jakarta, with locations: two in the CBD (LeParc - 100 units and The Residences at The St. Regis Jakarta - 164 units), two in Central Jakarta (57 Promenade - 496 units and The Stature Jakarta - 96 units), three in South Jakarta (Fatmawati City Center - 1. 240 units, Solterra Place - 521 units and Southgate Residence - 450 units), two in East Jakarta (Catleya Tower of Sakura Garden City - 1,100 units and JKT Living Star - 594 units) and one in West Jakarta (Aerium Taman Permata Buana - 366 units).

Sales of apartment properties have not recovered in 2022, with selling prices tending to stagnate in the primary market. The selling price per square meter is around Rp52 million in the CBD, Rp39.7 million in South Jakarta, Rp26.9 million in non-prime areas, or Rp35.2 million for the whole of Jakarta. Until the third quarter of 2022, the demand was only 782 units.

The occupancy rate of rental apartments, which was depressed during the Covid-19 pandemic, has slowly risen after the revocation of PPKM. The arrival of foreign nationals (WNA) from Japan, India and Korea to conduct business activities in Indonesia has a positive impact on the performance of rental apartments in the second half of 2022. There was a strengthening of the occupancy rate of rental apartments in Jakarta to 52.1%, from 45.6% in the first half of 2022. This condition is much better compared to 2021 which only reached 42.5% and 43.8% respectively.

The total apartment stock in Jakarta has reached 233,641 units, and there will be an additional 6,887 units that have been completed. The supply of apartments in Jakarta will continue to grow from 2023 to 2025. A total of 81% of new apartment projects are located in areas other than the Jakarta CBD, with sales targeted at the middle to upper middle class which will continue to grow until 2023.

Apartment market opportunities will be followed by a shift in market choices. There is a tendency that apartment buyers now prefer units that have been completed to provide assurance of occupancy and investment security.

REAL ESTAT

Mal

Tidak ada penambahan mal baru di Jakarta sepanjang 2022, berarti total pasokan kumulatif ruangan mal tetap 4,86 juta m2. Tiga proyek ritel, yaitu: Retail Podium Thamrin Nine (72.000 m2), Holland VIllage Mall (44.000 m2) dan Pusat Grosir Senen Jaya (10.249 m2), baru akan masuk pada 2023. Kedatangan tiga mal membuat total pasokan ruangan di mal bertambah menjadi 4.92 m2.

Bisnis properti ruang ritel modern di Jakarta dinilai masih cukup prospektif seiring melandainya kasus pandemi Covid-19. Kegiatan operasional mal perlahan kembali normal sebagai tempat belanja dan pusat *lifestyle*.

REAL ESTATE

Mall

No new malls were added in Jakarta throughout 2022, meaning the total cumulative supply of mall space remained at 4.86 million sqm. Three retail projects, namely: Retail Podium Thamrin Nine (72,000 m2), Holland VIllage Mall (44,000 m2) and Senen Jaya Wholesale Center (10,249 m2), will only enter in 2023. The arrival of the three malls brings the total supply of space in the malls to 4,92 m2.

The property business of modern retail space in Jakarta is still considered quite prospective as the Covid-19 pandemic case subsides. Mall operations are slowly returning to normal as shopping and lifestyle centers.

Tingkat kunjungan ke pusat perbelanjaan dan daya beli masyarakat telah berangsur membaik dan terus tumbuh sejak Ramadan yang lalu, meskipun sempat terganggu akibat ketidakpastian global, yang mengakibatkan kenaikan biaya energi yang berdampak pada daya beli masyarakat kelas menengah bawah. Tingkat kunjungan ke pusat perbelanjaan pada 2022 diperkirakan akan mencapai rata-rata 90% (dibanding 2020 dan 2021 yang hanya sekitar 50% dan 60%).

Tingkat okupansi kembali mengalami peningkatan. Belum bisa kembali sebelum pandemi yang pernah mencapai hingga 90%, tapi sudah lebih tinggi dari 2020-2021. Pada semester kedua 2022, rerata tingkat okupansi ruang ritel mengalami peningkatan tipis di kisaran 78,8%.

The level of visits to shopping centers and people's purchasing power has gradually improved and continued to grow since last Ramadan, although it was disrupted due to global uncertainty, which resulted in increased energy costs which impacted the pusrchasing power of the lower middle class. The visitation rate to shopping centers in 2022 is expected to reach an average of 90% (compared to around 50% and 60% in 2020 and 2021).

Occupancy rates are on the rise again. Not quite back to pre-pandemic levels of up to 90%, but already higher than 2020-2021. In the second half of 2022, the average occupancy rate of retail space experienced a slight increase in the range of 78.8%.

Mal Pacific Place

Pacific Place Mall

Di kawasan SCBD terdapat tiga mal yang masing-masing beroperasi dengan konsep yang berbeda. Mal Pacific Place yang berada di Lot 3-5, beroperasi sebagai mal keluarga yang ramah anak, walau di hari kerja merupakan tempat favorit karyawan untuk makan siang di kawasan. Elysee beroperasi sebagai tempat lifestyle. Sedang Astha Distric 8 Mall yang buka sejak 2020 juga beroperasi sebagai tempat lifestyle.

Selama masa pandemi Covid-19, kinerja mal-mal yang ada di kawasan SCBD juga terkena dampaknya. Ketiga mal tersebut mengalami penurunan jumlah pengunjung. Captive pengunjung yang berasal dari karyawan kantor di kawasan SCBD juga berkurang seiring dengan pemberlakuan kebijakan bekerja dari rumah.

Dari ketiga mal yang ada di SCBD, baru Mal Pacific Place yang menjadi kontributor pada pendapatan konsolidasian Perseroan melalui Entitas Cucu: PT Pacific Place Jakarta, yang kinerjanya semakin membaik dengan jumlah pengunjung dan kendaraan parkir yang semakin meningkat di 2022. Di tahun 2022, jumlah pengunjung mencapai 9.614.418 orang dan jumlah kendaraan mencapai 1.184.753 unit. Terdapat kenaikan 50,6 % pengunjung dan 39,7% kendaraan dari tahun 2021 yang tercatat 6.385.466 orang dan 847.949 unit.

There are three malls in the SCBD area, each operating with a different concept. Pacific Place Mall, located at Lot 3-5, operates as a child-friendly family mall, although on weekdays it is a favorite place for employees to have lunch in the area. Elysee operates as a lifestyle venue. While Astha District 8 Mall, open since 2020, also operates as a lifestyle venue.

During the Covid-19 pandemic, the performance of malls in the SCBD area was also affected. The three malls experienced a decrease in the number of visitors. Captive visitors from office employees in the SCBD area also decreased along with the implementation of the work from home policy.

Of the three malls in SCBD, only Pacific Place Mall is a contributor to the Company's consolidated revenue through its Subsidiary Entities: PT Pacific Place Jakarta, which is performing better with an increasing number of visitors and parking vehicles in 2022. In 2022, the number of visitors reached 9,614,418 people and the number of vehicles reached 1,184,753 units. There is an increase of 50,6 % visitors and 39.7 % vehicles from 2021 which recorded 6,385,466 people and 847,949 units.

Gedung Perkantoran

Dengan pasokan masih *over supply* dan kondisi ekonomi yang cenderung melambat mengganggu pemulihan untuk sektor gedung perkantoran di Jakarta. Sepanjang 2022, ada tambahan pasokan ruang perkantoran sebesar 330.000 m^2 dari tiga gedung, yaitu PNM Tower (office one), Menara BRI di CBD dan MTH 27 Office Suite (25.000 m^2) di luar CBD. Hingga akhir 2022, jumlah ruang perkantoran di kawasan pusat bisnis (CBD) tercatat 7,04 juta m^2 dan di luar CBD 3,72 juta m^2.

Pekerjaan konstruksi gedung perkantoran di Jakarta masih terus bergulir. Sebanyak 13 proyek gedung perkantoran seluas 676.679 m^2 dalam proses konstruksi dan diperkirakan rampung dalam rentang 2023-2025.

Selama setahun penuh 2022 terdapat penyerapan 121.400 m^2. Mayoritas penyerapan bersih terjadi di perkantoran Grade A, dikarenakan permintaan yang meningkat meski terbatas. Berbeda dengan perkantoran Grade B dan C yang masih mengalami penurunan tingkat penyerapan selama 2022. Tingkat okupansi perkantoran Jakarta di semester kedua 2022 perlahan mengalami peningkatan, berada di angka 71% untuk di CBD dan 72% untuk non CBD.

Office Building

With supply still oversupplied and economic conditions tending to slow down, there is no recovery for the office building sector in Jakarta. Throughout 2022, there is an additional supply of 330,000 sqm of office space from three buildings, namely PNM Tower (office one), Menara BRI in the CBD and MTH 27 Office Suite (25,000 sqm) outside the CBD. Until the end of 2022, the total office space in the central business district (CBD) is recorded at 7.04 million m2 and outside the CBD 3.72 million m2.

Construction work on office buildings in Jakarta continues to roll out. A total of 13 office building projects totaling 676,679 sqm are under construction and are expected to be completed between 2023-2025.

During the full year of 2022 there was a net absorption of 121,400 sqm. The majority of net absorption occurred in grade A offices, due to increased demand despite being limited. In contrast, Grade B and C offices still experienced a decline in absorption levels during 2022. Jakarta office occupancy rate in the second half of 2022 slowly increased, at 71% for CBD and 72% for non-CBD.

Harga sewa masih stagnan cenderung melemah, dan mengalami penurunan. Untuk ruang perkantoran premium sebesar Rp284.725 (turun sekitar 4,8%), lalu Grade A Rp226.144 (turun 6,4%), Grade B Rp179.071 (turun 1,3%) dan Grade C Rp142.859 (turun 0,5%). Tingkat sewa rata-rata di CBD Jakarta juga lebih rendah 1% dibandingkan posisi 2021, yang juga turun 7% dibandingkan 2020, dengan tercatat sebesar Rp239.209 pada 2022.

Tingkat penyerapan maupun hunian diperkirakan akan melambat pada 2023 seiring dengan penambahan baru. Harga sewa akan tetap berada di bawah tekanan karena tingkat kekosongan diperkirakan akan meningkat lagi dengan selesainya proyek kantor besar di kawasan CBD Jakarta pada 2023. Tarif sewa diperkirakan bertahan hingga akhir 2023, baru diperkirakan naik berkisar 5-6% per tahun dalam rentang 2023 hingga 2025.

Rental prices are still stagnant, tend to weaken, and experience a decline. For premium office space at IDR284,725 (down about 4.8%), then Grade A IDR226,144 (down 6.4%), Grade B IDR179,071 (down 1.3%) and Grade C IDR142,859 (down 0.5%). The average rental rate in Jakarta CBD is also 1% lower compared to 2021, which is also down 7% compared to 2020, with a recorded IDR239,209 in 2022.

Both absorption and occupancy rates are expected to slow down in 2023 along with new additions. Rents will remain under pressure as vacancy rates are expected to increase again with the completion of major office projects in Jakarta's CBD area in 2023. Rental rates are expected to hold up until the end of 2023, only to increase by 5-6% per year from 2023 to 2025.

One Pacific Place & Revenue Tower

Kelebihan kawasan SCBD ada pada kestrategisan lokasi, yang dapat dijangkau melalui tiga pintu masuk (Sudirman, Gatot Subroto dan Senopati), dekat dengan sarana transportasi yang mutlak harus tersedia, dan dari sisi prestisius dikenal sebagai barometer keuangan Indonesia dengan berkantornya Bursa Efek Indonesia di SCBD.

Hingga akhir 2022 terdapat 13 gedung perkantoran di kawasan SCBD. Dua gedung perkantoran diantaranya, yaitu One Pacific Place dan Revenue Tower berkontribusi bagi Perseroan, karena terkonsolidasi melalui Entitas Anak PT Danayasa Arthatama. One Pacific Place dikelola oleh PT Pacific Place Jakarta, sedang Revenue Tower oleh PT Adinusa Puripratama.

Kinerja kedua gedung perkantoran tersebut relatif stabil di 2022. Tingkat keterisian One Pacific Place yang terintegrasi dengan hotel The Ritz-Carlton Pacific Place ada pada 82%, lebih baik dari 2021 yang 68,5%. Tingkat keterisian Revenue Tower di 2022 mencapai 94,5%, naik 88,2% dari 2021.

The advantages of the SCBD area are in its strategic location, which can be reached through three entrances (Sudirman, Gatot Subroto and Senopati), close to transportation facilities that absolutely must be available, and from the prestigious side it is known as Indonesia's financial barometer with the office of the Indonesia Stock Exchange in SCBD.

By the end of 2022, there will be 13 office buildings in the SCBD area. Two of them, One Pacific Place and Revenue Tower, contribute to the Company, as they are consolidated through its subsidiary PT Danayasa Arthatama. One Pacific Place is managed by PT Pacific Place Jakarta, while Revenue Tower is managed by PT Adinusa Puripratama.

The performance of both office buildings was relatively stable in 2022. The occupancy rate of One Pacific Place which is integrated with The Ritz-Carlton Pacific Place hotel is at 82%, better than 2021 which was 68.5%. Revenue Tower's occupancy rate in 2022 reached 94.5%, an increase of 88.2% from 2021.



JASA TELEKOMUNIKASI

Potensi industri telekomunikasi Indonesia masih sangat besar secara keseluruhan. Luas wilayah Indonesia yang mencapai 1,9 juta km^2, dengan jumlah penduduk mencapai 270 juta orang, merupakan pasar produk, jasa dan trafik telekomunikasi yang sangat potensial.

Kelemahan dalam hal sarana dan prasarana infrastruktur telekomunikasi yang selama ini menjadi hambatan, terus diupayakan ketersediaan sehingga dari tahun ke tahun dapat teratasi dan semakin membaik. Pemerintah terus mengenjot pembangunan

TELECOMMUNICATION SERVICES

The overall potential of Indonesia's telecommunications industry is still very large. Indonesia's total area of 1.9 million km2, with a population of 270 million people, is a very potential market for telecommunications products, services and traffic.

Weaknesses in terms of telecommunications infrastructure facilities and infrastructure that have been an obstacle, continue to be pursued for availability so that from year to year they can be resolved and are getting better. The government continues to boost the

infrastruktur telekomunikasi, terutama akses internet berteknologi 4G di wilayah terdepan, terluar dan tertinggal. Pada 2024, semua wilayah di tanah air yang tak ada sinyal (*blankspot*) ditargetkan sudah terkoneksi akses internet. Per-September 2022, kecepatan rata-rata internet ada pada level 16,65 Mbps secara seluler (*mobile*) maupun kabel rumahan (*fixed broadband*).

Salah satu potensi dari industri telekomunikasi adalah tumbuhnya jumlah pengguna internet di Indonesia. Internet semakin merata dan menjadi kebutuhan utama masyarakat. Di tahun 2022, jumlah pengguna internet di Indonesia mencapai 275.773.901 jiwa. Jumlah tersebut tumbuh dibandingkan periode sebelumnya yang sebanyak 210.026.769 dengan total populasi 272.682.600 jiwa. Tingkat penetrasi telah mencapai 78,19%, naik 1,17% dibandingkan 2021 yang sebesar 77,02%. Tapi, Indonesia masih menjadi salah satu negara yang banyak penduduknya yang belum terkoneksi internet: 73,05 juta penduduk, terbesar ke delapan di dunia.

Di masa pandemi Covid-19, rata-rata pengguna internet sebesar 8 jam 36 menit per hari. Di 2022, seiring dengan melandainya pandemi Covid-19 telah mendorong semakin banyaknya aktivitas masyarakat di luar rumah, rata-rata durasi penggunaan internet mengalami penurunan, yaitu 462 menit (7 jam 42 menit) per hari. Namun, terdapat kenaikan waktu pakai dalam hal: bermain di media sosial naik 0,5% menjadi 3 jam 18 menit, dan *streaming video* naik 1,8% menjadi 2 jam 53 menit.

development of telecommunications infrastructure, especially 4G internet access in the frontier, outermost and underdeveloped regions. By 2024, all areas in the country with no signal (blankspot) are targeted to be connected to internet access. As of September 2022, the average internet speed was 16.65 Mbps for mobile and fixed broadband.

One of the potentials of the telecommunications industry is the growing number of internet users in Indonesia. The internet is becoming more and more widespread and is becoming the main need of the community. In 2022, the number of internet users in Indonesia reached 275,773,901 people. This number grew compared to the previous period of 210,026,769 with a total population of 272,682,600. The penetration rate has reached 78.19%, up 1.17% compared to 2021 which amounted to 77.02%. However, Indonesia is still one of the countries where many people are not connected to the internet: 73.05 million people, the eighth largest in the world.

During the Covid-19 pandemic, the average internet user was 8 hours 36 minutes per day. In 2022, as the Covid-19 pandemic has led to more activities outside the home, the average duration of internet use has decreased, to 462 minutes (7 hours 42 minutes) per day. However, there was an increase in time spent on social media, up 0.5% to 3 hours 18 minutes, and video streaming up 1.8% to 2 hours 53 minutes.

PT Artha Telekomindo



Bisnis jasa telekomunikasi PT Artha Telekomindo (AT) meliputi pelayanan untuk produk-produk: telephony, internet, lease circuit, managed services, dan TV Cable (produk dari pihak ketiga). Kinerja bisnisnya relatif stabil sehingga dapat memberikan kontribusi yang berarti.

Sebagai bagian dari Artha Graha Network (AGN), PT AT membantu ketersediaan dan kelancaran telekomunikasi pada proyek-proyek AGN di luar kawasan SCBD. Di tahun 2022, PT AT melanjutkan pekerjaan pemasangan jaringan internet di Emeralda Cibubur Golf Estate.

Di kawasan SCBD yang menjadi tanggung jawab utamanya, terus dilakukan penyempurnaan pelayanannya. Di tahun 2022 telah dilakukan pekerjaan seperti pengadaan jaringan telekomunikasi Damkar SGA, penarikan kabel pada data center SCBD dan perangkat Wifi untuk kawasan SCBD.

PT AT juga melakukan perbaikan backbone fiber optic: Jl. HR Rasuna Said, Jl. Setiabudi, Jl. Senopati, Jl. Pondok Indah dan Jl. Gunung Sahari. Selain ini PT AT berkontribusi dalam kelancaran telekomunikasi pada acara-acara di SCBD: Earth Hour (penyediaan bandwidth 100 Mbps & free hotspot) dan World Cup Climbing 2022 (instalasi wireless access point dan jaringan LAN bandwidth 300 Mbps), dan di Discovery Kartika Plaza Hotel untuk event ultra music (penarikan jaringan baru dan pemasangan access point di area hotel DKPH dan Mall Discovery Bali sebagai penyelenggaraan)

PT Artha Telekomindo's (AT) telecommunication services business includes services for products: telephony, internet, leased circuits, managed services, and TV Cable (third party products). The performance of the business is relatively stable so that it can make a meaningful contribution.

As part of Artha Graha Network (AGN), PT AT assists the availability and smooth running of telecommunications in AGN's projects outside the SCBD area. In 2022, PT AT continued the internet network installation work at Emeralda Cibubur Golf Estate.

In the SCBD area, which is its main responsibility, it continues to improve its services. In 2022, work was carried out such as the procurement of the SGA Fire Brigade telecommunications network, cable pulling at the SCBD data center and Wifi equipment for the SCBD area.

PT AT also repaired fiber optic backbone: Jl. HR Rasuna Said, Jl. Setiabudi, Jl. Senopati, Jl. Pondok Indah and Jl. Gunung Sahari. In addition to this PT AT contributed to the smooth running of telecommunications at events in SCBD: Earth Hour (provision of 100 Mbps bandwidth & free hotspot) and World Cup Climbing 2022 (installation of wireless access points and 300 Mbps bandwidth LAN network), and at Discovery Kartika Plaza Hotel for the ultra music event (pulling new network and installing access points in DKPH hotel area and Mall Discovery Bali as the organizer).

PENGEMBANG DAN PENGELOLA KAWASAN

Entitas Anak PT Danayasa Arthatama (DA) mengembangkan dan mengelola Kawasan Niaga Terpadu Sudirman (SCBD) yang berlokasi di daerah segitiga emas Jakarta, di antara Jalan Jenderal Sudirman, Jalan Jenderal Gatot Subroto dan Jembatan Semanggi. Di dalam kawasan seluas ± 45 ha telah berdiri 13 gedung perkantoran, 5 hunian eksklusif, 3 pusat perbelanjaan modern, 3 hotel (2 bintang lima dan 1 bintang empat), yang didukung dan dilengkapi dengan keberadaan sarana dan prasarana yang terintegrasi.

PT DA bertanggung jawab untuk memberikan pelayanan terbaik dan prima buat mengakomodasikan kepentingan semua pihak yang beraktivitas di SCBD. Sekitar 101.853 orang beraktivitas di dalamnya setiap harinya. Kendaraan yang masuk melalui lima pintu SCBD (dua dari Jalan Sudirman dan masing-masing satu dari Jalan Gatot Subroto, Widya Chandra dan Senopati) lebih dari 90.000 unit. Pemantauan selama seminggu (31 Oktober hingga 6 November 2022) masuk sebanyak 1.976.308 unit kendaraan, dari yang terendah di Minggu (6 November) 90.236 unit hingga yang terpadat 486.824 unit di Senin (31 Oktober).

Sarana dan prasarana yang ada terus dilengkapi, ditambah dan diganti. Revitalisasi ruang hijau di kawasan dengan konsep tropis modern terus dilakukan. Pohon-pohon besar telah dilengkapi dengan penguat dan lampu. Seluruh lampu penerangan jalan (266 unit), lampu sorot (71 unit) dan lampu pedesterian (107 unit) telah diganti dengan yang hemat energi. Sebanyak 198 unit CCTV telah dipasang untuk memonitor kawasan. Telah pula tersedia empat mobil untuk pemadaman kebakaran, terdiri dari: sebuah mobil tangga dengan ketinggian tangga hingga 70 meter, dua mobil pemadam dengan kapasitas tangki air 4.000 liter dan 10.000 liter, dan sebuah jeep *rescue* yang dapat digunakan untuk evakuasi kurban untuk kejadian di *basement* gedung perkantoran.

AREA DEVELOPMENT AND MANAGEMENT

Subsidiary PT Danayasa Arthatama (DA) develops and manages the Sudirman Commercial Business District (SCBD) located in the golden triangle of Jakarta, between Jalan Jenderal Sudirman, Jalan Jenderal Gatot Subroto and Semanggi Bridge. Within the ± 45 ha area, there are 13 office buildings, 5 exclusive residences, 3 modern shopping centers, 3 hotels (2 five-star and 1 four-star), which are supported and complemented by the integrated facilities and infrastructure.

PT DA is responsible for providing the best and excellent service to accommodate the interests of all parties who are active in SCBD. Approximately 101,853 people are active in it every day. Vehicles entering through the five SCBD doors (two from Jalan Sudirman and one each from Jalan Gatot Subroto, Widya Chandra and Senopati) are more than 90,000 units. During the week (October 31 to November 6, 2022), a total of 1,976,308 vehicles entered, from the lowest on Sunday (November 6) 90,26 units to the densest 486,824 units on Monday (October 31).

Existing facilities and infrastructure continue to be completed, added and replaced. Revitalization of green spaces in the area with a modern tropical concept continues. Large trees have been equipped with reinforcements and lights. All street lights (266 units), floodlights (71 units) and pedestrian lights (107 units) have been replaced with energy-efficient ones. A total of 198 CCTV units have been installed to monitor the area. There are also four cars available for fire fighting, consisting of: a ladder car with a ladder height of up to 70 meters, two fire trucks with water tank capacities of 4,000 liters and 10,000 liters, and a rescue jeep that can be used for sacrificial evacuation for incidents in the basement of office buildings.

KINERJA KEUANGAN PERUSAHAAN
COMPANY FINANCIAL OVERVIEW

Laporan analisis kinerja keuangan Perseroan yang disampaikan pada bagian ini, dibuat berdasarkan informasi yang diperoleh dari, dan telah sesuai dengan Laporan Keuangan Konsolidasian Perseroan dan Entitas Anak untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021. Laporan Keuangan tersebut diaudit oleh Kantor Akuntan Publik (KAP) Mirawati Sensi Idris dengan opini wajar dalam semua hal yang material.

The Company's financial performance analysis report presented in this section is based on information obtained from, and is in accordance with, the Consolidated Financial Statements of the Company and its Subsidiaries for the years ended December 31, 2022 and 2021. The Financial Statements were audited by the Public Accounting Firm (KAP) Mirawati Sensi Idris with a fair opinion in all material respects.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
STATEMENT OF FINANCIAL POSITION

Perseroan meyakini pentingnya pengelolaan keuangan yang berhati-hati dan seksama, agar dapat secara konsisten mempertahankan posisi keuangan yang kuat. Posisi keuangan yang kuat akan menciptakan stabilitas internal untuk menghadapi kondisi makroekonomi global dan domestik yang dapat berubah setiap waktu, serta memberikan fleksibilitas dalam mendukung perluasan usaha.

The Company believes in the importance of prudent and careful financial management, in order to consistently maintain a strong financial position. A strong financial position will create internal stability to deal with global and domestic macroeconomic conditions that can change at any time, and provide flexibility in supporting business expansion.

Tahun Year	**Jumlah Aset** Total Assets	**Aset Lancar** Current Assets	**Aset Tidak Lancar** Non-Current Assets	**Liabilitas Jangka Pendek** Short-term Liabilities	**Liabilitas Jangka Panjang** Long-term Liabilities	**Ekuitas** Equity
2022						
Rp Juta Rp Million	6.578.827,7	493.454,8	6.085.372,9	769.119,4	1.083.852,9	4.725.855,4
Naik/Turun Increase/ Decrease	-0,5%	0,7%	-0,6%	-0,4%	1,9%	-1,0%
2021						
Rp Juta Rp Million	6.609.371,0	489.852,4	6.119.518,6	772.108,6	1.064.001,7	4.773.260,7
Naik/Turun Increase/ Decrease	-1,6%	21,9%	-3,1%	4,0%	-3,1%	-2,2
2020						
Rp Juta Rp Million	6.719.372,8	401.737,9	6.317.634,8	742.372,8	1.098.562,0	4.878.438,0
Naik/Turun Increase/ Decrease	-1,8%	-40,1%	2,3%	-21,1%	20,2%	-2,2%



Jumlah Aset

Perseroan mencatatkan peningkatan jumlah aset menjadi Rp6,58 triliun pada akhir 2022. Menurun Rp30,54 miliar atau 0,5% dari 2021 yang tercatat Rp6,61 triliun. Penurunan tersebut disebabkan menurunnya aset tidak lancar sebesar Rp34,15 miliar atau 0,6%.

Total Assets

The Company recorded an increase in total assets to Rp 6.58 trillion at the end of 2022. Decreased by Rp 30.54 billion or 0.5% from 2021 which was recorded at Rp 6.61 trillion. The increase was due to an increase in current assets of Rp 34.15 billion or 0.6%.

Aset Lancar

Current Assets

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Kas dan setara Kas	324.480,6	299.602,3	24.878,3	8,3	Cash and cash equivalents
Piutang usaha					Trade accounts receivable
Pihak berelasi	6.563,9	7.422,8	-858,9	-11,5	Related parties
Pihak ketiga	38.383,2	37.569,0	814,2	2,2	Third parties
Piutang lain-lain	12.174,8	14.520,5	-2.345,7	-16,2	Others account receivable
Persediaan	38.997,5	38.099,4	898,1	2,4	Inventories
Pajak dibayar dimuka	43.906,1	56.910,2	-13.004,1	-22,9	Prepaid taxes
Biaya dibayar dimuka	12.508,4	12.976,7	-468,3	-3,6	Prepaid expenses
Aset lancar lain-lain	16.440,3	22.751,5	-6.311,2	-27,7	Other currents assets
Jumlah Aset Lancar	493.454,8	489.852,4	3.602,4	0,7	Total Current Assets
Kas dan setara Kas	324.480,6	299.602,3	24.878,4	8,3	Cash and cash equivalents
Piutang usaha					Trade accounts receivable
Pihak berelasi	6.566,9	7.422,8	-855,8	-11,5	Related parties
Pihak ketiga	38.380,2	37.569,0	811,2	2,2	Third parties

Aset lancar meningkat dari Rp489,85 miliar menjadi Rp493,45 miliar pada akhir 2022. Terdapat peningkatan senilai Rp3,60 miliar atau 0,7%, terutama berasal dari kas dan setara kas sebesar Rp24,88 miliar, piutang usaha pihak ketiga sebesar Rp814,2 juta dan persediaan Rp898,1 juta. Selain itu, terdapat penurunan pajak dibayar dimuka sebesar Rp13 miliar, aset lancar lain-lain Rp6,31 miliar dan piutang lain-lain Rp2,35 miliar.

Current assets increased from Rp 489.85 billion to Rp 493.45 billion at the end of 2022. There was an increase of Rp 3.60 billion or 0.7%, mainly from cash and cash equivalents of Rp 24.88 billion, trade receivables from third parties of Rp814.2 million and inventories of Rp 898.1 million. In addition, there was a decrease in prepaid taxes of Rp 13 billion, other current assets of Rp 6.31 billion and other receivables of Rp2.35 billion.

Aset Tidak Lancar

Non-current assets

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Piutang lain-lain	12.537,5	13.157,0	-619,5	-4,7	Other accounts receivable
Persediaan	2.125.789,8	2.106.211,6	19.578,2	0,9	Inventories
Biaya dibayar dimuka	9.918,1	10.076,7	-158,6	-1,6	Prepaid expenses
Investasi saham	356.375,1	316.169,5	40.205,6	12,7	Investments in shares of stocks
Aset pengampunan pajak	3.062,8	3.062,8	-	-	Tax amnesty assets
Aset pajak tangguhan - bersih	147.456,9	159.540,3	-12.083,4	-7,6	Deferred tax assets - net
Properti investasi	1.531.519,7	1.568.000,3	-36.480,6	-2,3	Investment properties
Aset tetap	935.777,1	980.327,7	-44.550,6	-4,5	Properties and equipment
Goodwill	19.255,5	19.255,5	-	-	Goodwill
Aset tidak lancar lain-lain	943.680,4	943.717,2	-36,8	0,0	Other noncurrent asets
Jumlah Aset Tidak Lancar	6.085.372,9	6.119.518,6	-34.145,7	-0,6	Total Noncurrent Assets

Aset tidak lancar turun Rp34,1 miliar atau 0,6% pada akhir 2022. Dari Rp6,12 triliun menjadi Rp6,09 triliun. Penurunan tersebut terutama berasal dari penurunan aset tetap sebesar Rp44,55 miliar, properti investasi Rp36,48 miliar, dan aset pajak tangguhan – bersih Rp12,08 miliar. Di samping itu, ada kenaikan signifikan di investasi saham sebesar Rp40,21 miliar dan persediaan Rp19,58 miliar.

Non-current assets decreased by IDR 34.14 billion or 0.6% by the end of 2022. From Rp 6.12 trillion to Rp 6.09 trillion. The decrease mainly came from a decrease in fixed assets of Rp. 44.55 billion, investment property of Rp. 36.48 billion, and deferred tax assets - net of Rp12.08 billion. In addition, there were significant increases in investments in shares of R p40.21 billion and inventories of Rp 19.58 billion.

Jumlah Liabilitas

Jumlah liabilitas 2022 tercatat sebesar Rp1,85 triliun, meningkat Rp16,86 miliar atau 0,9% dari 2021 yang tercatat Rp1.84 triliun. Peningkatan tersebut berasal dari kenaikan liabilitas jangka panjang sebesar Rp19,85 miliar, sedang pada liabilitas jangka pendek terdapat penurunan sebesar Rp2,99 miliar.

Total liabilities

Total liabilities in 2022 were recorded at IDR 1,85 trillion, an increase of IDR 16.86 billion or 0.9% from 2021 which was recorded at IDR 1,836.11 billion. The increase came from an increase in long-term liabilities of Rp. 19.85 billion, while in short-term liabilities there was a decrease of Rp. 2.99 billion.

Liabilitas Jangka Pendek

Short-Term Liabilities

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Utang obligasi	6.000,0	6.000,0	-	-	Bonds payable
Utang usaha					Trade accounts payable
Pihak berelasi	1.401,8	6.249,9	-4.848,1	-88,6	Related parties
Pihak ketiga	63.796,1	78.007,4	-14.211,3	-18,2	Third parties
Utang pajak	27.186,2	20.175,0	7.011,2	34,8	Taxes payable
Beban akrual	124.761,0	89.964,1	34.796,9	38,7	Accrued expenses
Pendapatan diterima dimuka	117.373,9	114.772,8	2.601,1	2,3	Unearned revenues
Cadangan untuk penggantian peralatan usaha	14.806,0	10.598,4	4.207,6	39,7	Reserve for replacement of operating equipment
Bagian liabilitas jangka panjang yang akan jatuh tempo dalam waktu satu tahun					Current portion of long-term liabilities
Utang bank jangka panjang	10.925,4	8.657,7	2.267,7	26,2	Long-term bank loans
Liabilitas sewa	1.689,3	2.093,9	-404,6	-19,3	Lease liabilities
Liabilitas jangka pendek lain-lain	401.179,7	435.589,4	-34.409,7	-7,9	Other current liabilities
Jumlah Liabilitas Jangka Pendek	769.119,4	772.108,6	-2.989,2	-0,4	Total Current Liabilities

Jumlah Liabilitas Jangka Pendek tercatat Rp769,12 miliar, lebih rendah Rp2,99 miliar atau 0,4% dari 2021 yang mencapai Rp772,11 miliar. Penurunan ini terutama berasal dari liabilitas jangka pendek lain-lain sebesar Rp34,41 miliar dan utang usaha pihak ketiga sebesar Rp14,21 miliar. Selain itu, terdapat peningkatan beban akrual sebesar Rp34,8 miliar, dari Rp89,96 miliar menjadi Rp124,76 miliar

Total Short-Term Liabilities was recorded at Rp 769.12 billion, lower by Rp 2.99 billion or 0.4% from 2021 which reached Rp 772.11 billion. This decrease mainly came from other current liabilities of Rp 34.41 billion and accounts payable to third parties of Rp 14.21 billion. In addition, there was an increase in accrued expenses by Rp34.8 billion, from Rp89.96 billion to Rp124.76 billion.

Liabilitas Jangka Panjang

Long-Term Liabilities

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Utang pihak berelasi	4.939,1	4.043,9	895,2	22,1	Due to related parties
Liabilitas pajak tangguhan - bersih	6.659,1	9.221,1	-2.562,0	-27,8	Deferred tax liabilities - net
Taksiran liabilitas untuk pembangunan prasarana, fasilitas umum dan sosial	142.821,0	142.821,0	-	-	Estimated liability for infrastructure development, public and social facilities
Liabilitas imbalan kerja jangka panjang	72.147,9	80.774,3	-8.626,4	-10,7	Long-term employee benefits liability
Pendapatan diterima dimuka	8.230,8	8.416,8	-186,0	-2,2	Unearned revenues
Pendapatan ditangguhkan	7.618,4	7.618,4	-	-	Deferred revenues
Liabilitas jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun					Long-term liabilities – net of current portion
Utang bank jangka panjang	252.372,2	263.295,1	-10.922,9	-4,1	Long-term bank loans
Liabilitas sewa	647,7	1.769,5	-1.121,8	-63,4	Lease liabilities
Liabilitas jangka panjang lain-lain	588.416,7	546.041,4	42.375,3	7,8	Others noncurrent liabilities
Jumlah Liabilitas Jangka Panjang	1.083.852,9	1.064.001,7	19.851,2	1,9	Total Noncurrent Liabilities

Jumlah Liabilitas Jangka Panjang meningkat Rp19,85 miliar atau 1,9% menjadi Rp1,08 triliun. Kenaikan tersebut dikontribusi dari meningkatnya liabilitas jangka panjang lain-lain sebesar Rp42,38 miliar, dan utang pihak berelasi sebesar Rp895,2 juta.

Total long-term liabilities increased by Rp19.85 billion or 1.9% to Rp1.08 trillion. The increase was contributed by an increase in other long-term liabilities of Rp. 42.37 billion and non-business related party payables of Rp. 895 million.

Jumlah Ekuitas

Total Equity

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk					Equity Attributable to Owners of the Parent Company
Modal ditempatkan dan disetor penuh – 2.329.040.482 saham	1.164.520,2	1.164.520,2	-	-	Issued and fully paid - 2.329.040.482 shares
Tambahan modal disetor - bersih	655.921,4	655.921,4	-	-	Additional paid-in capital-net
Selisih nilai transaksi dengan kepentingan nonpengendali	388.264,4	388.264,4	-	-	Difference in value arising from transaction will non-controlling interests
Selisih kurs penjabaran laporan keuangan	0,0	0,0	-	-	Exchange diffrence arising from financial statements transactions
Saldo laba	1.313.119,9	1.299.500,6	13.619,3	1,0	Retained earnings
Kepentingan Nonpengendali	1.204.029,5	1.265.054,1	-61.024,6	-4,8	Non-controlling Interests
Jumlah Ekuitas	4.725.855,4	4.773.260,7	-47.405,3	-1,0	Total Equity

Ekuitas Perseroan menurun Rp47,41 miliar (turun 1,0%) dari Rp4,77 triliun menjadi Rp4,73 triliun pada akhir 2022. Penurunan ini berasal dari kepentingan nonpengendali yang turun sebesar Rp61,02 miliar atau 4,8% dari tahun sebelumnya, dan kenaikan saldo laba sebesar Rp13,62 miliar.

The Company's equity decreased by Rp47.41 billion (1.0% decrease) from Rp4.77 trillion to Rp4.73 trillion at the end of 2022. This decrease came from non-controlling interests which decreased by Rp61.02 billion or 4.8% from the previous year, and an increase in retained earnings of Rp13.62 billion.

Laporan Laba Rugi Komprehensif Konsolidasian

Consolidated Comprehensive Profit Loss Statement

Tahun Year	Pendapatan Usaha Revenue	Usaha Hotel Hotel Business	Real Estat Real Estate	Jasa Telekomunikasi Telecommunication Services	Jasa Manajemen Perhotelan Hotel Management Services
2022					
Rp Juta Rp Million	1.266.978,0	469.518,8	557.559,7	237.454,3	2.445,2
Porsi Portion	100%	37,1%	44,0%	18,7%	0,2%
Naik/Turun Increase/Decrease	40,3%	58,2%	43,5%	10,1%	35,5%
2021					
Rp Juta Rp Million	902.939,3	296.875,2	388.651,9	215.607,9	1.804,3
Porsi Portion	100%	32,9%	43,0%	23,9%	0,2%
Naik/Turun Increase/Decrease	-0,4%	-1,6%	-0,6%	1,7%	15,0%

Pendapatan Usaha

Pendapatan usaha konsolidasian Perseroan per 31 Desember 2022 mencapai Rp1,27 triliun. Naik 40,3% dari pendapatan usaha di 2021 yang tercatat Rp902,94 miliar. Terdapat kenaikan pendapatan pada semua segmen usaha Perseroan di 2022, dengan perincian dari terbesar 58,2% dari usaha hotel, selanjutnya real estat 43,5%, jasa manejemen perhotelan 35,5% hingga yang terkecil 10,1% dari jasa telekomunikasi.

Pendapatan segmen usaha hotel berasal dari konsolidasian pendapatan Hotel Borobudur Jakarta, Hotel Ritz Carlton Pacific Place dan Apartemen Pacific Place Residence, yang terakumulasi mencapai Rp469,52 miliar di 2022. Meningkat Rp172,64 miliar atau 58,2% dari pendapatan di 2021 yang tercatat Rp296,88 miliar.

Revenue

The Company's consolidated revenue as of December 31, 2022 reached Rp 1.27 trillion. An increase of 40.3% from revenue in 2021 which was recorded at Rp 902.94 billion. There was an increase in revenue in all of the Company's business segments in 2022, with a breakdown of the largest 58.2% from the hotel business, followed by real estate 43.5%, hospitality management services 35.5% to the smallest 10.1% from telecommunication services.

Hotel business segment revenue comes from the consolidated revenue of Hotel Borobudur Jakarta, Ritz Carlton Pacific Place Hotel and Pacific Place Residence Apartment, which accumulated to Rp 469.52 billion in 2022. An increase of Rp 172.64 billion or 58.2% from the hotel business segment revenue in 2021 which was recorded at Rp 296.88 billion.

Pendapatan segmen usaha real estat berasal dari aktivitas Mal Pacific Place Jakarta dan dua gedung perkantoran: One Pacific Place dan Revenue Tower. Di 2022, diperoleh pendapatan sebesar Rp557,56 miliar. Lebih besar Rp168,91 miliar atau 43,5% dari dicapai di 2021 yang tercatat Rp388,65 miliar.

Segmen usaha jasa telekomunikasi memberikan kontribusi pendapatan sebesar Rp237,45 miliar di 2022. Terdapat kenaikan sebesar Rp21,84 miliar atau 10,1% dari capaian pendapatan 2021 yang tercatat sebesar Rp215,61 miliar.

Pendapatan jasa manajemen perhotelan (Discovery Hotel & Resort) terhadap hotel yang dikelolanya dibukukan sebesar Rp2,45 miliar di 2022, lebih besar 35,5% dari 2021 yang tercatat Rp1,8 miliar.

The real estate business segment revenue came from the activities of Pacific Place Mall Jakarta and two office buildings: One Pacific Place and Revenue Tower. In 2022, revenue amounted to Rp 557.56 billion. This was Rp 168.91 billion or 43.5% higher than the Rp 388.65 billion achieved in 2021.

The telecommunications services business segment contributed revenue of Rp 237.45 billion in 2022. There was an increase of Rp 21.84 billion or 10.1% from the 2021 revenue of Rp 215.61 billion.

Hotel management services revenue (Discovery Hotel & Resort) for four hotels: Hotel Borobudur Jakarta, Discovery Kartika Plaza Hotel, Discovery Ancol Hotel and Palace Hotel Cipanas was booked at Rp 2.45 billion in 2022, 35.5% higher than 2021 which was recorded at Rp 1.8 billion.

Beban Pokok Penjualan

Beban pokok penjualan Perseroan dihitung dari beban pokok penjualan segmen usaha hotel dan real estat. Terakumulasi Rp294,15 miliar di akhir 2022, lebih besar 14,7% dari 2021 yang tercatat Rp256,38 miliar. Kenaikan beban pokok penjualan 2022 berasal dari meningkatnya beban pokok penjualan segmen usaha hotel hingga 39,6% dari Rp150,06 miliar menjadi Rp209,51 miliar. Sementara beban pokok penjualan segmen usaha real estat mengalami efisiensi sebesar 20,4% dari Rp106,32 miliar menjadi Rp84,64 miliar.

Cost of Revenues

The Company's cost of revenues is calculated from the cost of revenues of the hotel and real estate business segments. It accumulated to Rp. 294.15 billion at the end of 2022, 14.7% higher than 2021 which was recorded at Rp 256.38 billion. The increase in cost of revenues in 2022 came from the increase in cost of revenues of the hotel business segment by 39.6% from Rp150.06 billion to Rp209.50 billion. Meanwhile, the cost of revenues of the real estate business segment was successfully streamlined by 20.4% from Rp 106.32 billion to Rp 84.64 billion.

Laba Kotor / Gross Profit

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Pendapatan Usaha	1.266.978,0	902.939,3	364.038,8	40,3	Revenue
Beban Pokok Penjualan	294.150,6	256.383,0	37.767,6	14,7	Cost of Revenues
Laba Kotor	972.827,5	646.556,3	326.271,1	50,5	Gross Profit

Laba Kotor Perseroan meningkat hingga Rp972,83 miliar di 2022. Lebih besar 50,5% dibanding dengan yang diperoleh di 2021 yang tercatat Rp646,56 miliar. Kenaikan laba kotor didapat dari pendapatan usaha yang meningkat hingga 40,3% di 2022. Sedang beban pokok penjualan meningkat 14,7% seiring kenaikan pendapatan usaha.

The Company's gross profit increased to Rp 972.83 billion in 2022. It was 50.5% greater than that obtained in 2021, which was recorded at Rp 646.56 billion. The increase in gross profit was obtained from revenues, which increased by 40.3% in 2022. While cost of revenues increased by 14.7% in line with the increase in revenues.

Beban Usaha / Operating Expenses

Tahun Year	Beban Usaha Operating Expenses	Penjualan Sales	Umum dan Administrasi General and Administration	Pajak Final Final Tax
2022				
Rp Juta Rp Million	980.654,3	19.219,1	892.059,9	69.375,3
Porsi Portion		2,0%	91,0%	7,1%
Naik/Turun Increase/Decrease	10,6%	36,8%	8,6%	35,4%
2021				
Rp Juta Rp Million	886.648,6	14.051,2	821.370,1	51.227,3
Porsi Portion		1,6%	92,6%	5,8%
Naik/Turun Increase/Decrease	-0,04%	-23,9%	0,4%	0,8%

Beban usaha Perseroan 2022 terakumulasi Rp980,65 miliar, naik Rp94 miliar atau 10,6% dari realisasi 2021 yang tercatat Rp886,65 miliar. Beban usaha Perseroan terbesar masih ada pada beban umum dan administrasi yang meningkat Rp70,69 miliar (naik 8,6%) dari Rp821,37 miliar menjadi Rp892,06 miliar. Beban usaha penjualan juga naik 36,8% dari Rp14,05 miliar menjadi Rp19,22 miliar dan beban usaha pajak final naik 35,4% menjadi Rp69,37 miliar dari sebelumnya Rp51,23 miliar.

The Company's operating expenses for 2022 accumulated to Rp 980.65 billion, an increase of Rp 94 billion or 10.6% from the realization of 2021 which was recorded at Rp 886.65 billion. The Company's largest operating expenses are still in general and administrative expenses which increased by IDR 70.69 billion, up 8.6% from Rp 821.37 billion to Rp 892.06 billion. Sales operating expenses also increased by 36.8% from Rp 14.05 billion to Rp 19.22 billion and final tax operating expenses increased by 35.43% to Rp 69.37 billion from Rp 51.23 billion previously.

Rugi Usaha / Operation Loss

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Laba Kotor	972.827,5	646.556,3	326.271,1	50,5	Gross Profit
Beban Usaha	980.654,3	886.648,6	94.005,7	10,6	Operating Expenses
Rugi Usaha	(7.826,8)	(240.092,3)	232.265,5	-96,7	Loss from Operations

Perseroan secara konsolidasi masih membukukan rugi usaha Rp7,83 miliar pada 2022, turun hingga 96,7% dari tahun sebelumnya yang tercatat Rp240,09 miliar. Rugi usaha masih terdapat dikarenakan adanya peningkatan beban usaha hingga 10,6%, dibanding dengan 2021 yang turun 0,04%.

The Company on a consolidated basis still posted an operating loss of Rp 7.83 billion in 2022, down by 96.7% from the previous year which recorded a loss of Rp 240.09 billion. The operating loss is still there due to an increase in operating expenses of up to 10.6%, compared to 2021 which decreased by 0.04%.

Penghasilan (Beban) Lain-Lain

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Pendapatan sewa dan pengelolaan kawasan	183.077,8	167.151,0	15.926,8	9,5	Revenues from rental and estate management
Pendapatan bunga	6.519,5	5.470,4	1.049,1	19,2	Interest income
Bagian laba (rugi) entitas asosiasi dan ventura bersama	670,7	(23.088,9)	23.759,6	-102,9	Share in net income (loss) of associates and joint ventues
Keuntungan (kerugian) selisih kurs mata uang asing - bersih	(278,3)	831,8	-1.110,1	-133,5	Gain (loss) on foreign exchange - net
Pemulihan (kerugian) penurunan nilai - bersih	(2.419,8)	3.744,3	-6.164,1	-164,6	Recovery (provision) for impairment - net
Beban bunga dan beban keuangan lainnya	(33.953,9)	(39.009,8)	5.055,8	-13,0	Interest expense and other finansial charges
Lain-lain – bersih	4.265,7	22.146,3	-17.880,6	-80,7	Others - net
Penghasilan Lain-Lain - Bersih	157.881,7	137.245,1	20.636,6	15,0	Other Income Net

Penghasilan lain-lain – bersih di 2022 mencapai Rp157,88 miliar, naik Rp20,64 miliar atau 15,0% dari 2021 yang terealisasi Rp137,24 miliar. Kontribusi terbesar dari penghasilan lain-lain – bersih masih berasal pendapatan sewa dan pengelolaan kawasan yang mencapai Rp183,08 miliar, naik 9,5% dari Rp167,15 miliar. Terdapat pula pendapatan bunga yang naik 19,2% dari Rp5,47 miliar menjadi Rp6,52 miliar, bagian laba entitas asosiasi dan ventura bersama Rp670,7 juta, dan lain-lain bersih yang turun 80,7% dari sebelumnya Rp22,15 miliar menjadi Rp4,27 miliar. Di samping ada kerugian: selisih kurs mata uang asing – bersih Rp278,3 juta dan penurunan nilai – bersih Rp2,42 miliar, dan beban bunga dan beban keuangan lainnya sebesar Rp33,95 miliar.

Other income - net in 2022 reached Rp 157.88 billion, an increase of Rp 20.64 billion or 15.0% from 2021 which was realized at Rp 137.24 billion. The largest contribution from other income - net still came from rental income and area management which reached Rp 183.08 billion, an increase of 9.5% from Rp 167.15 billion. In addition, there was an increase in interest income of 19.2% from Rp. 5.47 billion to Rp 6.52 billion, share of profit of associates and joint ventures of Rp 670.7 million, and others net which decreased by 80.7% from Rp 22.15 billion to Rp 4.27 billion. In addition, there were losses: foreign exchange - net Rp278.3 million and impairment - net Rp2.42 billion, and interest expense and other financial expenses of Rp33.95 billion.

Laba (Rugi) Sebelum Pajak / Profit (Loss) Before Tax

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Laba (Rugi) Usaha	(7.826,8)	(240.092,3)	232.265,5	-96,7	Profit (Loss) from Operations
Penghasilan (Beban) Lain-Lain	157.881,7	137.245,1	20.636,6	15,0	Other Income (Expenses)
Laba (Rugi) Sebelum Pajak	150.054,9	(102.847,2)	252.902,1	-245,9	Profit (Loss) Before Tax

Perseroan memperoleh laba sebelum pajak sebesar Rp150,05 miliar di 2022, setelah sebelumnya mencatatkan rugi sebelum pajak sebesar Rp102,85 miliar di 2021. Hal ini dimungkinkan karena rugi usaha yang harus ditutupi dengan penghasilan lain-lain berhasil dikurangi hingga 96,7% menjadi Rp7,83 miliar dari sebelumnya Rp240,09 miliar.

The Company earned a profit before tax of Rp 150.05 billion in 2022, after previously recording a loss before tax of Rp 102.85 billion in 2021. This was possible because the operating loss that had to be covered by other income was successfully reduced by 96.7% to Rp 7.83 billion from Rp 240.09 billion previously.

Laba (Rugi) Tahun Berjalan

Profit (Loss) for the Year

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Laba (Rugi) Sebelum Pajak	150.054,9	(102.847,2)	252.902,1	-245,9	Profit (Loss) Before Tax
Beban Pajak	17.479,5	10.771,2	6.708,3	62,3	Tax Expense
Laba (Rugi) Tahun Berjalan	132.575,4	(113.618,4)	246.193,8	-216,7	Profit (Loss) for the Year

Perseroan kembali mencatatkan laba tahun berjalan setelah mengalami kerugian sebesar Rp113,62 miliar di 2021 dan Rp62,54 miliar di 2020. Di 2022, dari laba sebelum pajak Rp150,05 miliar dan dipotong beban pajak sebesar Rp17,48 miliar, diperoleh laba tahun berjalan sebesar Rp132,57 miliar.

The company again recorded a profit for the year after suffering losses of Rp 113.62 billion in 2021 and Rp 62.54 billion in 2020. In 2022, from profit before tax of Rp 150.05 billion and tax expense of Rp 17.48 billion, a profit for the year of Rp 132.57 billion was obtained.

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada:					Profit for the Year Attributable to:
Pemilik Entitas Induk	3.871,1	(104.238,6)	108.109,7	-103,7	Owners of the Parent Company
Kepentingan nonpengendali	128.704,3	(9.379,8)	138.084,1	-1472,1	Non-controlling interests
Jumlah	132.575,4	(113.618,4)	246.193,8	-216,7	Total

Imbal Hasil
Return on Investment

Perseroan menggunakan 3 (tiga) ratio rentabilitas untuk mengukur kemampuannya dalam menghasilkan keuntungan dalam satu periode, yaitu profit margin, imbal hasil aset (Return on Investment) dan imbal hasil ekuitas (Return on Equity). Capaian Perseroan untuk ketiga ratio rentabilitas jauh lebih baik dibanding 2021 dan 2020. Capaian ketiga ratio masing-masing sebesar 10,5%, 2,0% dan 2,8% di 2022.

The Company uses 3 (three) profitability ratios to measure its ability to generate profits in one period, namely profit margin, Return on Investment and Return on Equity. The Company's achievements for the three profitability ratios were much better than 2021 and 2020. The achievements of the three ratios were 10.5%, 2.0% and 2.8% respectively in 2022.

Tahun Year	**Profit** Margin	**Imbal Hasil Aset** Return on Assets	**Imbal Hasil Ekuitas** Return on Equity
2022	10,5%	2,0%	2,8%
2021	(12,6)%	(1,7)%	(2,4)%
2020	(6,9)%	(0,9)%	(1,3)%

Penghasilan (Rugi) Komprehensif Lain

Other Comprehensive Income (Loss)

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Pos-pos yang tidak akan direklasifikasi ke laba rugi					Items that will not be reclassified to profit or loss
Pengukuran kembali liabilitas imbalan pasti	16.892,1	9.863,9	7.028,2	71,3	Remeasurement of defined benefit liability
Pajak sehubungan dengan pos yang tidak akan direklasifikasi	(3.211,7)	(1.423,9)	(1.787,8)	125,6	Tax relating to items that will not be reclassified

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Bagian penghasilan (rugi) komprehensif lain dari entitas asosiasi yang dicatat dengan metode ekuitas	(1,2)	1,1	(2,3)	-204,7	Equity accounted investee – share of other comprehensive income (loss)
Jumlah Penghasilan Komprehensif Lain – Setelah Pajak	13.679,2	8.441,1	5.238,1	62,1	Total Other Comprehensive Income - Net of Tax

Perseroan berhasil membukukan penghasilan komprehensif lain setelah pajak sebesar Rp13,68 miliar di 2022, naik Rp5,24 miliar atau 62,1% dari 2021 yang tercatat Rp8,44 miliar. Kenaikan tersebut berasal peningkatan pengukuran kembali liabilitas imbalan pasti dari sebelumnya Rp9,86 miliar menjadi Rp16,89 miliar.

The Company managed to book other comprehensive income of Rp. 13.68 billion in 2022, an increase of Rp. 5.24 billion or 62.1% from 2021 which recorded Rp. 8.44 billion. The increase came from a decrease in the remeasurement of defined benefit liabilities from Rp. 9.86 billion to Rp. 16.89 billion.

Jumlah Penghasilan (Rugi) Komprehensif

Total Comprehensive Income (Loss)

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Laba (Rugi) Tahun Berjalan	132.575,4	(113.618,4)	246.193,8	-216,7	Profit (Loss) for the Year
Penghasilan Komprehensif Lain – Setelah Pajak	13.679,2	8.441,1	5.238,1	62,1	Other Comprehensive Income – Net of Tax
Jumlah Penghasilan (Rugi) Komprehensif	146.254,6	(105.177,3)	251.431,9	-239,1	Total Comprehensive Income (Loss)

Perseroan kembali memperoleh penghasilan komprehensif seiring dengan dibukukannya kembali laba tahun berjalan yang didapat di 2022. Ditambah dengan penghasilan komprehensif lain – setelah pajak sebesar Rp13,68 miliar, dibukukan penghasilan komprehensif sebesar Rp146,25 miliar, yang nantinya diatribusikan kepada Pemilik Entitas Induk sebesar Rp13,62 miliar dan Kepentingan nonpengendali Rp132,63 miliar.

The Company once again earned comprehensive income as it booked back its profit for the year in 2022. Coupled with other comprehensive income - after tax amounting to Rp. 13.68 billion comprehensive income of Rp146.25 billion was booked, which will be attributed to Owners of the Parent Entity of Rp13.62 billion and non-controlling interests of Rp132.63 billion.

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Jumlah Laba (Rugi) Komprehensif yang Dapat Diatribusikan Kepada:					Total Comprehensive Profit (Loss) Attributable to:
Pemilik Entitas Induk	13.619,3	(96.871,6)	110.490,9	-114,1	Owners of the Parent Company
Kepentingan nonpengendali	132.635,3	(8.305,7)	140.941,0	-1.696,9	Non-controlling interests
Jumlah	146.254,6	(105.177,3)	251.431,9	-239,1	Total

LAPORAN ARUS KAS
CASH FLOW STATEMENT

Arus Kas Bersih

Net Cash Flow

(dalam jutaan in million Rupiah)

Tahun Year	Aktivitas Operasi Operating Activities	Aktivitas Investasi Investing Activities	Aktivitas Pendanaan Financing Activities	Kenaikan Bersih Kas dan Setara Kas Net Increase in Cash and Cash Equivalents
2022	359.312,8	(131.065,5)	(209.559,9)	18.687,4
2021	142.909,2	(36.742,6)	(10.560,8)	95.605,8

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Kenaikan (Penurunan) bersih kas dan setara kas	**18.687,4**	**95.605,8**	**-76.918,4**	**80,5**	Net Increase (Decrease) in cash and cash equivalents
Kas dan setara kas awal tahun	299.602,3	203.302,0	96.300,2	47,4	Cash and cash equivalents at the beginning of the year
Pengaruh perubahan kurs mata uang asing	6.190,9	694,5	5.496,5	791,5	Effect of foreign exchange rate changes
Kas dan setara kas akhir tahun	324.480,6	299.602,3	24.878,4	8,3	Cash and cash equivalents at the end of the year

Saldo akhir kas dan setara kas Perseroan pada akhir 2022 tercatat Rp324,48 miliar, lebih besar Rp24,88 miliar dari yang dibukukan pada akhir 2021 sebesar Rp299,0 miliar. Peningkatan ini berasal dari kenaikan kas bersih diperoleh dari aktivitas operasi sebesar 151,4% dengan kenaikan kas bersih yang digunakan untuk aktivitas investasi dan aktivitas pendanaan masing-masing sebesar 256,7% dan 1.884,3%.

Arus Kas Operasi

Dari aktivitas operasi hingga akhir 2022 diperoleh kas bersih sebesar Rp359,31 miliar, naik Rp216,0 miliar atau 151,4%. Peningkatan ini terutama berasal dari meningkatnya penerimaan kas dari pelanggan, dari sebelumnya Rp1,10 triliun menjadi Rp1,45 triliun dan penerimaan setoran jaminan (sebelumnya pengembalian) Rp8,28 miliar. Di sisi lain, terdapat kenaikan pembayaran: kas untuk/kepada pemasok, karyawan dan lainnya dari Rp885,65 miliar menjadi Rp1,02 triliun, pajak penghasilan dari Rp10,5 miliar menjadi Rp11,44 miliar, dan pajak final dari Rp51,91 miliar menjadi Rp69,99 miliar.

Arus Kas Investasi

Kas neto yang digunakan untuk aktivitas investasi mencapai Rp131,07 miliar hingga akhir 2022. Naik 256,7% dari 2021 yang mencapai Rp36,74 miliar. Terdapat penambahan uang muka Rp6,9 miliar, kenaikan aset lain-lain – bersih sebesar Rp27,83 miliar, serta kenaikan perolehan: properti investasi menjadi Rp32,25 miliar dan aset tetap menjadi Rp71 miliar.

Arus Kas Pendanaan

Kas neto digunakan untuk aktivitas pendanaan naik menjadi Rp209,56 miliar dari Rp10,56 miliar Peningkatan tersebut terutama berasal dari adanya pembayaran dividen kepada kepentingan nonpengendali sebesar Rp188,08 miliar. Selain ini, ada kenaikan pembayaran utang bank jangka panjang dari Rp1,28 miliar menjadi Rp9,1 miliar, dan penurunan pembayaran: liabilitas sewa dari Rp2,31 miliar menjadi Rp2,23 miliar, dan bunga dan beban keuangan lainnya dari Rp20,11 miliar menjadi Rp11,05 miliar.

The Company's final balance of cash and cash equivalents at the end of 2022 was recorded at Rp. 324.48 billion, Rp. 24.88 billion higher than that recorded at the end of 2021 of Rp299.0 billion. This increase was mainly influenced by cash flow from operating activities which increased by 151.4% with an increase in net cash used in investing activities and financing activities of 256.7% and 1,884.3%, respectively.

Operating Cash Flow

Net cash from operating activities until the end of 2022 amounted to Rp359.31 billion, an increase of Rp216.40 billion or 151.4%. This increase mainly came from an increase in cash receipts from customers, from previously Rp1.10 trillion to Rp1.45 trillion and receipt of security deposits (previously refunds) of Rp8.28 billion. On the other hand, there were increases in payments: cash to suppliers, employees and others from Rp885.65 billion to Rp1.02 trillion, income tax from Rp10.5 billion to Rp11.44 billion, and final tax from Rp51.91 billion to Rp69.99 billion.

Investment Cash Flows

Net cash used in investing activities reached Rp. 131.07 billion by the end of 2022. Up 256.7% from 2021 which reached Rp. 36.74 billion. There were additional advances of Rp 6.9 billion, an increase in other assets - net of Rp 27.83 billion, as well as an increase in acquisition: investment property to Rp 32.25 billion and property and equipment to Rp71 billion..

Financing Cash Flow

Net cash used in financing activities rose to Rp209.56 billion from Rp10.56 billion The increase mainly came from dividend payments to non-controlling interests of Rp188.08 billion. In addition to this, there was an increase in payments of long-term bank debt from Rp1.28 billion to Rp9.1 billion, and a decrease in payments: lease liabilities from Rp2.31 billion to Rp2.23 billion, and interest and other financial expenses from Rp20.11 billion to Rp11.05 billion.

KEMAMPUAN MEMBAYAR UTANG DAN KOLEKTIBILITAS PIUTANG
DEBT-PAYING ABILITY AND RECEIVABLES COLLECTIBILITY

Kemampuan Membayar Pinjaman

Debt-Paying Ability

Tahun Year		Rasio Lancar Current Ratio	Rasio Kas Cash Ratio	Solvabilitas Aset Asset Solvency	Solvabilitas Ekuitas Equity Solvency
2022	Nilai Value	64,2%	42,2%	28,2%	39,2%
	Naik/Turun Increase/ Decrease	1,3%	8,8%	1,4%	1,8%

Tahun Year		Rasio Lancar Current Ratio	Rasio Kas Cash Ratio	Solvabilitas Aset Asset Solvency	Solvabilitas Ekuitas Equity Solvency
2021	Nilai Value	63,4%	38,8%	27,8%	38,5%
	Naik/Turun Increase/Decrease	17,2%	41,6%	1,5%	2,1%
2020	Nilai Value	54,1%	27,4%	27,4%	37,7%
	Naik/Turun Increase/Decrease	-24,1%	-27,7%	1,1%	1,3%

Empat rasio keuangan digunakan untuk menggambarkan tingkat likuiditas dan solvabilitas berkaitan untuk memenuhi kewajiban jangka pendek dan jangka panjang Perseroan. Dua rasio likuiditas, yaitu ratio lancar dan ratio kas digunakan untuk mengukur kemampuan melunasi kewajiban jangka pendek. Dua ratio solvabilitas, yaitu solvabilitas aset dan solvabilitas ekuitas, digunakan untuk mengukur kemampuan memenuhi seluruh kewajibannya.

Four financial ratios are used to illustrate the level of liquidity and solvency related to meeting the Company's short-term and long-term obligations. Two liquidity ratios, namely current ratio and cash ratio, are used to measure the ability to pay off short-term obligations. Two solvency ratios, namely asset solvency and equity solvency, are used to measure the ability to meet all obligations.

Rasio lancar dan rasio kas kembali meningkat di 2022 dengan masing-masing mencapai 64,2% dan 42,2%. Dengan demikian kemampuan memenuhi kewajiban jangka pendeknya tercatat lebih baik dari tahun sebelumnya yang tercatat masing-masing mencapai 63,4% dan 38,8%.

The current ratio and cash ratio increase again in 2022, reaching 64.2% and 42.2% respectively. Thus the ability to meet its short-term obligations was better than the previous year, which stood at 63.4% and 38.8% respectively.

Dua ratio solvabilitas kembali naik di 2022. Solvabilitas aset naik menjadi 28,2% dari 27,8%, demikian halnya dengan solvabilitas ekuitas menjadi 39,2% dari 38.5%. Penurunan jumlah aset dan jumlah ekuitas berpengaruh pada naiknya kedua ratio solvabilitas.

Two solvency ratios rose again in 2022. Asset solvency rose to 28.2% from 27.8%, as did equity solvency to 39.2% from 38.5. The decrease in total assets and total equity affects the increase in both solvency ratios.

Tingkat Kolektibilitas Piutang

Kolektibilitas piutang usaha ditinjau secara berkala. Piutang yang diketahui tidak tertagih, dihapuskan secara langsung dengan mengurangi nilai tercatatnya. Akun penyisihan digunakan ketika terdapat bukti yang objektif bahwa Perseroan tidak dapat menagih seluruh nilai terutang sesuai dengan persyaratan awal piutang.

Tingkat perputaran piutang Perseroan di 2022 adalah 13 hari. Lebih baik dari 2021 yang tercatat 19 hari. Perseroan dan Entitas Anak juga telah mencadangkan kerugian nilai piutang sebesar Rp23,2 miliar untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang tersebut. Pada 2022, terdapat kenaikan atas cadangan kerugian nilai piutang sebesar Rp1,5 miliar.

Receivables Collectibility

Receivables collectibility is reviewed periodically. Receivables known to be uncollectible are written off immediately by reducing their carrying amount. An allowance account is used when there is objective evidence that the Company will not be able to collect all amounts due in accordance with the original terms of the receivables.

The Company's receivables turnover rate in 2022 was 13 days. This is better than 2021 which recorded 19 days. The Company and Subsidiaries have also reserved for losses on receivables amounting to Rp23.2 billion to cover possible losses on uncollectible receivables. In 2022, there was an increase in the allowance for impairment of receivables of Rp1.5 billion.

Struktur Permodalan

Perseroan mengelola struktur modal, dan melakukan penyesuaian berhubungan dengan dinamika perekonomian dan bisnis. Secara berkala dikaji untuk memastikan struktur modal dan imbal hasil bagi pemegang saham pada tingkat yang optimal. Juga mengupayakan struktur modal tetap terjaga dengan mempertimbangkan kebutuhan modal di masa depan, tidak berdampak negatif terhadap peringkat kredit dan tetap dapat memberikan keleluasaan buat pengembangan bisnis.

Perseroan memantau permodalannya dengan menggunakan analisa *gearing ratio* (rasio utang terhadap modal), yakni membagi utang bersih (terdiri dari utang bank dan utang obilgasi) terhadap jumlah ekuitas.

Pada akhir 2021 dan 2022, jumlah kas dan setara kas Perseroan dan Entitas Anak mampu menutup pembayaran seluruh pinjaman. Sumber pendanaan Perseroan dalam menjalankan kegiatannya berasal dari utang jangka pendek, utang jangka panjang dan modal.

Capital Structure

The Company manages its capital structure, and makes adjustments in relation to economic and business dynamics. It is regularly reviewed to ensure that the capital structure and returns to shareholders are at an optimal level. It also strives to maintain a capital structure that takes into account future capital requirements, does not negatively impact credit ratings and still provides flexibility for business development.

The Company monitors its capital using gearing ratio analysis, which divides net debt (consisting of bank debt and bonded debt) by total equity.

At the end of 2021 and 2022, the total cash and cash equivalents of the Company and Subsidiaries are able to cover all loan payments. The Company's funding sources in carrying out its activities come from short-term debt, long-term debt and capital.

Keterangan	2022	2021	Perubahan Change		Description
	dalam jutaan in million Rupiah			%	
Jumlah pinjaman dan utang	269.297,5	277.952,8	(8.655,3)	(3,1)	Total loans and payables
Dikurangi: kas dan setara kas	324.480,6	299.602,3	24.878,4	8,3	Less: cash and cash equivalents
Utang bersih	(55.183,1)	(21.649,5)	(33.533,6)	154,9	Net debt
Jumlah Ekuitas	4.725.855,4	4.773.260,7	(47.405,4)	(1,0)	Total Equity

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL
MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENT

Dikarenakan tidak terdapat ikatan material untuk investasi barang modal selama 2022, Perseroan tidak menyajikan informasi mengenai nama pihak yang melakukan ikatan, tujuan ikatan, sumber dana yang diharapkan untuk memenuhi ikatan, mata uang yang menjadi denominasi dan langkah-langkah yang direncanakan untuk melindungi risiko dari posisi mata uang asing.

As there are no material commitments for capital goods investment during 2022, the Company does not present information on the name of the parties to the commitments, the purpose of the commitments, the expected source of funds to fulfill the commitments, the currency of denomination and the measures planned to hedge the risk of foreign currency positions.

Investasi Barang Modal 2022

Dari rencana belanja barang modal 2022 sebesar Rp124,06 miliar, Perseroan telah merealisasikan sebesar Rp111,52 miliar atau 89,9%. Sebagian besar, yaitu Rp79,58 miliar atau 71,4% telah digunakan untuk peningkatan fasilitas di hotel dan mal. Selanjutnya sebesar Rp4,18 miliar untuk jasa telekomunikasi, dan selebihnya untuk pengembangan sebesar Rp122,67 juta atau 0,1% untuk peralatan operasional di Perseroan dan gedung perkantoran.

Capital Investment 2022

From the 2022 capital expenditure plan of Rp124.06 billion, the Company has realized Rp111.52 billion or 89.9%. Most of it, namely Rp79.58 billion or 71.4%, has been used to improve facilities in hotels and malls. Furthermore, Rp4.18 billion for telecommunication services, and the rest for the development of Rp122.67 million or 0.1% for operational equipment in the Company and office buildings.

Rencana Investasi Barang Modal 2023

Perseroan bersama Entitas Anak merencanakan dana sekira Rp176,76 miliar untuk invetasi barang modal di 2023. Sebagian besar digunakan peningkatan kualitas: fasilitas di SCBD dan Control Building sebesar Rp66,47 miliar, peralatan operasional dan fasilitas hotel dan mal Rp60,99 miliar, perangkat dan jasa telekomunikasi Rp28,28 miliar dan peralatan operasional dan fasilitas gedung perkantoran Rp20,82 miliar.

Capital Investment Plan 2023

The Company plans to spend around Rp 100 billion for capital investment in 2023. Most of it will be used to support operations such as: improving the quality of facilities and operational equipment in commercial properties; revitalization: various facilities in SCBD, hotel operational equipment, telecommunication equipment and services.

PROSPEK USAHA
BUSINESS PROSPECTS

Pencapaian Target 2022

Di tengah ketidakpastian global berpotensi mengganggu stabilitas perekonomian nasional, pertumbuhan ekonomi Indonesia 2022 tetap kuat. Berturut-turut dari kuartal I hingga IV, ekonomi Indonesia tumbuh 5,01%, 5,44%, 5,72% dan 5,01%, dan secara tahunan 5,31%, jauh meningkat dari capaian tahun 2021 sebesar 3,69%.

Dengan capaian-capaian positif berpengaruh nyata pada kinerja Perseroan di 2022, yang jauh lebih baik dibanding dengan dua tahun pandemi. Kinerja keuangan Perseroan kembali positif, seperti pendapatan usaha yang meningkat hingga 40,3% menjadi Rp1,27 triliun dari sebelumnya Rp902,94 miliar. Laba bersih kembali diperoleh sebesar Rp132,57 miliar, dari sebelumnya tercatat rugi Rp113,62 miliar di 2021.

Menyikapi terhadap pencapaian yang diperoleh sepanjang 2022, Perseroan tetap akan melakukan evaluasi terhadap pelaksanaan strategi, memperbaiki yang belum sempurna, menambah yang

Target Achievement 2022

In the midst of global uncertainty that has the potential to destabilize the national economy, Indonesia's economic growth in 2022 remains strong. Consecutively from the first to the fourth quarter, Indonesia's economy grew by 5.01%, 5.44%, 5.72% and 5.01%, and on an annualized basis of 5.31%, much higher than 2021's achievement of 3.69%.

With positive achievements, the Company's performance in 2022 is significantly better than the two years of the pandemic. The Company's financial performance was again positive, such as revenue which increased by 40.2% to Rp 1.27 trillion from the previous Rp 902.93 billion. Net profit was again obtained at Rp 121.93 billion, from the previous recorded loss of Rp 113.62 billion in 2021.

In response to the achievements obtained throughout 2022, the Company will continue to evaluate the implementation of strategies, improve the imperfect, add the missing, and strive for new, more

kurang, hingga mengupayakan yang baru, lebih antisipatif dan akomodatif, guna tetap dapat berkinerja lebih baik dari tahun sebelumnya.

Prospek Perekonomian 2023

Ekonomi global tahun 2023 diprediksi terkena *perfect storm*, yakni kondisi di mana tiga petaka terjadi sekaligus di saat yang sama: inflasi tinggi (*hyper inflasi*), kontraksi ekonomi dan masalah geopolitik. *Hyper inflasi* memaksa otoritas moneter menaikkan suku bunga. Lonjakan suku bunga yang terlalu agresif akan menyebabkan ekonomi terjungkal ke jurang resesi. Dua lembaga keuangan internasional IMF dan Bank Dunia memprediksikan ekonomi global 2023 akan kembali melambat.

IMF dalam laporan *World Economic Outlook* edisi Oktober 2022 memprediksi ekonomi global 2023 turun menjadi 2,7%, dengan ketidakpastian tetap sangat tinggi dalam konteks perang dan pandemi. Negara-negara yang menyumbangkan sepertiga ekonomi dunia mengalami kontraksi ekonomi dalam kuartal terakhir 2022 atau tahun depan (2023), dan terdapat peluang resesi global sebesar 25%.

Bank Dunia (*Global Economic Prospec* edisi Januari – 11.01.2023) kembali memangkas angka proyeksi pertumbuhan ekonomi global menjadi hanya 1,7% pada 2023, turun 1,3% di bawah perkiraan sebelumnya yang sebesar 3%. Berlarutnya inflasi yang terjadi di sejumlah negara maju membuat Bank Dunia memprediksi pertumbuhan ekonomi global pada 2023 masih akan buram.

Prediksi pertumbuhan ekonomi global terbaru dari IMF (*World Economic Outlook Update* edisi Januari 2023 - 31/1) lebih optimis, kendati masih dibayangi pelambatan. Pertumbuhan ekonomi global diproyeksikan akan melambat dari 3,4% pada 2022 menjadi 2,9% pada 2023, lalu naik ke 3,1% pada 2024.

Dibukanya perekonomian Tiongkok (setelah ditutup akibat penyebaran Covid-19) mulai 8 Januari 2023 diyakini akan mendorong dan mempercepat pelebaran jalan pemulihan aktivitas ekonomi lebih cepat. Selanjutnya kondisi keuangan global juga dinilai membaik dengan meredanya tekanan inflasi serta normalisasi dolar AS dari level tertingginya pada November 2022. Inflasi global diperkirakan turun dari 8,8% pada 2022 menjadi 6,6% pada 2023, lalu menjadi 4,3% pada 2024. Masih di atas level prapandemi Covid-19 yang di angka 3,5%.

Sementara untuk Indonesia dalam pemulihan ekonomi ke depan masih akan dibayangi gejolak ekonomi global, yang akan memengaruhi ekonomi Indonesia mulai kuartal IV-2022. Tren ini bakal terus berlanjut tahun depan. Gejolak ekonomi global yang terjadi di sepanjang 2022 adalah lonjakan inflasi global disebabkan *supply disruption* karena pandemi dan perang, yang dikombinasikan dengan *excessive* stimulus fiskal dan moneter sebelum dan selama pandemi di negara maju.

Gejolak yang akan menekan ekonomi dalam negeri adalah kenaikan suku bunga the Fed yang akan menekan pasar likuiditas yang berujung pada keluarnya aliran modal asing (*net outflow*) dan pelemahan nilai tukar rupiah. Dari sisi kurs rupiah yang berada di kisaran Rp15.482, membuat cadangan devisa terkuras untuk menahan gejolak dinamika di pasar keuangan.

Bank Dunia (Global Economic Prospec edisi Januari – 11.01.2023) memproyeksikan ekonomi Indonesia 2023 hanya tumbuh 4,8% atau turun 0.5% dibandingkan proyeksi Bank Dunia pada edisi Juni 2022 yang sebesar 5,3%. Masih lebih baik dibandingkan negara lain di kawasan seperti Tiongkok 4,3% dan Thailand 3,6%. Malaysia,

anticipatory and accommodating ones, in order to continue to perform better than the previous year.

Economic Outlook 2023

The global economy in 2023 is predicted to be hit by a perfect storm, a condition in which three disasters occur at the same time: hyper inflation, economic contraction and geopolitical problems. Hyper inflation forces monetary authorities to raise interest rates. Too aggressive a jump in interest rates will cause the economy to fall into recession. Two international financial institutions, the IMF and the World Bank, predict that the global economy will slow down again in 2023.

The IMF in its October 2022 edition of the World Economic Outlook report predicts the 2023 global economy to fall to 2.7%, with uncertainty remaining very high in the context of wars and pandemics. Countries that account for a third of the world economy experienced economic contraction in the last quarter of 2022 or next year (2023), and there is a 25% chance of a global recession.

The World Bank (Global Economic Prospect January edition - 11.01.2023) cut its global economic growth projection to just 1.7% in 2023, down 1.3% below its previous estimate of 3%. The persistence of inflation in a number of developed countries makes the World Bank predict that global economic growth in 2023 will still be blurry.

The latest global economic growth prediction from the IMF (World Economic Outlook Update January 2023 edition - 31/1) is more optimistic, although still overshadowed by a slowdown. Global economic growth is projected to slow from 3.4% in 2022 to 2.9% in 2023, then rise to 3.1% in 2024.

The opening of the Chinese economy (after being closed due to the spread of Covid-19) starting January 8, 2023 is believed to encourage and accelerate the widening of the road to recovery of economic activity more quickly. Furthermore, global financial conditions are also considered to improve with the easing of inflationary pressures and the normalization of the US dollar from its highest level in November 2022. Global inflation is expected to fall from 8.8% in 2022 to 6.6% in 2023, then to 4.3% in 2024. Still above the Covid-19 pre-pandemic level of 3.5%.

Meanwhile, Indonesia's future economic recovery will still be overshadowed by global economic turmoil, which will affect the Indonesian economy starting in the fourth quarter of 2022. This trend will continue next year. Global economic turmoil that occurs throughout 2022 is a surge in global inflation due to supply disruption due to pandemics and wars, combined with excessive fiscal and monetary stimulus before and during the pandemic in developed countries.

The turmoil that will put pressure on the domestic economy is the Fed's interest rate hike, which will suppress the liquidity market, leading to net outflows of foreign capital and weakening of the rupiah exchange rate. In terms of the rupiah exchange rate, which is in the range of Rp 15,482, making foreign exchange reserves depleted to withstand the turbulent dynamics in the financial markets.

The World Bank (Global Economic Prospec January edition - 11.01.2023) projects that Indonesia's economy in 2023 will only grow by 4.8%, down 0.5% compared to the World Bank's projection in the June 2022 edition of 5.3%. Still better than other countries in the region such as China 4.3% and Thailand 3.6%. Malaysia,

Filipina dan Vietnam juga diperkirakan melambat dengan masing-masing 4,0%, 5,4% dan 6,3% dikarenakan pertumbuhan ekspor ke pasar-pasar utama melambat.

Proyeksi Usaha 2023

Di tengah pemulihan ekonomi Indonesia yang masih dibayangi gejolak ekonomi global, ekonomi Indonesia sepanjang tahun 2023, diharapkan tetap dapat tumbuh dan tetap kuat didorong peningkatan permintaan domestik dan ekspor. Konsumsi rumah tangga diperkirakan makin kuat sejalan dengan meningkatnya mobilitas di seluruh wilayah, penjualan eceran dan membaiknya keyakinan konsumen.

Ada keoptimisan bahwa target laju pertumbuhan ekonomi 2023 sebesar 5,35% diyakini bakal tercapai. Namun, tidak bisa diabaikan gejolak ekonomi global yang masih berlanjut. Juga dengan Pandemi Covid-19 yang belum sepenuhnya sirna, sewaktu-waktu bisa kembali mewabah berkepanjangan.

Keoptimisan dan kesadaran untuk tetap hati-hati menjadi pertimbangan-pertimbangan dalam Perseroan menyusun target-target perusahaan, terutama dalam hal pendapatan usaha dan capaian laba bersih.

Di tahun 2023, untuk pendapatan usaha konsolidasian ditargetkan dapat naik hingga Rp1,61 triliun, meningkat 27,3% dari capaian 2022 yang terealisasi Rp1,27 triliun. Porsi terbesar sebesar Rp1,32 triliun (81,8%) berasal dari dua segmen usaha: hotel sebesar Rp652,45 miliar (naik 39,0% dari realisasi Rp469,52 miliar) dan real estat sebesar Rp666,53 miliar (naik 19,5% dari realisasi Rp557,56 miliar). Dua segmen usaha lainnya, yaitu jasa telekomunikasi ditargetkan Rp288,76 miliar (naik 21,6% dari realisasi Rp237,45 miliar) dan jasa manajemen perhotelan ditargetkan Rp4,57 miliar (naik 87,0% dari realisasi Rp2,45 miliar).

Sedang untuk laba bersih diharapkan bisa mencapai Rp224,68 miliar, meningkat hampir 70% dari realisasi perolehan laba bersih 2022 yang mencapai Rp132,58 miliar.

Philippines and Vietnam are also expected to slow down with 4.0%, 5.4% and 6.3% respectively as export growth to key markets slows down.

Business Outlook 2023

Amid Indonesia's economic recovery that is still overshadowed by global economic turmoil, Indonesia's economy throughout 2023, is expected to continue to grow and remain strong driven by increased domestic demand and exports. Household consumption is expected to be stronger in line with increasing mobility across the region, retail sales and improving consumer confidence.

There is optimism that the 2023 economic growth rate target of 5.35% will be achieved. However, the continuing global economic turmoil cannot be ignored. Also with the Covid-19 Pandemic that has not completely disappeared, at any time it could return to a prolonged outbreak.

Optimism and awareness to remain prudent are considerations in the Company's targets, especially in terms of revenues and net profit achievements.

In 2023, consolidated revenues are targeted to increase to Rp1.61 trillion, an increase of 27.3% from the 2022 achievement of Rp1.27 trillion. The largest portion of Rp1.32 trillion (81.8%) came from two business segments: hotels at Rp652.45 billion (up 39.0% from the realization of Rp469.52 billion) and real estate at Rp666.53 billion (up 19.5% from the realization of Rp557.56 billion). Two other business segments, namely telecommunication services, are targeted at Rp288.76 billion (up 21.6% from the realization of Rp237.45 billion) and hotel management services are targeted at Rp4.57 billion (up 87.0% from the realization of Rp2.45 billion).

Meanwhile, net profit is expected to reach Rp224.68 billion, an increase of almost 70% from the realization of net profit in 2022 which reached Rp132.58 billion.

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

MATERIAL INFORMATION AND FACTS AFTER THE REPORTING DATE

Tidak ada kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. Dengan demikian Perseroan tidak menyajikan informasi tentang kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.

There are no significant events after the date of the accountant's report including its impact on future business performance and risks. Therefore, the Company does not present information about significant events after the date of the accountant's report including its impact on future business performance and risks.

ASPEK PEMASARAN
MARKETING ASPECTS

Pangsa Pasar

Selama masa pandemi Covid-19, operasional usaha perhotelan sangat tertekan. Tingkat keterisian kamar secara nasional mengalami kemerosotan. Di tingkat nasional secara rata-rata 45-50%, sedang di Jakarta sempat anjlok di level terendah 30,7% di Agustus 2021.

Sementara, apabila melihat pencapaian pada tingkat keterisian hotel bintang lima dari Perseroan (Hotel Borobudur Jakarta dan The Ritz-Carlton Pacific Place) sebesar 75% dan 65%, menunjukkan kinerja yang masih relatif baik di tengah kemerosotan tingkat keterisian kamar hotel-hotel di Indonesia, dan terutama di Jakarta.

Persaingan hotel-hotel bintang lima sangat ketat di Jakarta. Dan tren pertumbuhan proyek baru di Jakarta, dengan ditopang permodalan kuat dan alasan pretise, cenderung lebih ke hotel mewah atau di atas bintang empat. Apabila dua hotel bintang lima dari Perseroan masih dapat berkinerja baik, tentunya terdapat keunggulan-keunggulan yang membuat kepercayaan dari tamu-tamu tetap berlanjut.

Hotel Borobudur Jakarta dan The Ritz-Carlton Pacific Place berada pada lokasi strategis pusat kota dan mudah dijangkau. Selain ini yang membuat tamu untuk kembali datang adalah keinginan untuk dapat kembali menikmati dengan yang pernah dirasakan selama menginap. Seperti Restoran Bogor Cafe dengan menu andalan Sup Buntut yang bercita rasa klasik. Hingga saat ini masih menjadi menu favorit para tamu dan pengunjung Hotel Borobudur Jakarta. Sekarang cita rasa Sup Buntut Hotel Borobudur Jakarta dapat pula dinikmati pada gerai Bogor Cafe di Mal Pacific Place.

Sementara The Ritz-Carlton Pacific Place dikenal sebagai tempat penyelenggaraan *meeting, incentive, conference dan exhibiton* (MICE) dengan tamu nasional dan internasional.

Di bidang pengelolaan kawasan, area seluas ± 45 ha yang berlokasi di wilayah Segitiga Emas Jakarta (Jendral Sudirman, Gatot Subroto dan Senopati), telah berhasil ditransformasikan oleh Entitas Anak PT Danayasa Arthatama menjadi kawasan niaga premium *Sudirman Central Business Distric* (SCBD). Di aea tersebut telah berdiri pusat bisnis premium dengan gedung perkantoran, hunian eksklusif, pusat perbelanjaan modern dan hotel bintang lima, yang didukung dan dilengkapi dengan sarana dan prasarana yang terintegrasi. Saat ini, walaupun ada pusat-pusat bisnis lainnya di Jakarta, kawasan SCBD tetap menjadi tempat pilihan untuk beraktivitas, berusaha dan berinvestasi. Keberadaan Bursa Efek Indonesia yang berkantor di SCBD sejak 1995, menjadikan kawasan SCBD sebagai barometer perekonomian Indonesia.

Dinamika pengembangan dan pengelolaan akan terus dilaksanakan, baik di lokasi usaha yang sekarang maupun dalam rangka memperluas portofolio usaha di tempat yang baru.

Strategi dan Kegiatan Pemasaran

Daerah pemasaran produk dan jasa Perseroan bersama Entitas Anak tidak hanya di Jakarta. Untuk unit usaha perhotelan, selain di Jakarta, juga terdapat di Cipanas, Jawa Barat dan Kuta, Bali. Entitas Cucu PT Artha Telekomindo yang bergerak di jasa telekomunikasi memiliki berbagai *Points of Presence* (PoP), bekerja sama dengan mitra lokal di berbagai kota besar di Indonesia.

Market Share

During the Covid-19 pandemic, hotel operations were severely depressed. The national room occupancy rate has been in a slump. At the national level, the average is 45-50%, while in Jakarta it had dropped to a low of 30.7% in August 2021.

Meanwhile, when looking at the achievement of the Company's five-star hotel occupancy rates (Hotel Borobudur Jakarta and The Ritz-Carlton Pacific Place) of 75% and 65%, it shows that the performance is still relatively good in the midst of the slump in hotel room occupancy rates in Indonesia, and especially in Jakarta.

Competition for five-star hotels is fierce in Jakarta. And the growth trend of new projects in Jakarta, supported by strong capitalization and prestige reasons, tends to be more towards luxury hotels or above four stars. If the Company's two five-star hotels can still perform well, there are certainly advantages that make the trust of guests continue.

Hotel Borobudur Jakarta and The Ritz-Carlton Pacific Place are strategically located in the city center and are easily accessible. In addition to this, what makes guests come back is the desire to be able to enjoy again with what has been felt during the stay. Such as the Bogor Cafe Restaurant with the mainstay menu of classic flavored Oxtail Soup. Until now it is still a favorite menu of guests and visitors to Hotel Borobudur Jakarta. Now the taste of Sup Buntut Hotel Borobudur Jakarta can also be enjoyed at the Bogor Cafe outlet at Pacific Place Mall.

Meanwhile, The Ritz-Carlton Pacific Place is known as a venue for meetings, incentive, conference and exhibiton (MICE) with national and international guests.

In the area of estate management, an area of ± 45 ha located in Jakarta's Golden Triangle (Jendral Sudirman, Gatot Subroto and Senopati), has been successfully transformed by Subsidiary PT Danayasa Arthatama into the premium commercial district of Sudirman Central Business District (SCBD). The area is a premium business center with office buildings, exclusive residences, modern shopping centers and five-star hotels, supported and equipped with integrated facilities and infrastructure. Today, although there are other business centers in Jakarta, the SCBD area remains the place of choice for activities, business and investment. The presence of the Indonesia Stock Exchange, which has been based in SCBD since 1995, has made the SCBD area a barometer of the Indonesian economy.

The dynamics of development and management will continue to be implemented, both in the current business location and in order to expand the business portfolio in new places.

Marketing Strategy and Activities

The marketing areas of the Company's products and services with its Subsidiaries are not only in Jakarta. For the hotel business unit, apart from Jakarta, there are also hotels in Cipanas, West Java and Kuta, Bali. PT Artha Telekomindo, a subsidiary engaged in telecommunication services, has various Points of Presence (PoP), in collaboration with local partners in various major cities in Indonesia.

Selama masa pandemi Covid-19, strategi dan kegiatan pemasaran menyesuaikan dan beradaptasi dengan berbagai kebijakan pembatasan mobilitas masyarakat dan operasional, serta dengan situasi perekonomian menuju pemulihan. Pada situasi dan kondisi yang belum sepenuhnya terlepas dari pandemi Covid-19, efisiensi biaya dilakukan terhadap aktivitas pemasaran. Kegiatan pemasaran lebih banyak difokuskan pada pengembangan *digital marketing* (website, apps dan media sosial), melakukan pemasaran *Business to Business* (B-to-B), melakukan diversifikasi pemasaran (*cashback* program, *rental guarantee*, dll).

During the Covid-19 pandemic, marketing strategies and activities adjusted and adapted to various policies on public mobility and operational restrictions, as well as the economic situation towards recovery. In situations and conditions that have not been fully released from the Covid-19 pandemic, cost efficiency is carried out on marketing activities. Marketing activities are more focused on developing digital marketing (websites, apps and social media), conducting Business to Business (B-to-B) marketing, diversifying marketing (cashback programs, rental guarantees, etc.).

KEBIJAKAN DIVIDEN
DIVIDEND POLICY

Sebagai perusahan terbuka, dalam hal pembagian dividen diperlukan persetujuan Rapat Umum Pemegang Saham (RUPS) terlebih dahulu. Rapat Direksi mengusulkan kebijakan pembagian dan besarnya dividen, dengan tetap memperhatikan posisi keuangan perusahaan (kemampuan finansial dan tingkat kesehatan), dan sesuai ketentuan peraturan perundang-undangan yang berlaku.

Berdasarkan hasil keputusan RUPS Tahunan tanggal 25 Juli 2022, para pemegang saham menyetujui tidak adanya pembagian dividen untuk tahun yang berakhir pada 31 Desember 2022. Dikarenakan Perseroan mengalami kerugian pada 2021.

As a public company, dividend distribution requires prior approval from the General Meeting of Shareholders (GMS). The Board of Directors proposes the dividend distribution policy and amount, while taking into account the company's financial position (financial capability and health level), and in accordance with applicable laws and regulations.

Based on the resolution of the Annual GMS dated July 25, 2022, the shareholders approved no dividend distribution for the year ended December 31, 2022. Due to the Company incurring losses in 2021.

PROGRAM KEPEMILIKAN SAHAM
SHARE OWNERSHIP PROGRAM

Program Kepemilikan Saham baik untuk Manajemen (MSOP) maupun untuk Karyawan (ESOP) belum diberlakukan di Perseroan. Dengan demikian, tidak terdapat informasi tentang jumlah saham ESOP/MSOP dan realisasinya, jangka waktu, persyaratan karyawan dan/atau manajemen yang berhak, dan harga exercise.

Neither Management Share Ownership Program (MSOP) nor Employee Share Ownership Program (ESOP) has been implemented in the Company. Therefore, there is no information on the number of ESOP/MSOP shares and its realization, time period, requirements for eligible employees and/or management, and exercise price.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM
REALIZATION OF USE OF PROCEEDS FROM PUBLIC OFFERING

Perseroan sudah tidak memiliki kewajiban untuk melaporkan penggunaan dana hasil penawaran umum. Penggunaan dana hasil penawaran umum telah sesuai dengan tujuan sebagaimana tercantum dalam prospektus.

The Company has no obligation to report the use of proceeds from the public offering. The use of proceeds from the public offering has been in accordance with the objectives as stated in the prospectus.

INFORMASI MATERIAL
MATERIAL INFORMATION

Sepanjang 2022, tidak terdapat informasi material mengenai aktivitas yang terkait dengan investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi dan restrukturisasi utang/modal.

Throughout 2022, there was no material information regarding activities related to investment, expansion, divestment, merger/consolidation, acquisition and debt/capital restructuring.

INFORMASI TRANSAKSI
MATERIAL TRANSACTIONS

Perseroan tidak melakukan transaksi dengan pihak afiliasi, transaksi yang bersifat material dan mengandung benturan kepentingan sepanjang 2022. Namun demikian, terdapat transaksi keuangan dengan pihak-pihak berelasi. Informasi lebih lanjut mengenai transaksi dengan pihak berelasi diungkapkan pada Catatan 38 dari Laporan Keuangan Konsolidasian yang diaudit untuk tahun yang berakhir pada 31 Desember 2022.

The Company did not conduct transactions with affiliated parties, transactions that are material and contain conflicts of interest throughout 2022. However, there were financial transactions with related parties. Further information regarding transactions with related parties is disclosed in Note 38 of the audited Consolidated Financial Statements for the year ended December 31, 2022.

Perubahan Peraturan Perundang-Undangan

Pemberlakuan berbagai kebijakan dan peraturan Pemerintah dalam upaya untuk penanganan Covid-19 di Indonesia telah berpengaruh signifikan terhadap operasional dan kinerja Perseroan selama dua tahun pandemi. Kebijakan pembatasan sosial berskala besar (PSBB) hingga pemberlakuan pembatasan kegiatan masyarakat (PPKM) Darurat hingga 1-4 telah membatasi pergerakan masyarakat dan membatasi operasional mal dan hotel.

Changes on the Legislation

The implementation of various Government policies and regulations in an effort to handle Covid-19 in Indonesia has significantly affected the Company's operations and performance during the two-year pandemic. The policy of large-scale social restrictions (PSBB) to the implementation of restrictions on community activities (PPKM) Emergency to 1-4 has limited the movement of people and restricted the operations of malls and hotels.

PERUBAHAN KEBIJAKAN AKUNTANSI
CHANGES IN ACCOUNTING POLICIES

Berlaku efektif 1 Januari 2022| Effective January 1, 2022					
No	**ISAK/PSAK**	**Status dan Perihal**			Status and Subject
1	PSAK No. 22	Amandemen	Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual	Amendment	Business Combinations regarding Reference to Conceptual Framework
2	PSAK No. 57	Amandemen	Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak yang Memberatkan – Biaya Pemenuhan Kontrak	Amendment	Provision, Contingent Liabilities, and Contingent Assets Related to Onerous Contracts-Cost Fulfilling the Contract
3	PSAK No. 71	Amandemen	Instrumen Keuangan	Amendment	Financial Instruments
4	PSAK No. 73	penyesuaian tahunan	Sewa	Annual improvement	Leases

Penerapan amendemen PSAK yang mulai berlaku efektif 1 Januari 2022 tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Perseroan dan tidak berdampak material terhadap jumlah-jumlah yang dilaporkan dalam laporan keuangan konsolidasian.

The adoption of the amendments of PSAK that became effective on January 1, 2022 did not result in significant changes to the Company's accounting policies and had no material impact on the amounts reported in the consolidated financial statements.

Sementara untuk amandemen PSAK yang telah diterbitkan yang berlaku efektif sejak 1 Januari 2023, masih dievaluasi dampak penerapannya dan dampak terhadap laporan keuangan konsolidasian.

While for the amendments of PSAK that have been issued which are effective since January 1, 2023, the impact of their implementation and the impact on the consolidated financial statements are still being evaluated.

Berlaku efektif 1 Januari 2023| Effective January 1, 2023					
No	**ISAK/PSAK**	**Status dan Perihal**			Status and Subject
1	PSAK No. 1	Amandemen	Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi yang Mengubah Istilah "Signifikan" menjadi "Material" dan Memberi Penjelasan mengenai Kebijakan Akuntansi Material	Amendment	Presentation of Financial Statements regarding Disclosure of Accounting Policies that Change the Term "Significant" to "Material" and Provide Explanations of Material Accounting Policies
2	PSAK No. 16	Amandemen	Aset Tetap: Hasil sebelum Penggunaan yang Diintensikan	Amendment	Property, Plant and Equipment Proceeds before Intended Use
3	PSAK No. 25	Amandemen	Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan: Definisi Estimasi Akuntansi	Amendment	Accounting Policies, Changes in Accounting Estimates and Erros: Definition of Accounting Estimates
4	PSAK No. 46	Amandemen	Pajak Penghasilan: Pajak Tangguhan terkait Aset dan Liabilitas yang Timbul dari Transaksi Tunggal	Amendment	Income Taxes: Deferred Tax related to Assets and Liabilities Arising from a Single Transaction



5

HUMAN CAPITAL

Human Capital



Sumber Daya Manusia 118
Human Resources

Human Capital dan Pengembangan Kapabilitas 119
Human Capital and Capability Development

Kesetaraan Gender dan Kesempatan Kerja 119
Gender Equality and Employment Opportunities

Rekruitment *Human Capital* *120*
Human Capital Recruitment

Onboarding dan Hubungan Industrial 121
Onboarding and Industrial Relations

Turnover Karyawan 122
Employees Turnover

Pengaduan Masalah Ketenagakerjaan 122
Workplace Grievances and Complaints

Pengembangan Kapabilitas 122
Capability Development

Manajemen Kinerja Individu 127
Individual Performance Management

Kompensasi Karyawan 128
Employee Compensation

Manajemen Bakat dan Suksesi 133
Succession and Talent Management

Kaderisasi 134
Regeneration

Rencana Pengembangan Human Capital 2023 136
Human Capital Development Plan 2023

Lampiran-Lampiran 137
Attachments

SUMBER DAYA MANUSIA
HUMAN RESOURCES

Keberhasilan Perseroan hingga sekarang ini dicapai dari akumulasi dedikasi dan kerja keras seluruh sumber daya manusia (SDM) Perseroan dan Entitas Anak yang per-31 Desember 2022 telah mencapai 2.571 orang. Mereka adalah individu-individu penggerak perusahaan yang tangguh, profesional, berkualitas, kompeten dan loyal. Kinerja mereka dengan budaya kerja yang kuat berperan nyata pada keberhasilan kemajuan, keberlangsungan dan keberlanjutan perusahaan.

SDM bagi Perseroan merupakan mitra strategis sekaligus modal, harus dikelola dan dikembangkan dengan tepat dan berkesinambungan, sehingga mampu beradaptasi dengan berbagai kondisi dan dinamika bisnis di tengah ketidakpastian-ketidakpastian yang ada. Sebagai mitra strategis berarti kesuksesan karyawan juga berarti kesuksesan bagi perusahaan, dan kesejahteraan perusahaan juga berarti kesejahteraan bagi para karyawan. Dengan demikian, keselarasan hubungan perusahaan dengan karyawan harus senantiasa harmonis dan kondusif.

The success of the Company until today is achieved from the accumulation of dedication and hard work of all human resources (HR) of the Company and its Subsidiaries, which as of December 31, 2022 has reached 2,571 people. They are individuals who drive the company who are strong, professional, qualified, competent and loyal. Their performance with a strong work culture plays a real role in the success of the Company's progress, continuity and sustainability.

HR for the Company is a strategic partner as well as capital, which must be managed and developed appropriately and continuously, so that they are able to adapt to various business conditions and dynamics in the midst of existing uncertainties. Being a strategic partner means that the success of employees also means success for the company, and the welfare of the company also means welfare for employees. Thus, the company's relationship with employees must always be harmonious and conducive.



HUMAN CAPITAL DAN PENGEMBANGAN KAPABILITAS
HUMAN CAPITAL AND CAPABILITY DEVELOPMENT

Strategi Pengembangan Human Capital

Strategi pengembangan *human capital* Perseroan diselaraskan dengan kebutuhan bisnis, yaitu mempersiapkan dan menyediakan karyawan, melatih dan mengembangkan kapabilitas karyawan sejalan dengan bisnis perusahaan, mendayagunakan tenaga kerja pihak ketiga, dan pembenahan sistem *human capital management* untuk menunjang terciptanya iklim kerja yang kondusif bagi peningkatan produktivitas.

Di tengah pandemi dan dalam dua tahun terakhir (2021-2022) melanjutkan penataan organisasi, Perseroan melalui Departemen HDR & GA dan Departemen Human Capital dengan intent melakukan revitalisasi dalam pengelolaan dan pengembangan SDM.

Penyelarasan struktur organisasi telah dilakukan Perseroan di 2021. Dengan harapan dapat mempertajam fungsi organisasi dalam upaya mendukung strategi bisnis Perseroan. Dalam hal ini, telah dilakukan finalisasi dan pengesahan struktur organisasi baru, pemetaaan dan pengisian posisi melalui *talent panel.*

Sistem pengembangan karier berbasis kinerja ditata untuk lebih terstruktur, terukur dan akuntabel. Berbagai kebijakan dan program dirancang dan disusun guna mengaktualkan SDM untuk menjadi human capital yang produktif profesional, berkinerja maksimal dan kompetitif, yang disertai dengan evaluasi yang akuntabel (Januari 2022). Pengkinian data karyawan sebagai bagian pembaruan tata laksana administrasi kepegawaian telah diselesaikan (April 2022). Kompensasi kepada karyawan kembali disesuaikan seiring dengan membaiknya kinerja Perseroan, serta diperbarui tempo pemberiannya (Juni 2022). Menyusun penataan alat penilaian kinerja yang objektif, terukur dan komprehensif (September-Desember 2022).

Human Capital Development Strategy

The Company's human capital development strategy is aligned with the business needs, which is preparing and providing employees, training and developing employee capabilities in line with the company's business, utilizing third party labor, and revamping the human capital management system to support the creation of a work climate conducive to increasing productivity.

In the midst of the pandemic and in the last two years (2021-2022) continuing organizational structuring, the Company through the HDR & GA Department and the Human Capital Department with the intention of revitalizing HR management and development.

The alignment of the organizational structure has been carried out by the Company in 2021. With the hope of sharpening organizational functions in an effort to support the Company's business strategy. In this case, the finalization and ratification of the new organizational structure, mapping and filling of positions through talent panels have been carried out.

The performance-based career development system is organized to be more structured, measurable and accountable. Various policies and programs were designed and prepared to actualize human resources to become professional productive human capital, maximum performance and competitive, accompanied by accountable evaluation (January 2022). Updating employee data as part of updating personnel administration procedures has been completed (April 2022). Compensation to employees was adjusted again in line with the Company's performance, and the tempo of its provision was updated (June 2022). Structuring an objective, measurable and comprehensive performance appraisal tool (September-December 2022).

KESETARAAN GENDER DAN KESEMPATAN KERJA
GENDER EQUALITY AND EMPLOYMENT OPPORTUNITIES

Perseroan memiliki kebijakan untuk penerimaan, penilaian kinerja, remunerasi, pelaksanaan tugas dan pengembangan karir secara profesional tanpa membedakan suku, agama, ras, golongan, gender, dan kondisi fisik. Selaras dengan prinsip kemanusiaan dipastikan tidak ada praktik diskriminasi dalam segala kegiatan usaha dan di seluruh lingkungan kerja Perseroan dan Entitas Anak.

Kebijakan non diskriminasi menjamin setiap personel Perseroan memiliki kesempatan yang sama dan setara dalam pelaksanaan operasional perusahaan. Perseroan tidak menemukan atau menerima pengaduan terkait tindakan diskriminasi di tahun 2022.

The Company has policies for recruitment, performance appraisal, remuneration, performance of duties and professional career development without discriminating against ethnicity, religion, race, class, gender, and physical condition. In line with the principle of humanity, it is ensured that there are no discriminatory practices in all business activities and in all work environments of the Company and its Subsidiaries.

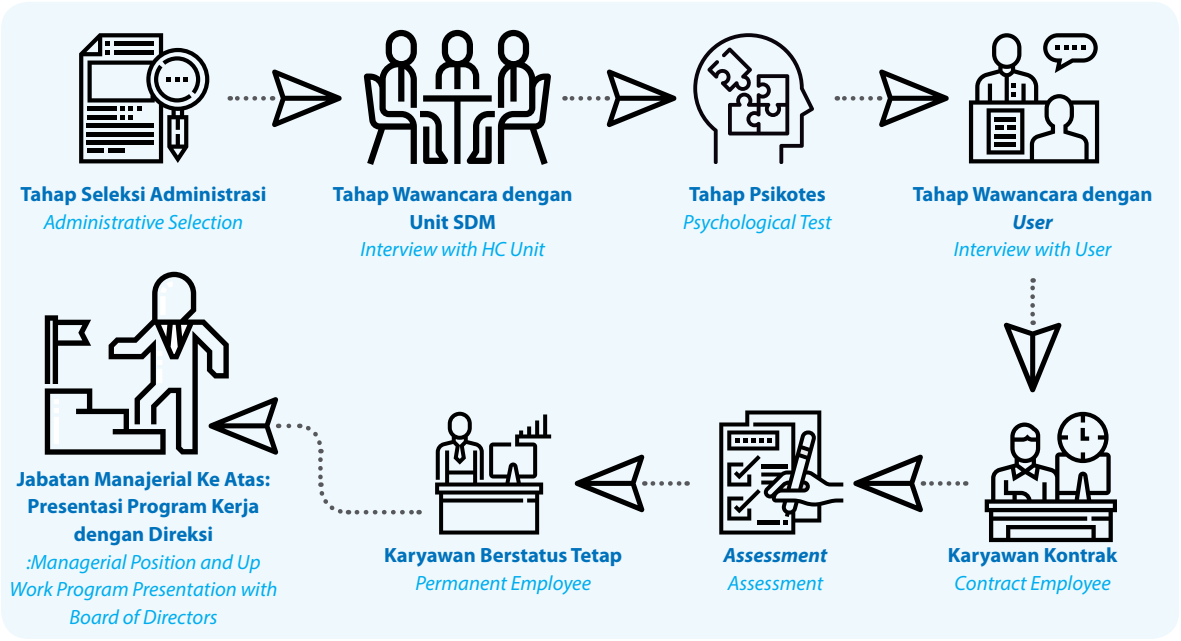
The non-discrimination policy ensures that every personnel of the Company has the same and equal opportunity in the implementation of the Company's operations. The Company did not find or receive any complaints related to discrimination in 2022.

REKRUITMENT *HUMAN CAPITAL*
HUMAN CAPITAL RECRUITMENT

Pemenuhan *Human Capital*

Human Capital Fulfillment

Alur Rekrutmen Karyawan Baru
New Employee Recruitment Flow



Strategi pemenuhan *human capital* mulai diawali dari perencanaan dan diarahkan untuk memenuhi kebutuhan bisnis dan organisasi. Dalam pemenuhannya diupayakan direkrut calon-calon yang memiliki kemampuan/kapabilitas unggul, berintegritas tinggi, serta mampu beradaptasi dengan dinamika bisnis.

The strategy of fulfilling human capital starts from planning then directed to meet business and organizational needs. In fulfilling human capital needs, candidates who have superior abilities/capabilities, high integrity, and are able to adapt to business dynamics are sought to be recruited.

Pemenuhan Human Capital

Perseroan dan Entitas Anak mengimplementasikan sistem rekrutmen desentralisasi secara komprehensif. Proses rekrutmen karyawan dimulai dari proses identifikasi kebutuhan dan kualifikasinya, dilanjutkan penyusunan rencana pemenuhan kebutuhan. Rekrutmen karyawan berkualitas diperlukan untuk mendukung kelancaran proses bisnis, sekaligus mempersiapkan untuk kader dan regenerasi.

Human Capital Fulfillment

The Company and its Subsidiaries implement a comprehensive decentralized recruitment system. The employee recruitment process begins with the identification of needs and qualifications, followed by the preparation of fulfillment plans. Recruitment of qualified employees is necessary to support the smooth running of business processes, while preparing for cadres and regeneration.

Proses Pemenuhan Human Capital Human Capital Fulfillment Process	
Internal Internal	• melalui program mutasi-promosi dengan lebih diutamakan sebagai upaya persiapan kader dan proses regenerasi; • mengisi posisi kepemimpinan dengan memenuhi persyaratan terbaik, berpengalaman dan memahami budaya mekanisme kerja di lingkungan Perseroan • through a mutation-promotion program with precedence as an effort to prepare cadres and regeneration processes; • filling leadership positions by meeting the best requirements, experienced and understand the culture of work mechanisms in the Company's environment
Eksternal External	• mengisi posisi kepemimpinan dengan memenuhi persyaratan terbaik, berpengalaman dan memahami budaya mekanisme kerja di lingkungan Perseroan; • Dilakukan dengan menggunakan media e-Recruitment melalui situs web Perseroan (www.jihd.co.id), jasa iklan lowongan kerja online dan kerja sama dengan berbagai lembaga pendidikan. • filling leadership positions by meeting the best requirements, experienced and understand the culture of work mechanisms within the Company; • Conducted by using e-Recruitment media through the Company's website (www.jihd.co.id), online job advertisement services and cooperation with various educational institutions..

Proses rekrutmen dilakukan secara terbuka, sesuai dengan kebutuhan dan kualifikasi persyaratan yang diperlukan, dan adil dengan memberikan kesempatan yang sama (*equal opportunity*) kepada setiap calon. Perseroan menerapkan pula kebijakan menerima tenaga kerja lokal yang berasal dari wilayah-wilayah operasional unit-unit usaha Perseroan, sebagai bentuk komitmen pemberdayaan masyarakat setempat.

The recruitment process is conducted openly, in accordance with the needs and qualifications required, and fairly by providing equal opportunities to each candidate. The Company also implements a policy of accepting local workers from the operational areas of the Company's business units, as a form of commitment to empowering local communities.

Dalam proses seleksi yang selektif dan kompetitif, sangat ditekankan pentingnya kompetensi dan karakter dari calon karyawan. Kompentensi terkait dengan kriteria teknis kebutuhan karyawan di unit kerja Perseroan dan Entitas Anak. Karakter berhubungan dengan perilaku yang sejalan dengan nilai-nilai budaya perusahaan yang berlaku, dan juga nilai-nilai dari Artha Graha Network dan Artha Graha Peduli.

In a selective and competitive selection process, the importance of competence and character of candidates is emphasized. Competence is related to the technical criteria of employee needs in the Company and its subsidiaries' work units. Character relates to behavior that is in line with the prevailing corporate culture values, as well as the values of Artha Graha Network and Artha Graha Peduli.

Rekrutmen dilakukan melalui serangkaian proses yang terdiri dari tes intelegensi, *behavioral interview*, *project/portfolio presentation*, *leadership assessment*, dan *reference checking* untuk melihat pengalaman rekam jejak di perusahaan sebelumnya.

Recruitment is conducted through a series of processes consisting of intelligence test, behavioral interview, project/portfolio presentation, leadership assessment, and reference checking to see track record experience in previous companies.

Dalam proses rekrutmen diterapkan kesetaraan gender, perlakuan yang adil dan setara bagi calon karyawan, serta bebas dari praktik korupsi, kolusi, dan nepotisme. Penolakan atau penerimaan dilakukan berdasarkan hasil evaluasi atas kompetensi keilmuan, kemampuan teknikal, kepribadian, riwayat kesehatan dari kandidat karyawan. Penempatan tenaga kerja lokal disesuaikan dengan keterampilan, posisi yang tersedia, dan kebutuhan karyawan.

In the recruitment process, gender equality, fair and equal treatment for candidates, and free from corruption, collusion and nepotism are applied. Rejection or acceptance is based on the results of evaluation of knowledge competence, technical skills, personality, and medical history of employee candidates.

ONBOARDING DAN HUBUNGAN INDUSTRIAL
ONBOARDING AND INDUSTRIAL RELATIONS

Onboarding

Kandidat yang berhasil melalui semua tahapan seleksi akan diterima sebagai karyawan dengan status kontrak minimal 1 (satu) tahun, dimana 6 (enam) bulan pertama merupakan masa *on the Job Training*. Proses penilaian diberlakukan setelah masa kontrak berakhir, untuk kelanjutan dan statusnya, apakah diakhiri, atau diperpanjang atau diangkat menjadi karyawan tetap. Untuk jabatan manajerial ke atas, akan dilakukan tes berupa presentasi program-program kerja di hadapan Direksi.

Onboarding

Candidates who successfully pass all stages of selection will be accepted as employees with a minimum contract status of 1 (one) year, where the first 6 (six) months are a period of on the Job Training. The assessment process is applied after the contract period ends, for continuation and status, whether terminated, or extended or appointed as a permanent employee. For managerial positions and above, a test will be conducted in the form of a presentation of work programs in front of the Board of Directors.

Onboarding adalah suatu program pengenalan yang disiapkan oleh Perseroan kepada karyawan baru untuk dapat: memahami ketentuan dan kebijakan yang berlaku; menerima dan menjalankan norma-noma (budaya kerja dan tata nilai utama); memahami tugas tanggung jawabnya dan hasil kinerja yang diharapkan; dan terbina hubungan antarkaryawan dengan baik dan positif.

Onboarding is an introduction program prepared by the Company for new employees to be able to: understand the applicable provisions and policies; accept and implement norms (work culture and core values); understand their responsibilities and expected performance results; and build good and positive relationships between employees.

Onboarding Karyawan Baru New Employee Onboarding	
HR Induction	Pengenalan secara umum terkait Perseroan, hak dan kewajiban karyawan, serta regulasi-regulasi yang berlaku di Perseroan. General introduction to the Company, employee rights and obligations, and regulations applicable in the Company.
HSE Induction	Pengenalan terkait Kebijakan Kelamatan dan Kesehatan Kerja yang ada di Perseroan. An introduction to the Company's Occupational Health and Safety Policy.
User Induction	Pengenalan/pendekatan karyawan baru dengan user/calon atasan, termasuk penjelasan jobdesk dan tanggung jawab pekerja saat menjabat posisi tersebut. Introduction/approach of new employees to the user/superior candidate, including an explanation of the jobdesk and responsibilities of the employee when holding the position.

TURNOVER KARYAWAN
EMPLOYEES TURNOVER

Di sepanjang tahun 2022, dari proses rekrutmen yang dilakukan oleh Perseroan dan Entitas Anak telah diterima sebanyak 709 karyawan baru sebagai tindak lanjut pemenuhan sumber daya di beberapa posisi dan menggantikan yang mengakhiri hubungan kerja (mengundurkan diri dan masuk masa pensiun) yang mencapai 510 karyawan. Terdapat tambahan (selisih masuk dengan keluar) 109 karyawan terhadap keseluruhan jumlah karyawan Perseroan dan Entitas Anak yang meningkat dari 2.372 orang menjadi 2.571 orang di akhir 2022.

Throughout 2022, from the recruitment process carried out by the Company and its Subsidiaries, 709 new employees were hired as a follow-up to fulfill resources in several positions and replace those who ended their employment (resigned and entered retirement) which reached 510 employees. There is an additional (difference between entry and exit) 109 employees to the total number of employees of the Company and its Subsidiaries which increased from 2,372 people to 2,571 people at the end of 2022.

Perseroan menghindari pemberhentian karyawan atau pemutusan hubungan kerja, dikarenakan karyawan merupakan *human capital* dan mitra strategis yang berperan bersama-sama dalam keberlangsungan dan keberlanjutan Perseroan hingga saat ini. Selama pandemi Covid-19 (2020-2021), pada posisi kinerja keuangan negatif, tidak ada pemberhentian karyawan atau pemutusan hubungan kerja di Perseroan dan Entitas Anak. Seluruh pihak di Perseroan dan Entitas Anak sepakat tetap berjuang bersama.

The Company avoids dismissal of employees or termination of employment, because employees are human capital and strategic partners who play a role together in the sustainability and continuity of the Company up to this point. During the Covid-19 pandemic (2020-2021), in the position of negative financial performance, there were no employee layoffs or termination of employment in the Company and its Subsidiaries. All parties in the Company and Subsidiaries agreed to keep fighting together.

PENGADUAN MASALAH KETENAGAKERJAAN
WORKPLACE GRIEVANCES AND COMPLAINTS

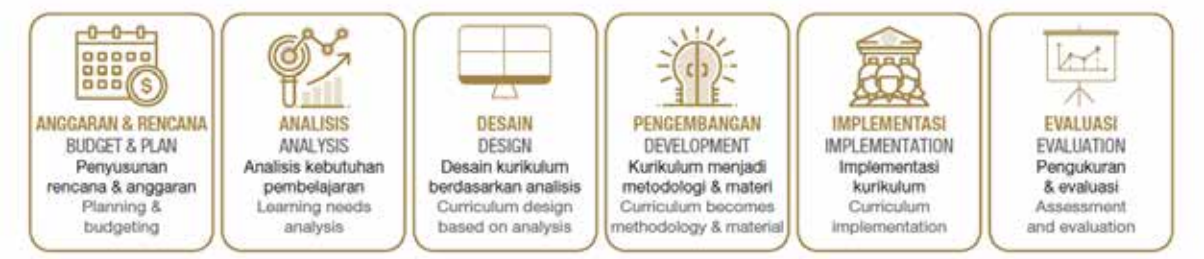
Sarana pengaduan masalah ketenagakerjaan dibentuk sebagai salah satu upaya dalam melindungi hak-hak karyawan. Setiap karyawan dapat melaporkan tindakan terkait ketenagakerjaan yang tidak sesuai dengan hukum dan norma, baik secara lisan maupun tulisan. Perseroan memberikan kesempatan kepada karyawan untuk mengajukan permasalahan secara berjenjang melalui atasannya, dan dapat pula melalui *e-form* KABAR yang dikembangkan oleh Depertemen HDR & GA.

The employment grievance and complaints facility was established as one of the efforts to protect employee rights. Every employee can report labor-related actions that are not in accordance with the law and norms, either verbally or in writing. The Company provides an opportunity for employees to submit problems in stages through their superiors, and also through the KABAR e-form developed by the HDR & GA Department.

Penyelesaian permasalahan tersebut akan diupayakan secara musyawarah kekeluargaan, dan sesuai dengan ketentuan perundang-undangan ketenagakerjaan yang berlaku. Dengan adanya hubungan industrial yang harmonis selama ini, tentunya sangat tidak diharapkan sampai ada masalah ketenagakerjaan antara karyawan dan Perseroan. Selama 2022, seluruh pengaduan keluh kesah telah selesai ditangani, dan diselesaikan sesuai ketentuan dan prosedur yang berlaku.

Settlement of these problems will be sought through family deliberation, and in accordance with the provisions of the applicable labor laws. With the existence of harmonious industrial relations so far, it is certainly not expected that there will be labor problems between employees and the Company. During 2022, all complaints have been handled, and resolved in accordance with applicable provisions and procedures.

PENGEMBANGAN KAPABILITAS
CAPABILITY DEVELOPMENT



Peningkatan kualitas para karyawan sebagai *human capital* sangat diperlukan agar mampu mendukung kelangsungan bisnis Perseroan di tengah persaingan usaha yang semakin ketat, dan dapat berperan memberikan kontribusi positif dalam keberlanjutan Perseroan di masa mendatang yang sarat ketidakpastian dan disrupsi.

Improving the quality of employees as human capital is necessary in order to support the Company's business continuity in the midst of increasingly fierce business competition, and can contribute positively to the Company's sustainability in the future which is full of uncertainty and disruption.

Diperlukan pengelolaan dengan strategi yang tepat untuk menghasilkan *human capital* yang berkualitas. Dengan mengacu kepada kerangka kebutuhan bisnis dan diselaraskan dengan strategi human capital, Perseroan mendesain berbagai kebijakan dan program membangun *human capital* profesional produktif yang berkinerja maksimal dan kompetitif. Dirancang dengan mendasarkan pada prinsip-prinsip efisiensi pendanaan, dan efektivitas untuk ketersediaan dan kesiapan *human capital* yang unggul guna dapat berkontribusi meningkatkan prestasi dan produktivitas Perseroan secara keseluruhan.

Management with the right strategy is needed to produce qualified human capital. By referring to the framework of business needs and aligned with the human capital strategy, the Company designs various policies and programs to build productive professional human capital that performs optimally and competitively. Designed based on the principles of funding efficiency, and effectiveness for the availability and readiness of superior human capital to contribute to improving the Company's overall performance and productivity.

Budget & Plan	Analysis	Design	Development	Implementation	Evaluation
Penyusunan rencana & anggaran Planning & budgeting	Analisis kebutuhan pembelajaran Learning needs analysis	Design kurikulum berdasarkan analisis Curriculum design based on analysis	Kurikulum menjadi metodoogi & materi Curriculum becomes methodology & material	Implementasi kurikulum Curriculum implementation	Pengukuran dan evaluasi Assessment and evaluation

Pengembangan kapabilitas (*knowledge*, *skill* dan *attitude*) yang difasilitasi oleh Perseroan dan Entitas Anak diberikan terbuka kepada para karyawan (kader dan non kader) dari seluruh jenjang organisasi, yang dilaksanakan dengan mekanisme *hybrid* (sebagian hadir di tempat dan sebagian lagi dengan *online*), tetap dalam protokol kesehatan menyesuaikan dengan kondisi yang belum benar terlepas dari Covid-19. Durasi pengembangan kapabilitas dalam bentuk pelatihan, seminar, workshop dan sosialisasi ditargetkan paling sedikit 8 (delapan) jam untuk karyawan kader dan 4 (empat) jam untuk karyawan non kader setiap bulannya.

Capability development (knowledge, skills and attitude) facilitated by the Company and its Subsidiaries is given openly to employees (cadres and non-cadres) from all levels of the organization, which is carried out with a hybrid mechanism (partly present on-site and partly online), while still under health protocols adjusting to conditions that have not been completely freed from Covid-19. The duration of capability development in the form of training, seminars, workshops and socialization is targeted to be at least 8 (eight) hours for cadre employees and 4 (four) hours for non-cadre employees every month.

Program pelatihan dan pengembangan diberikan bersifat: umum, perilaku, teknis, sertifikasi, kepemimpinan, dan lain-lain, disesuaikan dengan bidang usaha Perseroan bersama Entitas Anak di sektor usaha hotel, real estat, jasa telekomunikasi dan jasa manajemen perhotelan.

The training and development programs are provided in the nature of: general, behavioral, technical, certification, leadership, and others, adjusted to the business fields of the Company and its Subsidiaries in the hotel business sector, real estate, telecommunication services and hotel management services.

Jenis dan Tujuan Pelatihan dan Pengembangan Type and Objective of Training and Development

Jenis Type	**Tujuan** Purpose
Umum General	Memperkenalkan dan menanamkan nilai-nilai organisasi dan hal-hal baru umum agar memahami tugas dan tanggung jawabnya sehingga dapat bekerja mandiri dan tim secara efektif, serta memberikan nilai tambah bagi Perseroan. Introducing and instilling organizational values and new general things in order to understand their duties and responsibilities so that they can work independently and as a team effectively, as well as provide value added to the Company.
Teknikal Technical	Meningkatkan tingkat keahlian (materi) karyawan mengenai suatu fungsi/pekerjaan yang dapat mendukung terciptanya kinerja yang lebih efektif, efisien dan produktif. Increase the level of expertise (material) of employees regarding a function/job that can support the creation of a more effective, efficient and productive performance.
Sertifikasi Certification	Memberikan satu tolok ukur pengakuan atas pengetahuan, kemampuan, ketrampilan serta sikap kerja yang sesuai dengan standar kompetensi yang berlaku. Provide a benchmark for recognition of knowledge, abilities, skills and work attitudes in accordance with applicable competency standards
Kepemimpinan Leadership	Mempersiapkan karyawan menjadi pemimpin yang handal melalui peningkatan keahlian memimpin organisasi dan memimpin tim dalam menerapkan rencana strategis perusahaan untuk mencapai visi dan misi organisasi. Preparing employees to become reliable leaders through increasing organizational leadership skills and leading teams in implementing the Company's strategic plans to achieve the organization's vision and mission.
Lainnya Other	Meningkatkan keahlian dan kompentensi lainnya untuk pembentukan karakter ataupun pengembangan karier karyawan dimasa yang akan datang. Improve skills and other competencies for character building or employee career development in the future.

Perseroan sebagai induk perusahaan Grup JIHD melalui Departemen *Human Capital* dan Departemen Kepatuhan bertanggung jawab pada pengadaan pelatihan, seminar, workshop dan sosialisasi lebih bersifat mandatori, dalam hal pengembangan *human capital*, keamanan, arahan teknis keselamatan dan kesehatan kerja. Selain ini, seluruh karyawan Grup JIHD dapat mengikuti seminar, workshop dan sosialisasi dari Artha Graha Network/Artha Graha Peduli perihal kesehatan dan perihal teknis suatu produk baru yang dapat bermanfaat bagi pengembangan usaha Perseroan dan Entitas Anak.

Terdapat 30 pelatihan, seminar, workshop dan sosialisasi dengan durasi 724 jam, yang difasilitasi oleh Perseroan di sepanjang 2022. Dari Departemen Human Capital terdapat 27 pelatihan, seminar, workshop dan sosialisasi dengan durasi 704 jam, termasuk 12 workshop Peningkatan Performance Management System Grup JIHD yang diadakan dari 16 September hingga 9 Desember (lihat box Peningkatan Performance Management System Grup JIHD). Dari Departemen Kepatuhan terdapat dua sosialisasi, yaitu Sosialisasi Perjanjian Pengadaan Barang dan Jasa (22 Februari – 2 jam) dan Sosialisasi Pedoman Pemeliharaan dan Perawatan Gedung (26 Agustus – 2 jam), dan sebuah workshop Audit Sistem Manajemen Perusahaan (6-7 September – 16 jam).

The Company as the parent company of JIHD Group through its Human Capital Department and Compliance Department is responsible for the provision of mandatory training, seminars, workshops and socialization, in terms of human capital development, security, technical direction of occupational safety and health. In addition to this, all employees of JIHD Group can attend seminars, workshops and socialization from Artha Graha Network/Artha Graha Peduli regarding health and technical matters of a new product that can be useful for the business development of the Company and its Subsidiaries.

There were 30 trainings, seminars, workshops and socializations with a duration of 724 hours, facilitated by the Company throughout 2022. From the Human Capital Department, there were 27 trainings, seminars, workshops and socializations with a duration of 704 hours, including 12 workshops on JIHD Group Performance Management System Improvement held from 16 September to 9 December (see JIHD Group Performance Management System Improvement box). From the Compliance Department, there were two socializations, Socialization of Goods and Services Procurement Agreement (22 February - 2 hours) and Socialization of Building Care and Maintenance Guidelines (26 August - 2 hours), and a workshop on Corporate Management System Audit (6-7 September - 16 hours).

Pelatihan, Seminar, Workshop dan Sosialisasi Grup JIHD 2022

Training, Seminars, Workshops and Socialization of JIHD Group 2022

Bulan Month	**Tanggal** Date	**Pelatihan dan Pengembangan** Training and Development	**Jam** Hour	**Karyawan** Employee		
				Total	**Kader** Cadre	**Non Kader** Non-Cadre
Umum Public = 4			83,0			
Feb	9, 10, 17, 18	Kesadaran Keamanan Informasi Kesadaran Keamanan Informasi	32,0	291	167	124
Jul	12, 13, 19, 20, 26, 27	*HR for Non HR*	48,0	548	149	399
Agu	9	Penilaian Kinerja Karyawan Penilaian Kinerja Karyawan	2,0			
Des	21	Penyusunan Kalender Pelatihan 2023 Non Kader Penyusunan Kalender Pelatihan 2023 Non Kader	1,0	15	7	8
Teknikal Technical = 9			268,0			
Feb	22	Sosialisasi Perjanjian Pengadaan Barang dan Jasa Sosialisasi Perjanjian Pengadaan Barang dan Jasa	2,0	62		
Mar	8, 9, 15, 16, 22, 23	Manajemen Operasi dan Proyek Manajemen Operasi dan Proyek	48,0	378	173	205
Jun	14, 15, 21, 22, 28, 29	*Critical & Creative Thingking*	48,0	584	154	430
Agu	9, 10, 23, 24, 30, 31	Manajemen Pemeliharaan & Perawatan Gedung/Fasilitas Manajemen Pemeliharaan & Perawatan Gedung/Fasilitas	48,0	545	150	395
	26	Sosialisasi Pedoman Pemeliharaan dan Perawatan Bangunan Gedung Sosialisasi Pedoman Pemeliharaan dan Perawatan Bangunan Gedung	2,0	82		
Sep	6-7	Audit Sistem Manajemen Perusahaan Audit Sistem Manajemen Perusahaan	16,0	54		
	13, 14, 15, 27, 28, 29	*Service Excellence & Complaint Handling*	48,0	498	136	362
Nov	16, 17, 18, 23, 24, 25	*Change Management*	48,0	541	152	389
Des	19	*Microsoft Excel Dashboard Report Basic*	8,0	19	6	13
Kepemimpinan Leadership = 5			240,0			
Jan	11, 12, 18, 19, 25, 26	Manajemen Komunikasi dan Kepemimpinan Manajemen Komunikasi dan Kepemimpinan	48,0	320	186	134
Apr	19, 20, 21, 26, 27, 28	*Managing People Effectively*	48,0	555	157	398
Mei	18, 19, 20, 24, 25, 31	*Negotiation Skills & Conflict Management*	48,0	595	154	441

Bulan Month	Tanggal Date	Pelatihan dan Pengembangan Training and Development	Jam Hour	Karyawan Employee		
				Total	Kader Cadre	Non Kader Non-Cadre
Okt	18, 19, 20, 25, 26, 27	*Strategic Planning & Monitoring*	48,0	485	139	346
Des	13, 14, 15, 20, 21, 22	*EQ* dan *Strategy Business*	48,0	538	135	403
Jumlah Total = 18			**591,0**			

Note: Dikoordinir oleh Departemen Human Capital dan Departemen Kepatuhan JIHD
Note: Coordinated by JIHD Human Capital and Compliance Department

Sementara yang difasilitasi oleh AGN/AGP ada 36 pelatihan, seminar, *workshop* dan sosialisasi dengan durasi 79 jam, termasuk 10 seminar kesehatan dengan durasi 14 jam (*lihat daftar seminar kesehatan Artha Graha Peduli dalam box Manfaat Kesehatan Kepada Setiap Karyawan*).

While those facilitated by AGN/AGP were 36 trainings, seminars, workshops and socializations with a duration of 79 hours, including 10 health seminars with a duration of 14 hours (see the list of Artha Graha Peduli health seminars in the Health Benefits to Every Employee box).

Pelatihan, Seminar, Workshop dan Sosialisasi dari AGN/AGP 2022

Training, Seminars, Workshops and Socialization of AGN/AGP 2022

Bulan	Tanggal	Jam	Pelatihan, Seminar, Workshop dan Sosialisasi	Pembicara	Kerjasama
Jan	5	2,0	Genetec: Solusi Sistem Keamanan Gedung	Hendra Sie	PT HSG Teknologi Indonesia
	6	2.0	Harmonisasi Peraturan Perpajakan 2021-2022 (I)		
	7	2,0	Additional Safety for Gondola	Herman Taslim	PT Buanagraha Arthaprima
	15	2,0	Sistem Proteksi Kebakaran di Menara Global	Hendro	PT Menara Global
	19	2,0	Waterproofing Hydrophobic Pore Blocking Ingredients		
	22	2,0	Penggantian Jet Wash Menjadi Bidet (Lebih Higienis & Hemat Air)	Emanuel Faustino Dutif & Gusnul	PT Adinusa Puripratama
	26	2,0	KONE Introduction & Digital Services	Ming Tji & Ari Wibawa	PT Kone Indo Elevator
Feb	16	2,0	Fire Suppression System	Setya Harimanto	PT Indobara Bahana
	23	2,0	WTP & RO Sistem	Andre & Edy P.	PT Banyutama Sukses Abadi
Mar	2	2,0	Mengenal Jenis Pompa dan Fungsinya		
	15	3,0	Harmonisasi Peraturan Perpajakan 2021-2022 (II)		
	16	2,0	Penetralisir Udara Dalam Ruangan		
Jun	8	2,0	Konstruksi Rumah Contoh Cluster Nahara - Cimanggis Golf Estate		
	22	2,0	Office Management Portal		
	29	2,0	Sistem Control & Monitoring Jarak Jauh		
Jul	18-20, 26-28	48,0	Project Management for Community Development		
	27	2,0	Introduction to RGF Air Purification System from USA		
Agu	10	2,0	Charging Station untuk Mobil Listrik	Suherman	PT Exelly Elektrik Indonesia
	31	2,0	Sumitomo GRAST – Supporting Building with Vibration Control Damper	Ivan Gunawan	PT Catur Putra Guna Pratama
Sep	14	2,0	Domus - Rumah Permanen Instant	Natanael Jason	PT Tata Logam Lestari
	28	2,0	Fire Hydrant Maintenance	Novita	PT Tigris Fire
Okt	26	2,0	Finishing Lantai Carpet Stone		
Nov	9	2,0	Digitalisasi Konstruksi	Gracella Putri	PT Juragan Material
	23	2,0	Kaca Stopray & Smartglass		PT Magi Glass
Des	7	2,0	Solar Panel	Arya Pradipta	PT Agra Surya Energy
	21	2,0	Ignis Fire & Risk	Gaby	PT Ignis Fire
Jumlah Total		65,0			

Sementara yang difasilitasi oleh AGN/AGP ada ... pelatihan, seminar, *workshop* dan sosialisasi, termasuk 10 seminar kesehatan dengan durasi 14 jam (*lihat daftar seminar kesehatan Artha Graha Peduli dalam box Manfaat Kesehatan Kepada Setiap Karyawan*).

While those facilitated by AGN/AGP are ... training, seminars, workshops and socialization, including 10 health seminars with a duration of 14 hours (see the list of Artha Graha Peduli health seminars in the Health Benefits to Every Employee box).

Entitas Anak dan Cucu, dalam hal ini PT Danayasa Arthatama, PT Artha Telekomindo, PT Pacific Place Jakarta dan PT Adinusa Puripratama, selain mengikuti pelatihan, seminar, *workshop* dan sosialisasi yang diselanggarakan oleh Perseroan, juga secara mandiri mengadakan pelatihan, seminar, *workshop* dan sosialisasi disesuaikan dengan kebutuhan perusahaan.

Direct and indirect subsidiaries, in this case PT Danayasa Arthatama, PT Artha Telekomindo, PT Pacific Place Jakarta and PT Adinusa Puripratama, in addition to participating in training, seminars, workshops and socialization organized by the Company, also independently hold training, seminars, workshops and socialization tailored to the Company needs.

PT Danayasa Arthatama secara mandiri memfasilitasi 48 pelatihan, seminar, workshop dan sosialisasi dengan durasi 405,5 jam, terbagi: umum 14 (37 jam), teknikal 32 (304 jam) dan sertifikasi 2 (64 jam). PT Artha Telekomindo sebanyak 18 pelatihan, seminar, workshop dan sosialisasi dengan durasi 160 jam, diantaranya: umum 10 (64 jam), teknikal 6 (40 jam) dan sertifikasi 2 (56 jam). PT Pacific Place Jakarta melakukan 47 pelatihan, seminar, workshop dan sosialisasi dengan durasi 435,5 jam, terdiri dari: umum 24 (94 jam), teknikal 20 (318,5 jam) dan sertifikasi 3 (23 jam). PT Adinusa Puripratama mengadakan 5 pelatihan, seminar, workshop dan sosialisasi dengan durasi 10 jam, terdiri dari: umum 3 (6 jam) dan teknikal 2 (4 jam).

PT Danayasa Arthatama independently facilitated 48 trainings, seminars, workshops and socializations with a duration of 405.5 hours, divided into: 14 general (37 hours), 32 technical (304 hours) and 2 certification (64 hours). PT Artha Telekomindo conducted 18 trainings, seminars, workshops and socializations with a duration of 160 hours, including: 10 general (64 hours), 6 technical (40 hours) and 2 certification (56 hours). PT Pacific Place Jakarta conducted 47 trainings, seminars, workshops and socializations with a duration of 435.5 hours, consisting of: 24 general (94 hours), 20 technical (318.5 hours) and 3 certification (23 hours). PT Adinusa Puripratama conducted 5 trainings, seminars, workshops and socializations with a duration of 10 hours, consisting of: 3 general (6 hours) and 2 technical (4 hours).

Secara keseluruhan selama tahun 2022, terdapat 184 pelatihan, seminar, workshop dan sosialisasi dengan durasi 1.809 jam yang difasilitasi dan diselenggarakan oleh Perseroan dan Entitas Anak. Perinciannya terdapat 65 pelatihan, seminar, workshop dan sosialisasi yang bersifat umum dengan waktu 298 jam. Disusul yang bersifat teknikal sebanyak 107 dengan durasi 1.128 jam, 7 pelatihan sertifikasi dengan 143 jam dan 5 pelatihan kepemimpinan dengan 240 jam.

Overall during 2022, there were 184 trainings, seminars, workshops and socializations with a duration of 1,809 hours facilitated and organized by the Company and its Subsidiaries. In detail, there were 65 trainings, seminars, workshops and socializations of a general nature with a duration of 298 hours. Followed by 107 technical trainings with a duration of 1,128 hours, 7 certification trainings with 143 hours and 5 leadership trainings with 240 hours.

Entitas	Umum General		Teknikal Technical		Sertifikasi Certification		Kepemimpinan Leadership		Keseluruhan All	
	Jumlah Total	Jam Hours	Jumlah Total	Jam Hours	Jumlah Total	Jam Hours	Jumlah Total	Jam Hours	Jumlah Total	Jam Hours
Perseroan	4	83,0	21	401,0			5	240,0	30	724,0
AGN/AGP	10	14,0	26	65,0					36	79,0
PT Danayasa Arthatama	14	37,0	32	299,5	2	64,0			48	400,5
PT Artha Telekomindo	10	64,0	6	40,0	2	56,0			18	160,0
PT Pacific Place Jakarta	24	94,0	20	318,5	3	23,0			47	435,5
PT Adinusa Puripratama	3	6,0	2	4,0					5	10,0
Jumlah Total	65	298,0	107	1.128,0	7	143,0	5	240,0	184	1.809,0

Biaya pelatihan, seminar, workshop dan sosialisasi terpusat yang telah dikeluarkan oleh Perseroan bersama Entitas Anak mencapai Rp1,65 miliar di 2022. Sementara dari masing-masing Entitas Anak tercatat: PT Danayasa Arthatama Rp478,4 juta (2021: Rp71,8 juta), PT Artha Telekomindo Rp216,4 juta (2021: Rp122,8 juta), PT Pacific Place Jakarta Rp405,9 juta (2021: Rp67,7 juta) dan PT Adinusa Puripratama Rp67,7 juta (2021: Rp16,4 juta). Terdapat peningkatan dana sebesar Rp1,18 miliar di 2022, dibanding tahun 2021 yang tercatat hanya Rp473,2 juta.

Centralized training, seminars, workshops and socialization costs that have been incurred by the Company and its Subsidiaries reached Rp1.65 billion in 2022. While from each Subsidiary, it was recorded: PT Danayasa Arthatama Rp478.4 million (2021 : Rp71.8 million), PT Artha Telekomindo Rp216.4 million (2021 : Rp122.8 million), PT Pacific Place Jakarta Rp405.9 million (2021 : Rp67.7 million) and PT Adinusa Puripratama Rp67.7 million (2021 : Rp16.4 million). There was an increase in funds of Rp1.18 billion in 2022, compared to 2021 which recorded only Rp473.2 million.

Kesempatan peningkatan jenjang pendidikan lebih tinggi juga diberikan kepada karyawan. Untuk memfasilitasi hal ini, Perseroan bekerja sama dengan Politeknik Jakarta International Hotels School (JIHS). Politeknik JIHS merupakan pengembangan dari Akademi Pariwisata Jakarta International Hotels (Akpar JIH), yang sejak 1994 telah berkolaborasi dalam hal memenuhi kebutuhan tenaga kerja terampil Hotel Borobudur Jakarta.

Higher education opportunities are also provided to employees. To facilitate this, the Company collaborates with the Jakarta International Hotels School (JIHS) Polytechnic. JIHS Polytechnic is a development of the Jakarta International Hotels Tourism Academy (Akpar JIH), which since 1994 has been collaborating in terms of meeting the needs of the skilled workforce of Hotel Borobudur Jakarta.

Perseroan (sebagai bagian dari Artha Graha Network) juga bekerja sama dengan Universitas Pertahanan Indonesia, memberikan kesempatan dan memfasilitasi peningkatan jenjang pendidikan dari S1 ke S2 terutama untuk yang berminat dalam ilmu pertahanan dan keamanan.

The Company (as part of the Artha Graha Network) also collaborates with the Indonesian Defense University, providing opportunities and facilitating the upgrade of education levels from Bachelor to Master, especially for those interested in defense and security sciences.

Program Fast Track Karyawan
Employee Fast Track Program

Program *Fast Track Karyawan* adalah program peningkatan jenjang pendidikan ke S1/D4, melalui jalur pendidikan fomal kelas percepatan yang dapat diselesaikan minimal 4 (empat) semester di Politeknik JIHS dengan tiga program studi D4-S1 Terapan, yaitu *Hotel Management*, Analisis Keuangan dan Keamanan Sistem Infomasi.

Perkuliahannya dirancang untuk tidak mengganggu waktu kerja karyawan, dilaksanakan sehabis waktu kerja kantor dan secara *hybrid*, yaitu dari jam 17.00 hingga jam 20.40 WIB setiap hari Selasa, Rabu dan Kamis. Durasi perkuliahan selama 1 tahun 7 bulan (tergantung dari latar belakang pendidikan sebelumnya).

Persyaratan untuk mengikuti program tersebut adalah berusia di bawah 40 tahun dengan masa kerja lebih dari 5 tahun, berkinerja baik (minimum dua tahun berturut-turut), mendapat rekomendasi dari atasan dan berkomitmen untuk terus bekerja di Grup Artha Graha (Perseroan dan Entitas Anak).

Program *Fast Track* pertama diikuti oleh 16 karyawan, dengan perincian 7 (tujuh) karyawan berasal dari Pacific Hotel CIpanas, 4 (empat karyawan) dari Hotel Borobudur Jakarta, dan masing-masing seorang dari Perseroan, PT Danayasa Arthatama, PT Pacific Place Jakarta, PT Artha Telekomindo dan PT First Jakarta International.

Employee Fast Track Program is a program to improve educational grade to bachelor's degree / Diploma 4, through accelerated class fomal education pathways that can be completed in a minimum of 4 (four) semesters at JIHS Polytechnic with three Applied D4-S1 study programs, Hotel Management, Financial Analysis and Information Systems Security.

The lectures are designed not to interfere with employee work time, held after office hours and in a hybrid manner, from 17.00 to 20.40 WIB every Tuesday, Wednesday and Thursday. The duration of the course is 1 year and 7 months (depending on previous educational background).

The requirements to join the program are under 40 years old with more than 5 years of service, good performance (minimum two consecutive years), recommendation from superiors and commitment to continue working in Artha Graha Group (Company and Subsidiaries).

The first Fast Track Program was attended by 16 employees, with details of 7 (seven) employees from Pacific Hotel Cipanas, 4 (four employees) from Hotel Borobudur Jakarta, and one each from the Company, PT Danayasa Arthatama, PT Pacific Place Jakarta, PT Artha Telekomindo and PT First Jakarta International.

MANAJEMEN KINERJA INDIVIDU
INDIVIDUAL PERFORMANCE MANAGEMENT

Performance manajemen *human capital* tidak semata difokuskan pada hasil, tetapi bagaimana penerapan budaya dan karakter kepimpinan dijalankan pada pengambilan keputusan dan interaksi dalam aktivitas pekerjaan. Namun demikian, dalam penilaian kinerja terhadap individual karyawan tetap melihat pada unsur hasil dan proses. Hasil menunjukkan pada pencapaian atas target, sedang proses menunjuk pada bagaimana cara mencapai target.

Perseroan menekankan konsep *Plan-Do-Check-Action* (PDCA) di dalam pekerjaan agar kinerja setiap karyawan dapat terealisasi dengan baik. Capaian kinerja karyawan akan mencerminkan kinerja perusahaan secara keseluruhan. Penilaian kinerja terhadap masing-masing karyawan sesuai peran dan tanggungjawabnya dilakukan secara spesifik, transparan, terukur dan objektif melalui *Key Performance Indicators* (KPI) setiap enam bulan sekali. Parameter KPI diupayakan terus di-*upgrade* setiap tahunnya sehingga dapat menjadi barometer penilaian karyawan yang terukur sempurna. Setiap karyawan, termasuk karyawan baru, wajib membuat KPI sesuai dengan *jobdesk* dan turunan dari atasan.

Dasar penilaiannya adalah *goal setting* dibuat oleh karyawan di awal tahun (dapat dilakukan penyesuaian pada pertengahan tahun). Bagi pimpinan yang memiliki staf, proses penilaian juga melihat kemampuannya dalam mengelola tim (*people management*). Setiap karyawan diberikan kesempatan terlebih dahulu melakukan *self assessment*, sebelum didiskusikan dan direviu oleh atasan yang bersangkutan.

Performance management of human capital is not solely focused on results, but how the application of culture and leadership character is carried out in decision making and interaction in work activities. However, the performance assessment of individual employees still considers the elements of results and process. Results indicate the achievement of targets, while the process points to how to achieve targets.

The Company emphasizes the concept of Plan-Do-Check-Action (PDCA) in work so that the performance of each employee can be realized properly. Employee performance achievements will reflect the performance of the company as a whole. Performance assessment of each employee according to their roles and responsibilities is carried out specifically, transparently, measurably and objectively through Key Performance Indicators (KPI) every six months. KPI parameters are continuously upgraded every year so that they can become a perfectly measurable employee assessment barometer. Every employee, including new employees, is required to make KPIs in accordance with the jobdesk and derivatives from superiors.

The basis of the assessment is the goal setting made by the employee at the beginning of the year (adjustments can be made in the middle of the year). For leaders who have staff, the assessment process also looks at their ability to manage the team (people management). Each employee is given the opportunity to first conduct a self-assessment, before being discussed and reviewed by the relevant supervisor.

Penilaian kerja dilakukan berjenjang dengan minimum 2 (dua) level atasan karyawan. Pihak atasan harus aktif memberikan pengarahan, bimbingan dan evaluasi sebagai masukan bagi pencapaian kinerja karyawan. Penilaian untuk staf dan supervisor meminta persetujuan kepada manager. Selanjutnya untuk penilaian manager meminta persetujuan direktur departemen terkait.

Hasil penilaian atasan langsung selanjutnya dikalibrasi oleh Departemen HDR & GA sebagai bahan evaluasi untuk penilaian kinerja dan kompetensi karyawan, serta sebagai tolak ukur penyesuaian perolehan remunerasi, tunjangan, manfaat (pendidikan dan pelatihan) dan promosi bagi karyawan untuk tahun berikutnya. Sedang bagi karyawan baru, hasilnya akan menentukan status kelanjutan bekerja.

Work appraisals are carried out in stages with a minimum of 2 (two) levels of employee superiors. The supervisor must actively provide direction, guidance and evaluation as input for the achievement of employee performance. Appraisals for staff and supervisors request approval from the manager. Furthermore, the manager's assessment requests approval from the relevant department director.

The results of direct supervisor assessments are then calibrated by the HDR & GA Department as evaluation material for employee performance and competency assessments, as well as a benchmark for adjusting remuneration, allowances, benefits (education and training) and promotions for employees for the following year. As for new employees, the results will determine their continued employment status.

KOMPENSASI KARYAWAN
EMPLOYEE COMPENSATION

Hubungan Industrial

Penerapan hubungan industrial yang adil dan dinamis sesuai dengan ketentuan-ketentuan peraturan perundang-undangan ketenaga-kerjaan senantiasa diberlakukan harmonis dalam relasi kerja di Perseroan.

Pelaksanaan hubungan industrial yang harmonis dibangun atas dasar pemahaman bersama (Perseroan dan karyawan) untuk melaksanakan hak, kewajiban dan tanggungjawabnya dalam suasana dan tekad saling menghormati, mempercayai, dan bekerja sama saling menguntungkan, dengan tujuan menjamin keberlangsungan usaha dan perbaikan kesejahteraan.

Hubungan industrial yang harmonis di Perseroan, telah membuat suasana kerja yang kondusif. Perselisihan hubungan industrial dan pemogokan kerja tidak terjadi di Perseroan. Perseroan dan karyawan sepakat untuk bersinergi untuk keberlangsungan dan keberlanjutan usaha dan kerja.

Industrial Relations

The implementation of fair and dynamic industrial relations in accordance with the provisions of labor laws and regulations is always implemented harmoniously in the work relations in the Company.

The implementation of harmonious industrial relations is built on the basis of mutual understanding (the Company and employees) to carry out their rights, obligations and responsibilities in an atmosphere and determination of mutual respect, trust, and mutually beneficial cooperation, with the aim of ensuring business continuity and improving welfare.

Harmonious industrial relations in the Company have created a conducive working atmosphere. Industrial disputes and work strikes have not occurred in the Company. The Company and employees agree to synergize for the sustainability and continuity of business and work.

Remunerasi

Kebijakan remunerasi Perseroan berpedoman dan merujuk pada: ketentuan-ketentuan peraturan ketenagakerjaan yang berlaku, kemampuan perusahaan, perbandingan dengan industri sejenis, penyesuaian kebutuhan hidup (agar ada kelebihan yang dapat disimpan) yang selalu ditelaah setiap tahun. Disusun berdasarkan konsep 3P (*Pay for Person, Pay for Performance, Pay for Position*) dan ditentukan berdasarkan kontribusi, kompetensi, kapabilitas, dan pengalaman setiap karyawan, dengan tidak menbedakan (kompensasi yang sama) antara karyawan laki-laki maupun perempuan.

Dengan besaran remunerasi yang proporsional dan adil, diharapkan dapat menarik (*attrack*), memotivasi (*motivate*), mempertahankan (*retain*) dan meningkatkan keterikatan karyawan agar dapat secara terus menerus memberikan kinerja yang optimal, mendukung visi, misi, dan strategi Perseroan.

Secara umum, remunerasi yang diberikan tetap dan rutin berupa: gaji dengan penyesuaian setiap tahunnya (kecuali apabila terjadi kondisi *force majeur* pandemi Covid-19 sejak 2020) dan tunjangan: jabatan, kehadiran, telekomunikasi, hari raya dan kesehatan. Selain gaji bulanan dan tunjangan-tunjangan tersebut, juga diberikan fasilitas kesejahteraan dan manfaat lainnya yang menunjang

Remuneration

The Company's remuneration policy is guided by and refers to: provisions of applicable labor regulations, company capabilities, comparison with similar industries, adjustment of living costs (so that there is excess that can be saved) which are always reviewed annually. Compiled based on the 3P concept (Pay for Person, Pay for Performance, Pay for Position) and determined based on the contribution, competence, capability and experience of each employee, with no distinction (equal compensation) between male and female employees.

With the amount of remuneration that is proportional and fair, it is expected to attract, motivate, retain and increase employee engagement so that they can continuously provide optimal performance, support the Company's vision, mission and strategy.

In general, remuneration provided is fixed and routine in the form of: salary with annual adjustments (except in the event of force majeure conditions of the Covid-19 pandemic since 2020) and benefits: position, attendance, telecommunications, holidays and health. In addition to the monthly salary and allowances, welfare facilities and other benefits that support work productivity are also provided, in

produktivitas kerja, berupa tunjangan untuk: gigi, kacamata, menikah, melahirkan dan kedukaan; asuransi kesehatan (rawat inap dan rawat jalan); iuran jaminan sosial ketenagakerjaan dan kesehatan; dan iuran dana pensiun.

the form of allowances for: dental, eyeglasses, marriage, childbirth and grief; health insurance (inpatient and outpatient); labor and health social security contributions; and pension fund contributions.

Peningkatan Performance Management System Grup JIHD
JIHD Group Performance Management System Improvement



Perseroan memfasilitasi workshop untuk proses penyusunan formulir penilaian kinerja Grup JIHD dengan metode Balance Scorecard (BSC) dengan 4 (empat) perspektif: finance, customer, internal business process dan learning & growth.

Tujuannya untuk membuat alat penilaian kinerja yang objektif, terukur, komprehensif, mudah diterapkan dan terhubung langsung dengan sasaran dan target dari masing-masing perusahaan, serta sebagai dasar untuk pengembangan karir yang lebih terarah dan dasar untuk memberikan penghargaan bagi karyawan yang memiliki kinerja/performa yang baik.

The Company facilitated a workshop for the process of developing a performance assessment form for JIHD Group using the Balance Scorecard (BSC) method with 4 (four) perspectives: finance, customer, internal business process, and learning & growth.

The objective is to create a performance assessment tool that is objective, measurable, comprehensive, easy to apply and directly linked to the goals and targets of each company, as well as a basis for more targeted career development and a basis for rewarding employees who have good performance.

Workshop Performance Management System Grup JIHD

Bulan Month	**Tanggal** Date	**Workshop**	**Jam** Hours	**Karyawan** Employee		
				Total	**Kader** Cadre	**Non Kader** Non-Cadre
Sep	16	Rencana penyempurnaan Sistem Manajemen Kinerja Performance Management System improvement plan	2,0	8	5	3
	22	Perfomance Management System	3,0	6	4	2
Okt	3	Strategic Management – BSC Perusahaan dan Departemen Strategic Management - Company and Department BSC	8,0	46	13	33
	10	Pengecekan dan Konfirmasi BSC Perusahaan & Divisi/Departemen Company & Division/Department BSC Check and Confirmation	8,0	36	12	24
	17	Menurunkan Divisi/Departemen ke Target KPI Individu Downgrading Division/Department to Individual KPI Targets	8,0	44	18	26
	24	Reviu/Tinjauan atas Target KPI Individu Review of Individual KPI Targets	8,0	36	15	21
	31	Pembuatan Kamus Kompetensi Perusahaan Company Competency Dictionary Creation	16,0	10	4	6
Nov	1			9	3	6
	7-8	Pengecekan Kamus Kompetensi dan Kompetensi Jabatan Perusahaan Competency Dictionary Checking and Company Position Competency	16,0	26	12	14
	14-15	Finalisasi KPI dan Kompetensi Individu KPI and Individual Competency Finalization	16,0	76	23	53
	28-29	Performance Monitoring	16,0	61	20	41
Des	5-6	Performance Appraisal	16,0	36	14	22
	7-9	Penyusunan Formulir Penilaian Kinerja Preparation of Performance Appraisal Form	16,0	43	15	28
Jumlah Total = 12			133,0			

Note: dikoordinir oleh Departemen Human Capital JIHD
Note: coordinated by JIHD Human Capital Department.

Manfaat Kesehatan Kepada Setiap Karyawan

Health Benefits for Every Employee

Terdapat 4 (empat) manfaat kesehatan yang difasilitasi oleh Perseroan yang diberikan kepada setiap karyawan Perseroan dan Entitas Anak, yaitu: medical check-up, seminar kesehatan, kegiatan olahraga dan sayuran hidroponik.

Medical check-up

Kegiatan *medical check-up* merupakan salah satu manfaat di bidang kesehatan yang diberikan rutin setiap tahun kepada setiap karyawan Perseroan dan Entitas Anak. Melalui kegiatan ini, Perseroan ingin memastikan kesehatan karyawan dalam kondisi prima sehingga dapat bekerja maksimal dan optimal. Pemeriksaan medical check-up yang diberikan meliputi pemeriksaan darah lengkap, urine, gula darah puasa, fungsi hati (SGOT, SGPT), panel kolesterol (kolesterol total, HDL, LDL dan Trigliserida), fungsi ginjal (ureum, creatinine), asam urat, pap smear, HbsAg (infeksi hepatitis B), X-Ray Paru, EKG (untuk usia > 45 tahun), audiometri (untuk teknisi) dan pemeriksaan fisik.

Pelaksanaannya dilakukan bekerja sama dengan dokter-dokter Artha Graha Peduli di Klinik Utama AGP Lot 4 SCBD. Di tahun 2022 dilaksanakan pada 10 dan 17 September untuk Perseroan (54 karyawan) bersama Entitas Anak: PT Danayasa Arthatama (144 karyawan), PT Adinusa Puripratama (23 karyawan), selanjutnya di 7-13, 26-27 Oktober untuk PT Pacific Place Jakarta dan di 15 November untuk Entitas Anak PT Artha Telekomindo (50 karyawan). Sedang Hotel Hotel Borobudur Jakarta melakukannya dalam tiga gelombang: 4-5 April (379 karyawan), 15-16 Agustus (310 karyawan) dan 29-30 September (293 karyawan). Terdapat 1.293 karyawan yang mengikuti kegiatan medical check-up. Biaya pemeriksaan dari setiap karyawan seluruhnya ditanggung oleh Perseroan dan Entitas Anak. Di tahun 2022, dikeluarkan dana sebesar Rp655 juta untuk kegiatan ini.

Seminar Kesehatan

Seminar kesehatan juga merupakan salah satu manfaat kesehatan yang telah diberikan dan dapat diikuti oleh setiap karyawan sejak 2019. Seminar kesehatan merupakan program rutin di bidang kesehatan dari Artha Graha Peduli yang dilaksanakan bekerja sama dengan mitra-mitra dokter dari rumah sakit-rumah sakit di Jakarta. Tujuannya memberikan pengetahuan kepada karyawan seputar kesehatan, dengan harapan: mengetahui dan dapat mempersiapkan langkah-langkah untuk pengobatannya apabila terpapar.

Sejak tahun 2021 seiring Pandemi Covid-19 dan hingga saat ini, kegiatan tersebut sepenuhnya dilakukan secara *virtual* yang dapat diikuti oleh karyawan di tempat kerjanya masing-masing.

There are 4 (four) health benefits facilitated by the Company that are provided to every employee of the Company and its Subsidiaries, including: medical check-up, health seminar, sports activities and hydroponic vegetables.

Medical check-up

Medical check-up is one of the health benefits provided annually to every employee of the Company and its Subsidiaries. Through this activity, the Company wants to ensure the health of employees in prime condition so that they can work optimally. The medical check-up provided includes tests of blood, urine, fasting blood sugar, liver function (SGOT, SGPT), cholesterol panel (total cholesterol, HDL, LDL and Triglycerides), kidney function (ureum, creatinine), uric acid, pap smear, HbsAg (hepatitis B infection), Lung X-Ray, ECG (for age > 45 years), audiometry (for technicians) and physical examination.

The implementation was carried out in collaboration with Artha Graha Peduli doctors at the AGP Main Clinic Lot 4 SCBD. In 2022, it was held on September 10 and 17 for the Company (54 employees) and its subsidiaries: PT Danayasa Arthatama (144 employees), PT Adinusa Puripratama (23 employees), then on October 7-13, 26-27 for PT Pacific Place Jakarta and on November 15 for Subsidiary PT Artha Telekomindo (50 employees). Meanwhile, Hotel Borobudur Jakarta did it in three batches: April 4-5 (379 employees), August 15-16 (310 employees) and September 29-30 (293 employees). There were 1,293 employees who participated in the medical check-up activities. The cost of the check-up for each employee was fully covered by the Company and its Subsidiaries. In 2022, Rp655 million was spent for this activity.

Health Seminar

Health seminars are also one of the health benefits that have been provided and can be attended by every employee since 2019. The health seminar is a routine program in the health sector from Artha Graha Peduli which is carried out in collaboration with partner doctors from hospitals in Jakarta. The aim is to provide knowledge to employees about health, with the hope that: knowing and being able to prepare steps for treatment if exposed.

Since 2021 in line with the Covid-19 Pandemic and until now, the activity has been fully conducted virtually which can be followed by employees at their respective workplaces.

Seminar Kesehatan Artha Graha Peduli Artha Graha Peduli Health Seminar

Bulan Month	Tanggal Date	Jam Hours	Tema Theme	Pembicara Speakers	Kerjasama Partnership
Jan	4	1,5	Omicron, Kenapa Anda Perlu Khawatir Mengapa Butuh Pemeriksaan Whole Genome Squencing Omicron, Why You Should Worry Why you need whole genome sequencing examination	dr. Rohmat Andriyadi, Sp.P dr. Nunik Utami, Sp.Mk	
	11	1,0	Kanker Serviks Cervical Cancer	dr. Irene Christ, Sp.OG	
	25	2,0	Mengenal Obesistas & Cara Mananganinya Knowing Obesity & How to Manage It	dr. Rudy Kurniawan, Sp.PD, Dip.TH	

Seminar Kesehatan Artha Graha Peduli Artha Graha Peduli Health Seminar					
Bulan Month	**Tanggal** Date	**Jam** Hours	**Tema** Theme	**Pembicara** Speakers	**Kerjasama** Partnership
Feb	4	1,5	Mengenali Gangguan Tiroid Identifying Thyroid Disorders	Dr. dr. Aris Wibudi, SpPD-KEMD	Konsultan Metabolik Endokrin Endocrine Metabolic Consultant
	15	1,0	Peran Prokes 6M Dalam Pengendalian Omicron The role of the 6M health protocol in omicron control	dr. Rudy Kurniawan, Sp.PD, Dip.TH	
	25	1,0	Diabetes Melitus Diabetes Mellitus	dr. Anjar Budi Astoro, SpPD, FINASIM	
Apr	19	2,5	Awam Kesehatan Mental Mental Health Awareness	Dr. dr. Dharmawan Ardi, Sp.KJ dr. Maria Irene Hendrata, Sp.KJ	Tzu Chi Hospital
Mei	13	1,5	Apa itu Pikun? Kenali Faktor Risiko dan Pencegahannya What is Senile Dementia? Recognize Risk Factors and Prevention	dr Aya Govinda Roosheroe, SpPD-Kger, FINASIM	Prodia
Jun	17	1,0	Infertilitas dan Persiapan Kehamilan Infertility and Pregnancy Preparation	dr. Gorga Udjung, SpOG	Bunda International Clinic
Sep	15	1,0	Kenali Cacar Monyet Recognizing Monkey Pox	dr. Ade Firman Saroso, Sp.KK	RS Hermina Podomoro
Jumlah Total = 10		14,0			

Note: dikoordinir oleh Artha Graha Peduli
Note: coordinated by Artha Graha Peduli

Kegiatan Olahraga

Kegiatan olahraga karyawan mulai diadakan oleh Perseroan sejak 25 Mei 2022. Kegiatan ini merupakan tindak lanjut untuk perbaikan dan peningkatan kesehatan karyawan setelah *medical check-up*. Selain ini, melalui kegiatan ini dapat meningkatkan kebersamaan dan keterikatan karyawan Diadakan secara berkala setiap dua minggu, dengan cabang-cabang olahraga: badminton, futsal dan muay thai Di tahun 2022, dikeluarkan dana sebesar Rp46,1 juta untuk kegiatan ini.

Sayur Hidroponik

Peduli Kesehatan di Perseroan dan Entitas Anak dilengkapi dengan himbauan "*from farm to plate, make food safe, food security, food safety,*" sejak 31 Mei 2022. Ada dampak yang tidak sehat dari makanan dengan bahan mentah yang telah terpapar bahan kimia dan arsenik. Karena ini, Perseroan dan Entitas Anak memfasilitasi tersedianya sayuran hidroponik yang ditanam tanpa pestisida, untuk jenis-jenis seperti: Pakcoy Hijau, Kailan, Caisim, Bayam Hijau, Bayam Merah, Romain, Selada dan Kangkung. Sayuran-sayuran hidroponik berasal dari kebun (*Green House*) di Jonggol dan Sentul, didistribusikan kepada karyawan setiap Selasa dan Jumat dengan pengganti biaya tanam Rp10.000 per-ikat sayuran.

Sports Activities

Employee sports activities began to be held by the Company since May 25, 2022. This activity is a follow-up to improve and enhance employee health after medical check-up. It is held regularly every two weeks, with sports branches: badminton, futsal and muay thai In 2022, funds of Rp46.1 million were spent for this activity.

Hydroponic Vegetable

Health Care in the Company and Subsidiaries is complemented by the appeal "from farm to plate, make food safe, food security, food safety," since May 31, 2022. There is an unhealthy impact of food with raw materials that have been exposed to chemicals and arsenic. For this reason, the Company and its Subsidiaries facilitate the availability of hydroponic vegetables grown without pesticides, for types such as: Green Pakcoy, Kailan, Caisim, Green Spinach, Red Spinach, Romain, Lettuce and Kale. The hydroponic vegetables come from the Green House in Jonggol and Sentul, and are distributed to employees every Tuesday and Friday with a planting fee of Rp10,000 per bunch of vegetables.

Reward dan *Punishment*

Pemberlakuan *Reward* dan *Punishment* bertujuan untuk meningkatkan kinerja setiap karyawan. *Reward* diberikan untuk memotivasi karyawan dalam mencapai target kinerja yang berkontribusi optimal dalam pencapaian sasaran Perseroan. Dalam hal *reward* khusus, diberikan secara kompetitif normatif setara besaran yang disesuaikan dengan ketentuan peraturan yang berlaku dan kemampuan perusahaan.

Penghargaan umum kepada karyawan dalam bentuk penyesuaian peningkatan kesejahteraan, dan skema mekanisme bonus, tunjangan serta kesejahteraan dalam bentuk lainnya telah diberikan secara maksimal oleh Perseroan. Ke depannya tidak menutup kemungkinan pemberian penghargaan khusus kepada karyawan: yang telah bekerja dalam periode tertentu (10 tahun, 20 tahun dan 30 tahun), terbaik untuk setiap tahunnya, bea siswa kepada putra-putri karyawan, dan untuk yang akan masuk purnakarya.

Sementara untuk *Punishment* diterapkan untuk mencegah segala bentuk pelanggaran sehingga hal-hal yang menghambat atau mengganggu kelancaran aktivitas kerja dapat dihindari. Diberlakukan kepada karyawan semata sebagai upaya menyadarkan untuk lebih hati-hati untuk tidak mengulangi kesalahan yang sama di masa yang akan datang. Dalam bekerja, Perseroan telah membekali dengan Kode Etik Perseroan sebagai panduan dalam bekerja dan berinteraksi di Perseroan.

Sanksi pelanggar Kode Etik Perseroan disesuaikan dengan tingkat pelanggaran diberikan berupa teguran dan surat peringatan (untuk menjadi lebih baik), dan sanksi administrasi pemberhentian bahkan dituntut secara hukum apabila diketahui melakukan tindakan yang merugikan keuangan perusahaan, seperti korupsi.

Reward and Punishment

The implementation of Reward and Punishment aims to improve the performance of each employee. Rewards are given to motivate employees to achieve performance targets that contribute optimally to the achievement of the Company's goals. In terms of special rewards, given competitively normative equivalent amount adjusted to the provisions of applicable regulations and the company's ability.

General rewards to employees in the form of welfare improvement adjustments, and bonus mechanism schemes, allowances and other forms of welfare have been maximally provided by the Company. In the future, it does not rule out the possibility of giving special awards to employees: who have worked for a certain period (10 years, 20 years and 30 years), the best for each year, scholarships for the children of employees, and for those who will enter retirement.

Meanwhile, punishment is applied to prevent all forms of violations so that things that hinder or interfere with the smooth running of work activities can be avoided. Punishment is applied to employees solely as an effort to make them realize to be more careful not to repeat the same mistakes in the future. In working, the Company has provided the Company's Code of Conduct as a guide in working and interacting in the Company.

Sanctions for violators of the Company's Code of Conduct are adjusted to the level of offense given in the form of reprimands and warning letters (to get better), and administrative sanctions for dismissal and even prosecuted legally if known to have committed actions that harm the company's finances, such as corruption.

MANAJEMEN BAKAT DAN SUKSESI
SUCCESSION AND TALENT MANAGEMENT

Proses manajemen talenta dan suksesi merupakan proses menyiapkan dan mengembangkan talenta terbaik sehingga siap untuk menjadi suksesor untuk menggantikan dan/atau menempati posisi-posisi strategis dan kritikal di Perseroan. Dengan adanya manajemen talenta dan suksesi yang baik, diharapkan Perseroan memiliki talenta-talenta terbaik yang siap mengisi jalur kepemimpinan secara berkesinambungan.

Kerangka kerja yang digunakan sebagai dasar pengembangan talenta, mencakup kapabilitas, budaya dan perilaku, kepemimpinan, pola pikir dan tujuan, yang dijalankan secara berimbang dan menyeluruh.

The talent and succession management process is the process of preparing and developing talent to become a successor to replace and/or occupy strategic and critical positions in the Company. With good talent management and succession, it is hoped that the Company will have the best talents who are ready to fill the leadership path on an ongoing basis

The framework used as the basis for talent development includes capabilities, culture and behavior, leadership, mindset and goals, which are carried out in a balanced and comprehensive manner.

1	Klasifikasi dan Nominasi Classification and Nomination	Pemetaan dan penentuan berdasarkan konsistensi kinerja dan potensi dari setiap karyawan, melalui proses: • penilaian kinerja & potensi; • klasifikasi karyawan kader; • pengelompokkan dalam dua grup talenta. Mapping and determination based on the consistency of performance and potential of each employee, through the process: • performance & potential assessment; • classification of cadre employees; and • grouping into two talent groups.
2	Pengukuran Measurement	Pengukuran kapabilitas (dan gap-nya) talenta dalam hal: kepemimpinan, teknis dan perilaku sebagai masukan dalam pengembangan. Measurement of the capability (and gap) of talent in terms of: leadership, technical and behavior as input in development.
3	Pengembangan Development	Penyusunan rencana pengembangan (dengan memperhatikan gap kapabilitas) dalam bentuk: job exposure (berupa penugasan, promosi, pertukaran dan penambahan), pelatihan, dan pendampingan. Preparation of a development plan (taking into account the capability gap) in the form of: job exposure (in the form of assignments, promotions, exchanges and additions), training, and mentoring.
4	Evaluasi Evaluation	Evaluasi berkala (enam bulan sekali) berdasarkan kinerja, kompetensi dan potensinya, dengan output dapat berupa: penyesuaian, pengembangan dan dilanjutkan, dikeluarkan dari pool suksesor, atau siap dipromosikan. Periodic evaluation (every six months) based on performance, competence and potential, with outputs that can be in the form of: adjustment, development and continuation, being removed from the successor pool, or ready for promotion.

KADERISASI
REGENERATION

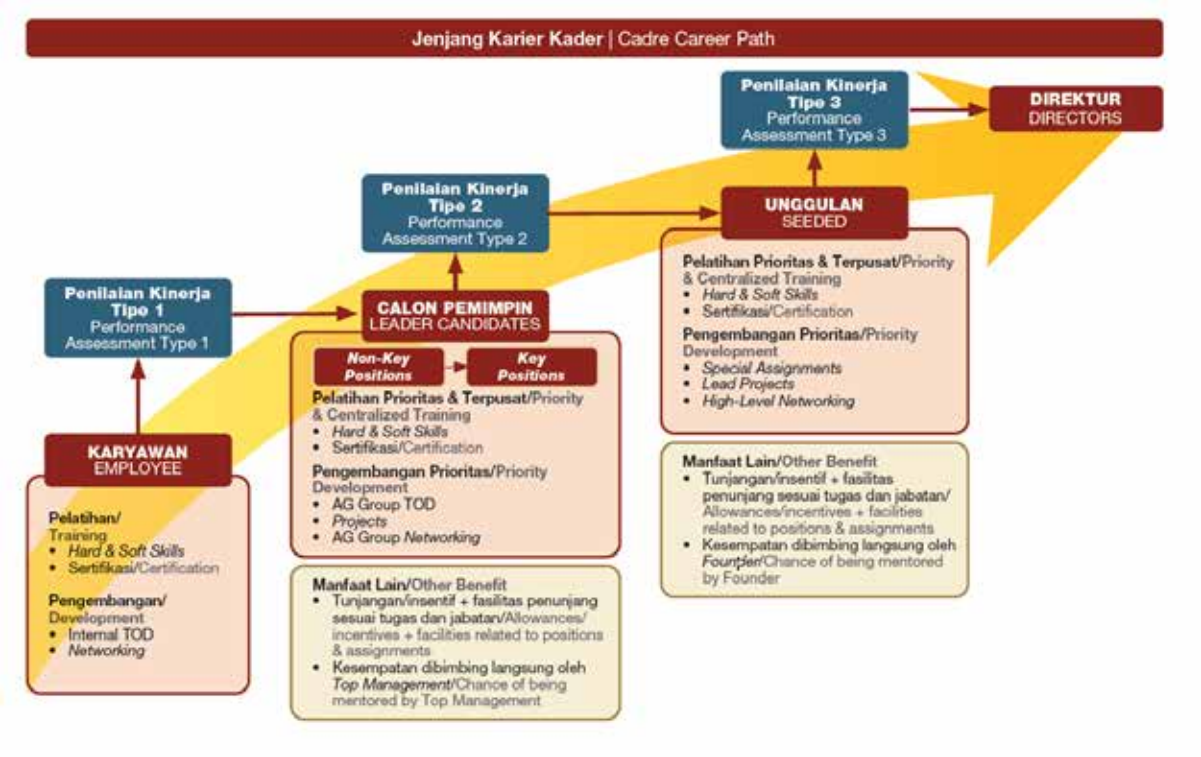
Kaderisasi berkaitan dengan ketersediaan yang tidak terputus dan kesiapan dari talenta-talenta terbaik untuk melanjutkan tongkat estafet perjuangan, berperan, berkarya dan memimpin di masa yang akan datang. Dengan demikian untuk dapat terus tumbuh, berkembang dan berkelanjutan dibutuhkan ketersediaan yang tidak terputus dari talenta-talenta terbaik untuk berkarya memajukan Perseroan. Ketersediaan talenta-talenta terbaik dan kesiapannya sangat bergantung pada keberhasilan Perseroan dalam melaksanakan proses kaderisasi.

Regeneration relates to the uninterrupted availability and readiness of the best talents to continue the baton of struggle, play a role, work and lead in the future. Thus, to be able to continue to grow, develop and be sustainable requires the uninterrupted availability of the best talents to work to advance the Company. The availability of the best talents and their readiness is highly dependent on the Company's success in carrying out the regeneration process.

Pelaksanaan proses kaderisasi tidak mudah, mulai dari pencarian, penentuan hingga pengelolaan dan pengembangannya. Bersamaan dengan pembaruan struktur organisasi Perseroan 2021 telah dilakukan pembaruan mekanisme penentuan persyaratan, pengelolaan hingga pengembangan kader. Terhadap kader Perseroan, terus dilakukan pedampingan pembelajaran segala hal yang berkaitan dengan operasional pengelolaan, sehingga nantinya dapat menjadi kader yang siap melanjutkan kepengurusan dan pengelolaan di masa depan.

The implementation of the regeneration process is not easy, starting from the search, determination to management and development. Along with the renewal of the Company's organizational structure in 2021, the mechanism for determining requirements, managing and developing cadres has been updated. The Company's cadres continue to be assisted in learning all matters relating to operational management, so that later they can become cadres who are ready to continue management in the future.

Jenjang Karier Kader
Cadre Career Path



Demografi Kader Grup JIHD per 31 Desember 2022

Per 31 Desember 2022, kader di Perseroan dan Entitas Anak tercatat 195 orang (2021 : 210), atau 7,6% dari seluruh karyawan Perseroan dan Entitas Anak sebanyak 2.571 orang. Terdiri dari: 125 kader laki-laki dan 70 kader perempuan. Sebagian besar kader, yaitu 118 kader berusia 36 tahun hingga yang di atas 55 tahun, sedang yang di bawah 35 tahun sebanyak 77 kader atau 39,5%.

Sebanyak 97 kader atau 49,7% berpendidikan Diploma 4, S1 dan Magister. Sisanya berpendidikan Diploma 1-3 sebanyak 52 kader (26,7%) dan SMA sebanyak 46 kader (23,6%). Sebagian besar, yakni 145 kader (74,4%) telah menduduki jabatan supervisor (66 kader – 33,8%) dan manajer (79 kader – 40,5%), staf sebanyak 47 kader (47,1%) dan deputi direktur 3 kader (1,5%).

Proses regenerasi telah mulai berjalan, sebanyak 3 (tiga) kader telah dipercaya menjadi deputi direktur, yaitu seorang di Perseroan dan dua kader di Entitas Anak PT Danayasa Arthatama.

JIHD Group Cadre Demographics as of December 31, 2022

As of December 31, 2022, there were 195 cadres in the Company and Subsidiaries (2021: 210), or 7.6% of the total 2,571 employees of the Company and Subsidiaries. Consists of: 125 male cadres and 70 female cadres. Most of the cadres, 118 cadres are aged 36 years to over 55 years, while those under 35 years are 77 cadres or 39.5%.

A total of 97 cadres or 49.7% have Diploma 4, Bachelor's and Master's degrees. The remaining 52 cadres (26.7%) have diplomas 1-3 and 46 cadres (23.6%) have high school degrees. Most of the cadres, 145 cadres (74.4%), have held the positions of supervisors (66 cadres - 33.8%) and managers (79 cadres - 40.5%), staff (47.1%) and deputy directors (1.5%).

The regeneration process has begun to run, as many as 3 (three) cadres have been trusted to become deputy directors, one in the Company and two cadres in the subsidiary PT Danayasa Arthatama.

Keterangan	2022				2021				Description
	Jumlah	%	JIHD	Entitas	Jumlah	%	JIHD	Entitas	
Jumlah Kader	195		22	173	210				.....
Jenis Kelamin									Gender
Laki-Laki	125	64,1	13	112					Male
Perempuan	70	35,9	9	61					Female
Usia									Age
< 35 tahun	77	39,5	10	67					< 35 years old
36-45 tahun	81	41,5	8	73					36-45 years old
46-55 tahun	36	18,5	4	32					46-55 years old
> 55 tahun	1	0,5	0	1					> 55 years old
Tingkat Pendidikan									Educational Level
Magister (S2)	19	9,7	5	14					Post Graduate
Sarjana (S1)	74	37,9	13	61					Under Graduate
Diploma 4	4	2,0	0	4					Diploma 4
Diploma 3	20	10,3	1	19					Diploma 3
Diploma 2	4	2,1	0	4					Diploma 2
Diploma 1	28	14,4	1	27					Diploma 1
SMA	46	23,6	2	44					Senior High School
Level Jabatan									Position Level
Staf	47	24,1	3	44					Staff
Supervisor	66	33,8	8	58					Supervisor
Manajer	79	40,5	10	69					Manager
Deputi Direktur	3	1,5	1	2					.....

RENCANA PENGEMBANGAN HUMAN CAPITAL 2023
HUMAN CAPITAL DEVELOPMENT PLAN 2023

Perseroan bersama Entitas Anak akan tetap mengupayakan untuk terus meningkatkan pengelolaan dan pengembangan SDM untuk menjadi *human capital* yang kompeten, professional dan memberikan nilai tambah bagi Perseroan. Karyawan didorong untuk bekerja secara harmonis semaksimal mungkin sesuai kompetensi dan talentanya di lingkungan kerja yang kondusif, akomodatif dan kompetitif.

Peningkatan kapabilitas karyawan difasilitasi oleh Perseroan (Departemen *Human Capital*) dengan salah satunya adalah program pengembangan dan pelatihan secara rutin berkala dalam durasi yang tertentu. Ditargetkan rata-rata jumlah durasi pelatihan yang diikuti seluruh karyawan Perseroan adalah 8 jam untuk kader dan 4 jam non kader.

Program peningkatan kapabilitas karyawan untuk memperoleh sertifikasi, juga difasilitasi oleh Perseroan. Untuk tahun kerja 2023 ditargetkan realisasi sertifikasi karyawan Perseroan sebesar 80% dari ketentuan perundang-undangan

The Company and its subsidiaries will continue to improve the management and development of human resources to become competent, professional and value-added human capital for the Company. Employees are encouraged to work harmoniously as much as possible according to their competencies and talents in a conducive, accommodating and competitive work environment.

The improvement of employee capabilities is facilitated by the Company (Human Capital Department) with one of the development and training programs on a regular basis within a certain duration. It is targeted that the average duration of training attended by all employees of the Company is 8 hours for cadres and 4 hours for non-cadres.

Employee capability improvement program to obtain certification is also facilitated by the Company. For the working year 2023, it is targeted that the realization of the Company's employee certification is 80% of the statutory provisions.

Key Performance Indicator (KPI) sebagai media penilaian kinerja karyawan secara objektif akan dievaluasi untuk lebih baik dalam hal penetapan basis-basis penilaiannya. Perbaikan sistem penilaian kinerja dengan metode *Balance Scorecard* bisa mulai digunakan pada Juni 2023.

Key Performance Indicator (KPI) as a medium for objectively assessing employee performance will be evaluated for better determination of assessment foundations. Improvement of the performance appraisal system with the Balance Scorecard method can begin to be used in June 2023.

LAMPIRAN-LAMPIRAN
ATTACHMENTS

1. Daftar Pelatihan, Seminar, Workshop dan Sosialisasi Entitas Anak List of Training, Seminar, Workshop and Socialization of Subsidiaries

Pelatihan, Seminar, Workshop dan Sosialisasi PT Danayasa Arthatama 2022
Training, Seminar, Workshop and Socialization of PT Danayasa Arthatama 2022

Bulan Month	Tanggal Date	Pelatihan, Seminar, Workshop dan Sosialisasi Training, Seminars, Workshops and Socialization	Jam Hours	Karyawan Employee		
				Jumlah Total	Kader Cadre	Non Kader Non-Cadre
Umum General = 14			37,0			
Jan	13	Contractor Safety Management System	2,0	3		3
	27	Optimalisasi Safety Talk Dalam Implementasi K3 Optimizing Safety Talk in the Implementation of OHS	2,0	1		1
Feb	3	QHSE Integrated Management System (IMS)	2,0	1		1
	5	Indonesian Safety and Quality Engineers Outlook 2022	4,5	1		1
	10	Process Safety Management System	2,0	1		1
Mar	2	Mitigasi Bencana Alam Gempa Bumi Pra dan Pasca Kejadian Pre and Post Earthquake Natural Disaster Mitigation	2,0	1		1
	27	Perkembangan dan Implementasi Budaya K3 di Industri Manufaktur dalam Era Modernisasi Development and Implementation of OSH Culture in the Manufacturing Industry in the Era of Modernization	5,0	1		1
Apr	12	Penyakit Akibat Kerja melalui Pemeriksaan Kesehatan Kerja Berbasis Risiko Occupational Diseases through Risk-Based Occupational Health Checks	2,0	4		4
Mei	24	From Risk to Resilience	4,0	1		1
	25	Fire Hazard and Life Safety	2,0	1		1
	27	Keragaman dan Inklusi dalam Perusahaan Diversity and Inclusion in the Company	4,0	1		1
Agu	12	Pelatihan 5 S 5 S Training	2,0	1		2
	27	Upaya Menciptakan Behaviour Safety Dalam Dunia Usaha Creating Safety Behavior in the Business World	1,5	1		1
Nov	18	Management of Human Risk Tolerance	2,0	1		1
II.1 Teknikal – Campuran Technical - Mix = 16			167,0			
Jan	12	Efisiensi Energi Energy Efficiency	2,0	10		10
Feb	18	Designing Sustainable Multifunctional Jakarta International Stadium	2,5	1		1
Apr	13-14	Bimbingan Teknis Perkuatan Struktur Eksisting Menggunakan Bahan FRP Technical Guidance on Strengthening Existing Structures Using FRP Materials	8,5	1		1
Mei	31	Penggunaan Teknis Aplikasi bGoAML (Aplikasi Pelaporan Transaksi Keuangan) Technical Use of bGoAML Application (Financial Transaction Reporting Application)	3,5	1		1
Jun	24	Penggunaan Festronik Versi 2022 Festronik Version 2022 Usage	2,5	1		1
Jul	13	Proses Pembangunan Perumahan The Wiladatika Residence The Wiladatika Residence Housing Development Process	2,0	8	2	6
	19	Pemahaman PP Daerah Understanding of Regional Government Regulation	3,0	1		1

Bulan Month	Tanggal Date	Pelatihan, Seminar, Workshop dan Sosialisasi Training, Seminars, Workshops and Socialization	Jam Hours	Karyawan Employee		
				Jumlah Total	Kader Cadre	Non Kader Non-Cadre
Agu	2-30	Pendidikan Khusus Profesi Advokat (PKPA) Special Education for Advocates (PKPA)	44,0	2	1	1
	5	EMC Based Lightning Protection for Telecommunication and Computer Center, i-GSW and Flammable Oil Tank	1,5	1		1
	24	Workshop Proyek Borobudur City	3,0	2		2
Sep	15	Tahapan Konstruksi dan Sistem Manajemen Keselamatan Konstruksi Construction Stages and Construction Safety Management System	2,5	1		1
	29	Penyuluhan Pajak Tax Counseling	4,0	1	1	
	29	Penggunaan dan Cara Perawatan APD Self Contained Breathing Apparatus (SCBA) Usage and Maintenance of PPE Self Contained Breathing Apparatus (SCBA)	6,0	1		1
Okt	12	Engineering Procurement & Construction	2,0	2		2
Nov	19	Penerapan K3 Dalam Pekerjaan Scaffolding di Proyek Konstruksi OHS Implementation in Scaffolding Work in Construction Projects	8,0	1		1
	25	Aplikasi Vinyl Sheet Pile sebagai Alternatif Tanggul Pengendali Banjir Vinyl Sheet Pile Application as an Alternative Flood Control Embankment	8,0	1		1
Des	6-23	Pendidikan Khusus Profesi Advokat (PKPA) Advocate Professional Special Education (PKPA)	64,0	2		2
II.2 Teknikal – SMK3L Technical – SMK3L = 13			70,5			
Mar	10	Implementasi Sistem Manajemen K3 Berbasis ISO 45001:2018 Implementation of OHS Management System Based on ISO 45001: 2018	3,0	1		1
	29	SNI Kebencanaan SNI for Disaster	4,0	1		1
Jun	1	Teori & Implementasi Sistem Manajemen Lingkungan Berbasis ISO 14001:2015 Theory & Implementation of ISO 14001:2015 Based Environmental Management System	2,0			1
	8	Pembinaan Petugas P3K di Tempat Kerja Development of First Aid Officers in the Workplace	3,5	1		1
	13	Sosialisasi Penerapan ISO 37001 tentang Anti Penyuapan dan ISO 9001 tentang Pedoman Mutu di Bidang Konstruksi Socialization of ISO 37001 Implementation on Anti-Bribery and ISO 9001 concerning Quality Guidelines in the Construction Sector	3,5	12		12
Jul	14-15	Document Control	8,0	34	2	32
Agu	15	ISO 45001:2018 tentang Standard Internasional Sistem Manajemen K3 ISO 45001: 2018 on International Standard of OHS Management System	2,0	1		1
	27	Bagaimana Mengelola Program K3 Lingkungan Kerja yang Efektif di Tempat Kerja How to Manage an Effective Work Environment OHS Program in the Workplace	2,0	1		1
Okt	13-14	Awareness ISO 31000 : 2018 tentang Sistem Manajemen Risiko Awareness ISO 31000: 2018 on Risk Management System	16,0	23	2	21
	15	Seminar K3 Nasional National OHS Seminar	4,5	1		1
	26	Seminar Nasional Standarisasi tahun 2022 National Seminar on Standardization in 2022	4,0	2		2
Nov	1-2	Awareness Sistem Manajemen ISO 9001:2015, ISO 14001:2015 dan ISO 45001:2018 Management Systems Awareness ISO 9001: 2015, ISO 14001: 2015 and ISO 45001: 2018	16,0	25	2	23
	7	Audit Internal ISO 14001:2015 Internal Audit ISO 14001: 2015	2,0	1		1
III. Sertifikasi Certification = 2			64,0			
Okt	10-15, 17	Sertifikasi Teknisi K3 Listrik Electrical OHS Technician Certification	56,0	3		3
	19-20	Peningkatan Kompetensi Ahli K3 OHS Expert Competency Improvement	8,0	1		1
Jumlah Total = 45			338,5			

Pelatihan, Seminar, Workshop dan Sosialisasi PT Artha Telekomindo 2022

Training, Seminar, Workshop and Socialization of PT Artha Telekomindo 2022

Bulan Month	**Tanggal** Date	**Pelatihan, Seminar, Workshop dan Sosialisasi** Training, Seminars, Workshops and Socialization	**Jam** Hours	**Karyawan** Employee		
				Jumlah Total	**Kader** Cadre	**Non Kader** Non-Cadre
Umum General = 10			64,0			
Mar	8	materai dan cara Pelaporan SPT Masa Bea Materai E-stamp and how to Report Periodic Stamp Duty Tax Return	8,0	12		12
	10	Penutupan e-SPT & Solusi Lapor SPT Tahunan e-SPT Closing & Annual Tax Return Reporting Solution	8,0	12		12
	11	K3L	8,0	5	1	4
	21	Utilisasi Aplikasi Jamsostek Mobile BPJS Ketenagakerjaan Application Utilization for National Social Security Agency for Employment	8,0	2	1	1
	24	Kupas Tuntas Pajak Jasa Konstruksi Sesuai PP No. 9/2022 Thoroughly Review the Construction Service Tax in accordance with PP No. 9/2022	8,0	12		12
Mei	12	How to Convince Your Customer Increase Your Sales	4,0	28	1	27
Agu	10	Recrutment for Advance	4,0	1		1
Nov	7	Emotional Intellegence	4,0	2		2
Des	6	Pedoman Pencegahan dan Penanganan Kekerasan, dan Pelecehan Seksual di Tempat Kerja Guidelines for the Prevention and Handling of Abuse, and Sexual Harassment in the Workplace	4,0	1	1	
	20	Managing The Organizations Talent	8,0	1	1	
Teknikal Technical = 6			40,0			
Jan	28	Re-induction Sistem Managemen Keamanan Informasi	8,0	22	3	19
Mar	9	Project Management Professional	4,0	1		1
Mei	10	Update Informasi Tanda Tangan Elektronik Electronic Signature Information Update	8,0	1		1
Agu	31	Security Guidelines for Digital Evidence Analysis and Interpretation	8,0	1	1	
Okt	27	Boosting Mobile Apps for Customer Engagement with Digipop Marketing Technology Ecosystem	8,0	4		4
Nov	17	PCIDSS Awareness	4,0	21		21
Sertifikasi Certification = 2			56,0			
Agu	8	SPV HRD	16	1		1
Sep	12	CCNA	40	3		3
Jumlah Total = 18			160,0			

Pelatihan, Seminar, Workshop dan Sosialisasi PT Pacific Place Jakarta 2022

Training, Seminar, Workshop and Socialization of PT Pacific Place Jakarta 2022

No	Pelatihan, Seminar, Workshop dan Sosialisasi Training, Seminars, Workshops and Socialization	Bulan & Tanggal Month & Date	Jam Hours Jumlah Total	Karyawan Employee	
				Kader Cadre	Non Kader Non-Cadre
Umum General = 24			94,0		
1	Counter Terrorism Certification Board	Mar : 1	2,0	2	2
2	Magang Masa Kini, Megang Masa Depan: Kontribusi Dunia Usaha Apprenticeship Now, Holding the Future: Contribution of the Business World	Apr : 13	2,5	2	21
3	Presentasi dan Sosialisasi Penilaian Kerja Karyawan Presentation and Socialization of Employee Performance Appraisal	Apr : 28	2,0	21	21
4	Transformasi Digital untuk Mendukung Tatakelola, Pemanfaatan dan Keamanan Data Digital Transformation to Support Data Governance, Utilization and Security	Mei : 25	5,0	1	1
5	Magang Virtual: Solusi yang Tepat? Virtual Internship: The Right Solution?	Jun : 8	2,0	2	2
6	Sosialisasi Undang-Undang Tindak Pidana Kekerasan Seksual Socialization of Sexual Harassment Law	Jun : 10	2,0	1	1
7	Protecting Your IT Assets with Cyber Security Mesh	Jun : 20	8,0	1	1
8	Pembinaan Norma Jaminan Sosial Tenaga Kerja di Masa Pandemi Guidance on Labor Social Security Norms during the Pandemic	Jun : 24	7,0	1	1
9	Struktur dan Skala Upah Wage Structure and Scale	Jul : 19	9,0	2	2
10	Kupas Tuntas RUU Kesejahteraan Ibu dan Anak, Tantangan Bagi Dunia Usaha Thorough Review of the Maternal and Child Welfare Bill, a Challenge for the Business World	Jul : 27	3,0	3	3
11	Unlock Productivity with Powerful Digital Document Signing	Agu : 2	2,0	2	2
12	Fire Safety Challenge	Agu : 5	3,0	13	13
13	Human Resource Information System (HRIS) Training	Agu : 10-12, 31	6,0	10	10
14	Monitor and Optimize Your Network Infrastructure	Agu : 23	2,0	1	1
15	Simple Yet Powerful In One Stop Portal	Agu : 25	2,0	1	1
16	Sosialisasi Rencana Pemutaran audio/video Sosialisasi Kesehatan di Pusat Perbelanjaan dan Minimarket Socialization Plan Screening audio/video Health Socialization in Shopping Centers and Minimarkets	Agu : 29	2,0	2	2
17	Migrating MS Teams Calling to the Cloud	Agu : 31	1,0	1	1
18	Indonesia Cybersecurity Conference 2022	Okt : 26	6,0	1	1
19	Energy Management System Towrd Net Zero Energy Building	Nov : 12	2,0	2	2
20	All In: Innovating for the Future	Nov : 15	8,5	1	1
21	One-stop Solution for Document Management	Nov : 17	5,0	1	1
22	Sistem Time Management (Absensi Outsource) Time Management System (Outsourced Time Attendance)	Nov : 22	2,0	1	3
23	Building Partnerships & Connecting Ecosystem	Des : 7	2,0	3	2
24	Strategic Marketing Roadmap 2030	Des : 8	8,0	4	4
II.1 Teknikal – Bisnis Technical - Business = 17			303,5		
1	Power of Mindset	Jan : 1, Feb : 2	6,0	21	21
	Trainer Monitoring	Jan : 19, 20, 25, 26	8,0	6	6
		Feb : 11, 15-16, 18, 21-25	42,0	13	13
2	Basic Presentation Skill	Jan : 11-12	6,0	6	6
3	Train The Trainer	Feb : 14	3,0	3	3
4	Assertive Communication	Mar : 10, Apr : 12	5,0	23	23
	Trainer Monitoring	Mar : 15-18, 21, 25	16,0	9	9
		Apr : 14, 22, 25-28	24,0	13	13

No	Pelatihan, Seminar, Workshop dan Sosialisasi Training, Seminars, Workshops and Socialization	Bulan & Tanggal Month & Date	Jam Hours Jumlah Total	Karyawan Employee	
				Kader Cadre	Non Kader Non-Cadre
5	World Class Service	Mar : 29-30, Apr : 18-19, Jun : 27-28, Jul : 12	30,0	30	30
6	Basic First Aid	Apr : 7-8	18,0	35	35
7	Personal Hygiene & Grooming Standard	Apr : 27, Mei : 19-20, 23-24, Jun : 13, 15, 20, 22, Agu : 1-2, 15	10,5	233	233
8	Grooming Training for Frontliner	Mei : 30	2,0	3	3
9	Self Leadership	Jun : 7, Jul : 7, Agu : 9	8,0	28	23
	Trainer Monitoring	Jun : 16-17, 20-24	20,0	11	11
		Jul : 11-15, 18, 20-21	22,0	12	12
10	Hair Do Training	Jun : 14, 16, Agu : 3, Sep : 26, Des : 5-26	11,0	34	34
11	Telephone Courtesy	Jun : 27, Agu : 5	8,0	10	10
12	Handling Complaint	Jul : 19-21	18,0	42	42
13	5 S Training	Jul : 21, Agu: 4, 12. 18, 25, Sep : 1, 8, 15, 22, 28, Okt : 12, 14, 19	26,0	319	319
14	Kecerdasan Emosional Emotional Intelligence	Agu : 3-5, Sep : 6-7	12,0	24	23
	Trainer Monitoring	Agu : 8, 10-11. 19, 22, 24	20,0	11	11
		Sep : 12-16, 19, 21-22, 26	22,0	11	10
15	Skala Prioritas Priority Scale	Agu : 16, 22, 25, Sep : 21-22	12,0	55,0	55,0
16	Product Knowledge Updation	Sep : 20	4,0	207	207
17	Health Talk	Des : 19	2,0	40	40
II.1	Teknikal – Non Bisnis Technical - Non-Business = 3		15,0		
1	Sosialisasi Pembinaan Norma-Norma K3 Gedung Bertingkat Socialization of OHS Norms Guidance for Multi-storey Buildings	Jun : 21	8,0	3	3
2	Escalator & Lift	Jul : 5	3,5	27	27
3	Chiller York	Sep : 1	2,5	23	23
III.	Sertifikasi Certification = 3		23,0		
1	SIO K3 Gondola	Apr : 11-13	9.0	2	2
2	Pelatihan dan sertifikasi Pengendalian Pencemaran Air Water Pollution Control training and certification	Sep : 13-15	7,0	2	2
3	Pelatihan dan sertifikasi Pengendalian Pengolahan Udara Air Treatment Control training and certification	Sep : 20-22	7,0	1	1
Jumlah Total = 47			435,5		

Pelatihan, Seminar, Workshop dan Sosialisasi PT Adinusa Puripratama 2022

Training, Seminar, Workshop and Socialization of PT Adinusa Puripratama 2022

Bulan Month	Tangga Date	Pelatihan, Seminar, Workshop dan Sosialisasi Training, Seminars, Workshops and Socialization	Jam Hours	Karyawan Employee		
				Jumlah Total	Kader Cadre	Non Kader Non-Cadre
Umum General = 3			6,0			
Apr	26	Basics of Housekeeping	2,0			
Mei	14	Design Learning Program	2,0	4		4
	21	Service Excellent	2,0			
Teknikal Technical = ...						
Apr	28	Maintenance & Operations: Create Preventive Maintenance Schedule	2,0			
Mei	28	Basic Perawatan Gedung Bertingkat Basic Maintenance of Multi-storey Building	2,0			
		Petugas P3K (3 hari) First Aid Officer (3 days)				
		Ahli K3 Listrik (12 hari) Electrical OHS Expert (12 days)				
		Pelatihan K3 Kebakaran Kelas D (3 hari) Class D Fire Safety Training (3 days)				
		Tenaga Kerja pada Ketinggian Tingkat 1 (3 hari) Labor at Height Level 1 (3 days)				
		Basic Scaffolding (3 hari) Basic Scaffolding (3 days)				
Jumlah Total =						



6

TATA KELOLA PERUSAHAAN

Corporate Governance



Prinsip GCG 149
GCG Principles

Pedoman dan Kebijakan 150
Guidelines and Policies

Tujuan Penerapan Tata Kelola Perusahaan 151
Purpose of Good Corporate Governance Implementation

Struktur 151
Structure

Peta Jalan 153
Roadmap

Rapat Umum Pemegang Saham (RUPS) 154
General Meeting of Shareholders (GMS)

Direksi 167
Board of Directors

Dewan Komisaris 178
Board of Commissioners

Informasi Hubungan Dewan Komisaris dan Direksi 185
Information On The Relationship Between The Board of Commissioners and Directors

Remunerasi Dewan Komisaris dan Direksi 193
Board of Commissioners and Board of Directors Remuneration

Komite Audit 196
Audit Committee

Komite Nominasi dan Remunerasi 202
Nomination and Remuneration Committee

Sekretaris Perusahaan 203
Corporate Secretary

Unit Audit Internal (UAI) 210
Internal Audit Unit (IAU)

Akuntan Publik dan Audit Eksternal 215
Public Accountant and External Audit

Akuntan Publik 2022 217
Public Accountant 2022

Sistem Pengendalian Internal 218
Internal Control System

Sistem Manajemen Risiko 221
Risk Management System

Kode Etik 226
Code of Conduct

Sistem Pelaporan Pelanggaran 232
Whistleblowing System

Transparansi Praktik Tata Kelola Tidak Baik 234
Transparency of Bad Governance Practices

Permasalahan Hukum 236
Legal Issues

Akses Informasi dan Data Perusahaan 236
Access To Company Information and Data

Penerapan Atas Pedoman Tata Kelola Perusahaan Terbuka 239
Implementation of Governance Guidelines of Public Companies

Tata Kelola Perusahaan yang Baik (*Good Corporate Governance* - GCG) menjadi dasar penciptaan nilai tambah yang berkelanjutan yang akan dirasakan kemanfaatannya, memberikan perlindungan yang memadai dan perlakuan yang adil kepada bagi seluruh pemegang saham dan pemangku kepentingan di sepanjang keberadaan perusahaan. Penerapan yang tepat dan benar menjadi indikator penting dalam penilaian terhadap kinerja perusahaan.

Tata Kelola Perusahaan yang Baik menjadi salah satu mekanisme atau sistem pengurusan dan pengelolaan perusahaan yang berdayasaing, berjalan berlandaskan visi dan misi, beretika sesuai dengan nilai budaya perusahaan, sekaligus mengarahkan dan mengendalikan, dan tidak melanggar terhadap peraturan perundang-undangan yang berlaku. Mekanisme ini akan membantu Perseroan untuk mencapai tujuan yang ingin dicapai, dengan memaksimalkan upaya peningkatan kinerja bermanfaat terhadap selauruh pemangku kepentingan.

Dalam penerapan GCG, Perseroan berkomitmen memberlakukannya pada seluruh jenjang, diupayakan untuk diterapkan dan dilaksanakan dengan benar, tepat dan konsisiten. Dalam komitmen penerapn GCG sangat ditekankan mengedepankan pada kepatuhan terhadap seluruh peraturan perundang-undangan yang berlaku, serta terus meningkatkan kualitas keterbukaan dan laporan berkaitan aktivitas operasional yang disampaikan kepada regulator dan pemangku kepentingan.

Good Corporate Governance (GCG) is the basis for the creation of sustainable added value that will benefit, provide adequate protection and fair treatment to all shareholders and stakeholders throughout the company's existence. Proper and correct implementation is an important indicator in assessing the company's performance.

Good Corporate Governance is one of the mechanisms or systems for managing a company that is competitive, runs based on vision and mission, is ethical in accordance with the company's cultural values, while directing and controlling, and does not violate applicable laws and regulations. This mechanism will help the Company to achieve the goals it wants to achieve, by maximizing efforts to improve performance for the benefit of all stakeholders.

In implementing GCG, the Company is committed to implementing it at all levels, striving to be applied and implemented correctly, precisely and consistently. In the commitment to GCG implementation, great emphasis is placed on compliance with all prevailing laws and regulations, as well as continuing to improve the quality of disclosure and reports related to operational activities submitted to regulators and stakeholders.

Ruang Lingkup GCG Perseroan
Scope of the Company's GCG



PRINSIP GCG
GCG PRINCIPLES

Kerangka kerja GCG Perseroan berlandaskan pada 5 (lima) prinsip dasar yang berlaku universal. Esensi kelima prinsip tersebut adalah pemantauan kinerja dan adanya akuntabilitas manajemen berdasarkan kerangka peraturan yang berlaku dalam memenuhi harapan para Pemangku Kepentingan.

The Company's GCG framework is based on 5 (five) basic principles that apply universally. The essence of these five principles is performance monitoring and management accountability based on the prevailing regulatory framework in meeting the expectations of the Stakeholders.

T	A	R	I	F
Transparansi Transparency	**Akuntabiltas** Accountability	**Tanggung Jawab** Responsibility	**Independensi** Independence	**Kewajaran** Fairness
Deskripsi Description				
Mengedepankan nilai keterbukaan untuk menjaga objektivitas pelaksanaan usaha dengan selalu menyediakan informasi material yang relevan dan terkini, melalui media komunikasi perusahaan yang mudah diakses dan dipahami oleh publik, dan para pemangku kepentingan. Promoting the value of openness to maintain the objectivity of business implementation by always providing relevant and up-to-date material information, through corporate communication media that is easily accessible and understood by the public, and stakeholders.	Menjaga integritas dan mencapai kesinambungan usaha dengan menetapkan kejelasan struktur, sistem, fungsi dan pertanggungjawaban seluruh organ perusahaan, agar dapat berjalan efektif dan efisien. Maintain integrity and achieve business continuity by establishing clarity of structure, system, function and accountability of all organs of the company, in order to run effectively and efficiently.	Memastikan terlaksananya kegiatan usaha yang sesuai dengan peraturan perundang-undangan yang berlaku, serta dijalankan secara bertanggungjawab dan peduli secara sosial, ekonomi dan lingkungan. Ensure the implementation of business activities in accordance with applicable laws and regulations, as well as run responsibly and care socially, economically and environmentally.	Senantiasa menjunjung profesionalisme dan prinsip korporasi yang sehat dalam mengelola perusahaan dan hubungan kerja agar tidak terjadi benturan kepentingan, yang tidak sesuai dengan peraturan perundang-undangan yang berlaku. Always uphold professionalism and sound corporate principles in managing the company and working relationships to avoid conflicts of interest, which are not in accordance with applicable laws and regulations.	Menerapkan nilai kewajaran dan kesetaraan dalam kaitannya memenuhi kepentingan pemegang saham dan pemangku kepentingan lainnya, serta memperlakukan karyawan tanpa memandang suku, agama, ras, usia dan jenis kelamin. Applying the value of fairness and equality in relation to fulfilling the interests of shareholders and other stakeholders, and treating employees regardless of ethnicity, religion, race, age and gender.
Implementasi Implementation				
Perseroan mengungkapkam, menyajikan dan menyampaikan data informasi, keterbukaan informasi yang bersifat umum, material, akurat, melalui situs web resmi Perseroan: https://jihd.co.id/id/, dan mempublikasikan tepat waktu pada web Bursa Efek Indonesia (BEI): https://old.idx.co.id, media massa dan penyelenggaraan paparan publik. The Company discloses, presents and submits information data, information disclosure that is general, material, accurate, through the Company's official website: https://jihd.co.id/, and publishes on time on the Indonesia Stock Exchange (IDX) website: https://old.idx.co.id, mass media and organizing public exposures.	Menetapkan kriteria penilaian kinerja setiap organ, karyawan di semua direktorat dalam tugas dan tanggung jawab dengan indikator, tolak ukur yang jelas dan disepakati. Establish performance assessment criteria for each organ, employees in all directorates in their duties and responsibilities with clear and agreed indicators, benchmarks.	Memperhatikan tingkat kesehatan dan keselamatan kerja karyawan, mencermati dampak operasional secara sosial, ekonomi dan lingkungan, serta memastikan ketaatan pembayaran dan pelaporan pajak secara tepat waktu. Pay attention to the level of health and safety of employees, look at the social, economic and environmental impacts of operations, and ensure compliance with tax payments and reporting in a timely manner.	Mengedepankan sikap saling menghormati hak, kewajiban, tugas, wewenang, dan tanggung jawab masing-masing organ Perseroan, serta menghindari terjadinya benturan kepentingan dalam proses pengambilan keputusan, dan tidak melakukan intervensi. Promoting mutual respect for the rights, obligations, duties, authorities, and responsibilities of each organ of the Company, as well as avoiding conflicts of interest in the decision-making process, and not intervening.	Memberikan hak yang sama dan setara kepada pemegang saham, kesempatan yang sama untuk bergabung dan mengembangkan karier di Perseroan. Providing equal rights to shareholders, equal opportunities to join and develop careers in the Company.

PEDOMAN DAN KEBIJAKAN
GUIDELINES AND POLICIES

Pedoman GCG Perseroan telah diupayakan disusun dengan mengacu pada aturan-aturan *GCG ASEAN Corporate Governance Scorecard (ACGS)* yang diterbitkan *oleh ASEAN Capital Market Forum,* Pedoman GCG Indonesia yang dikembangkan oleh Komite Nasional Kebijakan *Governance* (KNKG) tahun 2006, *Roadmap* Tata Kelola Perusahaan Indonesia yang diterbitkan Otoritas Jasa Keuangan (OJK) pada Januari 2014, penerapan nilai-nilai budaya, dan praktik-praktik bisnis terbaik.

Pelaksanaan Tata Kelola Perusahaan yang Baik di Perseroan juga berdasarkan pada beberapa aturan formal yang menjadi landasan penerapan GCG di Indonesia, yaitu:

1. Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal;
2. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Undang-Undang Republik Indonesia No. 14 Tahun 2008 tentang Keterbukaan Informasi;
4. Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
5. Peraturan Otoritas Jasa Keuangan No. 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
6. Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik;
7. Anggaran Dasar PT Jakarta International Hotels & Development Tbk berdasarkan Akta No. 05 tanggal 23 Agustus 2022 yang dibuat dan disampaikan oleh Notaris Mochamad Nova Faisal S.H., M.Kn., dan telah disahkan Menteri hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-006254.AH.01.02. TAHUN 2022 tanggal 24 Agustus 2022.

Kebijakan Tata Kelola Perusahaan (TKP) menjadi induk kebijakan Perseroan yang berisi himpunan pedoman-pedoman pokok pengelolaan perusahaan yang bersifat holistik dan terintegrasi sesuai prinsip-prinsip GCG yang mengacu pada ketentuan peraturan perundang-undangan yang berlaku dan praktik-praktik terbaik. Seluruh peraturan, keputusan atau kebijakan yang dikeluarkan harus merujuk pada TKP sebagai standar dan pedoman dasar dalam pembentukannya. Kebijakan TKP yang digunakan oleh Perseroan terdapat pada Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) ditandatangani oleh Direksi pada 25 Juli 2017.

The Company's GCG Guidelines have been developed with reference to the ASEAN Corporate Governance Scorecard (ACGS) GCG rules issued by the ASEAN Capital Market Forum, the Indonesian GCG Guidelines developed by the National Committee on Governance Policy (KNKG) in 2006, the Indonesian Corporate Governance Roadmap issued by the Financial Services Authority (OJK) in January 2014, the application of cultural values, and best business practices.

The implementation of Good Corporate Governance in the Company is also based on several formal rules that form the basis for GCG implementation in Indonesia, including: 1:

1. Law No. 8 Year 1995 on Capital Market;
2. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;
3. Law of the Republic of Indonesia No. 14 of 2008 concerning Information Disclosure;
4. Financial Services Authority Regulation No. 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines;
5. Financial Services Authority Regulation No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies;
6. Financial Services Authority Regulation No. 8/POJK.04/2015 concerning Website of Issuers or Public Companies;
7. Articles of Association of PT Jakarta International Hotels & Development Tbk based on Deed No. 05 dated August 23, 2022 made and submitted by Notary Mochamad Nova Faisal S.H., M.Kn., and approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-006254.AH.01.02. TAHUN 2022 dated August 24, 2022.

The Corporate Governance Policy (GCG) is the Company's master policy that contains a set of holistic and integrated guidelines for managing the company in accordance with GCG principles that refer to the provisions of the prevailing laws and regulations and best practices. All regulations, decisions or policies issued must refer to the GCG Policy as the basic standards and guidelines in its formation. The GCG policy used by the Company is contained in the Code of Corporate Governance signed by the Board of Directors on July 25, 2017.

TUJUAN PENERAPAN TATA KELOLA PERUSAHAAN
PURPOSE OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Penerapan dan pengembangan GCG di seluruh jenjang kegiatan Perseroan bertujuan untuk:

The implementation and development of GCG at all levels of the Company's activities aims to:



STRUKTUR
STRUCTURE

Tiga organ utama dalam struktur Tata Kelola Perusahaan berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas adalah Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Setiap organ memiliki peran penting dalam penerapan GCG, melaksanakan fungsi, tugas, dan tanggung jawab, serta kewenangannya demi kepentingan perusahaan.

Rapat Umum Pemegang Saham (RUPS) mengakomodasi kepentingan pemegang saham, Direksi bertugas untuk mengurus dan mengelola, dan Dewan Komisaris berfungsi melakukan pengawasan. Direksi dan Dewan Komisaris dalam sistem kepengurusan dua badan bertanggungjawab menjaga kesinambungan usaha dalam jangka panjang. Keduanya harus memiliki kesamaan persepsi terhadap visi, misi, dan nilai budaya perusahaan.

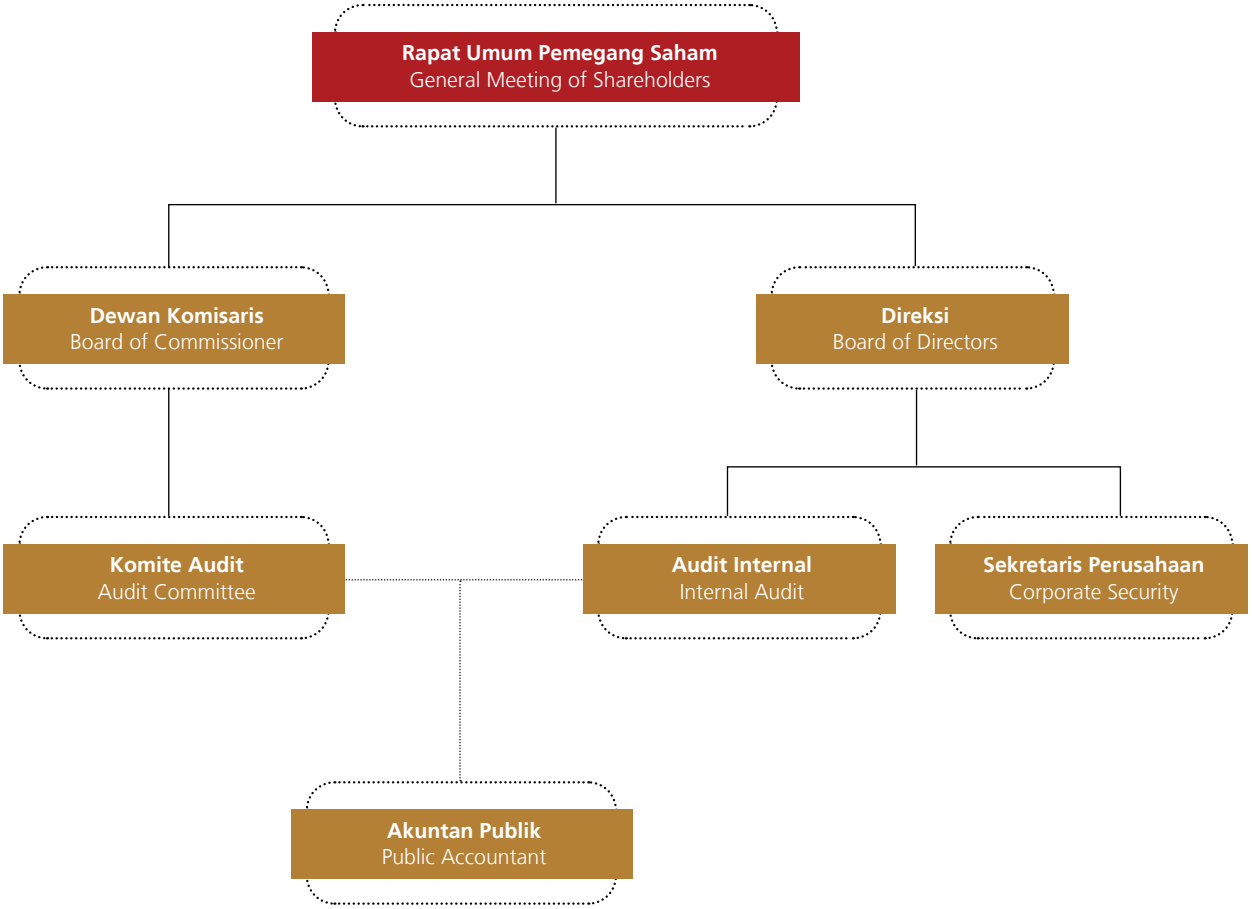
Struktur GCG Perseroan mengacu peraturan Otoritas Jasa Keuangan (OJK) juga mengikutsertakan beberapa organ pendukung. Perseroan membentuknya sesuai dengan daya dukung yang ada. Peran dan fungsinya untuk membantu pengurusan dan pengelolaan, serta mendukung penguatan pengawasan di Perseroan. Di bawah Direksi ada Unit Audit Internal dan Sekretaris Perusahaan, sedang di bawah Dewan Komisaris telah ada Komite Audit.

The three main organs in the Good Corporate Governance structure based on Law No. 40/2007 concerning Limited Liability Companies are the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. Each organ has an important role in the implementation of GCG, carrying out its functions, duties, and responsibilities, as well as its authority for the benefit of the company.

The General Meeting of Shareholders (GMS) accommodates the interests of shareholders, the Board of Directors is tasked with management, and the Board of Commissioners functions to supervise. The Board of Directors and Board of Commissioners in a two-body management system are responsible for maintaining business continuity in the long term. Both must have the same perception of the Company's vision, mission and cultural values.

The Company's GCG structure refers to the regulations of the Financial Services Authority (OJK) and also includes several supporting organs. The Company established them in accordance with the existing carrying capacity. Their roles and functions are to assist management, as well as to support the strengthening of supervision in the Company. Under the Board of Directors there is an Internal Audit Unit and Corporate Secretary, while under the Board of Commissioners there is an Audit Committee.

Bagan Struktur Tata Kelola Perusahaan yang Baik
Chart of Good Corporate Governance Structure



PETA JALAN
ROADMAP

Penerapan GCG di Perseroan diupayakan ditingkatkan dan disempurnakan dalam setiap aktivitas operasional Perseroan. Untuk ini, Perseroan senantiasa membangun kesadaran pada personel Perseroan akan pentingnya penerapan GCG. Sehubungan dengan ini, Perseroan juga memfasilitasi dengan secara berkala memperbaiki dan menyempurnakan berbagai kebijakan pendukungh GCG untuk penerapan GCG yang lebih baik.

Perkembangan penerapan GCG di lingkungan Perseroan telah dilakukan secara terstruktur dengan tahapan sebagai berikut:

The implementation of GCG in the Company is sought to be improved and refined in every operational activity of the Company. For this purpose, the Company always builds awareness in the Company's personnel of the importance of GCG implementation. In connection with this, the Company also facilitates by periodically improving and refining various GCG supporting policies for better GCG implementation.

The development of GCG implementation within the Company has been carried out in a structured manner with the following stages:

Aktivitas Penerapan Tata Kelola Perusahaan | Corporate Governance Implementation Activities

1984	1985	2001	2004	2009	2017
Penawaran Umum Perdana saham Perseroan di Bursa Efek Jakarta Initial Public Offering of the Company's on the Jakarta Stock Exchange	Sekretaris Perusahaan: Thomas F. Welford Corporate Secretary: Thomas F. Welford	Komite Audit: T.B. Silalahi, Gandhi, Tatang Syuti, Witadinata Sumantri dan Budianto Tirtadjaja Audit Committee: T.B. Silalahi, Gandhi, Tatang Syuti, Witadinata Sumantri and Budianto Tirtadjaja	Piagam Komite Audit: 20 Oktober 2004 Audit Committee Charter: October 20, 2004	• Komisaris Independen: J.B. Sumarlin dan Parlaungan Lumbantoruan Sihombing. • Unit Audit Internal: Budianto Tirtadjaja • Independen Commissioner: J.B. Sumarlin and Parlaungan Lumbantoruan Sihombing. • Unit Audit Internal: Budianto Tirtadjaja	• Pedoman Tata Kelola Perusahaan • Kode Etik Perseroan • Piagam Dewan Komisaris • Piagam Direksi • Piagam Unit Audit Internal • Piagam Sekretaris Perusahaan • Corporate Governance Guidelines • Code of Conducts • Board of Commissioners Charter • Board of Directors Charter • Internal Audit Unit Charter • Corporate Secretary Charter

RAPAT UMUM PEMEGANG SAHAM (RUPS)
GENERAL MEETING OF SHAREHOLDERS (GMS)

Rapat Umum Pemegang Saham (RUPS) adalah organ tertinggi dalam struktur Tata Kelola Perusahaan yang memiliki kewewenangan yang tidak diberikan kepada Direksi atau Dewan Komisaris, dengan dan dalam batas yang ditentukan dalam peraturan perundang-undangan, sebagaimana juga tercantum dalam Anggaran Dasar Perseroan.

RUPS merupakan forum komunikasi antara manajemen Perseroan (Dewan Komisaris dan Direksi) dengan para pemegang saham, melalui kesempatan tanya jawab yang diberikan kepada seluruh pemegang saham yang hadir pada setiap mata acara RUPS.

The General Meeting of Shareholders (GMS) is the highest organ in the Corporate Governance structure that has authority that is not granted to the Board of Directors or the Board of Commissioners, with and within the limits specified in the laws and regulations, as also stated in the Company's Articles of Association.

The GMS is a communication forum between the Company's management (Board of Commissioners and Board of Directors) and shareholders, through question and answer opportunities given to all shareholders present at each agenda item of the GMS.

	Kewenanagan RUPS GMS Authorities	**Anggaran Dasar** Articles of Association
1	Mengangkat, memberhentikan dan/atau mengganti anggota Direksi dan anggota Dewan Komisaris; Appoint, dismiss and/or replace members of the Board of Directors and members of the Board of Commissioners;	Pasal 19 ayat (7), Pasal 22 ayat (11) Article 19 paragraph (7), Article 22 paragraph (11)
2	Menetapkan besarnya gaji atau honorarium dan tunjangan anggota Direksi dan Anggota Dewan Komisaris; Determine the amount of salary or honorarium and benefits of members of the Board of Directors and members of the Board of Commissioners;	Pasal 19 ayat (10), Pasal 22 ayat (14) Article 19 paragraph (10), Article 22 paragraph (14)
3	Memberikan persetujuan Laporan Tahunan termasuk pengesahan Laporan Keuangan serta tugas pengawasan Dewan Komisaris; To approve the Annual Report including the ratification of the Financial Statements and supervisory duties of the Board of Commissioners;	Pasal 25 ayat (3, 9) Article 25 paragraphs (3, 9)
4	Memberikan persetujuan penetapan penggunaan laba bersih Perseroan; To approve the determination of the use of the Company's net profit;	Pasal 26 ayat (1) Article 26 paragraph (1)
5	Menetapkan penunjukkan Kantor Akuntan Publik Independen untuk melakukan audit keuangan perusahaan; Determine the appointment of an Independent Public Accountant Firm to conduct the Company's financial audit;	Merujuk Pasal 13 ayat (1) POJK No. 13/2017 Refer to Article 13 paragraph (1) POJK No. 13/2017
6	Menyetujui perubahan Anggaran Dasar Perseroan; Approve amendments to the Company's Articles of Association;	Pasal 28 ayat (1) Article 28 paragraph (1)
7	Menyetujui penambahan modal atau pengurangan modal Perseroan. Approve the capital increase or capital reduction of the Company.	Pasal 4 ayat (81) Article 4 paragraph (81)

PEMEGANG SAHAM

Pemegang saham Perseroan per 31 Desember 2022 tercatat 1.145 pemegang saham sebagai pemilik dari keseluruhan 2.329.040.482 saham yang tercatat di Bursa Efek Indonesia.

Dalam RUPS, Pemegang Saham baik perorangan maupun badan hukum berhak memperoleh perlakuan yang sama, dan dapat menggunakan haknya dengan tetap memperhatikan ketentuan-ketentuan peraturan perundang-undangan yang berlaku dan tidak bertentangan dengan Anggaran Dasar Perseroan.

Pemegang Saham dapat mengajukan usulan untuk dimasukkan dalam mata acara RUPS merujuk ketentuan Pasal 16 Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, dan memenuhi persyaratan Pasal 11 ayat 15 Anggaran Dasar Perseroan. Penyampaiannya ditujukan kepada Direksi Perseroan dengan surat tercatat disertai alasan atas usulan yang disampaikan paling lambat 7 (tujuh) hari kalender sebelum tanggal dilakukannya pemanggilan RUPS.

SHAREHOLDERS

The Company's shareholders as of December 31, 2022 recorded 1,145 shareholders as owners of a total of 2,329,040,482 shares listed on the Indonesia Stock Exchange.

In the GMS, Shareholders, both individuals and legal entities, are entitled to equal treatment, and can exercise their rights while taking into account the provisions of the prevailing laws and regulations and do not conflict with the Company's Articles of Association.

Shareholders may submit proposals to be included in the agenda of the GMS referring to the provisions of Article 16 of OJK Regulation No. 15/POJK.04/2020 concerning Planning and Organizing General Meetings of Shareholders of Public Companies, and fulfilling the requirements of Article 11 paragraph 15 of the Company's Articles of Association. The submission is addressed to the Board of Directors of the Company by registered letter along with the reasons for the proposal submitted no later than 7 (seven) calendar days before the date of the GMS invitation.

RUPS merupakan forum komunikasi antara manajemen Perseroan (Dewan Komisaris dan Direksi) dengan para pemegang saham. Melalui RUPS, pemegang saham diberikan kesempatan tanya jawab, untuk memperoleh informasi, meminta penjelasan, mengemukakan pendapat, dan memberikan keputusan berhubungan dengan mata acara rapat dan tidak bertentangan dengan kepentingan Perseroan.

The GMS is a communication forum between the Company's management (Board of Commissioners and Board of Directors) and the shareholders. Through the GMS, shareholders are given the opportunity to ask questions and answers, to obtain information, request explanations, express opinions, and make decisions related to the agenda of the meeting and not against the interests of the Company.

	Hak Pemegang Saham Shareholder Rights	**Anggaran Dasar** Articles of Association
1	Memiliki kesempatan untuk mengusulkan mata acara rapat selambat-lambatnya 7 (tujuh) hari sebelum tanggal Pemanggilan RUPS; Have the opportunity to propose the agenda of the meeting at the latest 7 (seven) days before the date of the Invitation to the GMS;	Pasal 11 ayat (15) Article 11 paragraph (15)
2	Memperoleh informasi mata acara rapat dan bahan terkait mata acara rapat sepanjang tidak bertentangan dengan kepentingan Perseroan; Obtaining information on the meeting agenda and materials related to the meeting agenda as long as it does not conflict with the interests of the Company;	Pasal 14 ayat (5) Article 14 paragraph (5)
3	Menghadiri, berkesempatan untuk mengajukan pertanyaan pada setiap pembahasan mata acara, dan memberikan 1 (satu) suara pada saat pemungutan suara dalam RUPS; Attend, have the opportunity to ask questions on each discussion of the agenda, and cast 1 (one) vote at the time of voting in the GMS;	Pasal 17 ayat (5, 8) Article 17 paragraphs (5, 8)
4	Memberikan kuasa kepada pihak lain apabila Pemegang Saham berhalangan hadir dalam RUPS; Authorize other parties if the Shareholders are unable to attend the GMS;	Pasal 17 ayat (6) Article 17 paragraph (6)

Penyelenggaraan Organization

Legalitas dan Agenda Legalities and Agenda

Legalitas Penyelenggaraan RUPS Legality of the Implementation of GMS
Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas: Pasal 75 hingga 92 Law No. 40 Year 2007 on Limited Liability Companies: Articles 75 to 92
Peraturan Otoritas Jasa Keuangan Financial Services Authority Regulation
• POJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka; • POJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik; • POJK No. 15/POJK.04/2020 regarding the Plan and Implementation of the General Meeting of Shareholders of Public Companies; • POJK No. 16/POJK.04/2020 regarding the Implementation of the General Meeting of Shareholders of Public Companies Electronically;
Anggaran Dasar Perseroan Articles of Association of the Company
Akta No. 05 tanggal 23 Agustus 2022: Pasal 11 hingga 18 Deed No. 05 dated August 23, 2022: Articles 11 to 18

Dalam Anggaran Dasar, disebutkan adanya 2 (dua) jenis RUPS Perseroan. Yang pertama adalah RUPS Tahunan (RUPST) yang diselenggarakan 1 (satu) kali setiap tahun dan wajib dilaksanakan paling lambat 6 (enam) bulan setelah berakhirnya tahun buku, atau sesuai batas waktu dalam kondisi tertentu yang ditetapkan oleh OJK. Kedua, adalah RUPS Luar Biasa (RUPSLB) yang dapat diselenggarakan sewaktu-waktu sesuai kebutuhan Perseroan.

In the Articles of Association, there are 2 (two) types of GMS of the Company. The first is the Annual GMS (EGMS) which is held 1 (one) time every year and must be held no later than 6 (six) months after the end of the financial year, or according to the time limit in certain conditions set by OJK. Second, is an Extraordinary GMS (EGMS) which can be held at any time according to the needs of the Company.

Pemegang Saham secara sendiri atau bersama-sama dapat meminta diselenggarakannya RUPS secara tertulis kepada Direksi, apabila Pemegang Saham tersebut telah mewakili paling sedikit 1/10 (satu per sepuluh) dari keseluruhan saham Perseroan.

Shareholders individually or collectively may request the holding of an EGMS in writing to the Board of Directors, if the Shareholders have represented at least 1/10 (one-tenth) of the total shares of the Company.

Agenda utama RUPST terdiri dari pengajuan Laporan Keuangan dan Laporan Tahunan dari Direksi untuk disahkan dan disetujui oleh Pemegang Saham, melakukan penunjukan Kantor Akuntan Publik untuk tahun berikutnya, memutuskan penggunaan laba, mengangkat atau memberhentikan anggota Direksi atau anggota Dewan Komisaris, dan memutuskan hal-hal lain yang diperlukan.

The main agenda of the EGMS consists of the submission of Financial Statements and Annual Reports from the Board of Directors to be ratified and approved by the Shareholders, appointing a Public Accounting Firm for the following year, deciding on the use of profit, appointing or dismissing members of the Board of Directors or members of the Board of Commissioners, and deciding on other necessary matters.

RUPSLB diselenggarakan untuk mendapatkan persetujuan Pemegang Saham dalam hal mengangkat atau memberhentikan anggota Direksi atau anggota Dewan Komisaris, perubahan Anggaran Dasar, aksi korporasi dan transaksi yang mempunyai benturan kepentingan.

The EGMS is held to obtain Shareholder approval in terms of appointing or dismissing members of the Board of Directors or members of the Board of Commissioners, amendments to the Articles of Association, corporate actions and transactions that have a conflict of interest.

KETENTUAN KUORUM DALAM RUPS

Seluruh ketentuan mengenai kuorum kehadiran dan kuorum keputusan untuk mata acara yang harus diputuskan dalam RUPS telah diatur dalam Anggaran Dasar Perseroan, yang sesuai dengan ketentuan-ketentuan dalam UUPT dan POJK No. 15/2020. Pengambilan keputusan RUPS diupayakan dicapai melalui proses musyawarah untuk mufakat, sebelum ditempuh dengan pemungutan suara.

QUORUM PROVISIONS IN GMS

All provisions regarding the attendance quorum and decision quorum for agenda items that must be decided at the GMS have been regulated in the Company's Articles of Association, which adopts as stated in the Company Law and POJK No. 15/2020. The GMS resolutions is taken based on deliberation to reach a consensus, before being taken by voting.

Objective RUPS	Kehadiran (dari jumlah seluruh saham dengan hak suara yang sah) Attendance (out of total shares with valid voting rights)	Keputusan (dari seluruh saham dngan jumlah hak suara yang hadir) Resolution (out of the total number of shares with voting rights present)	Anggaran Dasar Articles of Association
RUPST EGMS			
RUPS ke-1 1st GMS	1/2	1/2	Pasal 17 ayat (1) Article 17 paragraph (1)
RUPS ke-2 2nd GMS	1/3	1/2	
RUPS ke-3 3rd GMS	ditetapkan oleh OJK atas permohonan Perseroan[1)] determined by OJK at the request of the Company[1)]		
RUPS untuk Perubahan Anggaran Dasar. GMS for Amendment of Articles of Association.			
RUPS ke-1 1st GMS	2/3	2/3	Pasal 17 ayat (2) Article 17 paragraph (2)
RUPS ke-2 2nd GMS	3/5	1/2	
RUPS ke-3 3rd GMS	ditetapkan oleh OJK atas permohonan Perseroan[1)] determined by OJK at the request of the Company[1)]		
RUPS untuk Pengalihan kekayaan, Penggabungan, Peleburan, Pengambilalihan, Pemisahan, Permohonan pailit, Perpanjangan dan Pembubaran. GMS for Assignment of assets, Merger, Consolidation, Acquisition, Demerger, Bankruptcy petition, Extension and Dissolution.			
RUPS ke-1 1st GMS	3/4	3/4	Pasal 17 ayat (3) Article 17 paragraph (3)
RUPS ke-2 2nd GMS	2/3	3/4	
RUPS ke-3 3rd GMS	ditetapkan oleh OJK atas permohonan Perseroan[1)] determined by OJK at the request of the Company[1)]		
RUPS untuk Transaksi yang mempunyai benturan kepentingan GMS for Transactions that have a conflict of interest			
RUPS ke-1 1st GMS	1/2[2)]	1/2[2)3)]	Pasal 17 ayat (4) Article 17 paragraph (4)
RUPS ke-2 2nd GMS	1/2	1/2	
RUPS ke-3 3rd GMS	ditetapkan oleh OJK atas permohonan Perseroan[2)3)] determined by OJK at the request of the Company[2)3)]		

Keterangan Remarks:

1. Penetapan OJK mengenai kuorum kehadiran dan kuorum keputusan RUPS ketiga, serta pemanggilan dan waktu penyelenggaraan RUPS ketiga bersifat final dan mempunyai kekuatan hukum yang tetap. Determination of OJK regarding the attendance quorum and decision quorum of the third GMS, as well as the invitation and time of the third GMS is final and has permanent legal force.
2. Kuorum untuk pemegang saham independen. Quorum for independent shareholders.

Dari jumlah seluruh saham dengan hak suara yang sah yang dimiliki oleh seluruh pemegang saham independen From the total number of shares with valid voting rights owned by all independent shareholders.

Dalam hal kuorum kehadiran dan kuorum keputusan tidak tercapai dalam RUPS pertama, Perseroan dapat menyelenggarakan RUPS kedua dalam jangka waktu paling cepat 10 hari dan paling lambat 21 hari setelah RUPS pertama dilangsungkan.

Bilamana kuorum kehadiran dan kuorum keputusan kembali tidak tercapai dalam RUPS kedua, dapat diselenggarakan RUPS ketiga dengan ketentuan kuorum ditetapkan oleh OJK. Kecuali untuk mata acara transaksi yang mempunyai benturan kepentingan, kuorum kehadiran Pemegang Saham Independen ditetapkan oleh OJK, sedang kuorum keputusan tetap lebih dari 50% saham yang dimiliki oleh Pemegang Saham Independen yang hadir.

In the event that the attendance quorum and resolution quorum are not achieved in the first GMS, the Company may hold the second GMS within a period of no earlier than 10 days and no later than 21 days after the first GMS is held.

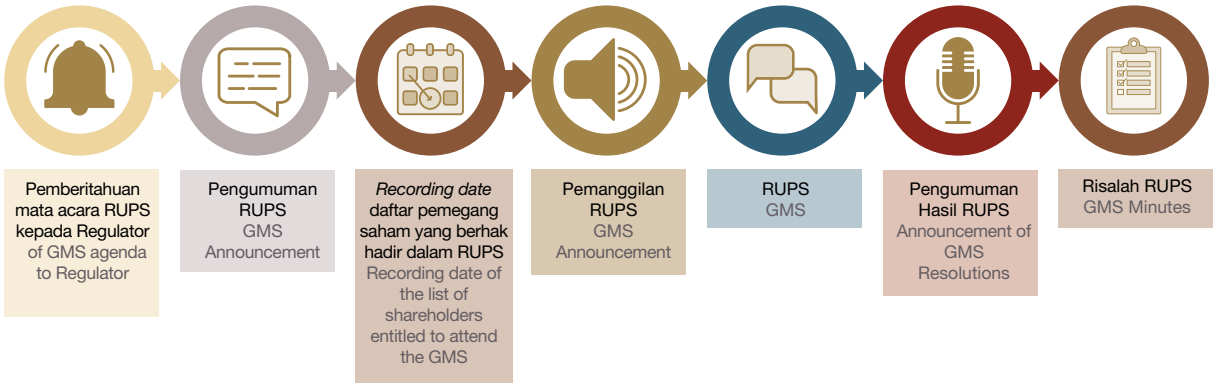
If the attendance quorum and resolution quorum are again not achieved in the second GMS, the third GMS may be held with the quorum determined by OJK. Except for the agenda of transactions that have a conflict of interest, the attendance quorum of Independent Shareholders is determined by OJK, while the decision quorum remains more than 50% of the shares owned by Independent Shareholders who are present.

Tahapan Penyelenggaraan

Tahapan penyelenggaraan RUPS perusahaan terbuka telah diatur rinci dalam POJK No. 15/2020 untuk dapat diaplikasikan dengan benar.

Stages of Organization

The stages of organizing the GMS of a public company have been regulated in detail in POJK No. 15/2020 to be applied correctly.



POJK No. 15/2020	Kegiatan Activities	Tindakan Action	Waktu (H) Time (H)
Pasal 13 ayat (1) Article 13 paragraph (1)	Pemberitahuan mata acara RUPS kepada Regulator Notification of GMS agenda to Regulator	Disampaikan paling lambat 5 (lima) hari kerja sebelum pengumuman RUPS; Delivered at the latest 5 (five) working days before the announcement of the GMS;	H-44
Pasal 14 ayat (1) Article 14 paragraph (1)	Pengumuman RUPS Announcement of GMS	Dilakukan paling lambat 14 (empat belas) hari sebelum pemanggilan RUPS (tidak hitung tanggal pengumuman dan tanggal pemanggilan), melalui paling sedikit situs web dari: penyedia e-RUPS, bursa efek dan Perusahaan Terbuka; Delivered at the latest 14 (fourteen) days prior to the invitation of the GMS (not counting the announcement date and the date of the invitation), through at least the website of: e-GMS provider, stock exchange and public company;	H-37
		Bukti iklan pengumuman disampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah pengumuman RUPS, apabila dilakukan melalui surat kabar harian. Proof of announcement advertisement is submitted to OJK no later than 2 (two) business days after the announcement of the GMS, if it is made through a daily newspaper.	H-35
Pasal 23 ayat (2) Article 23 paragraph (2)	*Recording date* daftar pemegang saham yang berhak hadir dalam RUPS Recording date of the list of shareholders who are entitled to attend the GMS	Tercatat dalam daftar pemegang saham Perusahaan Terbuka 1 (satu) hari kerja sebelum pemanggilan RUPS. Recorded in the list of shareholders of the Public Company 1 (one) business day before the invitation to the GMS.	H-23

POJK No. 15/2020	Kegiatan Activities	Tindakan Action	Waktu (H) Time (H)
Pasal 17 ayat (1) Article 17 paragraph (1)	Pemanggilan RUPS Invitation to the GMS	Dilakukan paling lambat 21 (dua puluh satu) hari sebelum RUPS (tidak hitung tanggal pemanggilan dan tanggal RUPS), melalui paling sedikit situs web dari: penyedia e-RUPS, bursa efek dan Perusahaan Terbuka; Performed at the latest 21 (twenty one) days prior to the GMS (not counting the date of the invitation and the date of the GMS), through at least the website of: e-GMS provider, stock exchange and Public Company;	H-22
		Bukti iklan pemanggilan disampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah pemanggilan RUPS, apabila dilakukan melalui surat kabar harian. Proof of invitation advertisement shall be submitted to OJK no later than 2 (two) business days after the invitation of the GMS, if it is made through a daily newspaper.	H-20
Pasal 2 ayat (2) dan (4) Article 2 paragraphs (2) and (4)	RUPS GMS	RUPST wajib diselenggarakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir; RUPS Lainnya dapat diselenggarakan pada setiap waktu berdasarkan kebutuhan. The EGMS must be held no later than 6 (six) months after the fiscal year ends; Other GMS can be held at any time based on the need.	H
Pasal 51 ayat (2) Article 51 paragraph (2)	Pengumuman Hasil RUPS Announcement of GMS Result	Diumumkan kepada masyarakat paling lambat 2 (dua) hari kerja setelah RUPS diselenggarakan, melalui paling sedikit situs web dari: penyedia e-RUPS, bursa efek dan Perusahaan Terbuka; Announced to the public no later than 2 (two) business days after the GMS is held, through at least the website of: e-GMS provider, stock exchange and Public Company;	H+2
		Bukti iklan Ringkasan Risalah disampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah diumumkan, apabila dilakukan melalui surat kabar harian. Proof of advertisement of the Summary of Minutes shall be submitted to OJK no later than 2 (two) business days after the announcement, if made through daily newspapers.	H+4
Pasal 50 ayat (1) Article 50 paragraph (1)	Risalan RUPS Minutes of GMS	Disampaikan kepada OJK paling lambat 30 (tiga puluh) hari setelah RUPS diselenggarakan. Delivered to OJK no later than 30 (thirty) days after the GMS is held.	H+30

Kegiatan penyampaian Pengumuman RUPS, Pemanggilan RUPS dan Ringkasan Risalah RUPS, selain melalui situs Perseroan, Bursa Efek Indonesia dan OJK, dapat pula dilakukan melalui iklan minimal di sebuah surat kabar harian nasional berbahasa Indonesia.

RUPS Tahun 2022

Di tahun 2022, Perseroan menyelenggarakan satu kali RUPST Tahun Buku 2021 dan RUPSLB Tahun 2022 yang akan diadakan pada hari yang sama, dimulai dengan RUPST dan dilanjutkan RUPSLB. Pelaksanaan RUPST dan RUPSLB telah dilangsungkan pada 25 Juli 2022 (berubah dari semula dari 24 Juni 2022).

Pelaksanaam RUPS Perseroan tahun 2022 dilakukan dengan tetap dihadiri secara fisik oleh pemegang saham atau kuasanya, dan secara *online* (daring) dengan memberikan kuasa secara elektronik melalui fasilitas *Electronic General Meeting Syste*m (eASY.KSEI) yang disediakan oleh PT Kustodian Sentral Efek Indonesia.

Tahapan

Tahapan penyelenggaraan RUPST Tahun Buku 2021 dan RUPSLB Tahun 2022 telah dilaksanakan dengan tanggal-tanggal sebagai berikut:

The delivery of the GMS Announcement, GMS Invitation and GMS Minutes Summary, in addition to the Company's website, the Indonesia Stock Exchange and OJK, can also be done through advertisements in at least one national daily newspaper in Indonesian language.

GMS IN 2022

In 2022, the Company will hold one EGMS for Financial Year 2021 and EGMS for 2022 which will be held on the same day, starting with the EGMS and followed by the EGMS. The implementation of the EGMS and EGMS has been held on July 25, 2022 (changed from June 24, 2022).

The implementation of the Company's GMS in 2022 is carried out by continuing to be physically attended by shareholders or their proxies, and online (online) by providing electronic power of attorney through the Electronic General Meeting System (eASY.KSEI) facility provided by PT Kustodian Sentral Efek Indonesia.

Stages

The stages of organizing the EGMS for the 2021 Financial Year and EGMS for the 2022 Financial Year have been carried out with the following dates:

No	Kegiatan Activities	Tanggal Date	Keterangan Description
1	Pemberitahuan RUPS GMS Notification	11 Mei 2022 May 11, 2022	Disampaikan kepada OJK dan BEI dengan surat No. 0069/SPR-DIR/JIHD/V/2022. Delivered to OJK and IDX with letter No. 0069/SPR-DIR/JIHD/V/2022.
2	Pengumuman RUPS GMS Announcement	18 Mei 2022 May 18, 2022	Melalui situs web: KSEI, IDXnet/SPE OJK dan JIHD (bukti dengan surat No. 0001/SPR-DIR/JIHD/VI/2022). Through the website: KSEI, IDXnet/SPE OJK and JIHD (evidence by letter No. 0001/SPR-DIR/JIHD/VI/2022).
3	Recording Date	20 Juni 2022 June 20, 2022	Data dari KSEI dan BAE PT Raya Saham Registra. Data from KSEI and Registrar PT Raya Saham Registra.
4	Pemanggilan RUPS GMS Invitation	21 Juni 2022 June 21, 2022	Pemanggilan semula: 2 Juni 2022. Melalui situs web: KSEI, IDXnet/SPE OJK dan JIHD (bukti dengan surat ..../SPR-DIR/JIHD/VI/2022). Pemanggilan ralat: 21 Juni 2022. Melalui situs web: KSEI, IDXnet/SPE OJK dan JIHD (bukti dengan surat 0158/SPR-DIR/JIHD/VI/2022). Original invitation: June 2, 2022. Through the website: KSEI, IDXnet/SPE OJK and JIHD (evidence by letter ..../SPR-DIR/JIHD/VI/2022). Rectification invitation: June 21, 2022. Via website: KSEI, IDXnet/SPE OJK and JIHD (evidence by letter 0158/SPR-DIR/JIHD/VI/2022).
5	Pelaksanaan RUPS GMS Implementation	25 Juli 2022 July 25, 2022	Tempat: Hotel Borobudur Jakarta – Ruang Flores Jl. Lapangan Banteng Selatan No. 1 Jakarta 10710 Jam: 10.00 WIB - selesai Venue: Hotel Borobudur Jakarta - Flores Room Jl. Lapangan Banteng Selatan No. 1 Jakarta 10710 Time: 10.00 a.m. - finish
6	Pengumuman Hasil RUPS Announcement of GMS Result	27 Juli 2022 July 27, 2022	Melalui situs web: KSEI, IDXnet/SPE OJK dan JIHD (bukti melalui surat No. 0095/SPR-DIR/JIHD/VII/2022). Through the website: KSEI, IDXnet/SPE OJK and JIHD (evidence by letter No. 0095/SPR-DIR/JIHD/VII/2022).
7	Penyampaian Risalah RUPS Submission of GMS Minutes	24 Agustus 2022 August 24, 2022	Disampaikan kepada OJK dengan surat No. ..../SPR-DIR/JIHD/VIII/2022). Delivered to OJK by letter No. ..../SPR-DIR/JIHD/VIII/2022).

Proses Penyelenggaraan

RUPST Tahun Buku 2022 diihadiri pemegang saham dengan saham tercatat 2.024.019.168 (fisik: 2.009.020.562 dan e-Proxy: 14.998.606), sedang RUPSLB Tahun 2022 dihadiri sebanyak 2.024.051.468 saham (fisik: 2.009.020.562 saham dan e-Proxy: 15.030.906 saham). Terhadap keseluruhan 2.329.040.482 saham, telah diperoleh kuorum kehadiran sekaligus untuk kuorum keputusan untuk RUPST Tahun Buku 2021 dan RUPSLB Tahun 2022 yang masing-masing mencapai 86,904% dan 86,905%. Dengan demikian telah memenuhi dan sah memgambil keputusan untuk seluruh mata acara RUPS.

Semua keputusan RUPST dan RUPSLB yang diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan diambil dengan cara pemungutan suara.

Dalam RUPST terdapat 1 (satu) Pemegang Saham yang mengajukan pertanyaan dan/atau memberikan pendapat pada mata acara kesatu. Sedangkan dalam RUPSLB tidak ada Pemegang Saham yang mengajukan pertanyaan dan/atau memberikan pendapat.

Organizing Process

The EGMS of Fiscal Year 2022 was attended by shareholders with registered shares of 2,024,019,168 (physical: 2,009,020,562 and e-Proxy: 14,998,606), while the EGMS of Fiscal Year 2022 was attended by 2,024,051,468 shares (physical: 2,009,020,562 shares and e-Proxy: 15,030,906 shares). With a total of 2,329,040,482 shares, the attendance quorum as well as the decision quorum for the 2021 EGMS and 2022 EGMS have reached 86.904% and 86.905% respectively. Thus, it has fulfilled and valid to make decisions for all agenda items of the AGM.

All decisions of the EGMS and EGMS were made based on deliberation for consensus. In the event that a decision based on deliberation for consensus is not reached, the decision will be made by voting.

In the EGMS there was 1 (one) Shareholder who asked questions and/or gave an opinion on the first agenda item. Whereas in the EGMS there were no Shareholders who asked questions and/or gave opinions.

No	Keterangan Description	RUPST Tahun Buku 2021 EGMS for Fiscal Year 2021	RUPSLB Tahun 2022 EGMS Year 2022
1	Tanggal Date	25 Juli 2022 July 25, 2022	
2	Waktu Time	10.23 – 10.55 WIB	11.00 – 11.05 WIB
3	Tempat Venue	Hotel Borobudur Jakarta - Ruang Flores Jl. Lapangan Banteng Selatan No. 1 Jakarta 10710	
4	Kuorum Kehadiran Attendance Quorum	Total: 2.024.019.168 (fisik: 2.009.020.562 dan e-Proxy: 14.989.806) mewakili 86,904% dari 2.329.040.482. Total: 2,024,019,168 (physical: 2,009,020,562 and e-Proxy: 14,989,806) representing 86.904% of 2,329,040,482.	Total: 2.024.051.468 (fisik: 2.024.051.468 dan e-Proxy:15.030.900) atau mewakili 86,905% dari 2.329.040.482 Total: 2,024,051,468 (physical: 2,024,051,468 and e-Proxy: 15,030,900) representing 86.905% of 2,329,040,482.
5	Pimpinan Rapat Chairman of the Meeting	Hartono Tjahjadi Adiwana selaku Wakil Presiden Komisaris Hartono Tjahjadi Adiwana as Vice President Commissioner	
6	Kehadiran Dewan Komisaris Attendance of Board of Commissioners	Sugianto Kusuma selaku Presiden Komisaris dan Tomy Winata selaku Wakil Presiden Komisaris berhalangan hadir. Sugianto Kusuma as President Commissioner and Tomy Winata as Vice President Commissioner were absent.	
7	Kehadiran Direksi Attendance of Board of Directors	Seluruh anggota Direksi hadir. All members of the Board of Directors were present.	
8	Kehadiran Lembaga Penunjang Pasar Modal Attendance of Capital Market Supporting Institutions	Notaris: Mochamad Nova Faisal, S.H., M.Kn. Biro Administrasi Efek: PT Raya Saham Registra Kantor Akuntan Publik: Mirawati Sensi Idris Notary: Mochamad Nova Faisal, S.H., M.Kn. Securities Administration Bureau: PT Raya Saham Registra Public Accountant Firm: Mirawati Sensi Idris	

Keputusan dan Tindak Lanjut
Decisions and Follow-up



RUPST Tahun Buku 2021

Keputusan-keputusan RUPST Tahun Buku 2021 telah dituangkan dalam ringkasan risalah keputusan RUPST Tahun Buku 2021, yang telah diumumkan dan dipublikasikan pada *website-website*: Perseroan, Bursa Efek Indonesia (BEI), dan Kustodian Sentral Efek Indonesia (KSEI) pada .... Juli 2022. Kemudian risalah keputusannya dituangkan dalam akta No. ... tanggal .... 2022 dari notaris Mochamd Nova Faisal, S.H. M.Kn., serta telah dilaporkan kepada OJK pada .... 2022.

EGMS of Fiscal Year 2021

The resolutions of the EGMS of the Fiscal Year 2021 have been set forth in the summary of the minutes of the resolutions of the EGMS of the Fiscal Year 2021, which have been announced and published on the websites: Company, Indonesia Stock Exchange (IDX), and Indonesia Central Securities Depository (KSEI) at .... July 2022. Then the minutes of its decision are set forth in deed No. ... dated .... 2022 from notary Mochamd Nova Faisal, S.H. M.Kn., and has been reported to OJK on .... 2022.

Keputusan dan Realisasi RUPST Tahun Buku 2021 Resolution and Realization of the EGMS for the 2021 Fiscal Year

Mata Acara Rapat Pertama First Meeting Agenda

Agenda
Persetujuan Laporan Tahunan, termasuk Pengesahan Laporan Keuangan, serta Laporan Tugas Pengawasan Dewan Komisaris untuk tahun buku 2021.

Agenda
Approval of the Annual Report, including Ratification of the Financial Statements, as well as the Board of Commissioners Oversight Report for the fiscal year 2021.

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat. Terdapat 1 (satu) penanya.

Number of shareholders who asked questions and/or gave opinions.
There was 1 (one) questioner.

Hasil Pemungutan Suara

Setuju	Tidak Setuju	Abstain
2.024.012.362	6.806	0
99,99966374%	0,00033626%	0,00%

Voting Result

Agree	Disagree	Abstain
2.024.012.362	6.806	0
99,99966374%	0,00033626%	0,00%

Keputusan
1. Menerima dengan baik dan menyetujui Laporan Tahunan Perseroan tentang kegiatan Perseroan untuk tahun buku 2021, termasuk Laporan Pengawasan Dewan Komisaris untuk tahun buku 2021; dan
2. Menerima dan mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021 yang telah diaudit oleh Kantor Akuntan Publik Mirawati Sensi Idris dengan laporannya No. 00587/2.1090/AU.1/03/1284-1/1/IV/2022 tanggal 25 April 2022 dengan opini Tanpa Modifikasian.

Resolutions
1. To accept and approve the Company's Annual Report on the Company's activities for the fiscal year 2021, including the Board of Commissioners' Supervisory Report for the fiscal year 2021; and
2. To receive and ratify the Company's Consolidated Financial Statements for the financial year ended December 31, 2021, audited by Mirawati Sensi Idris Public Accounting Firm with report No. 00587/2.1090/AU.1/03/1284-1/1/IV/2022 dated April 25, 2022 with an Unmodified opinion.

Tindak Lanjut
Telah selesai direalisasikan pada 2022.

Follow up
Realized in 2022.

Mata Acara Rapat Kedua Second Meeting Agenda

Agenda
Penetapan penggunaan Laba Bersih Perseroan untuk tahun buku 2021.

Agenda
Determination of the use of the Company's Net Income for the financial year 2021.

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat.
Tidak ada pemegang saham yang bertanya.

Number of shareholders who asked questions and/or gave opinions.
None of the shareholders asked.

Hasil Pemungutan Suara

Setuju	Tidak Setuju	Abstain
2.024.019.168	0	0
100,00%	0,00%	0,00%

Voting Result

Agree	Disagree	Abstain
2.024.019.168	0	0
100,00%	0,00%	0,00%

Keputusan
Menyetujui bahwa tidak ada pembagian dividen untuk tahun buku 2021 dikarenakan posisi laporan keuangan Perseroan pada tahun 2021 masih mengalami kerugian.

Resolutions
Approved that there will be no dividend distribution for the fiscal year 2021 due to the position of the Company's financial statements in 2021 still experiencing losses.

Tindak Lanjut
Telah selesai direalisasikan pada tahun 2022.

Follow up
Realized in 2022.

Mata Acara Rapat Ketiga Third Meeting Agenda

Keputusan dan Realisasi RUPST Tahun Buku 2021 Resolution and Realization of the EGMS for the 2021 Fiscal Year

Agenda
Penunjukan Akuntan Publik untuk melaksanakan audit Laporan Keuangan tahun buku 2022;

Agenda
Appointment of Public Accountant to audit the Financial Statements for the fiscal year 2022;

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat.
Tidak ada pemegang saham yang bertanya.

Number of shareholders who asked questions and/or gave opinions.
None of the shareholders asked.

Hasil Pemungutan Suara

Setuju	Tidak Setuju	Abstain
2.024.019.168	0	0
100,00%	0,00%	0,00%

Voting Result

Agree	Disagree	Abstain
2.024.019.168	0	0
100,00%	0,00%	0,00%

Keputusan
1. Menunjuk kembali Kantor Akuntan Publik Mirawati Sensi Idris untuk mengaudit Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2022 dan/atau Kantor Akuntan Publik Pengganti, jika Kantor Akuntan Publik yang ditunjuk tersebut tidak dapat melaksanakan atau melanjutkan tugasnya karena sebab apapun termasuk tidak tercapainya kesepakatan mengenai jasa audit dan/atau peraturan perundang-undangan di pasar modal.
2. Menetapkan honorarium serta persyaratan-persyaratan lain sehubungan dengan penunjukan dan pengangkatan Kantor Akuntan Publik tersebut.

Resolutions
1. To reappoint Mirawati Sensi Idris Public Accounting Firm to audit the Company's Consolidated Financial Statements for the fiscal year ending on December 31, 2022 and/or a replacement Public Accounting Firm, if the appointed Public Accounting Firm is unable to perform or continue its duties due to any reason including failure to reach an agreement on audit services and/or capital market regulations.
2. Determine the honorarium and other requirements in connection with the appointment and appointment of the Public Accounting Firm.

Tindak Lanjut
Akan diselesaikan pada kuartal I tahun 2023.

Follow up
Will be completed in the first quarter of 2023.

Mata Acara Rapat Keempat Fourth Meeting Agenda

Agenda
Penetapan remunerasi (gaji/honorarium dan tunjangan) Dewan Komisaris dan Direksi.

Agenda
Determination of remuneration (salary/honorarium and benefits) of the Board of Commissioners and Board of Directors.

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat.
Tidak ada pemegang saham yang bertanya.

Number of shareholders who asked questions and/or gave opinions.
None of the shareholders asked.

Hasil Pemungutan Suara

Setuju	Tidak Setuju	Abstain
2.024.019.168	0	0
100,00%	0,00%	0,00%

Voting Result

Agree	Disagree	Abstain
2.024.019.168	0	0
100,00%	0,00%	0,00%

Keputusan
1. Menetapkan bahwa tidak ada kenaikan atas jumlah honorarium dan tunjangan bersih Dewan Komisaris Perseroan dan mulai berlaku sejak ditutupnya Rapat ini, yakni tanggal 25 Juli 2022 hingga penutupan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2023 dan memberikan kewenangan kepada Dewan Komnisaris untuk menentukan pembagiannya; dan
2. Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan jumlah gaji dan tunjangan anggota Direksi Perseroan, dengan memperhatikan pendapat dari Rapat Fungsi Nominasi dan Remunerasi Perseroan.

Resolutions
1. Determining that there will be no increase in the amount of honorarium and net benefits of the Board of Commissioners of the Company with effect from the closing of this Meeting, namely July 25, 2022 until the closing of the Annual General Meeting of Shareholders held in 2023 and authorizing the Board of Commissioners to determine the distribution; and
2. To grant power and authority to the Board of Commissioners of the Company to determine the amount of salary and benefits of the members of the Board of Directors of the Company, taking into account the opinion of the Nomination and Remuneration Function Meeting of the Company.

Tindak Lanjut
Direalisasikan sejak Agustus 2022.

Follow up
Realized since August 2022.

Mata Acara Rapat Kelima Fifth Meeting Agenda

Agenda
Perubahan susunan Pengurus

Agenda
Changes in the composition of the Management Board

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat.
Tidak ada pemegang saham yang bertanya.

Number of shareholders who asked questions and/or gave opinions.
None of the shareholders asked.

Hasil Pemungutan Suara

Setuju	Tidak Setuju	Abstain
2.024.019.168	0	0
100,00%	0,00%	0,00%

Voting Result

Agree	Disagree	Abstain
2.024.019.168	0	0
100,00%	0,00%	0,00%

Keputusan dan Realisasi RUPST Tahun Buku 2021 Resolution and Realization of the EGMS for the 2021 Fiscal Year

Keputusan 1. Mentyetujui tidak ada perubahan Dewan Komisaris dan Direksi Perseroan. 2. Menegaskan susunan Dewan Komisaris dan Direksi Perseroan adalah sebagai berikut: **Dewan Komisaris** Presiden Komisaris : Sugianto Kusuma Wakil Presiden Komisaris : Tomy Winata Wakil Presiden Komisaris : Hartono Tjahjadi Adiwana Komisaris : Teuku Ashikin Husein Komisaris Independen : Ku Siew Kuan Komisaris Independen : Lidwina Ong **Direksi** Presiden Direktur : Arpin Wiradisastra Direktur : Lanny Pujilestari Liga Direktur : Agung Rin Prabowo Direktur : Hendi Lukman Direktur : Tony Soesanto Direktur : Hendra Kurniawan 3. Memberi kuasa kepada Direksi Perseroan baik bersama-sama maupun sendiri-sendiri dengan hak substitusi untuk menyatakan keputusan Rapat ini dalam akta Notaris dan selanjutnya memberitahukan perubahan data Perseroan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dan melakukan segala tindakan yang diperlukan sesuai dengan peraturan perundangan yang berlaku.	Resolutions 1. Approved no changes to the Company's Board of Commissioners and Board of Directors. 2. Confirming the composition of the Company's Board of Commissioners and Board of Directors as follows: **Board of Commissioners** President Commissioner : Sugianto Kusuma Vice President Commissioner : Tomy Winata Vice President Commissioner : Hartono Tjahjadi Adiwana Commissioner : Teuku Ashikin Husein Independent Commissioner : Ku Siew Kuan Independent Commissioner : Lidwina Ong **Board of Directors** President Director : Arpin Wiradisastra Director : Lanny Pujilestari Liga Director : Agung Rin Prabowo Director : Hendi Lukman Director : Tony Soesanto Director : Hendra Kurniawan 3. To authorize the Board of Directors of the Company either jointly or individually with the right of substitution to state the resolutions of this Meeting in a Notarial deed and subsequently notify the changes in the Company's data to the Minister of Law and Human Rights of the Republic of Indonesia, and take all necessary actions in accordance with applicable laws and regulations.
Tindak Lanjut Perubahan susunan pengurus telah dinyatakan dalam Akta Penyataaan Keputusan Rapat No. ... tanggal ..... 2022, yang dibuat oleh Notaris Mochamad Nova Faisal, S.H., M.Kn., yang pemberitahuannya telah diterima oleh Menteri Hukum dan Hak Asasi Manusia sesuai Penerimaan Pemberitahuan Data Perseroan PT Jakarta International Hotels & Development Tbk No. dan telah didaftarkan dalam Daftar Perseroan sesuai dengan UUPT No. ..... tanggal .... 2022.	**Follow up** Changes in the composition of the management have been stated in the Deed of Meeting Resolution No. ... dated ..... 2022, made by Notary Mochamad Nova Faisal, S.H., M.Kn., which notification has been received by the Minister of Law and Human Rights in accordance with the Acceptance of Notification of Company Data of PT Jakarta International Hotels & Development Tbk No. and has been registered in the Company Register in accordance with the Company Law No. ..... dated .... 2022.

RUPST Tahun Buku 2020

RUPST Tahun Buku 2020 diselenggarakan pada 23 Agustus 2021 di Hotel Borobudur Jakarta – Ruang Singosari, Jakarta Pusat. Keputusan-keputusan RUPST Tahun Buku 2020 telah disusun dalam risalah yang telah diumumkan dan dipubikasikan pada *website-website*: Perseroan, Bursa Efek Indonesia (BEI) dan Ksutodian Sentral Efek Indonesia (KSEI) pada 25 Agustus 2022, serta dituangkan dalam akta No. 16 tanggal 23 Agustus 2021 dari Notaris Mochamad Nova Faisal, S.H. M.Kn., dan dilaporkan kepada OJK pada 10 September 2021.

Seluruh keputusan RUPST Tahun Buku 2020 telah dilaksanakan. Penjelasan atas setiap mata acara RUPST tersebut tercantum di bawah ini.

EGMS for the 2020 Fiscal Year

The EGMS for the 2020 Fiscal Year was held on August 23, 2021 at Hotel Borobudur Jakarta - Singosari Room, Central Jakarta. The resolutions of the EGMS of the Fiscal Year 2020 have been compiled in the minutes which have been announced and published on the websites: Company, Indonesia Stock Exchange (IDX) and Indonesia Central Securities Depository (KSEI) on August 25, 2022, as well as set forth in deed No. 16 dated August 23, 2021 from Notary Mochamad Nova Faisal, S.H. M.Kn., and reported to OJK on September 10, 2021.

All resolutions of the EGMS for the 2020 Fiscal Year have been implemented. Explanation of each agenda of the EGMS is listed below.

Keputusan dan Tindak Lanjut RUPST Tahun Buku 2020 Resolution and Follow-up of the EGMS for the 2020 Fiscal Year

Mata Acara Rapat Pertama First Meeting Agenda

Agenda Persetujuan Laporan Tahunan, termasuk Pengesahan Laporan Keuangan, serta Laporan Tugas Pengawasan Dewan Komisaris untuk tahun buku 2020.	**Agenda** Approval of the Annual Report, including Ratification of the Financial Statements, and the Board of Commissioners Oversight Report of the fiscal year 2020.
Keputusan 1. Menerima dengan baik dan menyetujui Laporan Tahunan Perseroan tentang kegiatan Perseroan untuk tahun buku 2020, termasuk Laporan Pengawasan Dewan Komisaris untuk tahun buku 2020; dan 2. Menerima dan mensahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021, yang telah diaudit oleh Kantor Akuntan Publik Mirawati Sensi Idris dengan Laporan No: 00662/2.1090/AU.I/03/0155-2/I/V/2021 tanggal 17 Mei 2021 dengan opini Wajar Tanpa Modifikasian.	Resolutions 1. To accept and approve the Company's Annual Report on the Company's activities for the fiscal year 2020, including the Board of Commissioners Oversight Report for the fiscal year 2020; and 2. To receive and ratify the Company's Consolidated Financial Statements for the fiscal year ended December 31, 2021, which have been audited by Mirawati Sensi Idris Public Accounting Firm with Report No: 00662/2.1090/AU.I/03/0155-2/I/V/2021 dated May 17, 2021 with an unmodified opinion.
Tindal Lanjut Telah selesai direalisasikan pada 2022.	**Follow up** Realized in 2022.

Keputusan dan Tindak Lanjut RUPST Tahun Buku 2020 Resolution and Follow-up of the EGMS for the 2020 Fiscal Year

Mata Acara Rapat Kedua Second Meeting Agenda

Agenda Penetapan penggunaan Laba Bersih Perseroan untuk tahun buku 2020.	**Agenda** Determination on the use of the Company's Net Income for the fiscal year 2020.
Keputusan Menyetujui bahwa tidak ada pembagian dividen untuk tahun buku 2020 dikarenakan posisi laporan keuangan Perseroan pada tahun 2020 masih mengalami kerugian.	**Resolutions** Approved that there will be no dividend distribution for the fiscal year 2020 due to the Company's financial position in 2020 is still in a loss.
Realisasi Telah selesai direalisasikan pada 2021.	**Realization** Realized in 2021.

Mata Acara Rapat Ketiga Third Meeting Agenda

Agenda Penunjukan Akuntan Publik untuk melaksanakan audit Laporan Keuangan Perusahaan tahun buku 2021.	**Agenda** Appointment of a Public Accountant to audit the Company's Financial Statements for the fiscal year 2021.
Keputusan 1. Menunjuk kembali Kantor Akuntan Publik Mirawati Sensi Idris untuk mengaudit Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021, dan/atau Kantor Akuntan Publik Pengganti jika Kantor Akuntan Publik yang ditunjuk tersebut tidak dapat melaksanakan atau melanjutkan tugasnya karena sebab apapun termasuk tidak tercapainya kesepakatan mengenai jasa audit dan/atau peraturan perundang-undangan di pasar modal; 2. Menetapkan honorarium serta persyaratan-persyaratan lain sehubungan dengan penunjukan dan pengangkatan Kantor Akuntan Publik tersebut.	Resolutions 1. Re-appoint Mirawati Sensi Idris Public Accounting Firm to audit the Company's Consolidated Financial Statements for the fiscal year ending on December 31, 2021, and/or a replacement Public Accounting Firm if the appointed Public Accounting Firm is unable to perform or continue its duties due to any reason including failure to reach an agreement on audit services and/or capital market regulations; 2. Determine the honorarium and other requirements in connection with the appointment and appointment of the Public Accounting Firm.
Tindak Lanjut Telah selesai direalisasikan pada 2022	**Follow up** Realized in 2022

Mata Acara Rapat Keempat Fourth Meeting Agenda

Agenda Penetapan remunerasi (gaji/honorarium dan tunjangan) Dewan Komisaris dan Direksi.	**Agenda** Determination of remuneration (salary/honorarium and benefits) of the Board of Commissioners and Board of Directors.
Keputusan 1. Menetapkan bahwa tidak ada kenaikan atas jumlah honorarium dan tunjangan bersih Dewan Komisaris Perseroan sejak ditutupnya Rapat ini, yakni tanggal 23 Agustus 2021 hingga penutupan Rapat Umum Pemegang Saham Tahunan Tahun yang diselenggarakan pada tahun 2022, dan memberikan kewenangan kepada Dewan Komisaris untuk menentukan pembagiannya; dan 2. Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan gaji dan tunjangan anggota Direksi Perseroan, dengan memperhatikan pendapat dari Rapat Fungsi Nominasi dan Remunerasi Perseroan.	Resolutions 1. Determining that there will be no increase in the amount of honorarium and net benefits of the Board of Commissioners of the Company since the closing of this Meeting, namely August 23, 2021 until the closing of the Annual General Meeting of Shareholders held in 2022, and authorizing the Board of Commissioners to determine the distribution; and 2. To grant power and authority to the Board of Commissioners of the Company to determine the salary and benefits of the members of the Board of Directors of the Company, taking into account the opinion of the Nomination and Remuneration Function Meeting of the Company.
Tindak Lanjut Telah selesai direalisasikan pada 2021-2022	**Follow up** Realized in 2021-2022

Mata Acara Rapat Kelima Fifth Meeting Agenda

Agenda Perubahan susunan Pengurus.	**Agenda** Changes in the Management.
Keputusan 1. Tidak ada perubahan Dewan Komisaris dan Direksi Perseroan; 2. Menegaskan susunan Dewan Komisaris dan Direksi Perseroan adalah sebagai berikut: **Dewan Komisaris** Presiden Komisaris : Sugianto Kusuma Wakil Presiden Komisaris : Tomy Winata Wakil Presiden Komisaris : Hartono Tjahjadi Adiwana Komisaris : Teuku Ashikin Husein Komisaris Independen : Ku Siew Kuan Komisaris Independen : Lidwina Ong **Direksi** Presiden Direktur : Arpin Wiradisastra Direktur : Lanny Pujilestari Liga Direktur : Agung Rin Prabowo Direktur : Hendi Lukman Direktur : Tony Soesanto Direktur : Hendra Kurniawan 3. Memberikan kuasa kepada Direksi Perusahaan baik bersama-sama maupun sendiri-sendiri dengan hak substitusi untuk menyatakan keputusan Rapat ini dalam akta Notaris dan selamjutnya memberitahukan perubahan data Perseroan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dan melakukan segala tindakan yang diperlukan sesuai dengan peraturan perundang-undangan yang berlaku.	Resolutions 1. Approved no changes to the Company's Board of Commissioners and Board of Directors. 2. Confirming the composition of the Company's Board of Commissioners and Board of Directors as follows: **Board of Commissioners** President Commissioner : Sugianto Kusuma Vice President Commissioner : Tomy Winata Vice President Commissioner : Hartono Tjahjadi Adiwana Commissioner : Teuku Ashikin Husein Independent Commissioner : Ku Siew Kuan Independent Commissioner : Lidwina Ong **Board of Directors** President Director : Arpin Wiradisastra Director : Lanny Pujilestari Liga Director : Agung Rin Prabowo Director : Hendi Lukman Director : Tony Soesanto Director : Hendra Kurniawan 3. To authorize the Board of Directors of the Company either jointly or individually with the right of substitution to state the resolutions of this Meeting in a Notarial deed and subsequently notify the changes in the Company's data to the Minister of Law and Human Rights of the Republic of Indonesia, and take all necessary actions in accordance with applicable laws and regulations.

Keputusan dan Tindak Lanjut RUPST Tahun Buku 2020 Resolution and Follow-up of the EGMS for the 2020 Fiscal Year

Tindak Lanjut
Perubahan susunan pengurus telah dinyatakan dalam Akta Penyataaan Keputusan Rapat No. 17 tanggal 23 Agustus 2021, yang dibuat oleh Notaris Mochamad Nova Faisal, S.H., M.Kn., yang pemberitahuannya telah diterima oleh Menteri Hukum dan Hak Asasi Manusia sesuai Penerimaan Pemberitahuan Data Perseroan PT Jakarta International Hotels & Development Tbk No. AHU-AH.01.03-0442077 tanggal 30 Agustus 2021 dan telah didaftarkan dalam Daftar Perseroan sesuai dengan UUPT No. AHU-0147077. AH.01.11TAHUN2021 tanggal 30 Agustus 2021.

Follow up
Changes in the composition of the management have been stated in the Deed of Meeting Resolution No. 17 dated August 23, 2021, made by Notary Mochamad Nova Faisal, S.H., M.Kn., whose notification has been received by the Minister of Law and Human Rights in accordance with the Acceptance of Notification of Company Data of PT Jakarta International Hotels & Development Tbk No. AHU-AH.01.03-0442077 dated August 30, 2021 and has been registered in the Company Register in accordance with the Company Law No. AHU-0147077.AH.01.11TAHUN2021 dated August 30, 2021.

RUPSLB Tahun 2022

RUPSLB Tahun 2022 diadakan untuk meminta persetujuan dari pemegang saham untuk mata acara tunggal perubahan anggaran dasar Perseroan untuk disesuaikan memenuhi Klasifikasi Baku Lapangan Usaha Indonesia 2020 ("KBLI 2020") dan memenuhi persyaratan Perizinan Daring Terpadu dengan Pendekatan Perizinan Berbasis Risiko ("OSS RBA").

RUPSLB tanggal 25 Juli 2022 telah menyetujui mata acara perubahan anggaran dasar Perseroan, dan selanjutnya ditindaklanjuti dengan akte No. 05 tanggal 23 Agustus 2022 yang dibuat oleh Notaris Mochamad Nova Faisal, S.H., M.Kn., dan telah diimplementasikan sebagai Anggaran Dasar Perseroan terbaru.

EGMS in 2022

The 2022 EGMS was held to seek approval from shareholders for a single agenda item of amendment to the Company's articles of association to be adjusted to meet the 2020 Indonesian Standard Industrial Classification ("KBLI 2020") and fulfill the requirements of the Integrated Online Licensing with Risk-Based Licensing Approach ("OSS RBA").

The EGMS dated July 25, 2022 has approved the agenda of amendment to the Company's articles of association, and subsequently followed up with deed No. 05 dated August 23, 2022 made by Notary Mochamad Nova Faisal, S.H., M.Kn., and has been implemented as the latest Articles of Association of the Company.

Keputusan dan Tindak Lanjut RUPSLB Tahun 2022|Resolution and Follow-up of EGMS 2022

Mata Acara Rapat Tunggal Single Meeting Agenda

Agenda
Perubahan Anggaran Dasar untuk disesuaikan memenuhi Klasifikasi Baku Lapangan Usaha Indonesia 2020 ("KBLI 2020") dan memenuhi persyaratan Perizinan Daring Terpadu dengan Pendekatan Perizinan Berbasis Risiko ("OSS RBA").

Agenda
Amendment to the Articles of Association to be adjusted to meet the Indonesian Standard Industrial Classification 2020 ("KBLI 2020") and fulfill the requirements of the Integrated Online Licensing with Risk-Based Licensing Approach ("OSS RBA").

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat.
Tidak ada pemegang saham yang bertanya.

Number of shareholders who asked questions and/or gave opinions.
None of the shareholders asked.

Hasil Pemungutan Suara

Setuju	Tidak Setuju	Abstain
2.024.044.662	6.806	0
99,99966374%	0,00033626%	0,00%

Voting Result

Agree	Disagree	Abstain
2.024.019.168	6.806	0
100,00%	0,00033626%	0,00%

Keputusan
1. Menyetujui perubahan maksud dan tujuan, serta kegiatan usaha Perseroan dalam rangka penyesuaian dan pemenuhan ketentuan tentang Klasifikasi Baku Lapangan Usaha Indonesia 2020 ("KBLI 2020"), karenanya mengubah Pasal 3 Anggaran Dasar Perseroan.
2. Memberi kuasa kepada Direksi Perseroan untuk mengubah Anggaran Dasar Perseroan sehubungan dengan Keputusan yang pertama tersebut di atas, termasuk menyusun kembali seluruh Anggaran Dasar Perseroan, memohon persetujuan dan/atau memberitahukan perubahan Anggaran Dasar Perseroan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia serta melakukan segala sesuatu yang baik dan berguna sesuai dengan peraturan perundangan-undangan yang berlaku bagi Perseroan.

Resolutions
1. To approve the amendment of the purposes and objectives, as well as the business activities of the Company in order to adjust and fulfill the provisions of the Indonesian Standard Industrial Classification 2020 ("KBLI 2020"), therefore amending Article 3 of the Company's Articles of Association.
2. To authorize the Board of Directors of the Company to amend the Company's Articles of Association in connection with the first Resolution mentioned above, including rearranging the entire Articles of Association of the Company, requesting approval and/or notifying the amendment of the Company's Articles of Association to the Minister of Law and Human Rights of the Republic of Indonesia and doing everything that is good and useful in accordance with the laws and regulations applicable to the Company.

Tindak Lanjut
Perubahan anggaran dasar telah dinyatakan dalam Akta Penyataaan Keputusan Rapat Umum Pemegang Saham No. 05 tanggal 23 Agustus 2022 yang dibuat oleh Notaris Mochamad Nova Faisal, S.H., M.Kn., yang pemberitahuannya telah diterima oleh Menteri Hukum dan Hak Asasi Manusia sesuai Penerimaan Pemberitahuan Data Perseroan PT Jakarta International Hotels & Development Tbk No. AHU-AH.01.03-0282704 tanggal 24 Agustus 2022, dan telah disetujui dengan Keputusan Mengteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0060254.AH.01.02.TAHUN2022 tanggal 24 Agustus 2022.

Follow up
The amendment to the articles of association has been stated in the Deed of Resolution of the General Meeting of Shareholders No. 05 dated August 23, 2022 made by Notary Mochamad Nova Faisal, S.H., M.Kn., whose notification has been received by the Minister of Law and Human Rights in accordance with the Acceptance of Notification of Company Data of PT Jakarta International Hotels & Development Tbk No. AHU-AH.01.03-0282704 dated August 24, 2022, and has been approved by the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0060254.AH.01.02.TAHUN2022 dated August 24, 2022.

RUPSLB Tahun 2021

RUPSLB Tahun 2021 yang dilaksanakan Perseroan pada 23 Februari 2021 dengan mata acara tunggal Perubahan Susunan Pengurus Perseroan, berhasil mengambil keputusan dengan suara terbanyak (sebanyak 1.995.795.852 saham atau 99,99% setuju, dibanding dengan 6.806 saham atau 0,00% tidak setuju). Keputusan RUPSLB ini telah dibuat dalam akte No. 351 tanggal 23 Februari 2021 dari notaris Humberg Lie, S.H., S.E., M.Kn., menjadi legalitas atas susunan manajemen Perseroan per 23 Februari 2021.

Seluruh keputusan RUPLB Tahun 2021, telah seluruhnya ditindaklanjuti dan dilaksanakan. Penjelasan mata acara RUPSLB tersebut tercantum dalam tabel di bawah ini:

EGMS in 2021

The 2021 EGMS held by the Company on February 23, 2021 with the sole agenda item of Changes in the Management Structure of the Company, succeeded in making a decision with a majority vote (as many as 1,995,795,852 shares or 99.99% agreed, compared to 6,806 shares or 0.00% disagreed). The resolution of the EGMS has been made in deed No. 351 dated February 23, 2021 from notary Humberg Lie, S.H., S.E., M.Kn., providing legality for the Company's management composition as of February 23, 2021.

All decisions of the 2021 EGM have been fully followed up and implemented. The explanation of the agenda of the EGMS is listed in the table below:

Keputusan dan Tindak Lanjut RUPSLB Tahun 2021 Resolution and Follow-up of EGMS 2021

Mata Acara Rapat Tunggal Single Meeting Agenda

Agenda Perubahan Susunan Pengurus Perseroan.	**Agenda** Changes in the Management.
Keputusan 1. Menyetujui memberhentikan dengan hormat anggota Dewan Komisaris dan Anggota Direksi Perseroan yang sedang menjabat saat ini, efektif sejak ditutupnya Rapat ini dengan ucapan terima kasih atas kontribusinya selama menjabat; 2. Menyetujui dan mengangkat Dewan Komisaris dan Direksi dengan susunan yang baru, pengangkatan tersebut terhitung sejak ditutupnya Rapat ini, yakni tanggal 23 Februari 2021 (dua puluh tiga Februari dua ribu dua puluh satu) dan akan berakhir pada saat ditutupnya RUPS Tahunan ke-5 (kelima) setelah tanggal pengangkatannya dengan tidak mengurangi hak RUPS untuk memberhentikannya sewaktu-waktu, sehingga susunan anggota Dewan Komisaris dan anggota Direksi Perseroan sebagai berikut: **Dewan Komisaris** Presiden Komisaris : Sugianto Kusuma Wakil Presiden Komisaris : Tomy Winata Wakil Presiden Komisaris : Hartono Tjahjadi Adiwana Komisaris : Teuku Ashikin Husein Komisaris Independen : Ku Siew Kuan Komisaris Independen : Lidwina Ong **Direksi** Presiden Direktur : Arpin Wiradisastra Direktur : Lanny Pujilestari Liga Direktur : Agung Rin Prabowo Direktur : Hendi Lukman Direktur : Tony Soesanto Direktur : Hendra Kurniawan 3. Selanjutnya Perseroan berkomitmen untuk meningkatkan audit manajemen dan operasional termasuk keuangan dan memberi kuasa kepada Direksi Perseroan dan/atau baik bersama-sama maupun sendiri-sendiri dengan hak subtitusi untuk menyatakan keputusan Rapat ini dalam akta Notaris dan selanjutnya memberitahukan perubahan data Perseroan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dan melakukan segala tindakan yang diperlukan sesuai dengan peraturan perundang-undangan yang berlaku.	Resolutions 1. Approved to respectfully dismiss the current members of the Board of Commissioners and the Board of Directors of the Company, effective as of the closing of this Meeting with gratitude for their contributions during their term of office; 2. To approve and appoint the new composition of the Board of Commissioners and the Board of Directors, such appointment is effective as of the closing of this Meeting, as of February 23, 2021 (twenty-three February two thousand twenty-one) and will expire at the closing of the 5th (fifth) Annual GMS after the date of appointment without prejudice to the right of the GMS to dismiss them at any time, so that the composition of the members of the Board of Commissioners and members of the Board of Directors of the Company is as follows: **Board of Commissioners** President Commissioner : Sugianto Kusuma Vice President Commissioner : Tomy Winata Vice President Commissioner : Hartono Tjahjadi Adiwana Commissioner : Teuku Ashikin Husein Independent Commissioner : Ku Siew Kuan Independent Commissioner : Lidwina Ong **Board of Directors** President Director : Arpin Wiradisastra Director : Lanny Pujilestari Liga Director : Agung Rin Prabowo Director : Hendi Lukman Director : Tony Soesanto Director : Hendra Kurniawan 3. Furthermore, the Company is committed to improving management and operational audits including finance and authorizes the Board of Directors of the Company and/or either jointly or individually with the right of substitution to state the resolutions of this Meeting in a Notarial deed and subsequently notify changes in the Company's data to the Minister of Law and Human Rights of the Republic of Indonesia, and take all necessary actions in accordance with applicable laws and regulations.
Tindak Lanjut Perubahan susunan pengurus telah dinyatakan dalam Akta Penyataaan Keputusan Rapat No. 351 tanggal 23 Februari 2021 yang dibuat oleh Notaris Humberg Lie, S.H., S.E., M.Kn., yang pemberitahuannya telah diterima oleh Menteri Hukum dan Hak Asasi Manusia sesuai Penerimaan Pemberitahuan Data Perseroan PT Jakarta International Hotels & Development Tbk No. AHU-AH.01.03-0118333 tanggal 23 Februari 2021, dan telah didaftarkan dalam Daftar Perseroan No. AHU-0034753.AH.01.11.TAHUN2021 tanggal 23 Februari 2021.	**Follow up** Changes in the composition of the management have been stated in the Deed of Meeting Resolution No. 351 dated February 23, 2021 made by Notary Humberg Lie, S.H., S.E., M.Kn., whose notification has been received by the Minister of Law and Human Rights in accordance with the Acceptance of Notification of Company Data of PT Jakarta International Hotels & Development Tbk No. AHU-AH.01.03-0118333 dated February 23, 2021, and has been registered in the Company Register No. AHU-0034753. AH.01.11.TAHUN2021 dated February 23, 2021.

DIREKSI
BOARD OF DIRECTORS

Direksi adalah organ Perseroan yang bertanggung jawab dan berwenang penuh atas pengurusan dan pengelolaan, serta mewakili Perseroan baik di dalam maupun di luar pengadilan untuk kepentingan dan tujuan perusahaan, sesuai dengan Anggaran Dasar Perseroan. Direksi harus menjunjung tinggi sikap profesional, objektif, berpikiran strategis, mengedepankan kepentingan Perseroan dalam rangka meningkatkan nilai tambah bagi pemangku kepentingan dan memastikan keberlanjutan usaha.

The Board of Directors is an organ of the Company that is responsible and fully authorized for the management, as well as representing the Company both inside and outside the court for the interests and objectives of the company, in accordance with the Articles of Association of the Company. The Board of Directors must uphold a professional, objective, strategic-minded attitude, prioritizing the interests of the Company in order to increase added value for stakeholders and ensure business sustainability.

PIAGAM DIREKSI

Perseroan memiliki pedoman dan tata laksana kerja Direksi sebagaimana yang tertuang dalam Piagam Direksi untuk pelaksanaan tugas dan tanggung jawabnya. Disusun secara *best practises*, dievaluasi dan diperbarui secara berkala, merujuk pada ketentuan peraturan perundang-undangan yang berlaku. Piagam Direksi telah diperbarui pada .... 2022.

BOARD OF DIRECTORS CHARTER

The Company has guidelines and procedures for the work of the Board of Directors as set forth in the Board of Directors Charter for the implementation of its duties and responsibilities. It is compiled in best practices, evaluated and updated regularly, referring to the provisions of the prevailing laws and regulations. The BOD Charter has been updated at .... 2022.

Piagam Direksi Board of Directors Charter	
1	Pendahuluan Introduction
	a Landasan Hukum Legal Basis
	b Definisi Definition
	c Piagam Direksi Board of Directors Charter
	d Maksud dan Tujuan Purpose and Objective
2	Keanggotaan Membership
	a Komposisi dan Struktur Composition and Structure
	b Persyaratan Keanggotaan Requirements
	c Pengangkatan, Pemberhentian dan Penggantian Appointment, Dismissal, and Replacement
	d Pengunduran Diri dan Pemberhentian Sementara Resignation and Temporary Dismissal
	e Rangkap Jabatan Concurrent Positions
3	Tugas, Tanggung Jawab dan Wewenang Duties, Responsibilities, and Authorities
	a Tugas Duties
	b Tanggung Jawab Responsibilities
	c Wewenang Authorities
4	Kebijakan Rapat Meeting Policy
	a Jadwal Schedule
	b Ketentuan Penyelenggaraan Provisions of Implementation
	c Pengambilan Keputusan Decision Making
5	Tata Kelola Governance
	a Transparansi Transparency
	b Pedoman dan Kode Etik Guidelines and Code of Conduct
	c Waktu Kerja, Cuti dan Berhalangan Sementara Working Time, Leave, and Temporary Absence
	d Remunerasi Remuneration
	e Program Orientasi dan Pelatihan Orientation and Training Programs
	f Pelaporan dan Pengungkapan Reporting and Disclosure
6	Evaluasi Kinerja Performance Evaluation
7	Penutup Closing
Diperbarui pada .... 2022. Updated on 2022	

Kriteria Pemilihan dan Pengangkatan Direksi

Anggota Direksi Perseroan adalah orang perseorangan yang memenuhi kriteria persyaratan sebagaimana tercantum dalam Anggaran Dasar (Pasal 19 ayat 3) pada saat diangkat dan selama menjabat. Pemenuhan peersyaratan sebagaimana dimaksud di atas, wajib dimuat dalam surat pernyataan, dan disampaikan untuk diteliti dan didokumentasikan oleh Perseroan.

Criteria for Selection and Appointment of Directors

Members of the Company's Board of Directors are individuals who fulfill the criteria requirements as stated in the Articles of Association (Article 19 paragraph 3) at the time of appointment and during their tenure. The fulfillment of the requirements as referred to above, must be contained in a statement letter, and submitted to be scrutinized and documented by the Company.

	Persyaratan Anggota Direksi Requirements for Board of Directors
1	Memiliki keahlian, integritas, kepemimpinan, pengalaman, jujur, dan perilaku yang baik, serta dedikasi tinggi untuk memajukan dan mengembangkan Perseroan. Have expertise, integrity, leadership, experience, honesty, and good behavior, as well as high dedication to advance and develop the Company.
2	Cakap melakukan perbuatan hukum. Capable of performing legal acts.
3	Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat: 1. tidak pernah dinyatakan pailit; 2. tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah, dan menyebabkan suatu perusahaan dinyatakan pailit; 3. tidak pernah dihukum karena tindakan pidana yang merugikan keuangan negara, dan/atau yang berkaitan dengan sektor keuangan; dan 4. tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat: a. pernah tidak mengadakan RUPS Tahunan; b. pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS, atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan c. pernah menyebabkan perusahaan yang memiliki izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan (OJK) tidak memenuhi kewajiban untuk memberikan laporan tahunan dan/atau laporan keuangan Within 5 (five) years prior to appointment and during the term of office: 1. has never been declared bankrupt; 2. never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty, and caused a company to be declared bankrupt; 3. never been convicted of a criminal offense that is detrimental to state finances, and/or related to the financial sector; and 4. never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his/her term of office: a. has not held an Annual GMS; b. his/her accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has not been accepted by the GMS, or has not provided accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and c. has caused a company that has a license, approval, or registration from the Financial Services Authority (OJK) to not fulfill the obligation to provide annual reports and/or financial reports.
4	Mempunyai komitmen untuk mematuhi peraturan perundang-undangan. Have a commitment to comply with laws and regulations.
5	Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan. Have knowledge and/or expertise in the field required by the Company.

Masa Jabatan Direksi

Pengaturan masa jabatan anggota Direksi Perseroan juga merujuk pada ketentuan-ketentuan peraturan perundang-undangan yang berlaku sebagaimana tercantum dalam Anggaran Dasar dan Piagam Direksi.

Term of Office of the Board of Directors

The regulation of the term of office of the members of the Board of Directors of the Company also refers to the provisions of the prevailing laws and regulations as stated in the Articles of Association and the Charter of the Board of Directors.

	Masa Jabatan Anggota Direksi Term of Office for Board of Directors	**Anggaran Dasar** Articles of Association
1	Diangkat untuk masa jabatan 1 (satu) periode yaitu paling lama 5 (lima) tahun atau sampai dengan penutupan RUPS Tahunan pada akhir 1 (satu) periode masa jabatan dimaksud. Appointed for a term of office of 1 (one) period, which is a maximum of 5 (five) years or until the closing of the Annual GMS at the end of 1 (one) period of the term of office.	Pasal 19 ayat (7) Article 19 paragraph (7)
2	Dapat diangkat kembali dalam hal masa jabatannya telah berakhir dengan memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. May be reappointed in the event that his/her term of office has expired with due observance of the provisions of the Company's Articles of Association and prevailing laws and regulations.	Pasal 19 ayat (9) Article 19 paragraph (9)

	Masa Jabatan Anggota Direksi Term of Office for Board of Directors	**Anggaran Dasar** Articles of Association
3	Jabatan anggota Direksi berakhir apabila: 1. dinyatakan pailit atau ditaruh di bawah pengampunan berdasarkan suatu keputusan pengadilan; 2. mengundurkan diri; 3. tidak lagi memenuhi persyaratan perundang-undangan yang berlaku. 4. meninggal dunia; 5. diberhentikan berdasarkan keputusan RUPS. 6. Masa jabatannya berakhir. The term of office of a member of the Board of Directors ends if: 1. declared bankrupt or placed under pardon based on a court decision; 2. resign; 3. no longer fulfill the requirements of the prevailing laws and regulations. 4. die; 5. dismissed based on a resolution of the GMS. 6. His/her term of office ends.	Pasal 19 ayat (16) Article 19 paragraph (16)
4	Dapat diberhentikan untuk sementara oleh Dewan Komisaris dengan menyebutkan alasannya. Pemberhentian sementara tersebut wajib diberitahukan secara tertulis kepada anggota yang bersangkutan, dan ditindaklanjuti sesuai ketentuan yang berlaku. May be temporarily dismissed by the Board of Commissioners by stating the reasons. Such temporary dismissal must be notified in writing to the member concerned, and followed up in accordance with applicable regulations.	Pasal 19 ayat (17) Article 19 paragraph (17)

Kebijakan Pengunduran Diri Direksi

Anggota Direksi Perseroan berhak dan dapat mengundurkan diri dari jabatannya sebagaimana tercantum dalam Anggaran Dasar dan Piagam Direksi.

Board of Directors Resignation Policy

Members of the Board of Directors of the Company are entitled and may resign from their positions as stated in the Articles of Association and the Charter of the Board of Directors.

	Mekanisme Pengunduran Diri Diresksi Board of Directors Resignation Mechanism	**Anggaran Dasar** Articles of Association
1	Memberitahukan secara tertulis mengenai maksud pengunduran diri tersebut kepada Perseroan dengan tembusan kepada Dewan Komisaris selambat-lambatnya 30 (tiga puluh) hari sebelumnya. Notify the Company in writing of the intention to resign with a copy to the Board of Commissioners no later than 30 (thirty) days prior.	Pasal 19 ayat (14a) Article 19 paragraph (14a)
2	Perseroan wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri tersebut paling lambat 90 (sembilan puluh) hari kalender setelah diterimanya surat pengunduran diri. The Company must hold a GMS to decide on the resignation request no later than 90 (ninety) calendar days after receipt of the resignation letter.	Pasal 19 ayt (14c) Article 19 ayt (14c)
3	Kepada anggota Direksi yang mengundurkan diri tersebut tetap dapat dimintakan pertanggungjawabannya sejak pengangkatan yang bersangkutan sampai dengan pengunduran dirinya dalam RUPS. Members of the Board of Directors who resign can still be held accountable since their appointment until their resignation in the GMS.	Pasal 19 ayat (15) Article 19 paragraph (15)

Tugas, Tanggung Jawab dan Wewenang Direksi

Semua ketentuan berhubungan dengan tugas, tanggung jawab, dan wewenang Direksi merujuk kepada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, sebagaimana tercantum dalam Anggaran Dasar dan Piagam Direksi.

Direksi bertugas dan bertanggung jawab secara kolegial dalam mengelola Perseroan. Dalam melaksanakan tugasnya, Direksi bertanggung jawab kepada RUPS. Pertanggungjawaban Direksi kepada RUPS merupakan perwujudan akuntabilitas pengelolaan perusahaan sesuai dengan prinsip-prinsip GCG.

Duties, Responsibilities and Authorities of the Board of Directors

All provisions relating to the duties, responsibilities and authorities of the Board of Directors refer to Law No. 40 of 2007 concerning Limited Liability Companies and OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies, as stated in the Articles of Association and the Charter of the Board of Directors.

The Board of Directors is tasked and responsible collegially in managing the Company. In carrying out its duties, the Board of Directors is responsible to the GMS. The accountability of the Board of Directors to the GMS is a manifestation of accountability in managing the company in accordance with GCG principles.

Tugas Duties		**Anggaran Dasar** Articles of Association
1	Menjalankan dan bertanggung jawab atas pengurusan untuk kepentingan dalam mencapai maksud dan tujuan Perseroan yang sudah ditetapkan di dalam Anggaran Dasar: 1. menetapkan susunan organisasi dan tata kerja Perseroan; 2. menerapkan manajemen risiko dan prinsip-prinsip GCG di setiap kegiatan usaha, pada seluruh tingkatan atau jenjang organisasi Perseroan; dan 3. memelihara dan mengurus harta kekayaan Perseroan. To carry out and be responsible for the management for the benefit of achieving the purposes and objectives of the Company as stipulated in the Articles of Association: 1. determine the organizational structure and work procedures of the Company; 2. implement risk management and GCG principles in every business activity, at all levels or levels of the Company's organization; and 3. manage the Company's assets.	Pasal 20 ayat (1) Article 20 paragraph (1)
2	Menyusun rencana kerja tahunan sebelum dimulainya tahun buku yang akan datang dan menyampaikannya kepada Dewan Komisaris. Prepare an annual work plan before the start of the coming fiscal year and submit it to the Board of Commissioners.	Pasal 25 ayat (2) Article 25 paragraph (2)
3	Menyelenggarakan RUPS tahunan dan RUPS lainnya sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar. Organize the annual GMS and other GMS as stipulated in the laws and regulations and the Articles of Association.	Pasal 12 ayat (1), Pasal 13 ayat (1) Article 12 paragraph (1), Article 13 paragraph (1)
4	Dapat membentuk komite untuk mendukung efektivitas pelaksanaan tugas dan tanggung jawab. May form committees to support the effectiveness of the implementation of duties and responsibilities.	Merujuk Pasal 12 ayat (4) POJK No. 33/2014 Refer to Article 12 paragraph (4) POJK No. 33/2014

Tanggung Jawab Responsibilities		**Anggaran Dasar** Articles of Association
1	Memberikan pertanggungjawaban dan segala keterangan tentang keadaan Perseroan dan pelaksaaan tugasnya kepada pemegang saham melalui RUPS. Provide accountability and all information regarding the state of the Company and the implementation of its duties to the shareholders through the GMS.	Pasal 12 ayat (3) Article 12 paragraph (3)
2	Bertanggung jawab secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya. Jointly and severally accountable for the Company's losses caused by the fault or negligence of the members of the Board of Directors in carrying out their duties.	Pasal 20 ayat (3) Article 20 paragraph (3)
3	Tidak dapat dipertanggungjawabkan atas kerugian perusahaan apabila dapat membuktikan: kerugian tersebut bukan karena kesalahan atau kelalaiannya; 1. telah melakukan pengurusan dengan itikad baik, penuh tanggung jawab, dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan; 2. tidak mempunyai benturan kepentingan, baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; 3. telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut. Cannot be held accountable for the company's losses if they can prove: 1. the loss is not due to his/her fault or negligence; 2. has carried out management in good faith, full responsibility, and prudence for the interests and in accordance with the purposes and objectives of the Company; 3. has no conflict of interest, either directly or indirectly, over the management actions that resulted in the loss; 4. has taken measures to prevent the incidence or continuation of such losses.	Merujuk pada Pasal 97 ayat (5) UU No. 40/2007 dan Pasal 13 ayat (2) POJK No. 33/2014 Refer to Article 97 paragraph (5) of Law No. 40/2007 and Article 13 paragraph (2) POJK No. 33/2014

	Wewenang Authorities	**Anggaran Dasar** Articles of Association
1	Berwenang menjalankan pengurusan sesuai dengan kebijakan yang dipandang tepat, sesuai dengan maksud dan tujuan yang ditetapkan dalam anggaran dasar. Authorized to carry out management in accordance with policies deemed appropriate, in accordance with the purposes and objectives set out in the articles of association.	Mengacu pada Pasal 14 POJK No. 33/2014. Refers to Article 14 of POJK No. 33/2014.
2	Mengatur masalah pendelegasian wewenang/pemberian kuasa Direksi, yaitu Presiden Direktur atau seorang Direktur yang ditunjuk Presiden Direktur, bersama-sama dengan 2 (dua) orang Direktur untuk mewakili Perseroan di dalam dan di luar pengadilan: 1. terkait segala hal dan di dalam segala kejadian, yang mengikat Perseroan dengan pihak lain dan sebaliknya; 2. menjalankan segala tindakan, baik dalam hal pengurusan maupun kepemilikan, kecuali untuk hal-hal berikut: a. meminjam atau meminjamkan uang kas atas nama Perseroan; b. mengikat Perseroan sebagai Penanggung/Penjamin; c. membeli, menjual atau cara lain mendapatkan atau melepaskan hak atas barang tidak bergerak, termasuk bangunan-bangunan dan hak-hak atas tanah, serta perusahaan-perusahaan; d. menggadaikan atau membebankan barang-barang kekayaan Perseroan; e. melepaskan hak-hak tidak berwujud, seperti hak paten dan/atau merek; f. menjual, mengindahkan, menggadaikan ataupun dengan cara lain menjaminkan saham-saham Perseroan dalam perusahaan lain, dan membeli saham-saham dalam perusahaan-perusahaan lain, serta turut serta dalam perusahaan-perusahaan atau badan hukum lain. To regulate the issue of delegation of authority / authorization of the Board of Directors, namely the President Director or a Director appointed by the President Director, together with 2 (two) Directors to represent the Company in and out of court: 1. in relation to all matters and in all events, which bind the Company with other parties and vice versa; 2. to carry out all actions, both in terms of management and ownership, except for the following matters: a. borrowing or lending cash on behalf of the Company; b. bind the Company as Insurer/Guarantor; c. buy, sell or otherwise acquire or dispose of rights to immovable property, including buildings and land rights, and companies; d. pledge or charge the Company's assets; e. relinquish intangible rights, such as patents and/or brands; f. sell, transfer, mortgage or otherwise pledge the Company's shares in other companies, and purchase shares in other companies, and participate in other companies or legal entities.	Pasal 20 ayat (7) Article 20 paragraph (7)
3	Tidak berwenang mewakili Perseroan apabila: 1. Terdapat perkara di pengadilan antara Perseroan dengan anggota Direksi yang bersangkutan; dan 2. Anggota Direksi yang bersangkutan memiliki kepentingan yang berbenturan dengan kepentingan Perseroan. Not authorized to represent the Company if: 1. There is a case in court between the Company and the member of the Board of Directors concerned; and 2. The member of the Board of Directors concerned has interests that conflict with the interests of the Company.	Pasal 20 ayat (10) Article 20 paragraph (10)
4	Direksi atau anggota Direksi untuk perbuatan tertentu berhak pula mengangkat seorang atau lebih sebagai wakil atau kuasanya, dengan memberikan kepadanya kekuasaan yang diatur dalam surat kuasa. The Board of Directors or a member of the Board of Directors for certain actions is also entitled to appoint one or more persons as his/her representative or proxy, by giving him/her the powers stipulated in the power of attorney.	Pasal 20 ayat (8) Article 20 paragraph (8)

Susunan dan Komposisi Direksi

1. Terdiri dari sedikit-dikinya 3 (tiga) orang, yang terdiri dari seorang Presiden Direktur dan 2 (dua) orang Direktur.
2. Dipimpin oleh Presiden Direktur yang berasal dari pihak yang independen terhadap pemegang saham pengendali, Direksi lainnya dan anggota Dewan Komisaris.
3. Komposisi Direksi merupakan perpaduan profesional-profesional yang memiliki pengetahuan dan pengalaman yang dibutuhkan Perseroan sehingga memungkinkan dilakukannya proses pengambilan putusan yang efektif, efisien dan segera.

Composition of the Board of Directors

1. Consists of at least 3 (three) persons, consisting of a President Director and 2 (two) Directors.
2. Led by the President Director who comes from a party independent of the controlling shareholder, other Directors and members of the Board of Commissioners.
3. The composition of the Board of Directors is a blend of professionals who have the knowledge and experience required by the Company to enable an effective, efficient and prompt decision-making process.

Susunan anggota Direksi Perseroan per 31 Desember 2022 2021 berjumlah 6 (enam) orang, yang terdiri dari 1 (satu) orang Presiden Direktur: Arpin Wiradisastra dan 5 (lima) orang Direktur: Lanny Pujilestari Liga, Agung Rin Prabowo, Hendi Lukman, Tony Soesanto dan Hendra Kurniawan. Susunan ditetapkan dalam RUPSLB tanggal 23 Februari 2021, dan kembali ditegaskan dalam RUPST Tahun 2021 tanggal 25 Juli 2022.

Komposisi anggota Direksi disusun dengan memperhatikan visi, misi, dan rencana strategis Perseroan untuk memungkinkan pengambilan keputusan yang efektif, akurat, tepat dan cepat. Mayoritas anggota Direksi memiliki pengalaman lebih dari 5 (lima) tahun di bidang manajemen dan properti: real estat dan perhotelan. Dan juga dapat bertindak secara independen, karena anggota Direksi Perseroan tidak saling memiliki hubungan keluarga sampai dengan derajat kedua dengan sesama anggota Direksi dan/atau Dewan Komisaris maupun Pemegang Saham Pengendali.

Pernyataan Independensi Direksi

Anggota Direksi Perseroan telah membuat pernyataan independensi di awal tahun dan akhir tahun sebagaimana yang dipersyaratkan ketentuan peraturan perundang-undangan Di awal tahun sebagai penyataan status independensinya, sedang di akhir tahun berupa pernyataan tidak memilik benturan kepentingan atas tindakan yang dilakukan selama tahun berjalan. Anggota Direksi berkewajiban melapor apabila terjadi perubahan status yang mempengaruhi independensinya.

The composition of the Company's Board of Directors as of December 31, 2022 2021 is 6 (six) persons, consisting of 1 (one) President Director: Arpin Wiradisastra and 5 (five) Directors: Lanny Pujilestari Liga, Agung Rin Prabowo, Hendi Lukman, Tony Soesanto and Hendra Kurniawan. The composition was determined at the EGMS on February 23, 2021, and reaffirmed at the 2021 EGMS on July 25, 2022.

The composition of the Board of Directors is structured by taking into account the Company's vision, mission and strategic plan to enable effective, accurate, precise and fast decision-making. The majority of the members of the BOD have more than 5 (five) years of experience in management and property: real estate and hospitality. And can also act independently, because members of the Company's Board of Directors do not have family relationships up to the second degree with fellow members of the Board of Directors and / or Board of Commissioners or Controlling Shareholders.

Statement of Independence of the Board of Directors

Members of the Board of Directors of the Company have made a statement of independence at the beginning of the year and at the end of the year as required by the provisions of laws and regulations At the beginning of the year as a statement of their independence status, while at the end of the year in the form of a statement that they do not have a conflict of interest for actions taken during the year. Members of the Board of Directors are obliged to report if there is a change in status that affects their independence.

	Pernyataan Independensi Statement of Independence	Arpin Wiradisastra	Lanny Pujilestari Liga	Agung Rin Prabowo	Hendi Lukman	Tony Soesanto	Hendra Kurniawan
1	Bukan bagian dari manajemen. Not part of management.	✓	✓	✓	✓	✓	✓
2	Bebas dari hubungan usaha dan hubungan lainnya yang dapat mempengaruhi keputusan. Free from business relationships and other relationships that can influence decisions.	✓	✓	✓	✓	✓	✓
3	Bukan pemegang saham mayoritas atau pejabat pada institusi pemegang saham mayoritas, atau terasosiasi langsung dengan pemegang saham mayoritas. Not the majority shareholder or official in the majority shareholder institution, or directly associated with the majority shareholder.	✓	✓	✓	✓	✓	✓
4	Bukan karyawan atau pernah dipekerjakan sebagai eksekutif pada Perseroan/afiliasi, setidaknya 3 (tiga) tahun sebelum menjadi Direksi. Not an employee or have been employed as an executive in the Company/affiliate, at least 3 (three) years before becoming a Commissioner.	✓	x	x	✓	x	x
5	Bukan penasihat atau konsultan utama yang material bagi Perseroan/afiliasi, atau karyawan yang terasosiasi langsung dengan penyediaan jasa, setidaknya 3 (tiga) tahun sebelum menjadi Direksi. Not the main advisor or consultant who is material to the Company/affiliates, or employees who are directly associated with the provision of services, at least 3 (three) years before becoming a Director.	✓	✓	✓	✓	✓	✓
6	Tidak terikat dalam perjanjian dengan Perseroan/afiliasi, selain sebagai Direksi. Not bound by an agreement with the Company/affiliate other than as a Director.	✓	✓	✓	✓	✓	✓
7	Tidak memiliki hubungan keluarga sedarah dan semenda serta memegang posisi direktur di tempat lain yang dapat mempengaruhi independensi. Has no blood or marriage relationship, and holds a Director position in other places that can affect independence.	✓	✓	✓	✓	✓	✓

Rangkap Jabatan Direksi

Seluruh anggota Direksi Perseroan telah mematuhi segala ketentuan perihal rangkap jabatan Direksi. Merujuk pada ketentuan Pasal 6 ayat (1) Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yang dielaborasi menjadi Pasal 19 ayat 8 Anggaran Dasar Perseroan, anggota Direksi dapat merangkap jabatan sebagai:

1. Anggota Direksi paling banyak pada 1 (satu) perusahaan publik lain;
2. Anggota Dewan Komisaris paling banyak pada 3 (tiga) perusahaan publik lain; dan/atau
3. Anggota komite paling banyak pada 5 (lima) komite di perusahaan publik lain, dimana yang bersangkutan juga menjadi anggota Direksi atau anggota Dewan Komisaris.

Anggota Direksi Perseroan diperkenankan merangkap jabatan selama tidak bertentangan dengan peraturan perundang-undangan lainnya. Berikut adalah daftar rangkap jabatan dari anggota Direksi Perseroan per 31 Desember 2022.

Concurrent Position of the Board of Directors

All members of the Board of Directors of the Company have complied with all provisions regarding concurrent positions of the Board of Directors. Referring to the provisions of Article 6 paragraph (1) of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, which is elaborated into Article 19 paragraph 8 of the Company's Articles of Association, members of the Board of Directors may hold concurrent positions as:

1. Member of the Board of Directors at most in 1 (one) other public company;
2. Member of the Board of Commissioners at most in 3 (three) other public companies; and/or
3. Committee member in a maximum of 5 (five) committees in other public companies, where the person concerned is also a member of the Board of Directors or a member of the Board of Commissioners.

Members of the Company's Board of Directors are allowed to hold concurrent positions as long as they do not conflict with other laws and regulations. The following is a list of concurrent positions of members of the Company's Board of Directors as of December 31, 2022.

Nama Name	**Komisaris Utama** President Commissioner	**Komisaris** Commissioner	**Direktur Utama** President Director	**Direktur** Director
Arpim Wiradisastra		PT Intigraha Arthayasa PT Citra Wiradaya PT Adinusa Puripratama PT Pandugraha Sejahtera	PT Andana Utamagraha PT Majumakmur Arthasentosa	PT Kharisma Arya Paksi
Lanny Pujilestari Liga				PT Panduneka Sejahtera
Agung Rin Prabowo		PT Adimas Utama PT Citra Adisarana PT Trinusa Wiragraha PT Panduneka Abadi	PT Graha Banten Lampung Sejahtera	PT Bangungraha Sejahtera Mulia PT Esagraha Puripratama PT Adinusa Puripratama PT Pandugraha Sejahtera PT Grahamas Adisentosa
Hendi Lukman		PT Harta Larasindo		PT Permata Kharisma Indah
Tony Soesanto				PT Citra Wiradaya PT Grahamas Adisentosa
Hendra Kurniawan				

Pembidangan Tugas Direksi

Mengacu struktur organisasi per ... 2022, telah diatur pembidangan tugas dan tanggung jawab dari masing-masing anggota Direksi , yaitu sebagai berikut:

Division of Duties of the Board of Directors

Referring to the organizational structure as of ... 2022, the duties and responsibilities of each member of the Board of Directors have been set, as follows:

Ruang Lingkup dan Tanggung Jawab Scope of Work and Responsibility	
Presiden Direktur President Director : Arpin Wiradisastra	
1	Merencanakan, mengoordinasikan, mengarahkan, mengendalikan, mengawasi dan mengevaluasi tugas korporasi dan Entitas Anak, agar seluruh kegiatan berjalan sesuai dengan visi, misi, sasaran usaha, strategi, kebijakan dan program kerja yang ditetapkan. Plan, coordinate, direct, control, supervise and evaluate corporate tasks, so that all activities run in accordance with the designated vision, mission, business objectives, strategies, policies and work programs.
2	Menyelaraskan seluruh inisiatif internal dan rekomendasi eksternal, untuk memastikan terjadinya peningkatan kemampuan bersaing Perseroan. Align all internal initiatives and external recommendations, to ensure an increase in the Company's competitiveness.
3	Mengoordinasikan, mengendalikan, dan mengevaluasi internalisasi prinsip-prinsip GCG dan Kode Etik secara konsisten di Perseroan. Coordinate, control, and evaluate the internalization of GCG principles and the Code of Conduct consistently within the Company.
4	Mengoordinasikan pelaksanaan tugas operasional di pelaksanaan audit internal, kesekretariatan korporasi, manajemen serta memastikan kepatuhan Perseroan terhadap hukum dan regulasi. Coordinate the implementation of operational tasks in the implementation of internal audits, risk management processes, and ensure the Company's compliance with applicable laws and regulations.

Ruang Lingkup dan Tanggung Jawab Scope of Work and Responsibility	
5	Memastikan informasi yang berhubungan dengan Perseroaan selalu tersedia apabila diperlukan oleh Dewan Komisaris. Ensure that information related to the Company is always available when required by the Board of Commissioners.
6	Menyelenggarakan dan memimpin Rapat Direksi secara berkala, atau rapat-rapat lain bilamana dipandang perlu. Organizing and leading the Board of Directors' Meetings on a regular basis, or other meetings if deemed necessary.
7	Mengesahkan Keputusan Direksi tentang Kebijakan Manajemen Perseroan. Approve the Decision of the Board of Directors regarding the Company's Management Policy.
8	Bertindak untuk dan atas nama Direksi, serta mewakili Perseroan di dalam maupun di luar pengadilan, atau menunjuk anggota Direksi lain untuk bertindak atas nama Direksi. Act for and on behalf of the Board of Directors, and represent the Company both inside and outside the court, or appoint other members of the Board of Directors to act on behalf of the Board of Directors.
	Direktur Pengembangan Bisnis & Pemasaran Director of Business Development & Marketing : Hendi Lukman
1	Merencanakan, mengoordinasikan, mengarahkan, memonitor, mengawasi dan mengevaluasi penyusunan dan pelaksanaan rencana kerja dan anggaran pengembangan bisnis dan pemasaran. Plan, coordinate, direct, monitor, supervise and evaluate the preparation and implementation of business development and marketing work plans and budgets.
2	Merencanakan, mengoordinasikan, mengendalikan dan mengevaluasi pelaksanaan tugas operasional di bidang pengembangan bisnis dan pemasaran, juga termasuk penelitian dan pengembangan, studi kelayakan, dan pengembangan proyek-proyek pertumbuhan. Plan, coordinate, control and evaluate the implementation of operational tasks in the field of business development and marketing, also including research and development, feasibility studies, and development of growth projects.
3	Mengembangkan hubungan baik dengan mitra strategis, mencari dan menangkap peluang bisnis baru guna peningkatan kinerja perseroan. Develop good relationships with strategic partners, seek and capture new business opportunities in order to improve the Company's performance.
4	Menyampaikan laporan berkala atas pelaksanaan tugasnya, dan memberikan masukan konstruktif kepada manajemen dalam bidang pengembangan bisnis dan pemasaran. Submit periodic reports on the implementation of the duties, and provide constructive input to management in the areas of business development and marketing.
	Direktur Manajemen Properti Director of Property Management : Lanny Pujilestari Liga
1	Merencanakan, mengoordinasikan, mengarahkan, memonitor, mengawasi dan mengevaluasi: penyusunan dan pelaksanaan rencana kerja dan anggaran manajemen properti; pelaksanaan tugas operasional bidang manajemen properti. Plan, coordinate, direct, monitor, supervise and evaluate: Preparation and implementation of property management work plans and budgets; and Implementation of operational tasks in the field of property management.
2	Menganalisa dan memonitor kinerja usaha perhotelan. Analyze and monitor hotel business performance.
3	Menyampaikan laporan berkala atas pelaksanaan tugasnya, dan memberikan masukan konstruktif kepada manajemen dalam bidang manajemen properti. Submit periodic reports on the implementation of the duties, and provide constructive input to management in the field of property management.
	Direktur Human Capital & Kepatuhan Director of Human Capital & Compliance : Agung Rin Prabowo
1	Di Direktorat *Human Capital &* Kepatuhan: Menetapkan kebijakan dan arah dalam rangka penyusunan rencana kerja dan anggarannya; Melaksanakan pembinaan, pengembangan dan peningkatan kualitas dan kompetensi. In the Human Capital & Compliance Directorate: Establish policies and directions for the preparation of work plans and budgets; and Implement coaching, development and improvement of quality and competence.
2	Menyampaikan laporan berkala atas pelaksanaan tugasnya, dan memberikan masukan konstruktif kepada manajemen dalam bidang *human capital* dan kepatuhan. Submit periodic reports on the implementation of their duties, and provide constructive input to management in the field of human capital and compliance
3	Menjalin dan memelihara *network* internal dan eksternal untuk kemanfaatan pelaksanaan tugas dan perseroan. Establish and maintain internal and external networks for the benefit of the implementation of duties and the company.
4	Menetapkan kebijakan dan mengendalikan proses: Perencanaan hingga penerapan sistem dan program pengembangan kompetensi dan kualitas *human capital*; Sistem hingga penerapan penilaian kinerja *human capital*; Establish policies and control processes: Planning to implementing systems and programs for developing competence and quality of human capital; System to implementation of human capital performance appraisal;
5	Menetapkan kebijakan dan mengendalikan proses kajian dan penyusunan hingga penerapan standar-standar umum tentang pengadaaan barang dan jasa, keselamatan dan kesehatan kerja, lingkungan, perawatan dan pemeliharaan properti/gedung, dan lain-lain yang relevan. Establish policies and control the review and preparation process to the application of general standards on the Procurement of Goods and Services, Occupational Safety and Health, Environment, Property/Building Care and Maintenance, and other relevant matters.
6	Mengendalikan proses monitoring pemenuhan terhadap peraturan perundang-undangan dan standar operasi prosedur (SOP) tentang pengadaan barang dan jasa, kesehatan dan keselamatan kerja, lingkungan, dan perawatan dan pemeliharaan properti/gedung. Controlling the process of monitoring compliance with laws and regulations and standard operating procedures (SOP) regarding the procurement of goods and services, occupational health and safety, the environment, and property/building care and maintenance.
	Direktur Human Data Record, Umum, Hukum & Sekretaris Perusahaan Director of Human Data Record, General Affairs, Legal & Corporate Secretary : Tony Soesanto

Ruang Lingkup dan Tanggung Jawab Scope of Work and Responsibility

1	Di Direktorat Human Data Record, Umum, Hukum dan Sekretaris Perusahaan: Menetapkan kebijakan dan arah dalam rangka penyusunan rencana kerja dan anggarannya; Melaksanakan pembinaan, pengembangan dan peningkatan kualitas dan kompetensi. In the HDR & GA Directorate, Legal and Corporate Secretary: Establish policies and directions for the preparation of work plans and budgets; and Implement coaching, development and improvement of quality and competence.
2	Menyampaikan laporan berkala atas pelaksanaan tugasnya, dan memberikan masukan konstruktif kepada manajemen dalam bidang *Human Data Record*, Umum, Hukum dan Sekretaris Perusahaan. Submit periodic reports on the implementation of the duties, and provide constructive input to management in the areas of HDR & GA, Legal and Corporate Secretary.
3	Membangun *network* internal dan eksternal, serta menjadi jembatan komunikasi dengan seluruh pemangku kepentingan. Building an internal and external network, as well as being a communication bridge with all stakeholders.
4	Merencanakan, mengoordinasikan, mengarahkan, mengendalikan, mengawasi dan mengevaluasi pelaksanaan: strategi dan proses pengelolaan Sumber Daya Manusia (SDM), mulai dari proses perencanaan, penyediaan, pengelolaan, pengembangan, pemeliharaan dan pemanfaatan, dengan didukung pengetahuan, teknologi informasi, dan prakti-praktik terbaik; tugas operasional perusahaan, pelaporan & perizinan, dan kegiatan tanggung jawab sosial perusahaan; pemenuhan aspek hukum, pengkajian dan analisa kebijakan hukum, serta tata kelola pemeliharan semua perizinan yang berhubungan dengan operasional Perseroan; Prinsip-prinsip GCG, dan tata kelola dalam hal: pemenuhan pelaporan, pelaksamaan rapat-rapat management (Direksi, Dewan Komisaris, Rapat Umum Pemegang Saham dan Paparan Publik), dan penyusunan laporan (Rencana Kerja Anggaran, Laporan Tahunan dan Laporan Keberlanjutan) sebagai perusahaan terbuka. Plan, coordinate, direct, control, supervise and evaluate the implementation of: HR management strategies and processes, starting from the planning, provision, management, development, maintenance and utilization processes, supported by knowledge, information technology, and best practices; The Company operational duties, reporting & licensing, and corporate social responsibility activities; Fulfillment of legal aspects, review and analysis of legal policies, as well as governance of the maintenance of all permits related to the Company's operations; and GCG principles, and governance in terms of: fulfillment of reporting, implementation of management meetings (Board of Directors, Board of Commissioners, General Meeting of Shareholders and Public Expose), and preparation of reports (Budget Work Plan, Annual Report and Sustainability Report) as a public company.
	Direktur Keuangan & Akunting| Director of Finance & Accounting : Hendra Kurniawan
1	Merencanakan, mengoordinasikan, mengarahkan, mengendalikan, mengawasi dan mengevaluasi: pelaksanaan tugas operasional bidang kebendaharaan, asuransi, akuntansi, pajak, anggaran dan pendanaan; fungsi akuntansi dan menganalisa laporan keuangan Entitas Anak. Plan, coordinate, direct, control, supervise and evaluate: Implementation of operational tasks in the field of treasury, insurance, accounting, tax, budgeting and funding; and Accounting function, as well as analyzing the financial statements of subsidiaries.
2	Merencanakan, mencari dan memastikan penyediaan dana untuk pengembangan sesuai dengan rencana strategis Perseroan. Plan, seek and ensure the provision of funds for development in accordance with the Company's strategic plan.
3	Mengelola portofolio investasi keuangan dan keputusan finansial untuk mencapai nilai tambah maksimal dan tercapainya tujuan-tujuan Perseroan sesuai ketetapan manajemen. Manage the financial investment portfolio and financial decisions to achieve maximum added value and achieve the Company's objectives in accordance with management decisions.
4	Menyampaikan laporan berkala atas pelaksanaan tugasnya, dan memberikan masukan konstruktif kepada manajemen dalam bidang keuangan dan akunting. Submit periodic reports on the implementation of their duties, and provide constructive input to management in the fields of finance and accounting.

Laporan Pelaksanaan Tugas Direksi Tahun 2022

Tugas-tugas yang telah dilaksanakan dan diselesaikan oleh Direksi Perseroan selama tahun 2022.

Report on The Implementation of The Duties of The Board Of Directors In 2021

The duties that have been carried out and completed by the Company's Board of Directors during 2021

1	Menyusun Rencana Kerja dan Anggaran Perusahaan (RKAP) 2023;	Preparing the Company's 2023 Work Plan and Budget (RKAP);
2	Menyelenggarakan RUPST Tahun Buku 2021 dan RUPSLB Tahun 2022;	Organizing the 2021 Annual GMS and the 2022 Extraordinary GMS;
3	Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS dan Risalah Rapat Direksi;	Making a Register of Shareholders, Special Register, Minutes of GMS and Minutes of Meeting of the Board of Directors;
4	Melakukan identifikasi risiko Perseroan dan menyusun strategi upaya pengendalian risiko;	Identifying the Company's risks and formulating a strategy for risk control efforts;
5	Menyusun strategi penyelesaian proyek-proyek pengembangan;	Developing a strategy for the completion of development projects;
6	Menyusun laporan tahunan 2021, laporan keuangan 2021 dan laporan lainnya bagi Pemegang Saham, Regulator dan pemangku kepentingan lainnya;	Prepare 2021 Annual Reports, 2021 Financial Reports and other reports for Shareholders, Regulators and other Stakeholders;
7	Melakukan reviu terhadap struktur organisasi Perseroan;	Conduct a review of the Company's organizational structure;
8	Menelaah rencana program promosi, rotasi dan remunerasi karyawan;	Reviewing employee promotion, rotation and remuneration program plans;
9	Melakukan Inventarisasi aset Perseroan;	Conducting an Inventory of the Company's assets;
10	Melakukan pemilihan Kantor Akuntan Publik yang akan diusulkan pada RUPS;	Conducting the selection of a Public Accounting Firm that will be proposed at the GMS;
11	Melakukan pengawasan atas kinerja Entitas Anak; dan	Supervising the performance of Subsidiaries; and
12	Mengadakan pertemuan-pertemuan dengan para investor dan pemangku kepentingan lainnya.	Holding meetings with investors and other stakeholders

Selain itu, Direksi mengeluarkan pula berbagai keputusan baik di bidang operasional, keuangan, maupun beberapa penunjang usaha melalui perangkat kebijakan berupa Keputusan Direksi, Peraturan Direksi, Surat Edaran, dan Instruksi Direksi.

In addition, the Board of Directors also issues various decisions in the operational, financial, and several business support areas through policy tools in the form of Directors' Decisions, Directors' Regulations, Circular Letters, and Directors' Instructions.

Penilaian Atas Kinerja Komite di Bawah Direksi

Perseroan tidak memiliki Komite yang berada di bawah Direksi. Pelaksanaan tugas dan tanggung jawab Direksi didukung oleh satuan kerja yang dipimpin oleh Manajer dan Supervisor.

Assessment of the Performance of Committees under the Board of Directors

The Company does not have a Committee under the Board of Directors. The implementation of duties and responsibilities of the Board of Directors is supported by working units led by Managers and Supervisors.

Pelatihan Pengembangan dan Program Orientasi Direksi

Perseroan memberikan kesempatan kepada Direksi untuk meningkatkan kapabilitasnya. Tujuannya untuk memperoleh informasi mengenai kondisi terkini mengenai bisnis secara lokal dan global dalam rangka meningkatkan wawasan kepemimpinam profesional, guna mengantisipasi tantangan masa depan untuk keberlangsungan Perseroan.

Direksi telah mengikuti pendidikan berkelanjutan, yang dikombinasikan dalam *self-study* dan keikutsertaan pada pendidikan khusus, pelatihan, workshop, seminar ataupun konferensi yang bermanfaat dalam meningkatkan efektivitas fungsi Direksi.

Development Training and Orientation Program for the Board of Directors

The Company provides opportunities for the Board of Directors to improve their capabilities. The aim is to obtain information on the latest business conditions locally and globally in order to improve professional leadership insights, to anticipate future challenges for the sustainability of the Company.

The Board of Directors has participated in continuing education, combined with self-study and participation in special education, training, workshops, seminars or conferences that are useful in improving the effectiveness of the Board of Directors' functions.

Tanggal Date	**Topik Webinar & Workshop** Topics of Webinar & Workshop	**Jam** Hours	**Penyelenggara** Organizer
21 Januari January 21	Road to Green and Gold Proper: A Sustainable Business That Goes Beyond Compliance	2,0	SII
24 Februari February 24	The Impact of Climate Change on Financing Aspects and Insurance Premium Based on Green Company	3,0	OJK
24 Maret March 24	Peluang dan Tantangan Implementasi *Blockchain* di Industri Jasa Keuangan Opportunities and Challenges of Blockchain Implementation in the Financial Services Industry	3,0	OJK
28 Juli July 28	Digital Leadership Untuk Memperkuat Transformasi Digital Digital Leadership to Strengthen Digital Transformation	3,0	OJK
25 Agustus August 25	Tren dan Tantangan Anti *Money Laundering* di Era Digital Trends and Challenges of Anti Money Laundering in the Digital Era	3,0	OJK
1 September September 1	Prospek Hak Kekayaan Intelektual sebagai Jaminan Utang Prospects for Intellectual Property Rights as Debt Collateral	3,0	OJK
6 Oktober October 6	Perlindungan Konsumen di Era Digital Consumer Protection in the Digital Age	3,0	OJK
8 Desember December 8	Membangun *Personal Branding* Kunci Sukses dan Berkinerja Building Personal Branding is the Key to Success and Performance	3,0	OJK
Jumlah Total		23,0	

Program orientasi akan diberikan kepada anggota Direksi yang baru diangkat, yang bertujuan untuk memberikan gambaran atas aktivitas bisnis, rencana perusahaan ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Direksi. Program orientasi diatur dalam Piagam Direksi Perseroan. Pelaksanaannya paling lama 1 (satu) bulan setelah pengangkatan anggota Direksi baru. Sekretaris Perusahaan bertanggung jawab atas pelaksanaan program tersebut.

Pada tahun 2022 tidak terdapat pelaksanaan program orientasi untuk Direksi dikarenakan tidak terdapat perubahan susunan keanggotaan Direksi.

The orientation program will be given to newly appointed members of the Board of Directors, which aims to provide an overview of business activities, future company plans, work guidelines and other matters that are the responsibility of the Board of Directors. The orientation program is regulated in the Company's Board of Directors Charter. The program should be implemented at the latest 1 (one) month after the appointment of new members of the Board of Directors. The Corporate Secretary is responsible for the implementation of the program.

In 2022, there was no implementation of the orientation program for the Board of Directors because there was no change in the composition of the Board of Directors.

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

Dewan Komisaris Perseroan melakukan pengawasan dan memberikan arahan, nasihat dan rekomendasi kepada kepengurusan dan pengelolaan Direksi dengan indenpenden dan objektif sesuai ketentuan peraturan perundang-undangan yang berlaku. Dewan Komisaris melakukan pula pemantauan terhadap efektivitas implementasi GCG yang dilakukan oleh dan di Perseroan. Hasil pengawasan Dewan Komisaris selanjutnya disampaikan dalam RUPS sebagai bagian dari penilaian kinerja Direksi.

The Company's Board of Commissioners supervises and provides direction, advice and recommendations to the management and management of the Board of Directors with independence and objectivity in accordance with the prevailing laws and regulations. The Board of Commissioners also monitors the effectiveness of GCG implementation by and in the Company. The results of the Board of Commissioners' supervision are then submitted to the GMS as part of the Board of Directors' performance assessment.

PIAGAM DEWAN KOMISARIS

Piagam Dewan Komisaris yang merupakan pedoman kerja (board manual) Dewan Komisaris Perseroan dalam melaksanakan tugas pengawasannya, dan sebagai acuan dalam pengambilan keputusan, telah ada sejak 2008. Selanjutnya ditinjau diperbarui pada 25 Juli 2017, untuk kemudian kembali dimuktahirkan pada .... 2022 menyelaraskan dengan peraturan terbaru dan dinamika bisnis.

Struktur terbaru dari Piagam Dewan Komisaris adalah sebagai berikut:

BOARD OF COMMISSIONERS CHARTER

The Board of Commissioners Charter, which is a board manual for the Company's Board of Commissioners in carrying out its supervisory duties, and as a reference in making decisions, has been in place since 2008. Furthermore, it was reviewed and updated on July 25, 2017, and then again updated at .... 2022 to align with the latest regulations and business dynamics.

The latest structure of the Board of Commissioners Charter is as follows:

Piagam Dewan Komisaris Board of Commissioners Charter	
1	Pendahuluan Introduction
	a Landasan Hukum Legal Basis
	b Definisi Definition
	c Piagam Dewan Komisaris Board of Directors Charter
	d Maksud dan Tujuan Purpose and Objective
2	Keanggotaan Membership
	a Komposisi dan Struktur Composition and Structure
	b Persyaratan Keanggotaan Requirements
	c Pengangkatan, Pemberhentian dan Penggantian Appointment, Dismissal, and Replacement
	d Pengunduran Diri dan Pemberhentian Sementara Resignation and Temporary Dismissal
	e Rangkap Jabatan Concurrent Positions
3	Tugas, Tanggung Jawab dan Wewenang Duties, Responsibilities, and Authorities
	a Tugas Duties
	b Tanggung Jawab Responsibilities
	c Wewenang Authorities
	d Pembagian Tugas dan Wewenang Division of Duties and Authorities
	e Pendelegasian Wewenang Delegation of Authorities
4	Kebijakan Rapat Meeting Policy
	a Jadwal Schedule
	b Ketentuan Penyelenggaraan Provisions of Implementation
	c Pengambilan Keputusan Decision Making
5	Tata Kelola Governance
	a Transparansi Transparency
	b Pedoman dan Kode Etik Guidelines and Code of Conduct
	c Waktu Kerja, Cuti dan Berhalangan Sementara Working Time, Leave, and Temporary Absence
	d Remunerasi Remuneration
	e Program Orientasi dan Pelatihan Orientation and Training Programs
	f Pelaporan dan Pengungkapan Reporting and Disclosure
6	Evaluasi Kinerja Performance Evaluation
7	Penutup Closing
Diperbarui pada .... 2022 Updated on 2022	

Kriteria Pemilihan dan Pengangkatan Dewan Komisaris

Perseroan telah menetapkan kualifikasi dan persyaratan minimal yang harus dipenuhi untuk menjadi anggota Dewan Komisaris. Kualifikasi dan persyaratan tersebut merujuk pada Pasal 110 ayat (1) Undang-Undang No. 40 tahun 2007 dan Pasal 21 ayat (1-2) Peraturan OJK No. 33/POJK.04/2014, sebagaimana tercantum dalam Pssal 22 ayat (3-4) Anggaran Dasar dan Piagam Dewan Komisaris. Persyaratan-persyaratan tersebut wajib dipenuhi oleh seluruh anggota Dewan Komisaris selama menjabat.

Criteria for Selection and Appointment of the Board of Commissioners

The Company has determined the minimum qualifications and requirements that must be met to become a member of the Board of Commissioners. These qualifications and requirements refer to Article 110 paragraph (1) of Law No. 40 of 2007 and Article 21 paragraph (1-2) of OJK Regulation No. 33/POJK.04/2014, as stated in Article 22 paragraph (3-4) of the Articles of Association and the Board of Commissioners Charter. These requirements must be fulfilled by all members of the Board of Commissioners during their tenure.

Persyaratan Anggota Dewan Komisaris Board of Commissioners Member Requirements	
1	Memiliki akhlak, moral, dan integritas yang baik. Have good morals, character and integrity.
2	Cakap melakukan perbuatan hukum. Capable of performing legal acts.
3	Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat: 1. tidak pernah dinyatakan pailit; 2. tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah, dan menyebabkan suatu perusahaan dinyatakan pailit; 3. tidak pernah dihukum karena tindakan pidana yang merugikan keuangan negara, dan/atau yang berkaitan dengan sektor keuangan; dan 4. tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat: a. pernah tidak mengadakan RUPS Tahunan; b. pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS, atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan c. pernah menyebabkan perusahaan yang memiliki izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan (OJK) tidak memenuhi kewajiban untuk memberikan laporan tahunan dan/atau laporan keuangan Within 5 (five) years prior to appointment and during the term of office: 1. has never been declared bankrupt; 2. never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty, and caused a company to be declared bankrupt; 3. never been convicted of a criminal offense that is detrimental to state finances, and/or related to the financial sector; and 4. never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his/her term of office: a. has not held an Annual GMS; b. his/her accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has not been accepted by the GMS, or has not provided accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and c. has caused a company that has a license, approval, or registration from the Financial Services Authority (OJK) to not fulfill the obligation to provide annual reports and/or financial reports.
4	Memiliki komitmen untuk mematuhi peraturan perundang-undangan; Have a commitment to comply with laws and regulations.
5	Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan Have knowledge and/or expertise in the field required by the Company.

Selanjutnya untuk anggota Dewan Komisaris Independen, selain memenuhi persyaratan tersebut di atas, diharuskan pula memenuhi persyaratan di bawah ini.

Furthermore, for Independent members of the Board of Commissioners, in addition to fulfilling the above requirements, they are also required to fulfill the following requirements.

Persyaratan Tambahan Komisaris Independen Additional Requirements of Independent Commissioner	
1	Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan yang bersangkutan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Company concerned within the last 6 (six) months, except for reappointment as Independent Commissioner of the Company in the following period.
2	Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan. Does not own shares, either directly or indirectly, in the Company.
3	Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan. Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company.
4	Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berhubungan dengan kegiatan Peseroan. Has no direct or indirect business relationship related to the Company's activities.

Masa Jabatan Dewan Komisaris

Masa jabatan anggota Dewan Komisaris Perseroan dengan merujuk Pasal 111 ayat 3 Undang-Undang No. 40 Tahun 2007, Pasal 23 dan Pasal 25 ayat (1) Peraturan OJK No. 33/POJK.04/2014 telah diatur dalam Anggaran Dasar dan tercantum dalam Piagam Dewan Komisaris Perseroan.

Term of Office of the Board of Commissioners

The term of office of the members of the Board of Commissioners of the Company with reference to Article 111 paragraph 3 of Law No. 40 of 2007, Article 23 and Article 25 paragraph (1) of OJK Regulation No. 33/POJK.04/2014 has been regulated in the Articles of Association and stated in the Charter of the Board of Commissioners of the Company.

	Masa Jabatan Anggota Dewan Komisaris Term of Office for Board of Commissioners Members	**Anggaran Dasar** Articles of Association
1	Diangkat untuk masa jabatan 1 (satu) periode yaitu paling lama 5 (lima) tahun atau sampai dengan penutupan RUPS tahunan pada akhir 1 (satu) periode masa jabatan dimaksud. Appointed for a term of office of 1 (one) period, which is a maximum of 5 (five) years or until the closing of the annual GMS at the end of 1 (one) term of office.	Pasal 22 ayat (7) Article 22 paragraph (7)
2	Dapat diangkat kembali dalam hal masa jabatannya telah berakhir dengan memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. May be reappointed in the event that his/her term of office has expired with due observance of the provisions of the Company's Articles of Association and prevailing laws and regulations.	Pasal 22 ayat (7) Article 22 paragraph (7)
3	Masa jabatan Komisaris Independen paling banyak 2 (dua) periode berturut-turut. The term of office of an Independent Commissioner shall be no more than 2 (two) consecutive periods.	Pasal 22 ayat (10) Article 22 paragraph (10)
4	Jabatan anggota Dewan Komisaris berakhir apabila: 1. mengundurkan diri; 2. Meninggal dunia; 3. masa jabatannya berakhir; 4. diberhentikan berdasarkan keputusan RUPS. 5. tidak lagi memenuhi persyaratan sebagai anggota Dewan Komisaris berdasarkan peraturan perundang-undangan yang berlaku. The term of office of a member of the Board of Commissioners shall end if: 1. Resign; 2. die; 3. his/her term of office ends; 4. dismissed by resolution of the GMS. 5. no longer fulfills the requirements as a member of the Board of Commissioners based on the prevailing laws and regulations.	Pasal 22 ayat (20) Article 22 paragraph (20)

Untuk Komisaris Independen yang telah menjabat selama 2 (dua) periode masa jabatan, dapat diangkat kembali pada periode selanjutnya sepanjang menyatakan dirinya tetap independen kepada RUPS, yang wajib diungkapkan dalam Laporan Tahunan. Dalam hal Komisaris Independen menjabat pada Komite Audit, yang bersangkutan hanya dapat diangkat kembali untuk 1 (satu) periode masa jabatan Komite Audit berikutnya.

For Independent Commissioners who have served for 2 (two) terms of office, may be reappointed for the next period as long as they declare themselves to remain independent to the GMS, which must be disclosed in the Annual Report. In the event that an Independent Commissioner serves on the Audit Committee, he/she may only be reappointed for the next 1 (one) Audit Committee term of office.

Kebijakan Pengunduran Diri Dewan Komisaris

Kebijakan perihal pengunduran diri Dewan Komisaris Perseroan diatur dalam Anggaran Dasar di Pasal 22 ayat (15-17).

Anggota Dewan Komisaris Perseroan dapat mengundurkan diri dari jabatannya sebelum masa jabatannya berakhir, dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Perseroan selambat-lambatnya 30 (tiga puluh) hari sebelumnya. Perseroan akan menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri anggota Direksi tersebut paling lambat 90 (sembilan puluh) hari kalender setelah diterimanya surat pengunduran diri. Kepada anggota Dewan Komisaris yang mengundurkan diri tersebut tetap dapat dimintakan pertanggungjawabannya sejak pengangkatan yang bersangkutan sampai dengan pengunduran dirinya dalam RUPS.

Board of Commissioners Resignation Policy

The policy regarding the resignation of the Company's Board of Commissioners is regulated in the Articles of Association in Article 22 paragraphs (15-17).

A member of the Board of Commissioners may resign from his/her position before the end of his/her term of office, by notifying the Company in writing of such intention no later than 30 (thirty) days in advance. The Company will hold a GMS to decide on the resignation request of the member of the Board of Directors no later than 90 (ninety) calendar days after the receipt of the resignation letter. Members of the Board of Commissioners who resign can still be held accountable since their appointment until their resignation in the GMS.

Tugas, Tanggung Jawab dan Wewenang Dewan Komisaris

Lingkup pekerjaan Dewan Komisaris Perseroan yang tercantum pada Anggaran Daasar dan Piagam Dewan Komisaris mengelaborasi dari ketentuan peraturan perundang-undangan yang berlaku. Perihal pembagian kerja di antara para anggota diatur sendiri oleh Dewan Komisaris.

Dalam hal pendelegasian wewenang oleh seorang anggota Dewan Komisaris kepada anggota Dewan Komisaris lainnya hanya dapat dilakukan melalui surat kuasa khusus untuk keperluan dimaksud. Pendelegasian wewenang tersebut tidak melepaskan tanggung jawab Dewan Komisaris secara kolektif.

Duties, Responsibilities and Authorities of the Board of Commissioners

The scope of work of the Board of Commissioners of the Company as stated in the Articles of Association and Charter of the Board of Commissioners elaborates on the provisions of the prevailing laws and regulations. The division of labor among the members is self-regulated by the Board of Commissioners.

In the case of delegation of authority by a member of the Board of Commissioners to another member of the Board of Commissioners, it can only be done through a special power of attorney for this purpose. Such delegation of authority does not release the collective responsibility of the Board of Commissioners.

Tugas Duties		**Anggaran Dasar** Article of Association
1	Mmelakukan pengawasan, dan bertanggung jawab atas pengawasan terhadap kebijakan dan jalannya pengurusan Perseroan, serta memberi nasihat kepada Direksi. To supervise, and be responsible for supervising the policies and management of the Company, as well as providing advice to the Board of Directors.	Pasal 23 ayat (1) Article 23 paragraph (1)
2	Mengevaluasi, menyetujui dan mengesahkan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), dan laporan tahunan Perseroan yang disampaikan oleh Direksi. Evaluate, approve and ratify the Company's Long Term Plan, the Company's Work Plan and Budget, and the Company's annual report submitted by the Board of Directors.	Pasal 23 ayat (4), Pasal 25 ayat (2) Article 23 paragraph (4), Article 25 paragraph (2)
3	Membentuk Komite Audit, dan dapat membentuk komite lainnya untuk mendukung efektivitas pelaksanaan tugas dan tanggung jawab, sesuai dengan peraturan perundangan yang berlaku. Establish an Audit Committee, and may establish other committees to support the effectiveness of the implementation of duties and responsibilities, in accordance with applicable laws and regulations.	Pasal 23 ayat (16) Article 23 paragraph (16)
4	Mengusulkan penunjukkan Akuntan Publik (AP) dan/atau Kantor Akuntan Publik (KAP) yang akan diputuskan oleh RUPS berdasarkan rekomendari Komite Audit. Propose the appointment of Public Accountant (AP) and/or Public Accounting Firm which will be decided by the GMS based on the recommendation of the Audit Committee.	Merujuk Pasal 13 ayat (4) POJK No. 13/2017 Refer to Article 13 paragraph (4) POJK No. 13/2017
5	Melaksanakan fungsi Nominasi dan Remunerasi Perseroan selama belum terbentuknya Komite Nominasi dan Remunerasi. Carry out the Nomination and Remuneration function of the Company as long as the Nomination and Remuneration Committee has not been established.	Merujuk Pasal 2 POJK No. 34/2014 Refer to Article 2 POJK No. 34/2014

Tanggung Jawab Responsibilities		**Anggaran Dasar** Article of Association
1	Membuat laporan pertanggungjawaban jalannya kegiatan pengawasan atas kinerja Perseroan yang dimuat dalam laporan tahunan, dan dipertanggungjawabkan dalam RUPS tahunan. Prepare an accountability report on the course of supervisory activities on the Company's performance contained in the annual report, and be accounted for in the annual GMS.	Merujuk Pasal 115 huruf c UU No. 40/2007 Refer to Article 115 letter c of Law No. 40/2007
2	Bertanggung jawab secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya. Jointly and severally liable for the Company's losses caused by the errors or omissions of members of the Board of Commissioners in carrying out their duties.	Pasal 23 ayat (18) Article 23 paragraph (18)
3	Tidak dapat dipertanggungjawabkan atas kerugian Perseroan apabila dapat membuktikan: 1. kerugian tersebut bukan karena kesalahan atau kelalaiannya; 2. telah melakukan pengawasan dengan itikad baik, penuh tanggung jawab, dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan; 3. tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; 4. telah memberi nasihat untuk mencegah timbul atau berlanjutnya kerugian tersebut. Not liable for the Company's losses if they can prove: 1. the loss is not due to his/her fault or negligence; 2. has supervised in good faith, responsibly, and prudently for the interest of and in accordance with the purposes and objectives of the Company; 3. has no conflict of interest either directly or indirectly over the management actions that resulted in the loss; 4. has provided advice to prevent the incidence or continuation of such losses.	Merujuk Pasal 115 ayat (3) UU No. 40/2007 Refer to Article 115 paragraph (3) of Law No. 40/2007

	Wewenang Authorities	**Anggaran Dasar** Article of Association
1	Tidak dapat bertindak sendiri-sendiri, melainkan berdasarkan keputusan Dewan Komisaris atau berdasarkan penunjukan dari Dewan Komisaris. Cannot act individually, but based on the decision of the Board of Commissioners or based on the appointment of the Board of Commissioners.	Pasal 22 ayat (2) Article 22 paragraph (2)
2	Memberhentikan sementara anggota Direksi dengan menyebutkan alasannya. Temporarily suspend members of the Board of Directors by stating the reasons.	Pasal 22 ayat (7) Article 22 paragraph (7)
3	Memberikan persetujuan dan bantuan kepada Direksi dalam melakukan perbuatan hukum tertentu sebagaimana diatur dalam anggaran dasar Perseroan. Provide approval and assistance to the Board of Directors in carrying out certain legal actions as stipulated in the Company's articles of association.	Merujuk Pasal 117 ayat (1) UU No. 40/2007 Refer to Article 117 paragraph (1) of Law No. 40/2007
4	Menangkat dan memberhentikan anggota Komite Audit. Appoint and dismiss members of the Audit Committee.	Merujuk Pasal 3 POJK No. 55/2015 Refer to Article 3 of POJK No. 55/2015
4	Memberikan persetujuan atas pengangkatan dan pemberhentian Kepala Unit Audit Internal berdasarkan mekanisme internal Perseroan. Approve the appointment and dismissal of the Head of Internal Audit Unit based on the Company's internal mechanism.	Merujuk Pasal 5 ayat (1) POJK No. 56/2015 Refer to Article 5 paragraph (1) POJK No. 56/2015
5	Dalam kondisi tertentu, Dewan Komisaris: 1. wajib menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai dengan kewenangannya sebagaimana diatur dalam peraturan perundang-undangan dan anggaran dasar; 2. dapat melakukan tindakan pengurusan Perseroan untuk jangka waktu tertentu berdasarkan anggaran dasar atau keputusan RUPS. In certain conditions, the Board of Commissioners: 1. shall organize the Annual GMS and other GMS in accordance with its authority as stipulated in the laws and regulations and the articles of association; 2. may perform management actions of the Company for a certain period of time based on the articles of association or GMS resolutions.	Pasal 23 ayat (3, 14-15) Article 23 paragraph (3, 14-15)

Susunan dan Komposisi Dewan Komisaris

Susunan Dewan Komisaris per 31 Desember 2022 terakomodasi dari anggota Dewan Komisaris yang diangkat berdasarkan keputusan RUPST tanggal 7 Oktober 2020, yaitu Sugianto Kusuma, Tomy Winata, Hartono Tjahjadi Adiwana, Teuku Ashikin Husein dan Ku Siew Kuan (komisaris independen), dan yang diangkat berdasarkan keputusan RUPLB tanggal 23 Februari 2021, yaitu Lidwina Ong (komisaris independen).

Keberadaan dua orang komisaris independen di Perseroan telah memenuhi ketentuan Peraturan OJK No. 33/POJK.04/2014, dimana setiap emiten atau perusahaan publik harus memiliki Komisaris Independen sekurang-kurangnya 30% dari jumlah seluruh anggota Dewan Komisaris

Composition of the Board of Commissioners

The composition of the Board of Commissioners as of December 31, 2022 accommodates members of the Board of Commissioners appointed based on the resolution of the EGMS dated October 7, 2020, namely Sugianto Kusuma, Tomy Winata, Hartono Tjahjadi Adiwana, Teuku Ashikin Husein and Ku Siew Kuan (independent commissioners), and those appointed based on the resolution of the EGM dated February 23, 2021, namely Lidwina Ong (independent commissioner).

The existence of two independent commissioners in the Company has fulfilled the provisions of OJK Regulation No. 33/POJK.04/2014, where each issuer or public company must have an Independent Commissioner of at least 30% of the total number of members of the Board of Commissioners.

Pernyataan Independensi Dewan Komisaris

Di bawah ini matriks status independen Dewan Komisaris Perseroan per 31 Desember 2022.

Statement of Independence of the Board of Commissioners

Below is the matrix of the independent status of the Company's Board of Commissioners as of December 31, 2022.

	Pernyataan Independensi Statement of Independence	**Sugianto Kusuma**	**Tomy Winata**	**Hartono T. Adiwana**	**Teuku Ashikin Husein**	**Ku Siew Kuan**	**Lidwina Ong**
1	Bukan bagian dari manajemen; Not part of management.	✓	✓	✓	✓	✓	✓
2	Bebas dari hubungan usaha dan hubungan lainnya yang dapat mempengaruhi keputusan; Free from business relationships and other relationships that can influence decisions.	x	x	✓	✓	✓	✓
3	Bukan pemegang saham mayoritas atau pejabat pada institusi pemegang saham mayoritas, atau terasosiasi langsung dengan pemegang saham mayoritas; Not the majority shareholder or official in the majority shareholder institution, or directly associated with the majority shareholder.	x	x	✓	✓	✓	✓

Pernyataan Independensi Statement of Independence		Sugianto Kusuma	Tomy Winata	Hartono T. Adiwana	Teuku Ashikin Husein	Ku Siew Kuan	Lidwina Ong
4	Bukan karyawan atau pernah dipekerjakan sebagai eksekutif pada Perseroan/afiliasi, setidaknya 3 (tiga) tahun sebelum menjadi Komisaris; Not an employee or have been employed as an executive in the Company/affiliate, at least 3 (three) years before becoming a Commissioner.	✓	✓	✓	✓	✓	✓
5	Bukan penasihat atau konsultan utama yang material bagi Perseroan/afiliasi, atau karyawan yang terasosiasi langsung dengan penyediaan jasa, setidaknya 3 (tiga) tahun sebelum menjadi Komisaris; Not the main advisor or consultant who is material to the Company/affiliates, or employees who are directly associated with the provision of services, at least 3 (three) years before becoming a Director.	✓	✓	✓	✓	X	✓
6	Tidak terikat dalam perjanjian dengan Perseroan/afiliasi selain sebagai Komisaris; Not bound by an agreement with the Company/affiliate other than as a Director.	✓	✓	✓	✓	✓	✓
7	Tidak memiliki hubungan keluarga sedarah dan semenda, serta memegang posisi direktur di tempat lain yang dapat mempengaruhi independensi. Has no blood or marriage relationship, and holds a Director position in other places that can affect independence.	✓	✓	✓	✓	✓	✓

Rangkap Jabatan Dewan Komisaris

Dengan status sebaagai perusahaan terbuka, pengaturan rangkap jabatan Dewan Komisaris merujuk kepada Pasal 24 ayat (1-3) Peraturan OJK No. 33/POJK.04/2014, yang diakomadasikan dalam Pasal 22 ayat (8-9) Anggaran Dasar Perseroan dan tercatum pula dalam Piagam Dewan Komsaris.

Concurrent Position of the Board of Commissioners

With the status as a public company, the arrangement of concurrent positions of the Board of Commissioners refers to Article 24 paragraphs (1-3) of OJK Regulation No. 33/POJK.04/2014, which is accommodated in Article 22 paragraphs (8-9) of the Company's Articles of Association and also stated in the Charter of the Board of Commissioners.

Komisaris Merangkap Anggota Komite PT Jakarta International Hotels & Development Tbk Commissioner who serves as Member of Committee				
	Direksi Emiten Issuer's Board of Directors	Direksi Emiten Issuer's Board of Directors	Komisaris Emiten Issuer's Board of Commissioners	Komisaris Emiten Issuer's Board of Commissioners
	Atau/Or			
	Komisaris Emiten Issuer's Board of Commissioners	Komisaris Emiten Issuer's Board of Commissioners	Komisaris Emiten Issuer's Board of Commissioners	Komisaris Emiten Issuer's Board of Commissioners
	Dapat menjadi anggota komite/ May serve as member of Committee			
	Emiten Issuer	Emiten Issuer	Emiten Issuer	Emiten Issuer

Dalam hal rangkap jabatan yang dilakukan oleh anggota Dewan Komisaris Perseroan per 31 Desember 2022 telah sesuai dengan ketentuan peraturan perundang-undangan sebagai anggota Dewan Komisaris perusahaan terbuka.

In terms of concurrent positions held by members of the Company's Board of Commissioners as of December 31, 2022, it is in accordance with the provisions of laws and regulations as a member of the Board of Commissioners of a public company.

Nama Name	**Komisaris Utama** President Commissioner	**Wakil Komisaris Utama** Vice President Commissioner	**Komisaris/Komisaris Independen** Commissioner/Independent Commissioner	**Direktur Utama** President Director	**Direktur** Director
Sugianto Kusuma	PT Kharisma Arya Paksi	PT Bank Artha Graha Internasional Tbk.			
Tomy Winata		PT Bank Artha Graha Internasional Tbk.		PT Buanagraha Arthaprima PT Kharisma Arya Paksi	
Hartono Tjahjadi Adiwana	PT Electronic City Indonesia Tbk		PT Dharma Harapan Raya PT Pacific Place Jakarta PT Citra Wiradaya PT Artharaya Unggul Abadi PT Graha Sampoerna PT Danayasa Arthatama		
Teuku Asikin Husein					
Ku Siew Kuan			PT Danayasa Arthatama PT Electronic City Indonesia Tbk		
Lidwina Ong					

Laporan Pengawasan Dewan Komisaris Tahun 2022

Tugas dan tanggung jawab yang telah diselesaikan oleh Dewan Komisaris sepanjang 2022.

Board of Commissioners Supervisory Report 2022

Duties and responsibilities completed by the Board of Commissioners throughout 2022.

1	Melakukan penilaian kinerja Dewan Komisaris tahun 2022 dengan metode penilaian sendiri;	Conduct a performance assessment of the Board of Commissioners in 2022 with a self-assessment method;
2	Memastikan seluruh jenjang organisasi Perseroan menerapkan prinsip-prinsip GCG dan memastikan pelaksanaan manajemen risiko dilakukan dengan tepat dan menyeluruh;	Ensure that all levels of the Company's organization implement GCG principles and ensure that risk management is carried out appropriately and thoroughly;
3	Melakukan penelahaan dan menberikan persetujuan atas Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2023 yang disampaikan Direksi;	Reviewing and approving the Company's Work Plan and Budget for 2023 submitted by the Board of Directors;
4	Memberikan nasihat kepada Direksi berhubungan dengan hal-hal yang dapat memperngaruhi perkembangan dan kinerja Perseroan melalui rapat Dewan Komisaris yang mengundang Direksi;	Provided advice to the Board of Directors in relation to matters that may affect the development and performance of the Company through the Board of Commissioners meeting inviting the Board of Directors;
5	Membahas Laporan Keuangan Perseroan tahun 2022 bersama Komite Audit dan Auditor Eksternal independen;	Discussed the Company's 2022 Financial Statements with the Audit Committee and independent External Auditor;
6	Mengikuti perkembangan aktivitas Perseroan melalui informasi dari internal dan eksternal.	Keeping abreast of the Company's activities through internal and external information.

Penilaian Atas Kinerja Komite Audit

Dewan Komisaris setiap tahunnya melakukan evaluasi terhadap kinerja Komite Audit, yang merupakan satu-satunya komite yang berada di bawah Dewan Komisaris yang telah terbentuk. Evaluasi yang dilakukan secara individual dan kolektif. Hasil evaluasi menjadi bahan penilaian untuk perpanjangan masa kerja anggota komite untuk tahun berikutnya.

Penilaian seczra individual diantaranya meliputi kehadiran dalam rapat, kemampuan bekerja sama dan berkomunikasi secara aktif sesama anggota, integritas, kemampuan memahami visi, misi dan rencana strategis Perseroan. Sementara penilaian kolektif adalah dengan mempertimbangkan kualitas atas saran/rekomendasi merespon topik-topik spesifik sesuai bidang tugasnya untuk didiskusikan dan disampaikan sebagai bahan pengawasan dan pemberian nasihat bagi Direksi dalam rapat-rapat Dewan Komisaris maupun Rapat Koordinasi dengan Direksi.

Penilaian Dewan Komisaris untuk Komite Audit baik secara individual dan kolektif. Seluruh anggota Komite Audit telah menjalankan tugas dan tanggung jawabnya dengan baik, dan telah memberikan masukan dan rekomendasi yang sangat berguna terkait bidangnya masing-masing.

Assessment of The Audit Committee

The Board of Commissioners annually evaluates the performance of the Audit Committee, which is the only committee under the Board of Commissioners that has been formed. The evaluation is conducted individually and collectively. The results of the evaluation are used as an assessment material for the extension of the working period of committee members for the following year.

Individual assessments include attendance at meetings, ability to cooperate and communicate actively among members, integrity, ability to understand the Company's vision, mission and strategic plan. While the collective assessment is by considering the quality of suggestions/recommendations responding to specific topics according to their field of work to be discussed and submitted as material for supervision and advising the Board of Directors in meetings of the Board of Commissioners and Coordination Meetings with the Board of Directors.

The Board of Commissioners' assessment of the Audit Committee both individually and collectively. All members of the Audit Committee have carried out their duties and responsibilities well, and have provided very useful input and recommendations related to their respective fields.

Program Orientasi dan Pengembangan Dewan Komisaris

Sekretaris Perusahaan bertanggung jawab atas pelaksanaan program orientasi kepada anggota komisaris yang baru. Program orientasi dilaksanakan paliang lama 1 (satu) bulan setelah pengangkatannya, dengan mempresentasikan materi-materi yang relevan bagi tugas, tanggung jawab dan wewenang-nya. Meliputi Tata Kelola Perusahaan, Kinerja Perseroan, Manajemen Risiko, dan topik-topik yang relevan dengan bidang tugasnya.

Diharapkan melalui aktivitas tersebut, Dewan Komisaris dengan berbagai latar belakang dapat saling mengenal, memahami aktivitas bisnis Perseroan dan Entitas Anak berserta proyek-proyeknya, dan dapat segera bertugas dengan baik.

Di 2022, Perseroan tidak memberikan program orientasi dikarenakam tidak ada anggota komisaris yang baru.

Perseroan juga mendorong anggota Dewan Komisaris untuk senantiasa mengikuti pendidikan berkelanjutan, yang dikombinasikan dalam self-study dan keikutsertaan pada pendidikan khusus, pelatihan, workshop, seminar ataupun konferensi yang bermanfaat dalam meningkatkan efektivitas fungsi dan tugasnya.

Sepanjang tahun 2022, Dewan Komisaris tidak mengikuti kegiatan program pengembangan kompetensi secara formal. Meskipun demikian, Dewan Komisaris senantiasa mengembangkan kompetensinya secara informal dengan cara berbagi pengetahuan dan pengalaman.

Board of Commissioners Orientation and Development Program

The Corporate Secretary is responsible for the implementation of the orientation program for new commissioners. The orientation program is carried out at most 1 (one) month after their appointment, by presenting materials relevant to their duties, responsibilities and authorities. This includes Corporate Governance, Company Performance, Risk Management, and topics relevant to their field of duties.

It is expected that through these activities, the Board of Commissioners with various backgrounds can get to know each other, understand the business activities of the Company and its Subsidiaries along with their projects, and can immediately serve well.

In 2022, the Company did not provide an orientation program because there were no new commissioners.

The Company also encourages members of the Board of Commissioners to continue to follow continuing education, combined with self-study and participation in special education, training, workshops, seminars or conferences that are useful in improving the effectiveness of their functions and duties.

Throughout 2022, the Board of Commissioners did not participate in any formal competency development programs. However, the Board of Commissioners continues to develop its competence informally by sharing knowledge and experience.

INFORMASI HUBUNGAN DEWAN KOMISARIS DAN DIREKSI
INFORMATION ON THE RELATIONSHIP BETWEEN THE BOARD OF COMMISSIONERS AND DIRECTORS

Kebijakan Terkait Hubungan Dewan Komisaris dan Direksi

Dalam pelaksanaan tugas dan tanggung jawab terhadap kelangsungan dan keberlanjutan operasional perusahaan, Dewan Komisaris dan Direksi bekerja dalam hubungan yang bersifat formal, dengan mekanisme sesuai ketentuan perundang-undangan dan disertai sikap saling menghormati dan menghargai. Hubungan kerja yang harmonis antara Dewan Komisaris dengan Direksi menjadi hal sangat penting agar masing-masing organ dapat bekerja sesuai tugas dan fungsinya dengan efektif dan efisien.

Sebagaimana tercantum dalam Anggaran Dasar Perseroan, Piagam Dewan Komisaris dan Piagam Direksi, hubungan Dewan Komisaris dengan Direksi dapat mencakup tetapi tidak terbatas pada hal-hal di bawah ini.

Policy on the Relationship between the Board of Commissioners and Directors

In carrying out their duties and responsibilities towards the continuity and sustainability of the company's operations, the Board of Commissioners and Directors work in a formal relationship, with mechanisms in accordance with statutory provisions and with mutual respect and appreciation. A harmonious working relationship between the Board of Commissioners and Directors is very important so that each organ can work according to its duties and functions effectively and efficiently.

As stated in the Company's Articles of Association, the Board of Commissioners Charter and the Board of Directors Charter, the relationship between the Board of Commissioners and Directors may include but is not limited to the following matters.

	Hubungan Kerja Dewan Komisaris – Direksi Board of Commissioners – Board of Directors Working Relations	Anggaran Dasar Article of Association
1	Dewan Komisaris menyetujui dan mengesahkan Rencana Jangka Panjang Perusahanan (RJPP) dan Renana Kerja dan Anggaran Perusahaan (RKAP) yang disiapkan Direksi. The Board of Commissioners approved and ratified the Company's Long-Term Plan and Work Plan and Budget prepared by the Board of Directors.	Pasal 23 ayat (4), Pasal 25 ayat (2) Article 23 paragraph (4), Article 25 paragraph (2)
2	Dewan Komisaris menyetujui usulan Direksi perihalcpengangkatan dan pemberhentian Kepala Unit Audit Internal. The Board of Commissioners approves the proposal of the Board of Directors regarding the appointment and dismissal of the Head of the Internal Audit Unit.	Merujuk Pasal 5 ayat (1) POJK No. 56/2015. Refer to Article 5 paragraph (1) POJK No. 56/2015.
3	Direksi wajib mwengadakan rapat bersama Dewan Komisaris, sebaliknya Dewan Komisaris juga wajib mengdakan rapat bersama Direksi secara berkala paling kurang satu kali dalam 4 (empat) bulan. The Board of Directors must hold a joint meeting with the Board of Commissioners, and the Board of Commissioners must also hold a joint meeting with the Board of Directors periodically at least once every 4 (four) months.	Pasal 21ayat (1b), Pasal 24 ayat (2) Article 21 paragraph (1b), Article 24 paragraph (2)
4	Direksi harus memberikan semua keterangan yang berkenaan dengan Perseroan sebagaimana diperlukan oleh Dewan Komisaris untuk melaksanakan tugas mereka. The Board of Directors shall provide all information relating to the Company as required by the Board of Commissioners to carry out their duties.	Pasal 23 ayat (6) Article 23 paragraph (6)
5	Direksi memerlukan persetujuan tertulis Dewan Komisaris dalam menjalankan tindakan: 1. meminjam atau meminjamkan uang kas atas nama Perseroan; 2. mengikat Perseroan sebagai Penanggung/Penjamin; 3. membeli, menjual atau cara lain mendapatkan atau melepaskan hak atas barang tidak bergerak, termasuk bangunan-bangunan dan hak-hak atas tanah, serta perusahaan-perusahaan; 4. menggadaikan atau membebankan barang-barang kekayaan Perseroan; 5. melepaskan hak-hak tidak berwujud, seperti hak paten dan/atau merek; 6. menjual, mengindahkan, menggadaikan ataupun dengan cara lain menjaminkan saham-saham Perseroan dalam perusahaan lain, dan membeli saham-saham dalam perusahaan-perusahaan lain, serta turut serta dalam perusahaan-perusahaan atau badan hukum lain. The Board of Directors requires the written approval of the Board of Commissioners in carrying out actions: 1. borrowing or lending cash on behalf of the Company; 2. binding the Company as an Insurer/Guarantor; 3. buying, selling or otherwise acquiring or disposing of rights to immovable property, including buildings and land rights, and companies; 4. pledge or charge the Company's assets; 5. relinquish intangible rights, such as patents and/or brands; 6. sell, transfer, mortgage or otherwise pledge the Company's shares in other companies, and purchase shares in other companies, as well as participate in other companies or legal entities.	Pasal 20 ayat (4) Article 20 paragraph (4)
6	Direksi harus memberikan semua keterangan yang berkenaan dengan Perseroan sebagaimana diperlukan oleh Dewan Komisaris untuk pelaksanaan tugas pengawasan. The Board of Directors shall provide all information relating to the Company as required by the Board of Commissioners for the performance of its supervisory duties.	Pasal 23 ayat (6) Article 23 paragraph (6)

Rapat Direksi, Rapat Dewan Komisaris dan Rapat Bersama

Perseroan mengakomodasikan rapat-rapat secara berkala yang melibatkan Direksi dan Dewan Komisaris, dengan tata laksananya mengacu kepada Peraturan OJK No. 33/POJK.04/2024, sebagaimana tercantum dalam Anggaran Dasar Perseroan di Pasal 21 untuk Rapat Direksi dan Pasal 24 untuk Rapat Dewan Komisaris. Di dalam kedua pasal tersebut terdapat pula ketentuan perihal kewajiban Direksi mengadakan rapat bersama Dewan Komisaris, dan sebaliknya.

Board of Directors Meeting, Board of Commissioners Meeting and Joint Meeting

The Company accommodates regular meetings involving the Board of Directors and the Board of Commissioners, with the procedures referring to OJK Regulation No. 33/POJK.04/2024, as stated in the Company's Articles of Association in Article 21 for Board of Directors Meetings and Article 24 for Board of Commissioners Meetings. In both articles, there are also provisions regarding the obligation of the Board of Directors to hold meetings with the Board of Commissioners, and vice versa.

Keterangan Description	Rapat Direksi Board of Directors Meeting	Rapat Dewan Komisaris Board of Commissioners Meeting
Jadwal Schedule	Direksi wajib mengadakan rapat paling kurang: 1. 1 (stau) kali dalam setiap bulan; dan 2. 1 (satu) kali dalam 4 (empat) bulan bersama Dewan Komisaris The Board of Directors must hold a meeting at least: 1. 1 (one) time in a month; and 2. 1 (one) time in 4 (four) months together with the Board of Commissioners	Diwan Komisaris wajib mengadakan rapat paling kurang: 1. 1 (stau) kali dalam 2 (dua) bulan, dan 2. (satu) kali dalam 4 (empat) bulan bersama Direksi The Board of Commissioners must hold a meeting at least: 1. 1 (one) time in 2 (two) months, and 2. 1 (one) time in 4 (four) months with the Board of Directors
Pemanggilan Invitation	Dilakukan oleh Sekretaris Perusahaan atas nama Direksi atau Dewan Komisaris selambat-lambatnya: 1. 5 (lima) hari selelum rapat, pada rapat yang telah dijadwalkan, atau 2. 3 (tiga) hari selelum rapat, apabila ada hal-hal yang hendak dibicarakan dan perlu segera diselesaikan. Performed by the Corporate Secretary on behalf of the Board of Directors or Board of Commissioners no later than: 1. 5 (five) days prior to the meeting, at the scheduled meeting, or 2. 3 (three) days prior to the meeting, if there are matters to be discussed and need to be resolved immediately.	
Penyampaian Materi Material Submission	Penyampaian kepada Sekretaris Perusahaan selambat-lambatnya: 1. 5 (lima) hari sebelum rapat diselenggarakan pada rapat yang telah dijadwalkan; 2. sebelum rapat diselenggarakan pada rapat di luar jadwal yang telah disusun. Submission to the Corporate Secretary no later than: 1. 5 (five) days before the meeting is held at the scheduled meeting; 2. before the meeting is held at the meeting outside the schedule that has been prepared.	
Kahadiran Attendance	Rapat dapat dilangsungkan apabila dihadiri oleh mayoritas anggota Direksi atau anggota Dewan Komisaris. Meetings can be held if attended by the majority of members of the Board of Directors or members of the Board of Commissioners.	
Pengambilan Keputusan Decision Making	1. Dilakukan berdasarkan musyawarah mufakat; atau 2. berdasarkan suara terbanyak, yaitu lebih dari ½ (stu per dua) bagian dari jumlah suara yang dikeluarkan secara sah dalam Rapat. 1. Based on deliberation to reach a consensus; or 2. Based on a majority vote, which is more than ½ (one half) of the total number of votes legally cast in the Meeting.	
Pimpinan Rapat Meeting Chairman	1. Presiden Direktur; atau 2. salah seorang anggota Direksi, apabila Presiden Diresktur berhalangan atau tidak hadir. 1. President Director; or 2. one of the members of the Board of Directors, if the President Director is unable to attend or absent.	1. Presiden Komisaris atau 2. salah seorang anggota Dewan Komisaris apabila Presiden Diresktur berhalangan atau tidak hadir. 1. President Commissioner or 2. one of the members of the Board of Commissioners if the President Director is unable to attend or absent.
Risalah Rapat Minutes of Meeting	1. Dibuat oleh Sekretaris Perusahaan, ditandatangani oleh dan disampaikan kepada seluruh anggota Direksi atau anggota Dewan Komisaris yang hadir; 2. Wajib didokumentasikan oleh Perseroan. 1. Made by the Corporate Secretary, signed by and submitted to all members of the Board of Directors or members of the Board of Commissioners present; 2. Must be documented by the Company.	

Segala keputusan yang diputuskan secara sah dalam Rapat Direksi atau Rapat Dewan Komisaris bersifat mengikat bagi seluruh anggota Direksi dan seluruh anggota Dewan Komisaris.

All resolutions validly adopted in a Meeting of the Board of Directors or a Meeting of the Board of Commissioners shall be binding on all members of the Board of Directors and all members of the Board of Commissioners.

Direksi dan Dewan Komisaris dapat juga mengambil keputusan yang sah tanpa mengadakan Rapat Direksi atau Rapat Dewan Komisaris dengan ketentuan semua anggota Direksi dan anggota Dewan Komisaris telah diberikan secara tertulis mengenai usul yang bersangkutan, dan semua anggota Direksi dan anggota Dewan Komisaris memberikan persetujuan mengenai usul yang dajukan secara tertulis, serta menandatangani persetujuan atau keputusan tersebut.

The Board of Directors and the Board of Commissioners may also adopt valid resolutions without holding a Meeting of the Board of Directors or a Meeting of the Board of Commissioners provided that all members of the Board of Directors and members of the Board of Commissioners have been given written notice of the relevant proposal, and all members of the Board of Directors and members of the Board of Commissioners give their consent to the proposal submitted in writing, and sign the consent or resolution.

Rapat Direksi 2022

Direksi telah menyelenggarakan sebanyak 12 kali rapat internal yang diselenggarakan pada minggu kedua setiap bulan di sepanjang 2022. Di bawah ini adalah tanggal, kehadiran dan agenda Rapat Direksi dari Januari hingga Desember 2022.

Board of Directors Meeting 2022

The Board of Directors held a total of 12 internal meetings held on the second week of each month throughout 2022. Below are the dates, attendance and agenda of the Board of Directors Meetings from January to December 2022.

Tanggal Date	Presiden Direktur President Director	Direktur Director				
	Arpin Wiradisastra	Lanny Pujilestari Liga	Agung Rin Prabowo	Hendi Lukman	Tony Soesanto	Hendra Kurniawan
20 Jan	✓	✓	✓	✓	✓	✓
17 Feb	✓	✓	✓	x	✓	✓
17 Mar	✓	✓	✓	✓	✓	✓
21 Apr	✓	✓	✓	✓	✓	✓
23 Mei	✓	✓	✓	✓	✓	✓
16 Jun	x	✓	✓	✓	✓	✓
19 Jul	✓	✓	✓	✓	✓	✓
18 Agu	✓	✓	✓	✓	✓	✓
22 Sep	x	✓	✓	✓	✓	✓
20 Okt	✓	✓	✓	✓	✓	✓
17 Nov	✓	✓	✓	x	✓	✓
14 Des	✓	✓	✓	✓	✓	✓
Total	**10**	**12**	**12**	**10**	**12**	**12**
%	83,3	100	100	83,3	100	100

No		Agend Rapat Meeting Agenda	Rapat Direksi Board of Directors Meeting											
			1	2	3	4	5	6	7	8	9	10	11	12
1		Kinerja Hotel, Gedung Perkantoran dan Mal Performance of Hotels, Office Buildings and Malls												
	a	Hotel-Hotel: PT Dharma Harapan Raya dan di SCBD Hotels: PT Dharma Harapan Raya and in SCBD												
	b	Gedung Perkantoran: Gedung BEI, Revenue Tower & One Pacific Office Buildings: IDX Building, Revenue Tower & One Pacific												
	c	Mal: Elysee dan Pacific Place Malls: Elysee and Pacific Place												
2		Proyek-Proyek JIHD JIHD Projects												
	a	Pengembangan SCBD Park (Lot 6, 7 dan 8 SCBD) SCBD Park Development (Lot 6, 7 and 8 SCBD)												
	b	Proyek Blochaus (Pondok Cabe) Blochaus Project (Pondok Cabe)												
	c	Market Outlook 2022 Market Outlook 2022												
	d	Perkembangan proyek di Batam Project development in Batam												
	e	Rencana detail Tata Ruang Aset-Aset JIHD Detailed Spatial Plan of JIHD Assets												
3		Manajemen Properti Property Management												
	a	Rencana kerjasama untuk restoran: Lacucina di DKPH dan Bruschetta di HBJ Collaboration plan for restaurants: Lacucina at DKPH and Bruschetta at HBJ												
	b	Rencana renovasi Discovery Kartika Plaza Hotel Renovation plan for Discovery Kartika Plaza Hotel												
	c	Renovasi Hotel Borobudur Jakarta Renovation of Borobudur Hotel Jakarta												

No		Agend Rapat Meeting Agenda	Rapat Direksi Board of Directors Meeting											
			1	2	3	4	5	6	7	8	9	10	11	12
4		Human Capital												
	a	Program Tour of Duty Tour of Duty Program												
	b	Program pengembangan & pelatihan Kader dan Non Kader Cadre and Non-Cadre development & training program												
	c	Program Fast Track (kerjasama dengan Politekik JIHS) Fast Track Program (cooperation with JIHS Polytechnic)												
5		Complianace												
	a	Sistem Manajemen Perusahaan Company Management System												
	b	Monev operasi Entitas Anak Monitoring and evaluation of subsidiaries' operations												
	c	Buku standar Jasa Konsultasi & Jasa Lainnya, Jasa Kosntruksi dan Pengadaan Barang & Jasa Standard Book for Consulting Services & Other Services, Construction Services and Procurement of Goods & Services												
	d	Pembekalan K3L dan bahaya kebakaran OHS and fire hazard debriefing												
	e	Pedoman Pemeliharaan dan Perawatan Bangunan Gedung Building Care and Maintenance Guidelines												
6		Human Data Record												
	a	Laporan harian karyawan Employee daily report												
	b	Program kesehatabn karyawan Employee health program												
	c	Laporan karyawan terpapar Covid-19 Report of employees exposed to Covid-19												
	d	Rencana outing karyawan Employee outing plan												
	e	Rencana kepemilikan kendaraan & telepon khusus Dedicated vehicle & phone ownership plan												
	f	Kegiatan olahraga karyawan Employee sports activities												
	g	Laporan demografi karyawan dan kader Employee and cadre demographic reports												
	h	Proses tender vendor penyedia layanan HRIS & AR HRIS & AR service provider vendor tender process												
7		Laporan Keuangan Financial Statements												
	a	Entitas Anak: PT Danayasa Arthatama Subsidiary: PT Danayasa Arthatama												
	b	Perseroan Company												
	c	Keuangan JIHD Induk (termasuk arus kas) Parent JIHD Financials (including cash flow)												
8		PT Dharma Harapan Raya												
	a	Perubahan dan usulan struktur Structure changes and proposals												
	b	Rancanagan company profile Company profile plan												
	c	Aktivitas terkait hotel Hotel related activities												
9		Poluiteknik JIHS JIHS Polytechnic												
	a	Jumlah mahasiswa Number of students												
	b	Pelatihan oleh Discovery Learning Center Training by Discovery Learning Center												
10		Persiapan RUPST, RUPSLB dan Public Expose Preparation of EGMS, EGMS and Public Expose												

Rapat Dewan Komisaris 2022

Dewan Komisaris Perseroan mengadakan rapat internal sebanyak 6 (enam) kali, dengan tanggal peksanaan dan pembahasan agenda sebagaimana tersaji pada tabel di bawah ini.

Board of Commissioners Meeting 2022

The Company's Board of Commissioners held 6 (six) internal meetings, with the dates of the meetings and agenda discussions as presented in the table below.

No	Agenda Rapat Meeting Agenda	Rapat Dewan Komisaris Board of Commissioners Meeting					
		27 Jan 27 Jan	24 Mar 24 Mar	25 Mei 25 May	19 Jul 19 Jul	29 Sep 29 Sep	23 Nov 23 Nov
1	Kinerja hotel, gedung perkantoran dan mal 2021-2022 Performance of hotels, office buildings and malls 2021-2022	■					
2	Laporan keuangan Perseroan dan entitas anak 2021 Financial statements of the Company and its subsidiaries 2021	■					
3	Rencana pengembangan SCBD Park dan Blochaus SCBD Park and Blochaus development plan	■		■		■	
4	Kinerja Human Capital 2021-2022 Human Capital Performance 2021-2022	■					■
5	Sistem Manajemen Perusahaan Company Management System	■					■
6	Renovasi Hotel Borobudur Jakarta Renovation of Hotel Borobudur Jakarta		■				■
7	Persiapan RUPST dan RUPSLB Preparation for EGMS and EGMS				■		

Rapat Bersama 2022

Dewan Komisaris dan Direksi Perseroan telah mengadakan 6 (enam) kali rapat bersama selama di 2022, dengan rincian Rapat Koordinasi Dewan Komisaris mengundang Direksi sebanyak 3 (tiga) kali dan Rapat Koordinasi Direksi mengundang Dewan Komisaris juga sebanyak 3 (tiga) kali.

Joint Meeting 2022

The Board of Commissioners and Directors of the Company have held 6 (six) joint meetings during 2022, with details of the Coordination Meeting of the Board of Commissioners inviting the Board of Directors 3 (three) times and the Coordination Meeting of the Board of Directors inviting the Board of Commissioners also 3 (three) times.

No	Agenda Rapat Meeting Agenda	Dewan Komisaris - Direksi Board of Commissioners - Board of Directors			Direksi – Dewan Komisaris Board of Directors - Board of Commissioners		
		24 Feb 24 Feb	23 Jun 23 Jun	26 Okt 26 Oct	28 Apr 28 Apr	25 Agu 25 Aug	14 Des 14 Dec
1	Human Capital Human Capital	■	■	■	■	■	■
2	RUPST Tahun Buku 2021 dan RUPSLB Tahun 2022 EGMS for Fiscal Year 2021 and EGMS for Fiscal Year 2022		■				
3	Penyusunan Laporan Tahunan Terintegrasi 2022 Preparation of Integrated Report 2022						■
4	Keuangan JIHD dan Entitas Anak Financial of JIHD and Subsidiaries	■	■	■			
5	Rencana pengembangan SCBD Park dan Blochaus SCBD Park and Blochaus development plan	■			■		■
6	Laporan aktivitas Entitas Anak Subsidiary activity report				■	■	■

Keputusan dan Tindak Lanjut Rapat

Perseroan telah membuat risalah rapat dari seluruh hasil dan keputusan Rapat Direksi, Rapat Dewan Komisaris dan Rapat Koordinasi Direksi - Dewan Komisaris sepanjang 2022. Hal yang perlu ditindaklanjuti dilaporkan kembali dalam rapat selanjutnya.

Meeting Decision and Follow-up

The Company has made meeting minutes of all results and decisions of the Board of Directors Meeting, Board of Commissioners Meeting and Board of Directors - Board of Commissioners Coordination Meeting throughout 2022. Matters that need to be followed up are reported back in the next meeting.

Rencana Rapat Direksi, Rapat Dewan Komisari dan Rapat Bersama 2023

Perseroan telah menjadwalkan rapat-rapat internal dari Direksi dan Dewan Komisaris, rapat Koordinasi Direksi – Dewan Komisaris untuk 2023.

Meeting Plan of the Board of Directors, Board of Commissioners and Joint Meeting 2023

The Company has scheduled internal meetings of the Board of Directors and the Board of Commissioners, Coordination meetings of the Board of Directors - Board of Commissioners for 2023.

Rapat Meeting	**Bulan dan Tanggal** Month and Date											
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**
Direksi Board of Directors	19	16	16	20	17	15	20	16	21	19	16	21
Dewan Komisaris Board of Commissioners		22		26		21		23		25		27
Direksi – Dewan Komisaris Board of Directors - Board of Commissioners	25				24				17			
Dewan Komisaris - Direksi Board of Commissioners -Board of Directors			21				28				22	

Rapat Direksi akan membahas tentang laporan bulanan operasional dari Direktorat dan Entitas Anak, strategi Perseroan. serta hal-hal lain yang dianggap perlu sesuai tugas dan fungsi Direksi untuk tahun kerja 2023. Rapat Dewan Komisaris akan membahas rencana kerja dan laporan operasional Perseroan dan Entitas Anak untuk tahun kerja 2023. Sedang Rapat Bersama antara Direksi - Dewan Komisaris atau sebaliknya menitikberatkan pembahasan progres kinerja, isu-isu strategis atau aksi korporasi yang perlu diketahui/disetujui oleh Dewan Komisaris di 2023.

The Board of Directors Meeting will discuss the monthly operational reports of the Directorate and its Subsidiaries, the Company's strategy, and other matters deemed necessary in accordance with the duties and functions of the Board of Directors for the 2023 business year. The Board of Commissioners Meeting will discuss the work plan and operational reports of the Company and its Subsidiaries for the 2023 business year. While the Joint Meeting between the Board of Directors - Board of Commissioners or vice versa emphasizes the discussion of performance progress, strategic issues or corporate actions that need to be known / approved by the Board of Commissioners in 2023.

Penilaian Kinerja Terhadap Dewan Komisaris dan Direksi

Performance Assessment of the Board of Commissioners and Directors

Kriteria Penilaian Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Criteria

Kriteria Criteria		**Dewan Komisaris** Board of Commissioners	**Direksi** Board of Directors
Penilaian Kolegial Collegial Assessment	1	Struktur Dewan Komisaris/Direksi yang meliputi kecukupan dan keberagaman kompetemsi dan pengalaman dalam menunjang fungsi Dewan Komisaris/Direksi, serta efektivitas penyelenggaraan dan kehadiran dalam Rapat Dewan Komisaris/Direksi; The structure of the Board of Commissioners/Directors which includes the adequacy and diversity of competencies and experience in supporting the functions of the Board of Commissioners/Directors, as well as the effectiveness of organizing and attending Board of Commissioners/Directors Meetings;	
	2	Pemikiran strategis yang meliputi pemahaman terhadap visi, misi, strategi dan rencana bisnis Perseroan; Strategic thinking which includes understanding the vision, mission, strategy and business plan of the Company;	
	3	Pemantauan dan pengawasan penerapan Tata Kelola Perusahaan, termasuk pelaksanaan pemantauan kinerja Direksi, permasalahan Manajemen Risiko, dan mengatasi potensi/keberadaan benturan kepentingan; Monitoring and supervising the implementation of Good Corporate Governance, including monitoring the performance of the Board of Directors, Risk Management issues, and addressing potential/existing conflicts of interest;	Implementasi Tata Kelola Perusahaan yang berkelanjutan di setiap lini dan jajaran manajemen; Implementation of sustainable Good Corporate Governance in every line and level of management;
	4	Efektivitas Dewan Komisaris dalam membahas isu/ permasalahan Perseroan, maupun dalam memberikan rekomendasi kepada Direksi; Effectiveness of the Board of Commissioners in discussing issues/problems of the Company, as well as in providing recommendations to the Board of Directors;	Kinerja secara keuangan, operasional dan aspek-aspek lainnya yang berperan penting bagi kelangsungan dan keberlanjutan Perseroan; Performance in financial, operational and other aspects that play an important role in the continuity and sustainability of the Company;
	5	-	Pencapaian manajemen dalam meningkatkan nilai bagi Pemegang Saham. Management achievements in increasing value for Shareholders.
Penilaian Individual Individual Assessment	1	Pemikiran strategis; Strategic thinking;	
	2	Pengetahuan tentang industri dan bisnis Perseroan; Knowledge of the Company's industry and business;	
	3	Kontribusi individu dalam melakukan fungsinya sebagai anggota Dewan Komisaris/Direksi. Individual contributions in performing their functions as members of the Board of Commissioners/Directors.	

Kebijakan dan Kriteria Penilaian

Perseroan secara berkala melakukan penilaian terhadap kinerja Dewan Komisaris dan Direksi untuk mengukur capaian pelaksanan tugas dan kewajibannya, secara kolegial maupun secara individu dengan melakukan penilaian sendiri (*self assessment*) menggunakan metode yang berlaku setahun sekali. *Self-assessment* ini diharapkan dapat berkontribusi untuk meningkatkan kinerja setiap anggota Dewan Komisaris dan Direksi secara berkesinambungan.

Sistem penilaian kinerja Direksi disusun oleh Direksi dan dimintakan persetujuan Dewan Komisaris dalam menetapkan Indikator Penetapan Kinerja (*Key Performance Indikator*). Evaluasi atas pencapaian hasil kinerja Direksi akan dilakukan oleh Dewan Komisaris pada akhir tahun, serta disampaikan kepada Pemegang Saham dalam RUPST Perseroan.

Evaluasi penilaian kinerja anggota Dewan Komisaris dilakukan atas pelaksanaan fungsi pengawasan dan pemberian nasihat kepada Direksi terkait pengelolaan operasional Perseroan selama tahun buku. Hasil evaluasi penilaian kinerja anggota Dewan Komisaris selanjutnya kepada Pemegang Saham dalam RUPS.

Hasil evaluasi kinerja Dewan Komisaris dan Direksi menjadi salah satu dasar pertimbangan bagi Pemegang Saham untuk memberhentikan dan/atau mengangkat kembali, serta penetapan remunerasi untuk masing-masing individu.

Penilaian pemegang saham didasarkan pada kinerja Dewan Komisaris dan Direksi yang diukur dari pelaksanaan keputusan RUPST dan kinerja Perseroan terhadap target tahunan yang telah ditetapkan.

Assessment Policy and Criteria

The Company periodically assesses the performance of the Board of Commissioners and Directors to measure the achievement of the implementation of their duties and responsibilities, collegially and individually by conducting a self-assessment using the applicable method once a year. This self-assessment is expected to contribute to improving the performance of each member of the Board of Commissioners and Board of Directors on an ongoing basis.

The performance assessment system of the Board of Directors is prepared by the Board of Directors and approved by the Board of Commissioners in determining the Key Performance Indicators. An evaluation of the achievement of the Board of Directors' performance results will be conducted by the Board of Commissioners at the end of the year, and submitted to the Shareholders at the Company's EGMS.

Evaluation of the performance assessment of members of the Board of Commissioners is carried out on the implementation of supervisory and advisory functions to the Board of Directors related to the management of the Company's operations during the fiscal year. The results of the evaluation of the performance assessment of members of the Board of Commissioners are then submitted to the Shareholders in the GMS.

The results of the performance evaluation of the Board of Commissioners and Directors become one of the basis of consideration for the Shareholders to dismiss and / or reappoint, as well as the determination of remuneration for each individual.

Shareholders' assessment is based on the performance of the Board of Commissioners and Board of Directors as measured by the implementation of the EGMS decisions and the Company's performance against the annual targets that have been set.

Kriteria Penilaian Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Criteria

Kriteria Criteria		**Dewan Komisaris** Board of Commissioners	**Direksi** Board of Directors
Penilaian Kolegial Collegial Assessment	1	Struktur Dewan Komisaris/Direksi yang meliputi kecukupan dan keberagaman kompetemsi dan pengalaman dalam menunjang fungsi Dewan Komisaris/Direksi, serta efektivitas penyelenggaraan dan kehadiran dalam Rapat Dewan Komisaris/Direksi; The structure of the Board of Commissioners/Directors which includes the adequacy and diversity of competencies and experience in supporting the functions of the Board of Commissioners/Directors, as well as the effectiveness of organizing and attending Board of Commissioners/Directors Meetings;	
	2	Pemikiran strategis yang meliputi pemahaman terhadap visi, misi, strategi dan rencana bisnis Perseroan; Strategic thinking which includes understanding the vision, mission, strategy and business plan of the Company;	
	3	Pemantauan dan pengawasan penerapan Tata Kelola Perusahaan, termasuk pelaksanaan pemantauan kinerja Direksi, permasalahan Manajemen Risiko, dan mengatasi potensi/keberadaan benturan kepentingan; Monitoring and supervising the implementation of Good Corporate Governance, including monitoring the performance of the Board of Directors, Risk Management issues, and addressing potential/existing conflicts of interest;	Implementasi Tata Kelola Perusahaan yang berkelanjutan di setiap lini dan jajaran manajemen; Implementation of sustainable Good Corporate Governance in every line and level of management;
	4	Efektivitas Dewan Komisaris dalam membahas isu/ permasalahan Perseroan, maupun dalam memberikan rekomendasi kepada Direksi; Effectiveness of the Board of Commissioners in discussing issues/problems of the Company, as well as in providing recommendations to the Board of Directors;	Kinerja secara keuangan, operasional dan aspek-aspek lainnya yang berperan penting bagi kelangsungan dan keberlanjutan Perseroan; Performance in financial, operational and other aspects that play an important role in the continuity and sustainability of the Company;
	5		Pencapaian manajemen dalam meningkatkan nilai bagi Pemegang Saham. Management achievements in increasing value for Shareholders.
Penilaian Individual Individual Assessment	1	Pemikiran strategis; Strategic thinking;	
	2	Pengetahuan tentang industri dan bisnis Perseroan; Knowledge of the Company's industry and business;	
	3	Kontribusi individu dalam melakukan fungsinya sebagai anggota Dewan Komisaris/Direksi. Individual contributions in performing their functions as members of the Board of Commissioners/Directors.	

Penilaian Kinerja Dewan Komisaris dan Direksi

Penilaian kinerja anggota Dewan Komisaris dan Anggota Direksi mengacu pada sasaran dan target Perseroan yang ditetapkan setiap awal tahun buku dan keputusan-keputusan RUPS tahun berjalan, yang diimplementasikan dalam tugas pengawasan Dewan Komisaris dan pengurusan Direksi.

Penilaian kinerja terhadap Dewan Komisaris Perseroan untuk tahun buku 2022 dapat dikatakan sangat baik. Pengawasan dan pemberian nasihat/rekomendasi kepada Direksi telah mendukung pengurusan Direksi terhadap Perseroan berhasil lebih baik setelah terpuruk selama dua tahun pandemi Covid-19.

Kepengurusan Direksi Perseroan yang bekerja keras dengan arahan Dewan Komisaris telah membukukan kinerja yang lebih baik. Kinerja keuangan kembali membaik positif, adanya peningkatan dalam penerapan Tata Kelola Perusahaan di setiap lini jajaran manajemen, dan telah dilaksanakan sebagian hasil keputusan RUPST dan RUPSLB yang dilaksanakan di 2022. Dengan demikian penilaian kinerja terhadap Direksi Perseroan dapat dikatakan pula sangat baik.

Performance Assessment of the Board of Commissioners and Board of Directors

The performance assessment of the members of the Board of Commissioners and Directors refers to the Company's goals and targets set at the beginning of each fiscal year and the decisions of the GMS for the year, which are implemented in the supervisory duties of the Board of Commissioners and the management of the Board of Directors.

The performance assessment of the Company's Board of Commissioners for the fiscal year 2022 can be said to be very good. The supervision and provision of advice/recommendations to the Board of Directors have supported the Board of Directors' management of the Company to succeed better after being down for two years during the Covid-19 pandemic.

The hard-working management of the Board of Directors with the direction of the Board of Commissioners has posted a better performance. The financial performance returned to positive, there was an improvement in the implementation of Corporate Governance in every line of management, and some of the decisions of the EGMS and EGMS held in 2022 have been implemented. Thus, the performance assessment of the Company's Board of Directors can also be said to be very good.

REMUNERASI DEWAN KOMISARIS DAN DIREKSI
BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

Kebijakan Remunerasi

Piagam Dewan Komisaris dan Piagam Direksi juga mencantumkan hal-hal yang terkait dengan kebijakan remunerasi bagi Dewan Komisaris dan Direksi. Segala ketentuan perihal remunerasi Dewan Komisaris dan Direksi Perseroan mengacu pada Pasal 96 dan Pasal 113 Undang-Undang No, 40 Tahun 2007 tentang Perseroan Terbatas.

Eksensial ketentuan Pasal 96 dan Pasal 113 Undang-Undang No. 40 Tahun 2007 adalah:

Remuneration Policy

The Board of Commissioners Charter and the Board of Directors Charter also include matters related to the remuneration policy for the Board of Commissioners and Directors. All provisions regarding the remuneration of the Board of Commissioners and Board of Directors of the Company refer to Article 96 and Article 113 of Law No. 40 of 2007 on Limited Liability Companies.

The essential provisions of Article 96 and Article 113 of Law No. 40 Year 2007 are:

No	Ketentuan Remunerasi Remuneration Regulations	Undang-Undang No. 40 Tahun 2007 Law No. 40 Year 2007
1	Besarnya remunerasi anggota Direksi (gaji dan/atau tunjangan) dan anggota Dewan Komisaris (honorarium dan/atau tunjangan) ditetapkan berdasarkan keputusan RUPS. The amount of remuneration for members of the Board of Directors (salary and/or allowances) and members of the Board of Commissioners (honorarium and/or allowances) is determined by resolution of the GMS.	Pasal 96 ayat (1) dan Pasal 113 Article 96 paragraph (1) and Article 113
2	Kewenangan RUPS untuk menetapkan remunerasi anggota Direski dan anggota Dewan Komisaris dapat dilimpahkan kepada Dewan Komisaris. The authority of the GMS to determine the remuneration of members of the Board of Directors and members of the Board of Commissioners may be delegated to the Board of Commissioners.	Pasal 96 ayat (2) Article 96 paragraph (2)
3	Besarnya remunerasi untuk anggora Direksi dan anggota Dewan Komisaris ditetapkan berdasarkan keputusan Rapat Dewan Komisaris. The amount of remuneration for members of the Board of Directors and members of the Board of Commissioners is determined based on the decision of the Board of Commissioners Meeting.	Pasal 96 ayat (3) Article 96 paragraph (3)

Besaran remunerasi yang akan diberikan kepada anggota Direksi dan anggota Dewan Komisaris dengan memperhatikan:

1. Remunerasi yang berlaku pada industri sesuai dengan kegiatan usaha Perseroan atau yang sejenis dan sama skalanya dalam industrinya;
2. Tugas, tanggung jawab, dan wewenang anggota Direksi dan anggota Dewan Komisaris dikaitkan dengan pencapaian tujuan dan kinerja Perseroan;
3. Target kinerja masing-masing anggota Direksi dan anggota Dewan Komisaris;
4. Keseimbangan tunjangan antara yang bersifat tetap dan variabel.

Dewan Komisaris Perseroan masih berperan dalam penyusunan remunerasi (struktur, kebijakan dan bertugas) terhadap anggota Direksi dan anggota Dewan Komisaris. Hingga akhir 2022, Komite Nominasi dan Remunerasi yang bertugas membantu melakukan penilaian kinerja dan memberikan rekomendasi perihal struktur, kebijakan dan besaran remunerasi anggota Direksi dan anggota Dewan Komisaris belum terbentuk di Perseroan.

The amount of remuneration to be given to members of the Board of Directors and members of the Board of Commissioners with due regard to:

1. Remuneration applicable in the industry in accordance with the Company's business activities or similar and equal in scale in the industry;
2. Duties, responsibilities, and authorities of members of the Board of Directors and members of the Board of Commissioners in relation to the achievement of the Company's goals and performance;
3. Performance targets for each member of the Board of Directors and members of the Board of Commissioners;
4. Balance of benefits between fixed and variable.

The Company's Board of Commissioners still plays a role in the preparation of remuneration (structure, policy and duties) for members of the Board of Directors and members of the Board of Commissioners. Until the end of 2022, the Nomination and Remuneration Committee whose task is to assist in conducting performance assessments and providing recommendations regarding the structure, policies and amount of remuneration for members of the Board of Directors and members of the Board of Commissioners has not been formed in the Company.

Besaran Remunerasi

RUPST Perseroan tanggal 25 Juli 2022 telah menetapkan tidak ada kenaikan nominal remunerasi kepada anggota Dewan Komisaris dan Direksi Perseroan untuk tahun 2023. Besaran remunerasi akan sama dengan tahun sebelumnya tidak melebihi Rp.... miliar. Keputusan berlaku efektif sejak 25 Juli 2022 hingga penutupan RUPST di tahun 2023. Jumlah remunerasi yang diberikan kepada Dewan Komisaris dan Direksi Perseroan sebesar Rp.... miliar untuk 12 bulan yang berakhir 31 Desember 2022.

Amount of Remuneration

The Company's EGMS dated July 25, 2022 has determined that there will be no nominal increase in remuneration for members of the Company's Board of Commissioners and Board of Directors for 2023. The amount of remuneration will be the same as the previous year not exceeding Rp100 billion. The decision is effective from July 25, 2022 until the closing of the EGMS in 2023. The total remuneration provided to the Company's Board of Commissioners and Directors amounted to Rp.... billion for the 12 months ended December 31, 2022.

Hubungan Afiliasi Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali

Affiliate Relations of The Board of Commissioners, Directors and/or Controlling Shareholders

Afiliasi Affiliate	
Keluarga Family	hubungan karena perkawinan dan keturunan sampai derajat kedua, baik secara horizontal maupun vertikal; relationship by marriage and descent to the second degree, both horizontally and vertically;
Kepengurusan Management	hubungan antara pihak dengan pegawai, direktur, atau komisaris dari pihak tersebut; relationship between a party and an employee, director, or commissioner of that party;
Usaha Business	1. hubungan antara 2 (dua) perusahaan di mana terdapat 1 (satu) atau lebih anggota direksi atau dewan komisaris yang sama; 2. hubungan antara perusahaan dan pihak, baik langsung maupun tidak langsung, mengendalikan atau dikendalikan oleh perusahaan tersebut; 3. hubungan antara 2 (dua) perusahaan yang dikendalikan, baik langsung maupun tidak langsung, oleh pihak yang sama; atau 4. hubungan antara perusahaan dan pemegang saham utama. 1. relationship between 2 (two) companies in which there are 1 (one) or more members of the same board of directors or board of commissioners; 2. relationship between a company and a party, either directly or indirectly, controlling or controlled by the company; 3. relationship between 2 (two) companies that are controlled, either directly or indirectly, by the same party; or 4. relationship between the company and the major shareholder.

Perseroan menggunakan definisi hubungan afliasi sebagaimana ketentuan yang terdapat pada Peraturan OJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingnan, untuk menelaah ada tidaknya hubungan afiliasi antara anggota Dewan Komisaris, antara anggota Direksi dan antara Anggota Dewan Komisaris dengan anggota Direksi.

The Company uses the definition of affiliated relationship as stipulated in OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, to examine whether there is an affiliated relationship between members of the Board of Commissioners, between members of the Board of Directors and between members of the Board of Commissioners and members of the Board of Directors.

Dewan Komisaris Perseroan tidak memiliki hubungan afiliasi baik secara keluarga atau pengurus antara satu sama lain, serta antara Dewan Komisaris dan Direksi.

The Company's Board of Commissioners has no affiliation either by family or management between each other, as well as between the Board of Commissioners and Directors.

Dua anggota Dewan Komisaris Perseroan, yaitu Sugianto Kusuma dan Tomy Winata, selaku presiden komisaris dan wakil presiden komisaris, yang memiliki hubungan afiliasi secara usaha dan keluarga dengan Pemegang Saham Utama dan/atau Pengendali Perseroan, yaitu PT Kresna Aji Sembada.

Direksi Perseroan tidak memiliki hubungan keluarga, hubungan kepengurusan, kepemilikan saham dan/atau dengan, Dewan Komisaris dan/atau Pemegang Saham Utama.

Dengan demikian Direksi senantiasa dapat bertindak independen, tidak memiiki benturan kepentingan yang dapat mengganggu kemampuannya untuk melaksanakan tugas secara profesional, mandiri, objektif dan kritis, baik dalam hubungan satu sama lain maupun hubungan terhadap Dewan Komisaris.

Hubungan afiliasi antara Dewan Komisaris, Direksi dan Pemegang Saham Pengendali, dan independensi Direksi dapat dilihat sebagaimana tabel di bawah ini:

Two members of the Company's Board of Commissioners, namely Sugianto Kusuma and Tomy Winata, as president commissioner and vice president commissioner, who have business and family affiliations with the Company's Majority and/or Controlling Shareholders, namely PT Kresna Aji Sembada.

The Board of Directors of the Company has no family relationship, management relationship, share ownership and/or with the Board of Commissioners and/or Major Shareholders.

Thus, the Board of Directors can always act independently, has no conflict of interest that can interfere with its ability to carry out its duties professionally, independently, objectively and critically, both in relation to each other and to the Board of Commissioners.

Affiliation relationships between the Board of Commissioners, Board of Directors and Controlling Shareholders, and the independence of the Board of Directors can be seen in the table below:

Hubungan Usaha, Keluarga dan Kepengurusan Business, Family and Management Relationships

Nama Name	**Hubungan Ussaha** Business Relationships						**Hubungan Keluarga** Family Relationships						**Hubungan Pengurus** Management Relationships	
	Dewan Komisaris Board of Commissioners		**Direksi** Board of Directors		**Pemeganng Saham Pengendali** Shareholders Controller		**Dewan Komisaris** Board of Commissioners		**Direksi** Board of Directors		**Pemeganng Saham Pengendali** Shareholders Controller			
	Ya Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No
Dewan Komisaris Board of Commissioners														
Sugianto Kusuma	-	✓	-	✓	✓	-	-	✓	-	✓	✓	-	✓	-
Tomy Winata	-	✓	-	✓	✓	-	-	✓	-	✓	✓	-	✓	-
Hartono Tjahjadi Adiwana	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Teuku Ashikin Husein	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Ku Siew Kuan	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Lidwina Ong	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Direksi Board of Directors														
Arpin Wiradisastra	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Lanny Pujilestari Liga	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Agung Rin Prabowo	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Hendi Lukman	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Tony Soesanto	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Hendra Kurniawan	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓

KOMITE AUDIT
AUDIT COMMITTEE

Komite Audit di Perseroan telah ada sejak 2001. Komite Audit adalah organ di bawah Dewan Komisaris bertujuan untuk membantu dan memfasilitasi Dewan Komisaris dalam menjalankan fungsi pengawasan atas hal-hal yang terkait dengan kualitas informasi keuangan, sistem pengendalian internal, efektivitas pemeriksaan auditor eksternal dan internal, efektivitas pelaksanaan manajemen risiko yang sesuai dengan prinsip-prinsip GCG.

The Audit Committee in the Company has existed since 2001. The Audit Committee is an organ under the Board of Commissioners that aims to assist and facilitate the Board of Commissioners in carrying out its supervisory function on matters related to the quality of financial information, internal control systems, effectiveness of external and internal auditor examinations, effectiveness of risk management implementation in accordance with GCG principles.

PIAGAM KOMITE AUDIT

Piagam Komite Audit Perseroan telah ada sejak 2004, dan telah diperbarui pada 25 Juli 2017 dan .... 2022. Piagam Komite Audit menjadi pedoman kerja Komite Audit Perseroan, selalu dikaji dan diupayakan dimuktahirkan secara berkala agar sesuai dengan ketentuan yang berlaku dan kebutuhan Perseroan.

AUDIT COMMITTEE CHARTER

The Company's Audit Committee Charter has existed since 2004, and was updated on July 25, 2017 and .... 2022. The Audit Committee Charter serves as a guideline for the work of the Company's Audit Committee, is always reviewed and sought to be updated regularly to comply with applicable regulations and the needs of the Company.

Piagam Komite Audit Audit Committee Charter		
1	Pendahuluan Introduction	
	a	Landasan Hukum Legal Basis
	b	Definisi Definition
	c	Fungsi Komite Audit Functions of the Audit Committee
	d	Piagam Komitea Audit Audit Committee Charter
	e	Maksud dan Tujuan Purpose and Objective
2	Keanggotaan Membership	
	a	Komposisi dan Struktur Composition and Structure
	b	Persyaratan Keanggotaan Membership Requirements
	c	Masa Tugas Terms of Office
3	Tugas, Tanggung Jawab dan Wewenang Duties, Responsibilities, and Authorities	
	a	Tugas dan tanggung Jawab Duties and Responsibilities
	b	Wewenang Authorities
4	Tata Kelola Governance	
	a	Tata Cara dan Prosedur Kerja Rules and Procedures
	b	Kebijakan Penyelenggaraan Rapat Policy on Organizing Meetings
	c	Pelaporan Reporting
	d	Remunerasi Remuneration
5	Penutup Closing	
Diperbarui pada .... 2022 Updated on 2022		

Keanggotaan Komite Audit
Struktur, Keanggotaan dan Independensi

Komposisi dan Struktur		POJK No. 55/POJK.04/2015
1	Emiten atau Perusahaan Publik wajib memiliki Komite Audit.	Pasal 2
2	Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris.	Pasal 3
3	Komite Audit paling sedikit terdiri dari 3 (tiga) orang anggota yang berasal dari Komisaris Independen dan pihak dari luar Emiten atau Perusahaan Publik.	Pasal 4
4	Komite Audit diketuai oleh Komisaris Independen.	Pasal 5

Susunan Komite Audit

Susunan Komite Audit Perseroan yang diangkat berdasarkan Surat Keputusan Dewan Komisaris tanggal 15 September 2021 adalah Ku Siew Kuan sebagai ketua, Dedy Djafarli dan Indra Pranajaya masing-masing sebagai anggota.

Composition of the Audit Committee

The composition of the Company's Audit Committee appointed based on the Decree of the Board of Commissioners dated September 15, 2021 is Ku Siew Kuan as chairman, Dedy Djafarli and Indra Pranajaya as members.

Nama Name	**Posisi** Position	**Latar Belakang Karier** Career Background	**Pendidikan** Education
 **Ku Siew Kuan**	Ketua Chairman	• Diangkat sebagai Ketua Komite Audt sejak 15 September 2021. • Menjabat sebagai Komisaris Independen. • Profil lengkap tercantum dalam Profil Dewan Komisaris. • Appointed as Chairman of Audit Committee since September 15, 2021. • Serving as Independent Commissioner. • The full profile is disclosed in Profile of the Board of Commissioners	Tercantum dalam Profil Dewan Komisaris, Disclosed in Profile of the Board of Commissioners
 **Dedy Djafarli**	Anggota Member	Warga Negara Indonesia, 43 tahun, berdomisili di Jakarta. Menjabat sebagai anggota Komite Audit sejak 15 Sepetember 2021. Karier: • Asisten Manager Keuangan & Akunting PT Brataco Chemica (2003-2008) • Manager Keuangan & Akunting PT Ayu Agung (2008-2011) • General Manager Keuangan PT Electronic City Indonesia Tbk (2011-2018) • Direktur PT Electronic City Indonesia Tbk (2018-sekarang) • Indonesian citizen, 43 years old, domiciled in Jakarta. Serving as a member of Audit Committee since September 15, 2021. Career: • Assistant Manager of Finance & Accounting PT Brataco Chemica (2003- • 2008) • Finance & Accounting Manager of PT Ayu Agung (2008-2011) • General Manager of Finance PT Electronic City Indonesia Tbk (2011-2018) • Director of PT Electronic City Indonesia Tbk (2018-present)	SI Akuntansi, Universitas Bung Hatta (2001) Bachelor's degree in Accounting, University of Bung Hatta (2001)
 **Indra Pranajaya**	Anggota Member	Warga Negara Indonesia, 34 tahun, berdomisili di Jakarta Menjabat sebagai anggota Komite Audit sejak 15 September 2021. Karier: • Production Controller PT Sat Nisapersada Tbk (2007-2010) • Corporate Legal PT Nusa Jaya Port (2011-2014) • Corporate Legal PT Pangaea Sinergi Solusi (2014-sekarang) • Penasihat PT Artha Metal Sinergi (2014-sekarang) • Penasihat PT Orion Beauty International (2018-sekarang) Indonesian citizen, 34 years old, domiciled in Jakarta. Serving as a member of Audit Committee since September 15, 2021. Career: • Production Controller of PT Sat Nisapersada Tbk (2007-2010) • Corporate Legal of PT Nusa Jaya Port (2011-2014) • Corporate Legal of PT Pangaea Sinergi Solusi (2014-present) • Advisor of PT Artha Metal Sinergi (2014-present) • Advisor of PT Orion Beauty International (2018-present)	SI Ilmu Hukum, Universitas Internasional Batam (2009) S2 Magister Kenotariatan, Universitas Indonesia (2012) Bachelor's degree in Legal Studies, International University of Batam (2009) Master of Notarial Law Program, University of Indonesia (2012)

Keanggotaan Komite Audit Perseroan terbentuk 15 September 2021 telah memenuhi persyaratan, komposisi dan independensi.

The membership of the Company's Audit Committee formed on September 15, 2021 has met the requirements, composition and independence.

	Pernyataan Independensi Statement of Independence	**Ku Siew Kuan**	**Dedy Djafarli**	**Indra Pranajaya**
1	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 Perseroan dalam waktu 6 (enam) bulan terakhr. Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, noninsurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months.	✓	✓	✓
2	Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir (kecuali Komisaris Independen). Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Company within the last 6 (six) months (except Independent Commissioners).	✓	✓	✓
3	Tidak mempunyai saham langsung maupun tidak langsung di Perseroan. Does not hold shares directly or indirectly in the Company.	✓	✓	✓
4	Keluarga tidak mempunyai saham langsung maupun tidak langsung di Perseroan. The family does not have direct or indirect shares in the Company.	✓	✓	✓

Pernyataan Independensi Statement of Independence		Ku Siew Kuan	Dedy Djafarli	Indra Pranajaya
5	Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors or majority shareholder of the Company.	✓	✓	✓
6	Tidak mempunyai hubungan usaha baik lamgsung maupun tidak langsung dengan Perseroan. Does not have a direct or indirect business relationship with the Company.	✓	✓	✓
7	Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif, dan/atau merupakan calon/penjabat sebagai kepala/wakil pemerintah daerah. Not serving as an administrator of a political party and/or candidate/member of the legislature, and/or is a candidate/servant as head/representative of the regional government.	✓	✓	✓
8	Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan berhubungan dengan jabatan di Perseroan. Do not have other positions that may cause a conflict of interest related to positions in the Company.	✓	✓	✓

Persyaratan Anggota Komite Audit

Persyaratan untuk Anggota Komite Audit Perseroan mengacu pada Pasal 7 Peraturan OJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

Audit Committee Member Requirements

The requirements for the Company's Audit Committee Members refer to Article 7 of OJK Regulation No. 55/POJK.04/2015 on the Establishment and Implementation Guidance of the Audit Committee.

	Persyaratan Keanggotaan Komite Audit Audit Committee Member Requirements
1	Memiliki integritas yang tinggi, kemampuan, pengetahuan dan pengalaman sesuai bidang pekerjaannya, serta mampu berkomunikasi dengan baik. Has high integrity, ability, knowledge and experience according to the field of work, and able to communicate well.
2	Wajib memahami laporan keuangan, bisnis Perseroan khususnya terkait layanan jasa atau kegiatan usaha, proses audit, manajemen risiko dan peraturan perundang-undangan di bidang pasar modal dan ketentuan lainnya. Must understand the financial statements, the Company's business in particular related to services or business activities, audit processes, risk management and laws and regulations in the capital market sector and other provisions.
3	Wajib mematuhi kode etik Komite Audit yang ditetapkan Perseroan. Must comply with the code of conduct of the Audit Committee established by the Company.
4	Bersedia meningkatkan kompetensi secara terus-menerus melalui pendidikan dan pelatihan yang menunjang fungsinya. Willing to continuously improve competence through education and training that support its functions.
5	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 Perusahaan dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris. Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service or other parties providing insurance services, non-insurance services, appraisal services, and/or other consulting services to the Company within the last 6 (six) months prior to the being appointed by the Board of Commissioners.
6	Bukan merupakan orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, atau mengendalikan atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris, kecuali bagi Komisaris Independen yang menjadi anggota Komite Audit. Not a person who has the authority and responsibility to plan, lead, or control or supervise the activities of the Company within the last 6 (six) months prior to being appointed by the Board of Commissioners, except for Independent Commissioners who serve as members of the Audit Committee.
7	Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan. Does not hold shares either directly or indirectly in the Company.
8	Tidak mempunyai: • Hubungan Afiliasi dengan Komisaris, Direksi, atau Pemegang Saham Utama Perseroan; dan/atau • Hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan. Does not have: • Affiliation with the Commissioners, Directors, or Majority Shareholder of the Company; and/or • Business relationships, either directly or indirectly, related to the Company's business activities.

Tugas, Tanggung Jawab dan Wewenang Komite Audit

Komite Audit bertugas dan bertanggung jawab memberikan pendapat profesional dan independen kepada Dewan Komisaris atas laporan atau hal-hal yang disampaikan oleh Direksi, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris.

Ruang lingkup tugas dan tanggung jawab Komite Audit sebagaimana tercantum dalam Piagam Komite Audit adalah sebagai berikut:

Duties, Responsibilities and Authorities of the Audit Committee

The Audit Committee is responsible for providing professional and independent opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors, and carrying out other tasks related to the duties of the Board of Commissioners.

The scope of duties and responsibilities of the Audit Committee as stated in the Audit Committee Charter is as follows:

Tugas dan Tanggung Jawab Duties and Responsibilities		**Legalitas** Legality
1	Menelaah: 1. informasi keuangan (laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan) yang akan diterbitkan Perseroan kepada publik dan/atau pihak otoritas; 2. kepatuhan terhadap ketentuan peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan; 3. pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal; 4. pelaksanaan manajemen risiko oleh Direksi, sepanjang belum dibentuknya komite yang berfungsi sebagai pemantau risiko di bawah Dewan Komisaris; 5. pengaduan mengenai proses akuntansi dan pelaporan keuangan Perseroan. Reviewing: 1. financial information (financial statements, projections, and other reports related to financial information) that will be published by the Company to the public and/or the authorities; 2. compliance with the provisions of laws and regulations relating to the Company's activities; 3. implementation of audit by internal auditors and overseeing the implementation of follow-up by the Board of Directors on the findings of internal auditors; 4. implementation of risk management by the Board of Directors, to the extent that a risk monitoring committee has not been established under the Board of Commissioners; 5. complaints regarding the Company's accounting and financial reporting processes.	Pasal 10 POJK No. 55/2015 Article 10 POJK No. 55/2015
2	Memberikan pendapat, rekomendasi, dan saran: 1. jika ada perbedaan pendapat antara manajemen dan akuntan publik atas jasa yang diberikannya; 2. mengenai penunjukan akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa; dan 3. sehubungan dengan munculnya potensi benturan kepentingan Perseroan. Providing opinions, recommendations and advice: 1. if there is a difference of opinion between the management and the public accountant on the services provided; 2. regarding the appointment of accountants based on independence, scope of assignment, and service fees; and 3. in connection with the emergence of potential conflicts of interest of the Company.	Pasal 10 POJK No. 55/2015 Poin 2b merujuk: • Pasal 13 ayat (40 POJK 13/2017 • Bab II Poin 2 SEOJK No. 36/2017 • Article 10 POJK No. 55/2015 Point 2b refers: • Article 13 paragraph (40 POJK 13/2017) • Chapter II Point 2 SEOJK No. 36/2017
3	Menjaga kerahasiaan dokumen, data, dan informasi Perseroan serta tidak memanfaatkan hal-hal tersebut untuk keuntungan pribadi maupun kepentingan yang bertentangan dengan hukum dan merugikan Perseroan. Maintain the confidentiality of the Company's documents, data, and information and not utilize such matters for personal gain or interests that are contrary to the law and detrimental to the Company.	Pasal 10 POJK No. 55/2015 Article 10 POJK No. 55/2015

Wewenang Komite Audit Perseroa dalam melaksanakan tugasnya merujuk pada Pasal 11 Peraturan OJK No. 55/POJK.04/2015.

The authority of the Company's Audit Committee in carrying out its duties refers to Article 11 of OJK Regulation No. 55/POJK.04/2015.

Wewenang Authorities	
1	Mengakses dokumen, data, dan informasi Perseroan tentang karyawan, dana, aset, dan sumber daya perusahaan yang diperlukan. Accessing the Company's documents, data, and information about employees, funds, assets, and company resources as needed.
2	Berkomunikasi langsung dengan Direksi dan karyawan, serta pihak yang menjalankan fungsi audit internal, manajemen risiko, dan akuntan publik, terkait tugas dan tanggung jawab Komite Audit. Communicate directly with the Board of Directors and employees, as well as those who carry out internal audit functions, risk management, and public accountants, related to the duties and responsibilities of the Audit Committee.
3	Melibatkan pihak independen di luar anggota Komite Audit untuk membantu pelaksanaan tugasnya (jika diperlukan). Involve independent parties outside the Audit Committee members to assist in the implementation of their duties (if needed).
4	Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris. Perform other authorities granted by the Board of Commissioners.

Masa Jabatan Anggota Komite Audit

Piagam Komite Audit Perseroan telah mengatur masa jabatan anggota Komite Audit, keadaan lowong dan pengunduran diri.

Term of Office of Audit Committee Members

The Company's Audit Committee Charter has regulated the term of office of Audit Committee members, vacancies and resignations.

1	Masa tugas anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya. Masa jabatan Ketua Komite Audit yang berasal dari Komisaris Independen hanya diperbolehkan untuk 2 (dua) periode (Pasal 8 POJK No. 55/2015). The term of office of the Audit Committee members may not exceed the term of office of the Board of Commissioners as stipulated in the Articles of Association and may be re-elected for only 1 (one) subsequent period. The term of office of the Chairman of the Audit Committee who comes from an Independent Commissioner is only allowed for 2 (two) periods (Article 8 POJK No. 55/2015).
2	Keanggotaan Komite Audit berakhir, apabila: masa jabatannya telah berakhir, meninggal dunia, mengundurkan diri dari jabatannya; tidak lagi memenuhi persyaratan ketentuan yang berlaku, dan diberhentikan oleh Dewan Komisaris. Membership of the Audit Committee ends, if: his/her term of office has expired, dies, resigns from his/her position; no longer meets the requirements of the applicable provisions, and is dismissed by the Board of Commissioners.

3	Dalam hal jabatan anggota Komite Audit dalam keadaan lowong, Dewan Komisaris dapat mempertimbangkan pengangkatan anggota baru dalam waktu 3 (tiga) bulan. In the event that the position of Audit Committee member is vacant, the Board of Commissioners may consider the appointment of a new member within 3 (three) months.	
4	Anggota Komite Audit dapat mengundurkan dengan menyampaikan pemberitahuan tertulis kepada Dewan Komisaris setidaknya 30 (tiga puluh) hari sebelum tanggal efektif pengunduran diri. Audit Committee members may resign by submitting written notice to the Board of Commissioners at least 30 (thirty) days prior to the effective date of resignation.	
5	Ketua Komite Audit berhak mengusulkan penggantian anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris kepada Dewan Komisaris, jika anggota Komite tersebut berakhir masa tugasnya, mengundurkan diri, atau tidak kompeten dalam melaksanakan tugasnya. The Chairman of the Audit Committee has the right to propose the replacement of Audit Committee members who are not members of the Board of Commissioners to the Board of Commissioners, if the Committee member expires, resigns, or is incompetent in carrying out his duties.	

Pelaksanaan Tugas Komite Audit 2022

Tugas-tugas yang telah dilaksanakan oleh Komite Audit Perseroan sepanjang 2022 meliputi hal-hal di bawah ini.

Implementation of Audit Committee Duties in 2022

The tasks performed by the Company's Audit Committee throughout 2022 include the following.

1	Pengendalian Kinerja: • Melaksanakan rapat Komite Audit secara berkala; • Mengevaluasi laporan kinerja perusahaan bidang keuangan secara periodik (triwulan dan tahunan); • Memberikan masukan kepada Dewan Komisaris atas kinerja Perseroan bidang keuangan maupun operasional untuk disampaikan kepada Rapat Koordinasi Dewan Komisaris dan Direksi secara periodik.	Performance Control: • Conduct Audit Committee meetings on a regular basis; • Evaluate the Company's financial performance report periodically (quarterly and annually); • Provide input to the Board of Commissioners on the Company's financial and operational performance to be submitted to the periodic Coordination Meeting of the Board of Commissioners and the Board of Directors.
2	Pelaksanaan efektivitas Audit Internal dan Eksternal: 1. Mengevaluasi kinerja Audit Internal secara periodik berkaitan dengan program kerja yang sudah ditetapkan; 2. Mengevaluasi kinerja KAP Mirawati Sensi Idris: a. pemantauan kesesuaian penyelesaian audit dengan rencana kerja; b. telaah kesesuaian pelaksanaan audit dengan standar profesi akuntan publik; c. telaah hasil audit eksternal dan hasil rekomendasi audit eksternal.	1. Implementation of Internal and External Audit effectiveness: 2. Evaluate the performance of Internal Audit periodically in relation to the work program that has been set; 3. Evaluate the performance of KAP Mirawati Sensi Idris: a. monitoring the suitability of audit completion with the work plan; b. reviewing the suitability of audit implementation with public accountant professional standards; c. review of external audit results and the results of external audit recommendations.
3	Mengevaluasi penerapan Sistem Pengendalian Internal Perseroan.	Evaluating the implementation of the Company's Internal Control System.
4	Mengevaluasi pelaksanaan Manajemen Risiko Perseroan.	Evaluating the implementation of the Company's Risk Management.
5	Pemantauan kepatuhan terhadap peraturan perundang-undangan dan prosedur Internal yang berlaku.	Monitoring compliance with applicable laws and regulations and Internal procedures.

Rapat Komite Audit

Tata laksana rapat Komite Audit Perseroan merujuk pada ketentuan-ketentuan dari Pasal 13 hingga Pasal 16 dari Peraturan OJK No. 55/POJK.04/2015.

Audit Committee Meeting

The Company's Audit Committee meeting procedures refer to the provisions of Article 13 through Article 16 of OJK Regulation No. 55/POJK.04/2015.

Tata Laksana Rapat Komite Audit Committee Audit Meeting Procedure	
1	Diadakan secara berkala paling sedikit 1 (satu) kali dalam 3 (tiga) bulan. Held periodically at least 1 (one) time in 3 (three) months.
2	Pemberitahuan rapat harus disampaikan setidaknya 3 (tiga) hari sebelum diselenggarakan, yang dapat dilakukan secara langsung (surat) atau secara digital (surat elektronik). Notice of the meeting must be submitted at least 3 (three) days before it is held, which can be done directly (mail) or digitally (electronic mail).
3	Pelaksanaan rapat dapat melalui rapat formal atau dengan video/*teleconference*. The meeting can be conducted through formal meetings or by video/teleconference.
4	Rapat dipimpin oleh Ketua Komite Audit dan/atau oleh anggota Komite Audit yang ditunjuk dalam rapat, apabila Ketua Komite Audit berhalangan hadir. The meeting is led by the Chairman of the Audit Committee and/or by a member of the Audit Committee appointed in the meeting, if the Chairman of the Audit Committee is absent.
5	Rapat hanya dapat dilaksanakan apabila dihadiri oleh lebih dari ½ (satu per dua) jumlah anggota. Meetings can only be held if attended by more than ½ (one-half) of the members.
6	Rapat dapat juga dihadiri oleh anggota Direksi, Sekretaris Perusahaan, dan auditor eksternal, sesuai pembahasan. Meetings may also be attended by members of the Board of Directors, Corporate Secretary, and external auditors, as discussed.
7	Keputusan rapat diambil berdasarkan musyawarah untuk mufakat. Meeting decisions are made based on deliberation for consensus.
8	Setiap rapat harus dituangkan di dalam risalah rapat, termasuk apabila terdapat perbedaan pendapat (*dissenting opinions*), yang ditandatangani oleh seluruh anggota Komite Audit yang hadir, dan disampaikan kepada Dewan Komsiaris. Each meeting must be set out in the minutes of the meeting, including any dissenting opinions, signed by all members of the Audit Committee present, and submitted to the Board of Commissioners.

Komite Audit Perseroan telah melaksanakan 4 (empat) kali rapat di 2022, dengan pembahasan utama berkaitan dengan Laporan Keuangan Audit tahun buku 2021, dan Laporan Keuangan Triwulan tahun buku 2022.

Dalam rapat terakhir Komite Audit di .... 2022, telah dibahas pula pokok-pokok rencana kerjanya untuk tahun buku 2023, dengan memberikan prioritas strategis berhubungan dengan:

1. Kajian terhadap akuntabilitas dan transparansi laporan keuangan.
2. Pemantauan dan evaluasi atas kecukupan pengendalian internal, termasuk kecukupan proses pelaporan keuangan.
3. Evaluasi kecukupan pengendalian internal di Entitas Anak.
4. Pemantauan dan evaluasi atas kepatuhan perusahaan terhadap peraturan perundang-undangan.

The Company's Audit Committee has held 4 (four) meetings in 2022, with the main discussion relating to the Audit Financial Report for the fiscal year 2021, and the Quarterly Financial Report for the fiscal year 2022.

In the last meeting of the Audit Committee in .... 2022, the main points of its work plan for fiscal year 2023 were also discussed, with strategic priorities related to:

1. Review of the accountability and transparency of financial statements.
2. Monitoring and evaluation of the adequacy of internal controls, including the adequacy of the financial reporting process.
3. Evaluation of the adequacy of internal controls in subsidiaries.
4. Monitoring and evaluation of the company's compliance with laws and regulations.

Rapat Komite Audit 2022 Committee Audit Meeting 2022

Tanggal Date	**Ketua dan Anggota** Chairman and Members			**Agenda Rapat** Meeting Agenda
	KSK	**DD**	**IP**	
	✓	✓	✓	Pembahasan Laporan Keuangan Konsolidasian Audit 2021. Discussion of 2021 Audited Consolidated Financial Statements.
	✓	✓	✓	Penelahan Laporan Keuangan Konsolidasian Kuartal I-2022 Review of Consolidated Financial Statements for the First Quarter of 2022
	✓	✓	✓	Penelahan Laporan Keuangan Konsolidasian Kuartal II-2022 Review of Consolidated Financial Statements for the Second Quarter of 2022
	✓	✓	✓	Penelahan Laporan Keuangan Konsolidasian Kuartal III-20212 Rencana kerja Komite Audit 2023. Review of Consolidated Financial Statements for the Third Quarter of 20212. Audit Committee work plan 2023.

KSK: Ku Siew Kuan, DD: Dedy Djafarli, IP: Indra Pranajaya

Penilaian Kinerja oleh Dewan Komisaris

Dewan Komisaris secara berkala melakukan penilaian terhadap kinerja Komite Audit. Hasil peniliaian kinerja Komite Audit dapat dilihat pada pembahasan Komisaris pada bagian Penilaian Atas Kinerja Komite Audit di halaman ....

Performance Assessment by the Board of Commissioners

The Board of Commissioners periodically assesses the performance of the Audit Committee. The results of the assessment of the Audit Committee's performance can be seen in the discussion of the Board of Commissioners in the Assessment of the Audit Committee's Performance section on page ....

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

Komite Nominasi dan Remunerasi (KNR) adalah komite yang berada di bawah kewenangan Dewan Komisaris. Komite ini akan bertugas berhubungan dengan fungsi nominasi dan remunerasi, terutama terhadap dewan komisaris dan direksi.

Keberadaan Komite Nominasi dan Remunerasi belum terealisasi dikarenakan keterbatasan sumber daya Perseroan. Perseroan akan terus mengupayakan terbentuknya komite tersebut untuk dapat meningkatkan penerapan tata kelola perusahaan yang baik dalam hal fungsi nominasi dan remunerasi.

Saat ini, Fungsi Nominasi dan Remunerasi Perseroan masih dijalankan langsung oleh Dewan Komisaris yang menjadi kewajibannya sebagaimana ketentuan Pasal 2 ayat (2) dari Peraturan OJK No. 34/POJK.04/2014 tentang Komite Nomimasi dan Remunerasi Emiten atau Perusahaan Publik. Hal ini dilakukan lebih berhubungan dengan efisiensi dan efektivitas kerja. Untuk mendukung pelaksanaan tugasnya, Dewan Komisaris dapat menunjuk pihak ketiga untuk memberikan informasi yang dibutuhkan dalam pelaksanaan fungsi tersebut.

Dalam fungsinya di bidang nominasi dan remunerasi, Dewan Komisaris dalam fungsi nominasi dan remunerasi telah mengadakan 3 (tiga) kali rapat sepanjang 2022. Hal ini sesuai dengan ketentuan Pasal 15 dan Pasal 16 dari Peraturan OJK No. 34/POJK.04/2014 yang mewajibkan diselenggarakan rapat fungsi nominasi dan remunerasi paling kurang satu kali dalam empat bulan.

The Nomination and Remuneration Committee (NRC) is a committee under the authority of the Board of Commissioners. This committee will be in charge of the nomination and remuneration function, especially for the board of commissioners and directors.

The existence of the Nomination and Remuneration Committee has not been realized due to the Company's limited resources. The Company will continue to strive for the establishment of the committee to improve the implementation of good corporate governance in terms of nomination and remuneration functions.

Currently, the Company's Nomination and Remuneration Function is still carried out directly by the Board of Commissioners, which is its obligation as stipulated in Article 2 paragraph (2) of OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies. This is conducted more in relation to work efficiency and effectiveness. To support the implementation of its duties, the Board of Commissioners may appoint third parties to provide information needed in the implementation of these functions.

In its function in the field of nomination and remuneration, the Board of Commissioners in the nomination and remuneration function has held 3 (three) meetings throughout 2022. This is in accordance with the provisions of Article 15 and Article 16 of OJK Regulation No. 34/POJK.04/2014, which requires a meeting of the nomination and remuneration function to be held at least once every four months.

Tanggal Date	**Agenda Rapat** Meeting Agenda	
	Nominasi Nomination	**Remunerasi** Remuneration
27 Jan	Evaluasi menyeluruh terhadap program penngembangan kapabilitas Dewan Komisaris dan Direksi di 2021, dan menyusun garis besar program pengembangan Dewan Komisaris dan Direksi tahun kerja 2022. Comprehensive evaluation of the capability development program of the Board of Commissioners and Board of Directors in 2021, and outline the development program of the Board of Commissioners and Board of Directors for the fiscal year 2022.	Struktur dan besaran remunerasi Dewan Komisaris dan Direksi tidak berubah hingga diselenggarakannya RUPST Tahun buku 2022. Structure and amount of remuneration for the Board of Commissioners and Board of Directors will remain unchanged until the EGMS for the fiscal year 2022.
25 Mei	Pengusulan tidak ada perubahan susunan Dewan Komisaris dan Direksi untuk melanjutkan pengawasan dan pengurusan. Proposed no change in the composition of the Board of Commissioners and Directors to continue supervision and management.	Pengusulan tidak adanya kenaikan remunerasi bagi Dewan Komisaris dan Direksi kepada RUPST Tahun Buku 2021, dikarenakan pendapatan yang mulai membaik di 2022untuk digunakan sebagai investasi yang lebih bernilai tambah. Proposing no increase in remuneration for the Board of Commissioners and Board of Directors to the EGMS for the 2021 Fiscal Year, due to revenues that begin to improve in 2022 to be used as more value-added investments.
24 Nov	Evaluasi mandiri kinerja dan pengembangan kapabilitas masing-masing anggota Dewan Komisaris dan Direksi. Self-evaluation of the performance and capability development of each member of the Board of Commissioners and Board of Directors.	Evaluasi untuk penyesuaian besaran remunerasi Dewan Komisaris dan Direksi di 2023. Evaluation to adjust the amount of remuneration for the Board of Commissioners and Board of Directors in 2023.

SEKRETARIS PERUSAHAAN
CORPORATE SECRETARY

	Kedudukan Sekretaris Perusahaan Position of Corporate Secretary	**Legalitas** Legality **POJK No. 35/ POJK.04/2015**
1	Sekretaris Perusahaan adalah orang perseorangan atau penanggung jawab dari unit kerja yang menjalankan fungsi sekretaris perusahaan. Corporate Secretary is an individual or person in charge of a work unit that carries out the functions of a corporate secretary.	Pasal 1 ayat (1) Article 1 paragraph (1)
2	Struktur organisasi Sekretaris Perusahaan berada di bawah Direksi dan bertanggung jawab kepada Direktur Utama. Organizational structure of the Corporate Secretary is under the Board of Directors and is responsible to the President Director.	Pasal 3 ayat (1) Article 3 paragraph (1)
3	Sekretaris Perusahaan dalam fungsinya dapat dilakukan oleh: 1. seorang individu; atau 2. unit kerja, yang dipimpin oleh orang yang bertanggung jawab. Corporate Secretary in its function may be performed by: 1. an individual; or 2. a working unit, led by a responsible person.	Pasal 2 ayat (2-3) Article 2 paragraph (2-3)
4	Sekretaris Perusahaan dapat dirangkap oleh seorang anggota Direksi. Corporate Secretary may be concurrently held by a member of the Board of Directors.	Pasal 3 ayat (2) Article 3 paragraph (2)
5	Sekretaris Perusahaan dilarang merangkap jabatan apapun di Perseroan atau perusahaan publik lain. Corporate Secretary is prohibited from holding any position in the Company or other public companies.	Pasal 3 ayat (3) Article 3 paragraph (3)
6	Dalam hal terjadi kekosongan Sekretaris Perusahaan: 1. Direksi harus menunjuk pengganti dalam waktu 60 (enam puluh) hari terhitung sejak terjadinya kekosongan tersebut. 2. Selama kekosongan Sekretaris Perusahaan dapat dirangkap oleh seorang anggota Direksi atau individu yang ditunjuk sementara untuk menjadi Sekretaris Perusahaan. In the event of a vacancy of the Corporate Secretary: 1. The Board of Directors must appoint a replacement within 60 (sixty) days as of the occurrence of the vacancy. 2. During the vacancy, the Corporate Secretary may be held by a member of the Board of Directors or an individual temporarily appointed to be the Corporate Secretary.	Pasal 4 ayat (1-2) Article 4 paragraph (1-2)

Peran Sekretaris Perusahaan sangat strategis: bertindak sebagai mediator yang efektif dan intensif dalam memfasilitasi komunikasi internal antar organ Perseroan, hubungan eksternal dengan pemegang saham, regulator, dan pemangku kepentingan lainnya, menjaga citra, mengikuti perkembangan Pasar Modal beserta peraturan perundang-undangan yang berlaku, serta memastikan aspek keterbukaan dan kepatuhan sebagai bagian dari implementasi Tata Kelola Perusahaan yang baik.

Sekretaris Perusahaan Perseroan saat ini dijabat oleh Tony Soesanto sejak 25 Agustus 2021, berdasarkan Surat Keputusan Direksi No. 0368/Dir/JIHD/VIII/2021 dengan masa jabatan 5 (lima) tahun. Pengangkatannya telah disampaikan kepada OJK melalui surat No. 0369/PN/CS/JIHD/VIII/2021 tanggal 25 Agustus 2021, serta diumumkan dalam website Perseroan. Profil lengkapnya tercantum dalam Profil Direksi.

Piagam Sekretaris Perusahaan

Perihal keberadaan, pengaturan tugas tanggung jawab dan mekanisme pelaporan Sekretaris Perusahaan, Perseroan merujuk Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik dan beberapa peraturan perundang-undangan yang terkait, dan mengadopsinya dalam Piagam Sekretaris Perusahaan sebagai pedoman kerja Sekretaris Perusahaan secara umum di Perseroan.

The role of the Corporate Secretary is very strategic: acting as an effective and intensive mediator in facilitating internal communication between the Company's organs, external relations with shareholders, regulators, and other stakeholders, maintaining the image, following the development of the Capital Market and applicable laws and regulations, and ensuring aspects of transparency and compliance as part of the implementation of Good Corporate Governance.

The Company's Corporate Secretary is currently held by Tony Soesanto since August 25, 2021, based on the Decree of the Board of Directors No. 0368/Dir/JIHD/VIII/2021 with a term of office of 5 (five) years. His appointment has been submitted to OJK through letter No. 0369/PN/CS/JIHD/VIII/2021 dated August 25, 2021, and announced on the Company's website. His complete profile is listed in the Profile of the Board of Directors.

Corporate Secretary Charter

Regarding the existence, regulation of duties and responsibilities, and reporting mechanism of the Corporate Secretary, the Company refers to OJK Regulation No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies and several related laws and regulations, and adopts them in the Corporate Secretary Charter as a guideline for the work of the Corporate Secretary in general in the Company.

Piagam Sekretaris Perusahaan Corporate Secretary Charter		
1	Pendahuluan Introduction	
	a	Landasan Hukum Legal Basis
	b	Definisi Definition
	c	Maksud dan Tujuan Purpose and Objective
2	Kedudukan, Fungsi dan Persyaratan Position, Function and Requirements	
	a	Kedudukan Position
	b	Fungsi Function
	c	Persyaratan Requirements
3	Tugas dan Tanggung Jawab Duties and Responsibilities	
4	Tata Kelola Governance	
	a	Pelaporan dan Pengungkapan Reporting and Disclosure
	b	Kerahasian dan Larangan Confidentiality and Restrictions
	c	Remunerasi Remuneration
5	Penutup Closing	
Diperbarui pada .... 2022 Updated on 2022		

Struktur Organisasi Sekretaris Perusahaan

Struktur organisasi Sekretaris Perusahaan berada di bawah Direksi, dan bertanggung jawab kepada Direktur Utama. Diangkat dan diberhentikan berdasarkan Keputusan Direksi dengan persetujuan Dewan Komisaris.

Dengan merujuk pada Pasal 9 ayat (1) Peraturan OJK No. 35/OJK.04/2015, Persyaratan untuk dapat ditunjuk sebagai Sekretaris Perusahaan harus memenuhi paling kurang, tetapi tidak terbatas pada hal-hal berikut:

Organizational Structure of The Corporate Secretary

The organizational structure of the Corporate Secretary is under the Board of Directors, and is responsible to the President Director. Appointed and dismissed based on the Decree of the Board of Directors with the approval of the Board of Commissioners.

With reference to Article 9 paragraph (1) of OJK Regulation No. 35/OJK.04/2015, the requirements to be appointed as Corporate Secretary must fulfill at least, but not limited to the following:

Persyaratan Sekretaris Perusahaan Corporate Secretary Qualification	
1	Cakap melakukan perbuatan hukum. Capable of carrying out legal actions.
2	Memiliki latar belakang pendidikan yang mampu mendukung kinerja/tugas dan tanggung jawabnya, dan memiliki pengalaman yang diperlukan berkaitan dengan usaha Perseroan. Having an educational background which is able to support the performance/duties and responsibilities, and having the necessary experience related to the Company's business.
3	Memiliki pengetahuan dan pemahaman yang memadai di bidang hukum, keuangan, tata kelola perusahaan, serta manajerial, komunikasi, keterampilan interpersonal yang baik. Having adequate knowledge and understanding in the fields of law, finance, Corporate Governance, as well as good managerial, communication, interpersonal skills.
4	Dapat berkomunikasi dengan baik. Able to communicate well.
5	Berdomisili di Indonesia. Domiciled in Indonesia.

Tugas dan Tanggung Jawab Sekretaris Perusahaan

Dengan merujuk peraturan perundang-undangan yang terkait, tugas dan tanggung jawab utama Sekretaris Perusahaan meliputi pelaporan dan pengungkapan, berhubungan dengan Dewan Komisaris dan Direksi, berhubungan dengan Pemegang Saham, kepatuhan dan pemberian informasi.

Duties and Responsibilities of The Company Secretary

With reference to the relevant laws and regulations, the main duties and responsibilities of the Corporate Secretary include reporting and disclosure, liaison with the Board of Commissioners and Directors, liaison with Shareholders, compliance and provision of information.

Tugas dan Tanggung Jawab Sekretaris Peusahaan Duties and Responsibilities of the Corporate Secretary			**Legalitas** Legality
A		Pelaporan dan Pengungkapan: Reporting and Disclosure:	
	1	Menyampaikan laporan pelaksanaan pekerjaan secara berkala minimal 1 (satu) kali dalam 1 (satu) tahun kepada Direksi dengan tembusan kepada Dewan Komisaris; Submit periodic work implementation report at least once a year to the Board of Directors with a copy to the Board of Commissioners; and	Pasal 11 ayat (1) POJK No. 35/2014 Article 11 paragraph (1) POJK No. 35/2014
	2	Menjelaskan secara singkat tentang pelaksanaan fungsi Sekretaris Perusahaan dan menyampaikan informasi tentang pendidikan dan/atau pelatihan yang dilakukan oleh Sekretaris Perusahaan dalam Laporan Tahunan Perusahaan. Briefly explain the implementation of the Corporate Secretary's function and convey information about education and/or training conducted by the Corporate Secretary in the Company's Annual Report.	Pasal 11 ayat (2) POJK No. 35/2014 Article 11 paragraph (2) POJK No. 35/2014
B		Berhubungan dengan Dewan Komisaris dan Direksi, dalam: Liaise with the Board of Commissioners and the Board of Directors, in:	Pasal 5 ayat (2) POJK No. 35/2014 Article 5 paragraph (2) POJK No. 35/2014
	1	Melaksanakan tata kelola rapat inter departemen, Direksi dan Dewan Komisaris, termasuk rapat-rapat Direksi dan Dewan Komisaris dengan pihak luar; Implement the governance of inter-departmental meetings, the Board of Directors and the Board of Commissioners, including the meetings of the Board of Directors and the Board of Commissioners with external parties;	
	2	Melaksanakan tata kelola data Daftar Pemegang Saham Perseroan, bekerja sama dengan Biro Administrasi Efek (BAE); Implement the data management of the Company's Shareholders Register, in collaboration with the Securities Administration Bureau (BAE);	
	3	Memberikan masukan kepada Direksi terkait tugas, tanggung jawab, dan wewenang Direksi berdasarkan Anggaran Dasar dan peraturan perundang-undangan yang berlaku/relevan dengan kegiatan usaha Perseroan; Provide input to the Board of Directors regarding the duties, responsibilities, and authorities of the Board of Directors based on the Articles of Association and the prevailing laws and regulations/relevant to the Company's business activities;	
	4	Mengoordinasikan tata laksana penyusunan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja Anggaran Perusahaan (RKAP); Coordinate the management of the preparation of the Company's Long Term Plan (RJPP) and the Company's Budget Work Plan (RKAP).	
C		Berhubungan dengan Pemegang Saham Dealing with Shareholders	
	1	Bertanggung jawab atas tata kelola penyelenggaraan Rapat Umum Pemegang Saham (RUPS) dan *Public Expose* (PE); Responsible for the governance of the General Meeting of Shareholders (GMS) and Public Expose (PE);	Pasal 5 huruf c angka 3 POJK No. 35/2014, Bab II POJK No. 15/2020 Article 5 letter c number 3 POJK No. 35/2014, Chapter II POJK No. 15/2020
	2	Bertanggung jawab atas tata kelola penyusunan Laporan Tahunan dan materi *Public Expose*. Responsible for the governance of the preparation of the Annual Report and Public Expose materials.	Bab II POJK No. 29/2016 Chapter II POJK No. 29/2016
D		Kepatuhan Compliance	
	1	Mempersiapkan penyusunan dan mengelola Keterbukaan Informasi dalam rangka peristiwa atau tindakan aksi korporasi Perseroan; Prepare and manage the Information Disclosure in the context of the Company's corporate actions;	Pasal 3 ayat (2) POJK No. 31/2015. Article 3 paragraph (2) POJK No. 31/2015.
	2	Mengelola Daftar Khusus yang berhubungan dengan Direksi, Dewan Komisaris dan keluarganya baik di Perseroan maupun afiliasinya, meliputi kepemilikan saham, hubungan bisnis, dan peranan lain yang menimbulkan benturan kepentingan, serta melaporkannya kepada otoritas pasar modal sesuai peraturan perundang-undangan yang berlaku. Manage a Special Register related to the Board of Directors, Board of Commissioners and their families both in the Company and its affiliates, including share ownership, business relationships, and other roles that cause conflicts of interest, and report them to the capital market authorities in accordance with the applicable laws and regulations.	Pasal 4 POJK No. 11/2017. Article 4 POJK No. 11/2017.
	3	Memastikan seluruh kebijakan yang diputuskan dan prosedur yang dijalankan oleh Perseroan telah sesuai dengan peraturan perundang-undangan yang berlaku, dan telah tercantum dalam Laporan Tahunan. Ensure that all policies decided and procedures carried out by the Company are in accordance with the applicable laws and regulations, and have been disclosed in the Annual Report.	
E		Pemberian Informasi Providing Information	
	1	Membina hubungan baik dengan lembaga pemerintah dan swasta, serta pemangku kepentingan lainnya. Fostering good relations with government and private institutions, as well as other stakeholders.	Pasal 5 huruf d POJK No. 35/2014 Article 5 letter d POJK No. 35/2014
	2	Menentukan kriteria materi informasi yang dapat disampaikan kepada pemangku kepentingan. Determine the criteria for information material that can be provided to stakeholders.	
	3	Mengelola informasi Perseroan melalui situs web, buletin, atau media informasi lainnya. Manage Company information through websites, bulletins, or other information media.	Pasal 2 POJK No. 8/2015 Article 2 POJK No. 8/2015
	4	Menjaga kerahasiaan dan bertindak dengan bijaksana dalam menyikapi informasi Perseroan. Maintain confidentiality and act wisely in dealing with Company information.	Pasal 6 ayat (1) POJK No. 35/2014 Article 6 paragraph (1) POJK No. 35/2014

Laporan Kegiatan Sekretaris Perusahaan Tahun 2022

Sekretaris Perusahaan Perseroan telah melaksankan dan menyelesaikan tugas-tugas di bawah ini sepanjang 2022.

Corporate Secretary Activity Report In 2022

The Corporate Secretary of the Company has carried out and completed the following tasks throughout 2022.

No	Kegiatan	Activity
1	Penyelenggaraan RUPS: 1. RUPS Tahunan : 25 Juli 2. RUPS Luar Biasa : 25 Juli	Organization of GMS: 1. Annual GMS : July 25th 2. Extraordinary GMS : July 25th
2	Penyelenggaraan dan pengadministrasikan rapat-rapat: 1. Rapat Interdep : 12 kali 2. Rapat Direksi : 12 kali 3. Rapat Dewan Komisaris : 6 kali 4. Rapat Gabungan Direksi & Dewan Komisaris : 6 kali 5. Rapat Komite Audit : 4 kali 6. Rapat Komite Nominasi dan Remunerasi : 3 kali	Organization and administration of meetings: 1. Interdep Meeting : 12 times 2. Board of Directors Meeting: 12 times 3. Board of Commissioners Meeting: 6 times 4. Joint Meeting of Board of Directors & Board of Commissioners : 6 times 5. Audit Committee Meeting: 4 times 6. Nomination and Remuneration Committee Meeting: 3 times
3	Bertanggung jawab atas penyusunan Laporan Tahunan 2021 dan 2022.	Responsible for the preparation of the 2021 and 2022 Annual Reports.
4	Terkait dengan Standar Kepatuhan, antara lain menyampaikan laporan-laporan: 1. Laporan registrasi saham : 12 kali 2. Laporan utang valas : 12 kali 3. Laporan Keuangan Konsolidasian : 4 kali 4. Laporan Tahunan : 1 kali	Related to Compliance Standards, among others, submitting reports: 1. Share registration report: 12 times 2. Forex debt report: 12 times 3. Consolidated Financial Statements: 4 times 4. Annual Report: 1 time
5	Terkait dengan kegiatan Investor Relation: 1. Keterbukaan Informasi (KI) yang meterial kepada otoritas pasar modal; 2. Pengelolaan infomasi di web site Perusahaan	Related to Investor Relations activities: 1. Material Disclosure of Information to capital market authorities; 2. Management of information on the Company's website

Keterbukaan Informasi Tahun 2022

Keterbukaan informasi dalam laporan berkala dan laporan insidentil telah disampaikan oleh Sekretaris Perusahaan melalui media massa, situs web OJK dan BEI, serta situs web Perseroan dengan menggunakan Bahasa Indonesia dan Inggris, sebagai berikut:

Information Disclosure In 2022

Information disclosure in periodic reports and incidental reports has been submitted by the Corporate Secretary through mass media, OJK and IDX websites, and the Company's website using Indonesian and English, as follows:

Laporan Berkala Regular Reports

Jenis Laporan Type of Report	Tujuan Purpose	Periode Laporan Report Period	Bulan Month											
			01	02	03	04	05	06	07	08	09	10	11	12
Registrasi Pemegang Efek Securities Holder Registration	OJK & BEI	Bulanan Monthly												
Utang Valuta Asing Perusahaan Company's Foreign Exchange Debt		Bulanan Monthly												
Keuangan Konsolidasian Perusahaan & Entitas Anak Consolidated Financials of the Company & Subsidiaries		Kuartal Quarter												
Tahunan Annual		Tahunan Annual												

Laporan Insidentil Incidental Report

Tanggal Date	Perihal	Subject
.....	.....	
27 Juli	Ringkasan Risalah Rapat Umum Pemegang Saham Tahunan dan Luar Biasa PT Jakarta International Hotels & Development Tbk	Summary of Minutes of the Annual and Extraordinary General Meeting of Shareholders of PT Jakarta International Hotels & Development Tbk
	Laporan Hasil Public Expose PT Jakarta International Hotels & Development Tbk 2022.	Public Expose Report of PT Jakarta International Hotels & Development Tbk 2022.
.....	.....	
.....	.....	

Evaluasi Kinerja Sekretaris Perusahaan

Kinerja Sekretaris Perusahaan bersama unit kerjanya diukur dan dinilai dari pencapaian *Key Performance Indicator* (KPI) secara tahunan. KPI Sekretaris Perusahaan meliputi pengelolaan atas pemenuhan dan ketersediaan Informasi, perbaikan Tata Kelola Perusahaan, ketepatan waktu pelaporan kepada otoritas pasar modal, pemenuhan kepatuhan peraturan pasar modal dan hubungan dengan media massa.

Sepanjang 2022, yang menjadi tugas dari Sekretaris Perusahaan seperti yang telah disebutkan telah dilakukan sesuai dengan ketentuan-ketentuan yang berlaku, dan dipastikan dilaksanakan, disampaikan dan dilaporkan sesuai periode waktunya.

Performance Evaluation of The Company Secretary

The performance of the Corporate Secretary and its working units is measured and assessed from the achievement of Key Performance Indicator (KPI) on an annual basis. The KPIs of the Corporate Secretary include management of the fulfillment and availability of information, improvement of Corporate Governance, timeliness of reporting to capital market authorities, compliance with capital market regulations and relations with mass media.

Throughout 2022, the duties of the Corporate Secretary as mentioned have been carried out in accordance with applicable regulations, and ensured that they are carried out, submitted and reported according to the time period.

Program Pengembangan Kompetensi Sekretaris Perusahaan

Sepanjang 2022, Sekretaris Perusahaan telah mengikuti sepanjang .... program pengembangan keahlian dengan durasi ... jam. Sebagian besar diikuti melalui daring *(online)* dengan topik tidak semata berhubungan dengan peraturan-peraturan pasar modal. Di dalam perkembangan bisnis yang dinamis, Sekretaris Perusahaan dituntut cakap, mengerti lebih banyak dan profesional lintas pengetahuan.

Corporate Secretary Competency Development Program

Throughout 2022, the Corporate Secretary has participated in .... skill development programs with a duration of ... hours. Most of them were online with topics not only related to capital market regulations. In the dynamic business development, the Corporate Secretary is required to be skillful, knowledgeable and cross-knowledgeable professional.

		Topik Webinar & Workshop Webinar & Workshop Topics	**Penyelenggara** Organizer	**Tanggal** Date	**Jam** Hours
A	**Sekretaris Perusahaan** Corporate Secretary				
	1	Managing Subsidiaries by a Holding Co. and Current Practices by Croup Legal	ICSA	11 Januari January 11	1,5
	2	How to Keep the Internal Communication Solid	ICSA	15 Maret March 15	1,5
	3	An Introduction to Corporate Branding through Social Media	ICSA	12 April April 12	1,5
	4	Let's Engage	ICSA	31 Mei May 31	1,5
	5	Succesfull Keys in Communicating Sustainability	ICSA	30 Juni June 30	1,5
	6	Strategi dan Inovasi dalam Menunjang Peran Sekretaris Perusahaan Strategies and Innovations in Supporting the Role of Corporate Secretary	Hukumonline	6 Juli July 6	2,0
	7	Menuju Kehidupan yang Lebih Bermakna dan Bahagia Towards a More Meaningful and Happy Life	OJK	21 April April 21	3,0
	8	Kolaborasi Internal Auditor dan Sekper untuk Meningkatkan ERM Internal Auditor and Corporate Secretary Collaboration to Improve ERM	ICSA & IAI	16 Agustus August 16	2,0
	9	Best Prectice Caring for the Environment in the Business World	ICSA	8 September September 8	1,5
	10	One Stop Closer to Your Goals: Be a Good Negotiator & Lobbyist	ICSA	9 September September 9	2,0
	11	ASEAN Corporate Governance Scorecard: Achieving ASEAN Asset Class	ICSA	18 Oktober October 18	2,0
B	**Peraturan Pasar Modal** Capital Market Regulation				
	12	Transaksi Material dan Perubahan Kegiatan Usaha (POJK 17/2020) Material Transactions and Changes in Business Activities (POJK 17/2020)	ICSA	24 Februari February 24	2,5
	13	Pendalaman POJK No. 42/2020 tentrang Transaksi Affiliasi dan Benturan Kepantingan POJK No. 42/2020 concerning Affiliated Transactions and Conflict of Interest	ICSA	22 Maret March 22	2,0
	14	Pendalaman POJK No. 16/2020 tentang Pelaksanaan RUPS Perusahaan Terbuka Secara Elektronik POJK No. 16/2020 concerning the Implementation of the GMS of Public Companies Electronically	ICSA	16 Juni June 16	2,0
	15	Sosialisasi Ketentuan Free Float dan Pelaporannya Socialization of Free Float Provisions and Reporting	BEI	24 Juni June 24	2,0
	16	Pendalaman SEOJK No. 7/SEOJK.04/2022 SEOJK No. 7/SEOJK.04/2022	ICSA & OJK	25 Agustus August 25	2,0
	17	Mengkaji Dampak Implementasi PSAK Baru Terhadap Laporan Keuangan Perusahaan Reviewing the Impact of New PSAK Implementation on the Company's Financial Statements	ICSA	28 September September 28	2,0

	Topik Webinar & Workshop Webinar & Workshop Topics		Penyelenggara Organizer	Tanggal Date	Jam Hours
	18	Pendalaman POJK No. 74 Tahun 2016 dan POJK No. 9 Tahun 2018 POJK No. 74 of 2016 and POJK No. 9 of 2018	ICSA	29 November November 29	1,5
C	**Laporan Tahunan dan Laporan Keberlanjutan** Annual Report and Sustainability Report				
	19	Annual Report (POJK 29/2016 dan SEOJK 16/2021)	ICSA	3 Januari January 3	2,5
	20	Master Class Environmental Reporting	BEI	30 Maret March 30	1,5
	21	Strategi Meningkatkan Pelaporan ESG Strategies to Improve ESG Reporting	BEI & PWC	31 Agustus August 31	3,0
D	**Industri Jasa Keuangan** Financial Services Industry				
	22	The Impact of Climate Change on Financing Aspects and Insurance Premium Based on Green Company	OJK	24 Februari February 24	3,0
	23	Kesiapan Iindustri Jasa Keuangan Syariah dalam Mendukung Sustainable Finance Readiness of the Islamic Financial Services Industry in Supporting Sustainable Finance	OJK	17 Maret March 17	3,0
	24	Peluang dan Tantangan Implementasi Blockchain di Industri Jasa Keuangan Opportunities and Challenges of Blockchain Implementation in the Financial Services Industry	OJK	24 Maret March 24	3,0
	25	Peran Regtech dalam Mendukung Kinerja Lembaga Jasa Keuangan Role of Regtech in Supporting the Performance of Financial Services Institutions	OJK	31 Maret March 31	3,0
	26	Strategi dan Inovasi dalam Memperkuat Branding Produk Keuangan Syariah Strategies and Innovations in Strengthening the Branding of Islamic Financial Products	OJK	7 April April 7	3,0
	27	Strategi Penguatan SDM Industri Jasa Kauangan Syariah Strategy for Strengthening HR of the Sharia Financial Services Industry	OJK	26 April April 26	3,0
	28	Banking Agility - Building Resilience and Growing from Failure	OJK	14 Juli July 14	3,0
E	**Digitalisasi** Digitalization				
	29	Strategi Penyiapan Digital Talent Guna Mendukung Tranformasi Digital di Industri Jasa Keuangan Digital Talent Preparation Strategy to Support Digital Transformation in the Financial Services Industry	OJK	6 Februari February 6	3,0
	30	Dari Bank Hybrid Menuju Bank Digital From Hybrid Bank to Digital Bank	OJK	17 Februari February 17	3,0
	31	Bank Digitalization: Lesson Learned from Asian Countries	OJK	19 Mei May 19	3,0
	32	Peran Digitalisasi dalam Mendorong Peningkatan Inklusi Keuangan Role of Digitalization in Driving Increased Financial Inclusion	OJK	23 Juni June 23	3,0
	33	Kesiapan BPR dalam Memanfaatkan Teknologi Digital BPR Readiness in Utilizing Digital Technology	OJK	30 Juni June 30	3,0
	34	Digital Leadership Untuk Memperkuat Transformasi Digital Digital Leadership to Strengthen Digital Transformation	OJK	28 Juli July 28	3,0
	35	How to Measure Succesful Digital Financial Services (Return on Digital Investment)	OJK	4 Agustus August 4	3,0
	36	Digital Governance Passport Untuk Mendukung Transformasi Digital Digital Governance Passport to Support Digital Transformation	OJK	11 Agustus August 11	3,0
	37	Metaverse in Banking	OJK	15 Sepetmber September 15	3,0
	38	Perlindungan Konsumen di Era Digital Consumer Protection in the Digital Age	OJK	6 Oktober October 6	3,0
F	**Keamanan** Security				
	39	Memperkuat Industri Keuangan Melalui Bela Negara Strengthening the Financial Industry Through State Defense	OJK	3 Februari February 3	3,0
	40	Tantangan dan Mitigasi Kejahatan serta Peningkatan Keamanan Siber di Industri Jasa Keuangan Challenges and Mitigating Crime and Improving Cybersecurity in the Financial Services Industry	OJK	10 Maret March 10	3,0
	41	Preventing & Combating Crime in Financial Services Industry	OJK	9 Juni June 9	3,0
	42	Best Practise Penanganan Insiden Keamanan Siber di Sektor Jasa Keuangan Best Practices for Handling Cyber Security Incidents in the Financial Services Sector	OJK	18 Agustus August 18	3,0
	43	Tren dan Tantangan Anti Money Laundering di Era Digital Anti Money Laundering Trends and Challenges in the Digital Era	OK	25 Agustus August 25	3,0
G	**Usaha Kecil Mikor Menengah (UMKM)** Small and Medium Enterprises (MSMEs)				

	Topik Webinar & Workshop Webinar & Workshop Topics		Penyelenggara Organizer	Tanggal Date	Jam Hours
	44	Strategi dan Upaya Penguatan Securities Crowdfunding Guna Mendukung Pembiayaan UMKM di Indonesia Strategies and Efforts to Strengthen Securities Crowdfunding to Support MSME Financing in Indonesia	OJK	14 April April 14	3,0
H	**CSR** ESG				
	45	Road to Green and Gold Proper: A Sustainable Business That Goes Beyond Compliance	SII	21 Januari January 21	2,0
	46	Dampak ESG terhadap Kinerja Industri Keuangan ESG Impact on Financial Industry Performance	OJK	27 Januari January 27	3,0
	47	CSR dan Kesalahpahaman yang Perlu Diluruskan CSR and the Misconceptions that Need to Be Cleared Up	SII	11 Maret March 11	2,0
	48	ESG Fever: Antara Kesadaran Subtantif atau Sekadar Euforia ESG Fever: Between Substantive Awareness or Just Euphoria	SII	8 April April 8	2,0
	49	Carbon Market - Guide to Global Ofsetting Mechanism	OJK	12 Mei May 12	3,0
	50	Keragaman dan Inklusi dalam Perusahaan: Menumbuhkan Keterwakilan, Membangun Keberlanjutan Diversity and Inclusion in the Enterprise: Fostering Representation, Building Sustainability	SII	27 Mei May 27	1,5
	51	ESG di Sektor Pertambangan: Pertimbangan Urgensi dan Implementasi ESG in the Mining Sector: Urgency and Implementation Considerations	SII	27 Mei May 27	1,5
	52	Komunikasi Efektif CSR dan Penguatan Reputasi Perusahaan Effective CSR Communication and Strengthening Company Reputation	SII	15 Juli July 15	2,0
	53	How to Run Your Business Properly	SII	19 Agustus August 19	2,0
	54	SROI and Its Eighth Principles	SII	7 Oktober October 7	1,5
I	**Lain-Lain** Miscellaneous				
	55	Prospek Hak Kekayaan Intelektual sebagai Jaminan Utang Prospects for Intellectual Property Rights as Debt Collateral	OJK	1 Sepetember September 1	3,0
	56	Tech for Good	SII	2 September September 2	2,0
	57	Mendukung Ekosistem Kendaraan Bermotor Listrik Berbasis Baterai Supporting Battery-based Electric Motor Vehicle Ecosystem	OJK	14 Oktober October 14	2,0
Jumlah Total					

UNIT AUDIT INTERNAL (UAI)
INTERNAL AUDIT UNIT (IAU)

Unit Audit Internal membantu Direksi melakukan fungsi pemeriksaan dan memberikan penilaian yang independen dan objektif kepada setiap unit kerja dalam hal proses harian, efektifitas manajemen risiko, pengendalian internal, dan kepatuhan atas proses tata kelola perusahaan.

The Internal Audit Unit assists the Board of Directors in conducting audit functions and providing independent and objective assessments to each work unit in terms of daily processes, risk management effectiveness, internal controls, and compliance with corporate governance processes.

Piagam Unit Audit Internal

Perseroan telah memiliki Piagam Unit Audit Internal yang disusun merujuk Peraturan OJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal dan Peraturan OJK No. 55/POJK.04/2015 tentang Pembentukan Pedoman Kerja Komite Audit.

Internal Audit Unit Charter

The Company has an Internal Audit Unit Charter that was prepared in reference to OJK Regulation No. 56/POJK.04/2015 concerning the Establishment and Guidelines for the Preparation of Internal Audit Unit Charter and OJK Regulation No. 55/POJK.04/2015 concerning the Establishment of Audit Committee Work Guidelines.

Piagam Unit Audit Internal Internal Audit Unit Charter		
1	Pendahuluan Introduction	
	a	Landasan Hukum Legal Basis
	b	Definisi Definition
	c	Fungsi Unit Audit Internal Functions of Internal Audit Unit
	d	Piagam Unit Audit Internal Internal Audit Unit Charter
	e	Maksud dan Tujuan Purpose and Objective
2	Keanggotaan Membership	
	a	Struktur dan Kedudukan Structure and Position
	b	Persyaratan Requirements
	c	Masa Tugas Term of Office
3	Tugas, Tanggung Jawab dan Wewenang Duties, Responsibilities, and Authorities	
	a	Tugas dan Tanggung Jawab Unit Audit Internal Duties and Responsibilities of Internal Audit Unit
	b	Wewenang Unit Audit Internal Authorities of Internal Audit Unit
4	Tata Kelola Governance	
	a	Akuntabilitas dan Independensi Accountability and Independence
	b	Pedoman dan Pelaporan Guidelines and Reporting
	c	Kode Etik Audit Internal Internal Audit Unit Code of Conduct
	d	Hubungan dengan Pihak Lain Relationship with Other Parties
5	Penutup Closing	
Diperbarui pada .... 2022 Updated on 2022		

Kode Etik Unit Audit Internal

Kode Etik Auditor Internal Perseroan disusun merujuk pada praktik-praktik terbaik dari standar *International Professional Practice Framework* (IPPF) dari *The Institute of Internal Auditor* (IIA). Kode etik tersebut menjadi prinsip dan perilaku yang harus diterapkan dan ditegakkan oleh Auditor Internal dalam bertugas.

Internal Audit Unit Code of Conduct

The Company's Internal Auditor Code of Conduct was developed with reference to best practices from the International Professional Practice Framework (IPPF) standards of The Institute of Internal Auditors (IIA). The code of ethics becomes the principles and behaviors that must be applied and enforced by Internal Auditors in their duties.

Kode Etik Code of Conducts	**Prinsip** Principle	**Perilaku** Behavior
Integritas **Integrity**	Membangun kepercayaan untuk memberikan dasar penilaian atau pertimbangan auditor internal. Build trust to provide a basis for internal auditor judgment or consideration.	• Melaksanakan pekerjaan dengan menjunjung tinggi kejujuran, kehati-hatian dan tanggung jawab; • Mematuhi hukum yang berlaku dan membuat pengungkapan sebagaimana diharuskan hukum dan etika profesi; • Tidak boleh terlibat dalam aktivitas ilegal apapun, atau terlibat dalam tindakan yang memalukan; • Menghormati dan berkontribusi pada tujuan yang sah dan etis Perseroan. • Carry out work by upholding honesty, prudence and responsibility; • Comply with applicable laws and make disclosures as required by law and professional ethics; • Must not engage in any illegal activity, or engage in any disgraceful conduct; • Respect and contribute to the legitimate and ethical objectives of the Company.
Objektivitas **Objectivity**	• Menunjukkan objektivitas profesional tertinggi dalam memperoleh, mengevaluasi, dan mengomunikasikan informasi tentang kegiatan atau proses yang sedang diperiksa; • Membuat penilaian yang seimbang atas segala hal yang relevan dan tidak terpengaruh oleh berbagai kepentingan dalam memberikan pertimbangan. • Demonstrate the highest professional objectivity in obtaining, evaluating and communicating information about the activity or process being audited; • Make a balanced assessment of all matters that are relevant and not influenced by various interests in giving consideration.	• Tidak akan terlibat dalam kegiatan atau hubungan apapun yang dapat atau patut diduga dapat menghalangi penilaian yang adil. Termasuk dalam hal ini adalah kegiatan atau hubungan apapun yang mengakibatkan benturan kepentingan di dalam Perseroan; • Tidak boleh menerima apapun yang dapat atau patut diduga dapat mengurangi profesionalitas penilaian. • Wajib mengungkapkan semua fakta material yang ada dan tidak menyembunyikan hal yang dapat merugikan Perseroan atau melanggar hukum. • Will not engage in any activity or relationship which could or reasonably be expected to impede fair judgment, including any activity or relationship that results in a conflict of interest within the Company; • Should not accept anything that can or should be suspected to reduce the professionalism of the assessment; • Must disclose all existing material facts and not hide things that can harm the Company or violate the law.
Kerahasian **Confidentiality**	Menghormati nilai dan kepemilikan informasi yang diterimanya, dan tidak mengungkapkan tanpa kewenangan yang sah, kecuali ada ketentuan perundang-undangan atau kewajiban profesional untuk melakukannya. Respect the value and ownership of the information obtained, and do not disclose it without legal authority, unless there is a statutory requirement or a professional obligation to do so.	• Berhati-hati dalam penggunaan dan perlindungan informasi yang diperoleh selama pelaksanaan tugas; • Tidak boleh menggunakan informasi untuk kepentingan pribadi atau dengan cara apapun yang bertentangan dengan hukum atau merugikan Perseroan. • Be careful in the use and protection of information obtained during the performance of tasks; • Should not use information for personal gain or in any way that is against the law or is detrimental to the Company.
Kompetensi **Competency**	Menerapkan pengetahuan, kecakapan, dan pengalaman yang diperlukan dalam pelaksanaan layanan audit internal. Apply the knowledge, skills, and experience required in the implementation of internal audit services.	• Hanya akan melaksanakan pekerjaan sesuai pengetahuan, kecakapan, dan pengalaman yang dimilikinya; • Melaksanakan audit internal sesuai dengan standar internasional praktik profesional Audit Internal; • Senantiasa meningkatkan keahlian, efektifitas dan kualitas hasil pekerjaan. • Will only carry out work according to his knowledge, skills and experience; • Carry out internal audits in accordance with international standards of professional practice of Internal Auditing; • Constantly improve skills, effectiveness and quality of work.

Struktur dan Kedudukan Unit Audit Internal

Internal Audit Unit Structure and Position

Struktur dan Kedudukan Unit Audit Internal Internal Audit Unit Structure And Position	**Legalitas** Legality **POJK No. 56/POJK.04/2015**
Terdiri dari 1 (satu) orang auditor atau lebih (Jumlah disesuaikan dengan besaran dan tingkat kompleksitas kegiatan usaha Emiten atau Perusahaan Publik). Consists of 1 (one) or more auditors (the number is adjusted to the size and level of complexity of the business activities of the Issuer or Public Company).	Pasal 4 ayat (1, 4) Article 4 paragraph (1, 4)
Dipimpin oleh seorang Kepala Unit Audit Internal yang diangkat oleh Presiden Direktur dengan surat keputusan Direksi, setelah mendapat persetujuan Dewan Komisaris. Led by a Head of Internal Audit Unit who is appointed by the President Director with a decision letter of the Board of Directors, after obtaining approval from the Board of Commissioners.	Pasal 4 ayat (2), Pasal 5 ayat (1) Article 4 paragraph (2), Article 5 paragraph (1)
Anggota Unit Audit Internal bertanggung jawab secara langsung kepada Kepala Unit Audit Internal, yang selanjutnya bertanggung jawab kepada Presiden Direktur. Members of the Internal Audit Unit are directly responsible to the Head of the Internal Audit Unit, who in turn is responsible to the President Director.	Pasal 5 ayat (2, 4) Article 5 paragraph (2, 4)
Direktur utama dapat memberhentikan kepala Unit Audit Internal dalam hal tidak memenuhi persyaratan sebagai auditor internal dalam Unit Audit Internal dan/atau gagal atau tidak cakap dalam menjalankan tugas,, setelah mendapat persetujuan Dewan Komisaris. The President Director may dismiss the Head of Internal Audit Unit in the event that he/she does not meet the requirements as an internal auditor in the Internal Audit Unit and/or fails or is incapable of carrying out his/her duties, after obtaining approval from the Board of Commissioners.	Pasal 5 ayat (3) Article 5 paragraph (3)

Unit Audit Internal Perseroan dipimpin oleh Budianto Tirtadjaja, yang telah menjabat sebagai Kepala Unit Audit Internal sejak 8 Juli 2009, yang diangkat berdasarkan surat Keputusan Direksi No. 035/DIR/JIHD/VII/2009.

The Company's Internal Audit Unit is led by Budianto Tirtadjaja, who has served as Head of Internal Audit Unit since July 8, 2009, appointed based on the Board of Directors Decree No. 035/DIR/JIHD/VII/2009.

Profil Kepala Unit Audit Internal
Profile of Head of Internal Audit Unit

Usia Age	66 tahun, per 31 Desember 2022 66 years old, as of December 31, 2022
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 11 Januari 1956 Jakarta, January 11, 1956
Kewarganegaraan Citizenship	Indonesia Indonesia
Pendidikan Education	SM Akuntansi Akademi Pendidikan Kejuruan (1975) Associate degree in Accounting, Academy of Vocational Education (1975)
Riwayat Pekerjaan Working Experience	• Akuntan (1975) • Audit Internal PT Satelit Palapa Indonesia (1993-1998) • Wakil Kepala Audit Internal Perseroan (1998-2002) • Anggota Komite Audit Perseroan (2002-2008) • Anggota Komite Audit PT Danayasa Arthatama Tbk (2008-2017) • Accountant (1975) • Internal Audit of PT Satelit Palapa Indonesia (1993-1998) • Deputy Head of Internal Audit of the Company (1998-2002) • Member of the Company's Audit Committee (2002-2008) • Member of the Audit Committee of PT Danayasa Arthatama Tbk (2008-2017)
Hubungan Afiliasi Afiliate Relationship	Tidak memiliki hubungan afilasi dengan anggota Dewan Komisaris, Direksi dan Pemegamg Saham Utama Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority Shareholder.

Persyaratan Kualifikasi UAI

Persyaratan kualifikasi untuk menjadi auditor internal di Perseroan yang tercantum dalam Piagam Unit Audit Internal merujuk pada Pasal 6 Peraturan OJK No. 56/POJK.04/2015.

IAU Qualification Requirements

The qualification requirements to become an internal auditor in the Company stated in the Internal Audit Unit Charter refer to Article 6 of OJK Regulation No. 56/POJK.04/2015.

Persyaratan Auditor Internal Internal Auditor Qualifications	
1	Memiliki: 1. integritas dan perilaku yang profesional, independen, jujur, dan obyektif dalam pelaksanaan tugasnya.; 2. pengetahuan dan pengalaman mengenai teknis audit dan disiplin ilmu lain yang relevan dengan bidang tugasnya; 3. pengetahuan tentang peraturan perundang-undangan di bidang pasar modal dan terkait lainnya. 4. kecakapan untuk berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif; Have: 1. integrity and professional, independent, honest and objective behavior in carrying out their duties; 2. knowledge and experience regarding technical audits and other disciplines relevant to their field of work; 3. knowledge of the laws and regulations in the capital market and other related fields; 4. skills to interact and communicate both verbally and in writing effectively;
2	Mematuhi standar profesi dan kode etik yang dikeluarkan oleh asosiasi Audit Internal. Must comply with professional standards and code of conducts issued by the Internal Audit association;
3	Menjaga kerahasiaan informasi dan/atau data perseroan terkait dengan pelaksanaan tugas dan tanggung jawab UAI, kecuali diwajibkan berdasarkan peraturan perundang-undangan atau penetapan/putusan pengadilan. Maintain the confidentiality of company information and/or data related to the implementation of IAU's duties and responsibilities, unless required by laws and regulations or court decisions/decisions.
4	Memahami prinsip-prinsip tata kelola perusahaan yang baik dan manajemen risiko. Understand the principles of Good Corporate Governance and risk management.
5	Senantiasa meningkatkan pengetahuan, keahlian dan kemampuan profesionalismenya secara terus menerus. Continually improve their knowledge, skills and professional abilities.

Tugas, Tanggung Jawab dan Wewenang Unit Audit Internal

Lingkup tugas, tanggung jawab dan wewenang Unit Audit Internal Perseroan merujuk pada Pasal 7 dan Pasal 8 Peraturan OJK No. 56/POJK.04/2015, paling sedikit mencakup:

Duties, Responsibilities and Authority of Internal Audit Unit

The scope of duties, responsibilities and authorities of the Company's Internal Audit Unit refers to Article 7 and Article 8 of OJK Regulation No. 56/POJK.04/2015, at least including:

Tugas dan Tanggung Jawab Unit Audt Internal Duties and Responsibilities of Internal Audit Unit	
1	Menyusun dan melaksanakan rencana audit internal tahunan. Develop and carry out annual internal audit plan.
2	Menguji dan mengevaluasi pelaksanaan pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan perseroan. Testing and evaluating the implementation of internal control and risk management systems in accordance with company policies.
3	Melakukan pemeriksaan dan penilaian atas efisiensi dan efektifitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi, dan kegiatan lainnya. Conduct inspections and assessments of the efficiency and effectiveness in finance, accounting, operations, human resources, marketing, information technology, and other activities.
4	Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkat manajemen. Provide improvement suggestions and objective information about the activities being audited to all levels of management.
5	Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Presiden Direktur dan Dewan Komisaris;.
6	Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan. Monitor, analyze and report on the implementation of the follow-up improvements that have been suggested.
7	Menyusun program untuk mengevaluasi mutu kegiatan audit internal yang dilakukannya. Develop a program to evaluate the quality of internal audit activities.
8	Melakukan pemeriksaan khusus apabila diperlukan. Conduct special examinations when necessary.
9	Bekerja sama dengan Komite Audit. Work closely with the Audit Committee.

Wewenang Unit Audt Internal Authorities of Internal Audit Unit	
1	Mengakses seluruh informasi yang relevan tentang perusahaan terkait dengan tugas dan fungsinya. Access all relevant information about the company related to its duties and functions.
2	Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit serta anggota dari Direksi, Dewan Komisaris, dan/atau Komite Audit; Communicating directly with the Board of Directors, Board of Commissioners, and/or the Audit Committee;
3	Mengadakan rapat secara berkala dan insidentil dengan Direksi, Dewan Komisaris, dan/atau Komite Audit. Hold regular and incidental meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee;
4	Melakukan koordinasi kegiatannya dengan kegiatan auditor eksternal. Coordinate its activities with the external auditors'.

Dalam menjalankan tugas, tanggung jawab dan wewenangnya, UAI dapat bekerja sama dengan pihak-pihak lain seperti Komite Audit, fungsi Lain di Perseroan dan Auditor Eksternal secara profesional.

In carrying out its duties, responsibilities and authorities, IAU may cooperate with other parties such as the Audit Committee, other functions in the Company and External Auditors in a professional manner.

Mitra Kerja| ...	Kerja Bersama .....
Komite Audit	Membahas temuan audit internal yang mengandung kelemahan pengendalian internal melalui pertemuan regular dan insidentil; Meminta Komite Audit (persetujuan Presiden Direktur) memperluas pemeriksaan terkait dengan sifat, lingkup, besaran dan dampak dari kelemahan signifikan pengendalian internal, serta pengaruhnya terhadap laporan keuangan. Membahas temuan audit internal yang mengandung kelemahan pengendalian internal melalui pertemuan regular dan insidentil; Meminta Komite Audit (persetujuan Presiden Direktur) memperluas pemeriksaan terkait dengan sifat, lingkup, besaran dan dampak dari kelemahan signifikan pengendalian internal, serta pengaruhnya terhadap laporan keuangan.
Unit kerja lain di Perseroan	Mengadakan pertemuan regular untuk memastikan cakupan pemeriksaan yang tepat/memadai dan mengurangi duplikasi pekerjaan. Mengadakan pertemuan regular untuk memastikan cakupan pemeriksaan yang tepat/memadai dan mengurangi duplikasi pekerjaan.
AuditorEksternal	Melakukan koordinasi agar cakupan audit dapat lebih memadai, serta menghindari untuk terjadinya duplikasi pekerjaan. Auditor Eksternal memiliki akses atas laporan hasil audit dalam menelaah dan mengukur efektifitas pengendalian internal. Unit Audit Internal dapat pula menggunakan laporan dari Auditor Eksternal untuk melakukan indentifikasi kemungkinan adanya kelemahan pengendalian internal. Melakukan koordinasi agar cakupan audit dapat lebih memadai, serta menghindari untuk terjadinya duplikasi pekerjaan. Auditor Eksternal memiliki akses atas laporan hasil audit dalam menelaah dan mengukur efektifitas pengendalian internal. Unit Audit Internal dapat pula menggunakan laporan dari Auditor Eksternal untuk melakukan indentifikasi kemungkinan adanya kelemahan pengendalian internal.

Pelaksanaan Kegiatan UAI 2022

UAI bertanggung jawab langsung kepada Presiden Direktur dalam hal memberi penilaian yang objektif dan independen berupa rekomendasi berdasarkan hasil-hasil kegiatan evaluasi dan audit atas aktivitas bisnis Perseroan.

Tugas-tugas yang telah dilaksanakan oleh UAI Perseroan sepanjang 2022, sebagai berikut:

1. Melaksanakan audit terjadwal sesuai dengan Program Kerja Audit Tahunan 2022 dengan berbasis risiko, dan telah menerbitkan Laporan Hasil Audit.
2. Monitoring dan penyelesaian tindak lanjut hasil audit.
3. Terlaksananya kegiatan konsultasi atas pengendalian internal sesuai dengan permintaan dari auditee.
4. Terlaksananya identifikasi, evaluasi, dan tindak lanjut atas setiap laporan dalam Sistem Pelaporan Pelanggaran.
5. Melakukan pengujian dan evaluasi atas sistem pengendalian internal Perusahaan tahun 2022
6. Melakukan pendampingan kegiatan Audit Eksternal, yaitu Audit Laporan Keuangan 2021 oleh KAP Mirawati Sensi Idris.
7. Melakukan rapat koordinasi dengan Komite Audit xxx kali.

Pengembangan Kompetensi UAI

Peningkatan kapabalitas personel audit internal dilakukan melalui program pengembangan kompetensi auditor secara sistematis dan berjenjang. Kebijakan pengembangan kompetensi untuk personel audit internal dilakukan melalui lembaga eksternal (dalam bentuk kursus atau seminar/lokakarya yang berkaitan dengan masalah audit) dan secara internal.

Implementation Of UAI Activities 2022

IAU is directly responsible to the President Director in terms of providing objective and independent assessments in the form of recommendations based on the results of evaluation and audit activities on the Company's business activities.

The tasks that have been carried out by the Company's UAI throughout 2022 are as follows:

1. Carrying out scheduled audits in accordance with the 2022 Annual Audit Work Program on a risk-based basis, and has issued an Audit Report.
2. Monitoring and completion of follow-up audit results.
3. Implementation of consulting activities on internal control in accordance with requests from auditees.
4. Identification, evaluation, and follow-up of each report in the Whistleblowing System.
5. Conducting testing and evaluation of the Company's internal control system in 2022.
6. Assisting External Audit activities, namely the 2021 Financial Statement Audit by KAP Mirawati Sensi Idris.
7. Conducting coordination meetings with the Audit Committee xxx times.

UAI Competency Development

Improving the capability of internal audit personnel is carried out through a systematic and tiered auditor competency development program. Competency development policies for internal audit personnel are carried out through external institutions (in the form of courses or seminars/workshops related to audit issues) and internally.

AKUNTAN PUBLIK DAN AUDIT EKSTERNAL
PUBLIC ACCOUNTANT AND EXTERNAL AUDIT

Fungsi pengawasan independen terhadap aspek keuangan Perseroan dilakukan melalui pemeriksaan audit eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP). KAP merupakan pihak eksternal yang memberikan opini terkait kesesuaian penyajian laporan keuangan terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia. Untuk menjamin kualitas dan independensi hasil pemeriksaan, KAP yang ditunjuk tidak boleh memiliki benturan kepentingan dengan Perseroan.

The function of independent supervision of the Company's financial aspects is carried out through external audit examinations conducted by the Public Accounting Firm (KAP). KAP is an external party that provides an opinion regarding the conformity of the presentation of financial statements to the Financial Accounting Standards (SAK) applicable in Indonesia. To ensure the quality and independence of the audit results, the appointed KAP must not have a conflict of interest with the Company.

Prosedur Eksternal dan Standar Audit

Perseroan telah menyusun prosedur audit eksternal dan standar audit sesuai dengan ketentuan-ketentuan yang berlaku.

External Procedures and Audit Standards

The Company has developed external audit procedures and audit standards in accordance with applicable regulations.

Prosedur Audit Eksternal dan Standar Audit External Audit Procedures and Auditing Standards	
1	Audit atas laporan keuangan dilakukan sesuai dengan standar profesional akuntan publik yang mencakup seluruh prosedur audit yang dipandang perlu sesuai dengan keadaan. The audit of the financial statements is carried out in accordance with the professional standards of the public accountant which includes all audit procedures deemed necessary in accordance with the circumstances;
2	Audit meliputi pengujian dan evaluasi terhadap sistem pengendalian internal, serta pemeriksaan terhadap bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Audit meliputi pula penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, juga penilaian atas penyajian laporan keuangan secara keseluruhan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang dikeluarkan oleh IAI. The audit includes testing and evaluation of the internal control system, as well as examining the evidence supporting the amounts and disclosures in the financial statements. The audit includes an assessment of the accounting principles used and significant estimates made by management, as well as an assessment of the overall presentation of the financial statements in accordance with the Statement of Financial Accounting Standards (PSAK) issued by IAI;
3	Sebagai bagian dari proses audit, Kantor Akuntan Publik (KAP) juga berdiskusi dengan manajemen perihal pernyataan manajemen yang disajikan dalam laporan keuangan. As part of the audit process, the Public Accounting Firm (KAP) also discusses with management regarding management statements presented in the financial statements;
4	Audit mengandung risiko *inheren. A*pabila terdapat kekeliruan dan ketidakberesan yang material, KAP akan menyampaikannya kepada manajemen. Audits contain inherent risks. If there are material errors and irregularities, the KAP will convey them to management;
5	Manajemen menyetujui kertas kerja pemeriksaan KAP untuk dikaji ulang oleh unit kerja terkait. Management approves KAP audit work papers to be reviewed by the relevant work units.

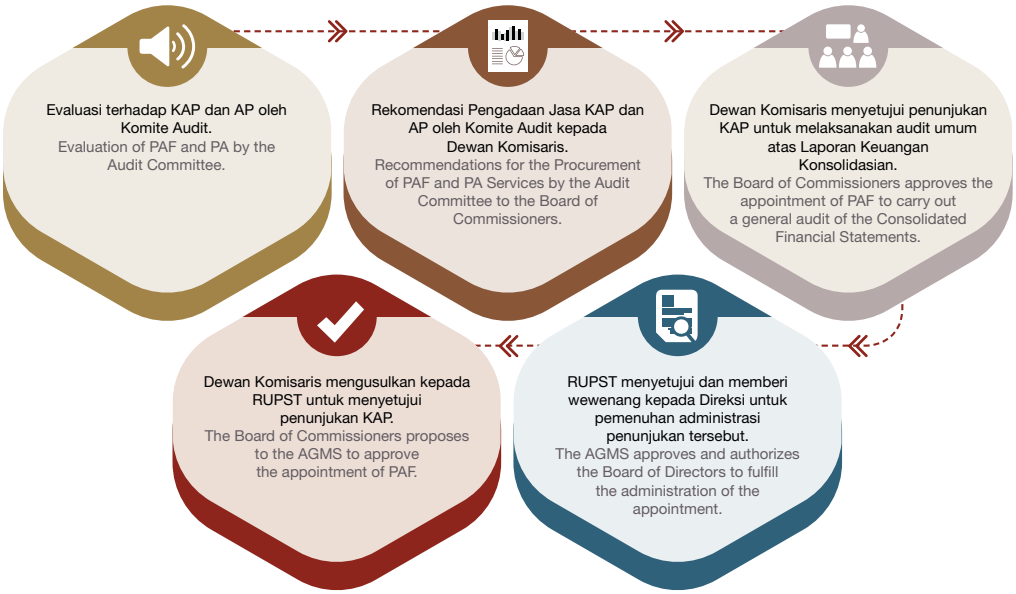
Mekanisme Penunjukan Akuntan Publik

Mekanisme penunjukan akuntan publik Perseroan merujuk pada Pasal 13 ayat (1 dan 4) dan Pasal 14 ayat (1) dari Peraturan OJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik Dalam Kegiatan Jasa Keuangan. Rekomendasi dari Komite Audit sangat signifikan dalam usulan Dewan Komisaris untuk diputuskan penunjukkannya di dalam Rapat Umum Pemegang Saham (RUPS).

Public Accountant Appointment Mechanism

The appointment mechanism of the Company's public accountant refers to Article 13 paragraphs (1 and 4) and Article 14 paragraph (1) of OJK Regulation No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firm in Financial Services Activities. Recommendations from the Audit Committee are very significant in the Board of Commissioners' proposal to be decided on the appointment at the General Meeting of Shareholders (GMS).

TAHAPAN MEKANISME PENUNJUKAN KAP
Stages of PAF Appointment Mechanism



Referensi | Reference:

1 POJK No. 13/POJK.03/2017 — Pasal 13 ayat (1, 4), Pasal 14 ayat (1)
Article 13 paragraph (1, 4), Article 14 paragraph (1)

Tahapan Mekanisme Penunjukan Kantor Akuntan Publik Stages of Public Accounting Firm Appointment Mechanism	
1	Evaluasi terhadap KAP dan AP oleh Komite Audit. Evaluation of PAF and PA by the Audit Committee
2	Rekomendasi Pengadaan Jasa KAP dan AP oleh Komite Audit kepada Dewan Komisaris. Recommendations for the Procurement of PAF and PA Services by the Audit Committee to the Board of Commissioners.
3	Dewan Komisaris menyetujui penunjukan KAP untuk melaksanakan audit umum atas Laporan Keuangan Konsolidasian. The Board of Commissioners approves the appointment of PAF to carry out a general audit of the Consolidated Financial Statements.
4	Dewan Komisaris mengusulkan kepada RUPST untuk menyetujui penunjukkan KAP. The Board of Commissioners proposes to the EGMS to approve the appointment of PAF.
5	RUPST menyetujui dan memberi wewenang kepada Direksi untuk pemenuhan administrasi penunjukkan tersebut. The EGMS approves and authorizes the Board of Directors to fulfill the administration of the appointment.

Komunikasi Komite Audit Dengan Kantor Akuntan Publik

Komite Audit melakukan pengawasan selama pelaksanaan proses audit eksternal yang dilakukan oleh KAP. Melalui komunikasi dan pertemuan secara berkala, untuk mendiskusikan: rencana pemeriksaan seluruh temuan, perkembangan selama pemeriksaan oleh Akuntan Publik, membantu dan memastikan tidak terdapat hambatan (meminimalisir kendala-kendala) dalam pelaksanaan audit, melakukan evaluasi atas kualitas proses audit, memastikan pelaksanaan audit telah sesuai standar ketentuan yang berlaku, dan selesai sesuai dengan target waktu yang telah ditetapkan.

Audit Committee Communication With Public Accounting Firm

The Audit Committee supervises the implementation of the external audit process carried out by the Public Accounting Firm. Through regular communication and meetings, to discuss: the audit plan of all findings, developments during the audit by the Public Accountant, assist and ensure that there are no obstacles (minimize obstacles) in the implementation of the audit, evaluate the quality of the audit process, ensure that the audit implementation is in accordance with applicable regulatory standards, and completed in accordance with the predetermined time target.

AKUNTAN PUBLIK 2022
PUBLIC ACCOUNTANT 2022

Keputusan RUPS Tahunan tanggal 25 Juli 2022 telah menyetujui penunjukan kembali Kantor Akuntan Publik Mirawati Sensi Idris (terdaftar di OJK dengan Surat Tanda Terdaftar No. S-705/PM.223/2017) untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan tahun buku 2022. Penunjukan tersebut telah melalui penilaian berstruktur terhadap kinerja auditnya, termasuk dalam hal penetapan biaya audit atas dasar kewajaran.

Dalam penunjukan KAP Mirawati Sensi Idris disebutkan untuk tahun 2022 hanya memberikan jasa audit atas Laporan Keuangan untuk tahun buku yang berakhir pada 31 Desember 2022.

Leo Susanto, CPA. kembali menjadi penanggung jawab untuk audit Laporan Keuangan konsolidasian Perseroan untuk tahun buku 2022. Dan total biaya audit laporan keuangan konsolidasian Perseroan untuk tahun buku yang berakhir 31 Desember 2022 adalah sebesar Rpxxx.

Tim audit dari KAP Mirawati Sensi Idris bertugas secara independen sesuai dengan Standar Pemeriksaan Akuntan Publik (SPAP) dan peraturan Pasar Modal dalam mengaudit Perseroan. Tidak terdapat hubungan personal, pemberian jasa profesional lain atau hubungan bisnis dengan Perseroan, yang dapat mempengaruhi independensi KAP Mirawati Sensi Idris sebagai auditor Perseroan

Hasil audit terhadap Laporan Keuangan Konsolidasian Perseroan dan Entitas Anak adalah wajar dalam semua hal yang material untuk posisi keuangan konsolidasian tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal yang sama.

The resolution of the Annual GMS dated July 25, 2022 has approved the re-appointment of Mirawati Sensi Idris Public Accounting Firm (registered with OJK with Registered Certificate No. S-705/PM.223/2017) to conduct an audit of the Company's Consolidated Financial Statements for the fiscal year 2022. The appointment has gone through a structured assessment of its audit performance, including in terms of determining the audit fee on a fairness basis.

In the appointment of KAP Mirawati Sensi Idris, it is stated that for 2022 it will only provide audit services for the Financial Statements for the financial year ending December 31, 2022.

Leo Susanto, CPA. will again be responsible for the audit of the Company's consolidated Financial Statements for the financial year 2022. And the total audit fee of the Company's consolidated financial statements for the fiscal year ending December 31, 2022 is Rpxxx.

The audit team from KAP Mirawati Sensi Idris served independently in accordance with the Public Accountant Audit Standards (SPAP) and Capital Market regulations in auditing the Company. There is no personal relationship, provision of other professional services or business relationship with the Company, which may affect the independence of KAP Mirawati Sensi Idris as the Company's auditor.

The audit result of the Consolidated Financial Statements of the Company and Subsidiaries is fair in all material respects for the consolidated financial position as of December 31, 2022, as well as the consolidated financial performance and cash flows for the year ended on the same date.

SISTEM PENGENDALIAN INTERNAL
INTERNAL CONTROL SYSTEM

Sistem Pengendalian Internal (SPI) merupakan mekanisme pengawasan pada tindakan dan kegiatan yang dilakukan secara terus menerus oleh manajemen dan karyawan. Menjadi dasar operasional yang sehat dan aman, memberikan keyakinan memadai atas tercapainya tujuan organisasi melalui kegiatan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset dan kepatuhan terhadap hukum dan peraturan yang berlaku.

SPI diterapkan di seluruh aktivtas bisnis berupa: *check and re-check*, *dual control*, dan pendelegasian wewenang sesuai dengan batasan wewenang yang telah ditetapkan.

The Internal Control System (ICS) is a monitoring mechanism for actions and activities carried out continuously by management and employees. It is the basis for sound and safe operations, providing reasonable assurance of the achievement of organizational objectives through effective and efficient activities, reliability of financial reporting, safeguarding of assets and compliance with prevailing laws and regulations.

SPI is implemented in all business activities in the form of: check and re-check, dual control, and delegation of authority in accordance with predetermined authority limits.

Pengelola Sistem Pengendalian Internal

Direksi sebagai pengurus dan pengelola Perseroan bertanggung jawab dalam penerapannya dengan didukung Unit Audit Internal dan berkoordinasi dengan Komite Audit.

Internal Control System Manager

The Board of Directors as the management and manager of the Company is responsible for its implementation, supported by the Internal Audit Unit and in coordination with the Audit Committee.

Organ Organ	Tanggung Jawab Responsibility
Direksi Board of Directors	
1 Departemen Kepatuhan Compliance Department	Memastikan pemenuhan terhadap peraturan perundang-undangan dan standar operasi prosedur (SOP) tentang pengadaan barang dan jasa, kesehatan dan keselamatan kerja lingkungan (K3L), dan perawatan dan pemeliharaan properti/gedung. Ensure compliance with laws and regulations and standard operating procedures (SOP) on procurement of goods and services, Occupational Health and Safety (OHS), and property/building care and maintenance.
2 Departemen Hukum Legal Department	Memastikan bahwa kebijakan, keputusan, dan seluruh aktivitas bisnis dilakukan sesuai dengan ketentuan hukum dan peraturan yang berlaku. Ensure that policies, decisions, and all business activities are carried out in accordance with applicable laws and regulations.
3 Sekretaris Perusahaan Corporate Secretary	Memastikan kepatuhan pemerapan Tata Kelola Perusahaan yang baik berhubungan sebagai perusahaan terbuka. Ensure compliance with the implementation of Good Corporate Governance in relation to being a public company.
Unit Audit Internal Internal Audit Unit	Melakukan pengendalian internal pada kegiatan operasional Perseroan sesuai Piagam Unit Audit Internal Perseroan. Perform internal control on the Company's operational activities in accordance with the Internal Audit Unit Charter.
Komite Audit Audit Committee	Melakukan pengawasan secara makro dan mengkaji upaya-upaya pengendalian internal. Conduct macro supervision and review internal control efforts.

Kepada setiap personel di Perseroan dituntut untuk membangun lingkungan pengendalian guna mendukung efektivitas penerapan pengendalian internal, melakukan penilaian risiko dalam menjalankan tugas dan fungsinya, dan mengidentifikasi, mencatat, dan mengomunikasikan informasi yang berkaitan dengan pelaksanaan tugas dan fungsinya dalam waktu dan bentuk yang tepat untuk memudahkan pelaksanaan, pengendalian dan pertanggung-jawabannya.

Every personnel in the Company is required to build a control environment to support the effectiveness of internal control implementation, conduct risk assessments in carrying out their duties and functions, and identify, record, and communicate information related to the implementation of their duties and functions in a timely and appropriate form to facilitate implementation, control and accountability.

Komposisi Sistem Pengendalian Internal

SPI Perseroan terdiri dari 5 (lima) komponen, yaitu: Lingkungan Pengendalian Internal, Penilaian Risiko, Kegiatan Pengendalian, Sistem Informasi dan Komunikasi, serta Proses Pemantauan. Perseroan telah memberlakukan sejumlah kebijakan dan mekanisme berkaitan kelima komponen pengendalian internal tersebut.

Composition Of Internal Control System

The Company's SPI consists of 5 (five) components, namely: Internal Control Environment, Risk Assessment, Control Activities, Information and Communication System, and Monitoring Process. The Company has implemented a number of policies and mechanisms related to the five components of internal control.

Lima Komponen Pengendalian Internal Five Components of Internal Control		
1	Lingkungan Pengendalian Internal Internal Control Environment	
	a	Pemberlakuan standar etika (Kode Etik Perseroan) yang direviu dan direvisi secara berkala; Implement the Company's ethical standards which are reviewed and revised periodically;
	b	Pembagian tugas dan kewenangan manajemen, sebagaimana tercantum dalam Piagam Dewan Komisaris, Piagam Direksi, Piagam Komite Penunjang Dewan Komisaris dan Direksi; Perform a clear division of duties and authorities, as stated in the Board of Commissioners Charter, Board of Directors Charter, Committee of Board of Commissioners and Directors Charter.
	c	Penyusunan struktur organisasi, mendeskripsikan pekerjaan dan matrik RACI (*Responsibility, Accountable, Consulted* dan *Informed*) berdasarkan proses bisnis dan unit kerja yang ada; Preparation of organizational structure, describing the work and RACI (Responsibility, Accountable, Consulted and Informed) matrix which is designed based on existing business processes and units;
	d	Menetapkan kebijakan-kebijakan terkait Sumber Daya Manusia berawal dari rekrutmen hingga pengembangan secara berkelanjutan. Establish policies related to Human Resources starting from recruitment to continuous development.
2	Penilaian Risiko Risk Assessment	
	a	Pengimplementasian tujuan Perseroan dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), dan target lainnya; Establishing the Company's overall objectives in the form of the Company's Long Term Plan (RJPP), Company Work Plan and Budget (RKAP), and other targets;
	b	Memberlakukan dan menerapkan kebijakan Sistem Manajemen Risiko untuk melakukan indentifikasi, analisa dan merumuskan mitigasi yang paling efektif dan efisien. Enforce and implement a Risk Management Policy to identify, analyze, and formulate most effective and efficient risk mitigation;
3	Kegiatan Pengendalian Control Activities	
	a	Merancang dan memberlakukan kebijakan Tata Kelola Perusahaan, Standar Operasi Prosedur (SOP), Instruksi Kerja, dan formulir dalam aktivitas Perseroan; Designing and implementing Corporate Governance Policies, Standard Operating Procedures (SOP), Work Instructions, and forms in the Company's activities;
	b	Menerapkan kontrol yang bersifat preventif, terdeteksi, baik secara manual dan otomasi melalui aplikasi. Implement preventive and detectable controls, as well as manual and automation through the application;
4	Sistem Informasi dan Komunikasi Information and Communication System	
	a	Menetapkan mekanisme/alur pelaporan; Establish reporting mechanism/flow;
	b	Menetapkan mekanisme komunikasi internal dan eksternal. Establish internal and external communication mechanisms.
5	Proses Pemantauan Monitoring Process	
	a	Evaluasi secara terus menerus dan terpisah, yang dilakukan Unit Audit Internal atau fungsi-fungsi lain yang sejenis; Continuous and separate evaluation conducted by the Internal Audit Unit or other similar functions;
	b	Adanya evaluasi yang dilakukan Auditor Eksternal. There is an evaluation conducted by the External Auditor.

Pelaksanaan Sistem Pengendalian Internal 2022

Perseroan telah mengimplementasikan sistem pengendalian internal dalam operasional, keuangan dan pengadaan barang dan jasa.

Implementation of Internal Control System 2022

The Company has implemented an internal control system in operations, finance and procurement of goods and services.

Pelaksanaan Sistem Pengendalian Internal Implementation of Internal Control System		
Operasional **Operational**	1	Semua proses bisnis memiliki standar operas prosedur (dengan pengendalian internal), dijalankan dan ditaati oleh setiap departemen dalam Perseroan. Semua kegiatan operasional penambangan yang dilakukan perusahaan juga telah mengacu pada ketentuan dan perundangan yang berlaku; dan All business processes have standard operating procedures (with internal controls), implemented and adhered to by each department within the Company. All mining operations carried out by the Company have also referred to the prevailing laws and regulations; and
	2	Setiap ketentuan dan perundangan yang berlaku berkaitan dengan bidang usaha Perserroan diinformasikan kepada departemen terkait untuk dilaksanakan dan dipatuhi. Kepatuhan atas pelaksanaannya menjadi objek pemeriksaan yang dilakukan oleh Satuan Kerja Audit Internal. Any applicable laws and regulations relating to the Company's line of business are informed to the relevant departments to be implemented and complied with. Compliance with its implementation becomes the object of examination conducted by the Internal Audit Unit.

Pelaksanaan Sistem Pengendalian Internal Implementation of Internal Control System		
Keuangan **Financial**	1	Setiap pengeluaran dan penerimaan dana: • hanya dilakukan oleh petugas yang berwenang; • harus mendapatkan persetujuan (ditandatangani) oleh pejabat yang berwenang; • didukung dengan dokumen pendukung yang lengkap dan telah diverifikasi dahulu kebenarannya oleh petugas yang berwenang; Every expenditure and receipt of funds: • only by authorized officers; • must be approved (signed) by an authorized official; • supported by complete supporting documents and have been verified in advance by the authorized officer;
	2	Setiap transaksi keuangan dilakukan melalui prosedur yang terkontrol. Every financial transaction is carried out through controlled procedures.
Pengandaan Barang dan Jasa **Procurement of Goods and Services**	1	• Setiap pengadaan barang dan jasa (merujuk SOP pengadaan barang dan jasa): • harus melalui suatu proses tender yang terbuka dan diikuti oleh semua pihak yang berminat; dan/atau • mengundang beberapa vendor khusus untuk mengikuti keadaan dalam hal tertentu. • Every procurement of goods and services (refer to the SOP for procurement of goods and services): • must go through an open tender process and be followed by all interested parties; and/or • inviting some special vendors to participate in certain circumstances.

Laporan hasil pengendalian internal oleh Satuan Kerja Audit Internal disampaikan kepada Direksi untuk dibahas dalam rapat Direksi, bila diperlukan akan dilakukan pembahasan dan penelaahan bersama unit-unit terkait. Juga disampaikan kepada Komite Audit untuk diberikan masukan dan rekomendasi kepada Dewan Komisaris untuk dibahas bersama Direksi guna memastikan setiap langkah Perseroan telah sesuai ketentuan, peraturan yang berlaku, dan strategi perusahaan.

Evaluasi Efektivitas Sistem Pengendallian Internal 2022

Evaluasi penerapan SPI merupakan kegiatan yang dilakukan oleh Unit Audit Internal dalam hal: kepatuhan dan efektivitas pelaksanaannya. Direkoendasikan dilakukan perbaikan apabila masih terdapat kekurangan dalam SOP dan penerapannya. Seluruh hasil evaluasi beserta rekomendasi disampaikam kepada Direksi dan Dewan Komisars untuk ditindaklanjuti. Perseroan akan mengkaji, menyempurnakan dan memperbarui kebijakan dan prosedur, serta merencanakan target usaha secara jelas dan terukur setiap tahunnya sebagai landasan operasionalnya.

Berdasarkan evaluasi untuk periode 2022, Dewan Komisaris dan Direksi memandang tingkat kecukupan dan efektivitas pengendalian internal sudah cukup baik. Penerapan sistem pengendalian internal oleh unit-unit kerja di bawah Direksi cukup efektif dan efisien.

The report on the results of internal control by the Internal Audit Unit is submitted to the Board of Directors to be discussed in the Board of Directors meeting, if necessary, discussion and review will be carried out with the relevant units. Also submitted to the Audit Committee to provide input and recommendations to the Board of Commissioners to be discussed with the Board of Directors to ensure that every step of the Company is in accordance with the provisions, applicable regulations, and company strategy.

Evaluation of Internal Control System Effectiveness 2022

Evaluation of SPI implementation is an activity carried out by the Internal Audit Unit in terms of: compliance and effectiveness of implementation. It is recommended that improvements be made if there are still deficiencies in the SOP and its application. All evaluation results and recommendations are submitted to the Board of Directors and the Board of Commissioners for follow-up. The Company will review, refine and update policies and procedures, as well as plan clear and measurable business targets every year as a basis for its operations.

Based on the evaluation for the 2022 period, the Board of Commissioners and the Board of Directors consider the level of adequacy and effectiveness of internal control to be quite good. The implementation of the internal control system by the working units under the Board of Directors is effective and efficient.

SISTEM MANAJEMEN RISIKO
RISK MANAGEMENT SYSTEM

Manajemen risiko di perusahaan memiliki peran penting dalam mengantisipasi kemungkinan mengalami tekanan keuangan dan perlindungan terhadap kerugian serius. Setiap unit kerja di Perseroan sese harus melakukan identifikasi, pengukuran, pemantauan dan pelaporan atas risiko-risiko yang berpotensi menyebabkan tidak tercapainya tujuan Perseroan. Dengan demikian, bagi Perseroan pelaksanaan manajemen risiko semakin menjadi tuntutan, dimana keberhasilannya menjadi salah satu kunci kesuksesan dan pencapaian Visi dan Misi Perusahaan.

Risk management in the Company plays an important role in anticipating the possibility of financial stress and protecting against serious losses. Each working unit in the Company must identify, measure, monitor and report on risks that have the potential to cause the Company's objectives not to be achieved. Thus, for the Company, the implementation of risk management is increasingly becoming a demand, where its success is one of the keys to success and achievement of the Company's Vision and Mission.

Sistem manajemen risiko Perseroan dilakukan dengan pendekatan yang sistematis, terstruktur, dan terintegrasi untuk mengantisipasi suatu ketidakpastian atau kerugian yang mungkin terjadi dalam pengelolaan Perseroan.

The Company's risk management system is carried out with a systematic, structured and integrated approach to anticipate an uncertainty or loss that may occur in the management of the Company.

Kebijakan Manajemen Risiko

Kebijakan manajemen risiko digunakan untuk memastikan dalam proses pengambilan keputusan selalu mempertimbangkan ketidak-pastian dan pengaruhnya, serta potensi risikonya. Bertujuan untuk mengembangkan dan meningkatkan budaya sadar risiko di semua level manajemen. Dengan budaya sadar risiko diharapkan dapat menurunkan frekuensi kejadian tidak menguntungkan yang dapat terjadi, guna meminimalkan potensi kerugian sebagai dampak yang ditimbulkan oleh kejadian-kejadian tersebut.

Risk Management Policy

The risk management policy is used to ensure that the decision-making process always considers uncertainties and their effects, as well as potential risks. Aiming to develop and enhance a risk-aware culture at all levels of management. A risk-aware culture is expected to reduce the frequency of adverse events that may occur, in order to minimize potential losses as a result of these events.

Kebijakan Manajemen Risiko secara ringkas telah masuk dalam Pedoman Tata Kelola Perseroan yang disahkan oleh Direksi pada 25 Juli 2017. Kebijakan Manajemen Risiko Perseroan selanjutnya akan mengacu pada ISO 31000:2009. Penetapan Kebijakan Manajemen Risiko menunjukkan komitmen, kesungguhan dan kepedulian Direksi terhadap pentingnya manajemen risiko dalam keberlangsungan dan keberlanjutan Perseroan.

The Risk Management Policy has been briefly included in the Company's Corporate Governance Guidelines approved by the Board of Directors on July 25, 2017. The Company's Risk Management Policy will henceforth refer to ISO 31000:2009. The establishment of the Risk Management Policy demonstrates the Board of Directors' commitment, seriousness and concern for the importance of risk management in the sustainability and continuity of the Company.

Kebijakan Manajemen Risiko Risk Management Policy	
1	Perseroan telah menerapkan prinsip-prinsip Tata Kelola Perusahaan, yaitu *Transparency, Accountability, Responsibility, Independency* dan *Fairness*; The Company has implemented the principles of Good Corporate Governance, consisting of Transparency, Accountability, Responsibility, Independence and Fairness;
2	Perseroan harus memahami risiko sebagai peristiwa yang mungkin dapat terjadi dalam proses bisnis yang berdampak pada pencapaian sasarannya; The Company must understand risk as an event that may occur in business processes that have an impact on goals achievement;
3	Risiko harus dikelola secara maksimal dengan memanfaatkan sumber daya sehingga tetap berada dalam batas Toleransi Risiko; Risk must be managed optimally by utilizing resources to keep within the Risk Tolerance limit;
4	Peran dalam pengelolaan risiko sesuai dengan tanggung jawabnya masing-masing; Roles in risk management in accordance with their respective responsibilities;
5	Penyempurnaan sistem pengelolaan risiko secara terus-menerus sesuai kondisi terkini. Continuous improvement of the risk management system according to the latest conditions.

Struktur Pengelolaan Risiko

Risk Management Structure

Organ Tata Kelola Manajemen Risiko Risk Management Governance Organs		Tugas dan Tanggung Jawab Duties and Responsibilities
Pengawas **Supervisor**	**Dewan Komisaris** **Board of Commissioners**	• Memonitor risiko-risiko dan memberi saran perumusan kebijakan di bidang manajemen risiko; • Mengawasi penerapan manajemen risiko dan memberikan arahan kepada Direksi; • Memastikan bahwa penyusunan RJPP dan RKAP telah memperhatikan aspek manajemen risiko; • Melakukan kajian berkala atas efektivitas manajemen risiko dan melaporkannya kepada Pemegang Saham. • Monitor risks and provide advice on policy formulation in the field of risk management; • Supervise the implementation of risk management and provide direction to the Board of Directors; • Ensure that the preparation of the RJPP and RKAP has taken into account the risk management aspects; • Conduct periodic reviews of the effectiveness of risk management and report it to the Shareholders.
Pelaksana **Executor**	**Direksi** **Board of Directors**	• Menjalankan proses manajemen risiko di fungsi-fungsi terkait; • Melaporkan kepada Dewan Komisaris tentang risiko-risiko yang dihadapi dan ditangani; • Menyempurnakan sistem manajemen risiko. • Carry out risk management processes in related functions; • Reporting to the Board of Commissioners on the risks faced and handled; • Improving the risk management system.
Opersional **Operational**	**Unit Audit Internal** **Internal Audit Unit**	• Memastikan bahwa kebijakan dan sistem manajemen risiko telah diterapkan dan dievaluasi secara berkala; • Mengevaluasi dan memberikan masukan atas kecukupan dan efektivitas pengendalian internal dalam rangka mitigasi risiko; • Mengevaluasi dan memberi masukan mengenai kesesuaian strategi dengan kebijakan manajemen risiko. • Ensure that risk management policies and systems have been implemented and evaluated on a regular basis; • Evaluating and providing input on the adequacy and effectiveness of internal control in the context of risk mitigation; • Evaluate and provide input regarding the suitability of the strategy with risk management policies.
	Satuan Kerja **Work Unit**	• Melakukan perumusan sistem manajemen risiko; • Merumuskan kebijakan pokok yang berhubungan dengan manajemen risiko; • Mengidentifikasi dan menangani risiko-risiko serta membuat pemetaan risiko; • Mengimplementasikan dan mengupayakan penerapan manajemen risiko yang efektif dalam batas-batas tanggung jawab dan kewenangannya; • Memantau dan mengevaluasi perkembangan risiko untuk kemudian dilaporkan kepada Direksi. • Formulate a risk management system; • Formulate key policies related to risk management; • Identify and manage risks and create risk mapping; • Implement and seek to implement effective risk management within the limits of their responsibilities and authorities; • Monitor and evaluate risk developments to be reported to the Board of Directors.

Kerangka kerja dan tata kelola manajemen risiko di Perseroan, terdiri dari Dewan Komisaris yang menjalankan fungsi pengawaan melalui Komite Audit, Direksi yang menjalankan fungsi kebijakan risiko. Di tingkat operasional, Satuan Kerja Manajemen Risiko bersama Unit Kerja Kepatuhan (Unit Audit Internal dan Departemen Kepatuhan) bertugas membantu mnajemen Perseroan dalam mengelola risiko (identifikasi risiko, pengukuran, mitigasi serta pengendalian) secara terstruktur dan konsisten agar tujuan strategis Perseroan dapat tercapai.

The framework and governance of risk management in the Company, consists of the Board of Commissioners who carry out the oversight function through the Audit Committee, the Board of Directors who carry out the risk policy function. At the operational level, the Risk Management Work Unit together with the Compliance Work Unit (Internal Audit Unit and Compliance Department) are tasked with assisting the Company's management in managing risks (risk identification, measurement, mitigation and control) in a structured and consistent manner so that the Company's strategic objectives can be achieved.

Perseroan belum memiliki Satuan Kerja Manajemen Risiko yang secara spesifik bertanggung jawab dalam mengelola risiko. Perseroan secara *ad hoc* menugaskan beberapa personel untuk menjalankan fungsi sebagai Satuan Kerja Manejemen Risiko. Komitmen Perseroan terhadap pengelolaan risiko yang akuntabel, efektif dan efisien akan mendorong Perseroan untuk menyusun Satuan Kerja Manajemen Risiko yang didukung dengan Sumber Daya Manusia (SDM) yang kompeten dan berintegritas, guna menjamin akuntabilitas *output* manajemen risiko.

The Company does not yet have a Risk Management Unit specifically responsible for managing risk. The Company on an ad hoc basis assigns several personnel to carry out the functions of the Risk Management Work Unit. The Company's commitment to accountable, effective and efficient risk management will encourage the Company to establish a Risk Management Work Unit supported by competent and integrity Human Resources (HR), to ensure accountability of risk management output.

Proses Identifikasi Hingga Pelaporan

Proses manajemen risiko di lingkungan Perseroan dilaksanakan dalam suatu kerangka kerja yang komprehensif mencakup semua risiko yang terindentifikasi sebagai risiko yang dihadapi Perseroan dan Entitas Anak.

Identification To Reporting Process

The risk management process within the Company is carried out within a comprehensive framework covering all risks identified as risks faced by the Company and its Subsidiaries.

Proses Pengelolaan Risiko Risk Management Process	
Tahapan Stages	**Kegiatan** Activities
Indentifikasi Identification	• Indentifikasi risiko secara sistematis dan periodik berdasarkan proses bisnis; • Analisa kajian risiko untuk kondisi/kasus tertentu. • Identify risks systematically and periodically based on business processes; • Analysis of risk assessments for certain conditions/cases.
Pengukuran & Analisis Measurement & Analysis	• Inventaris data kerugian; • Analisa kondisi dan upaya yang telah dilakukan; • *Knowledge management* antar fungsi dan level. • Inventory of loss data; • Analysis of conditions and efforts that have been made; • Knowledge management between functions and levels.
Pemilihan Metode Method Selection	• Sebagai peringatan dini suatu kondisi di perusahaan; • Terukur dapat ditelusuri dengan mudah; • Mengarah pada penyebab risiko yang dapat dikontrol. • As an early warning of a condition in the company; • Measurable can be traced easily; • Leads to controllable risk causes.
Valuasi Implementasi Valuation Implementation	• Penilaian tingkat penerapan Manajemen Risiko; • Diperbarui senantiasa sesuai karateristik indikator. • Assessment of the level of implementation of Risk Management; • Constantly updated according to the characteristics of the indicator.
Pelaporan Reporting	• Pelaporan hasil evaluasi selama setahun; • Dilanjutkan dengan sosialisasi budaya sadar risiko kepada seluruh jajaran manajemen. • Reporting the results of the evaluation for a year; • Followed by socialization of risk awareness culture to all levels of management.

Profil Risiko dan Mitigasi

Perseroan telah mengidentifikasi, mengukur, memantau, dan mengendalikan setiap risiko beserta indikasinya terkait aspek keberlanjutan yang relevan mencakup ekonomi, sosial, dan lingkungan. Selain itu, Perseroan juga mencantumkan upaya mitigasi yang dapat dilakukan, baik sebelum maupun setelah timbulnya indikasi risiko yang terjadi.

Risk Profile and Mitigation

The Company has identified, measured, monitored, and controlled each risk and its indications related to relevant sustainability aspects including economic, social, and environmental. In addition, the Company also includes mitigation efforts that can be carried out, both before and after the onset of risk indications that occur.

Jenis Risiko Type of Risk			**Mitigasi** Mitigation
1	**Risiko Operasional** Operational Risk		
	a	Proses Bisnis: Ketidakmampuan memenuhi target, dan penurunan kegiatan usaha dan penghasilan Entitas Anak/Unit Usaha berpotensi akan menurunkan tingkat penghasilan Perseroan. Business process: The inability to meet targets, and the decline in business activities and income of Subsidiaries/Business Units will potentially reduce the Company's income level.	Melakukan pemantauan dan memperkuat akuntabilitas pengambilan keputusan bisnis di lingkungan Entitas Anak/Unit Usaha. Monitoring and strengthening accountability for business decision making within the Subsidiaries/Business Units.
	b	Sumber Daya Manusia: • Ketidaktepatan dalam pengelolaan dan pengembangan SDM berpotensi membebani dalam mencapai tujuan Perseroan; • Ketidaksiapan kapabilitas SDM bisa berpengaruh pada ketidakoptimalan produktivitas dan ketidakprimaan hasilnya. Human Resources: • Inaccuracies in HR management and development have the potential to be a burden in achieving the Company's goals; • The unpreparedness of HR capabilities may affect the sub-optimal productivity and not excellent results.	• Melakukan *benchmarking* untuk pengelolaan dan pengembangan SDM yang komprehensif; • Menempatkan SDM sebagai *human capital* dengan penilaian kinerja yang objektif, remunerasi yang kompetitif, disertai kenyamanan dan keamanan bekerja; • Menyusun program pengembangan dan pelatihan untuk peningkatan kapabilitas SDM. • Perform benchmarking for comprehensive HR management and development; • Placing HR as human capital with an objective performance appraisal, competitive remuneration, along with work comfort and security; • Develop development and training programs to improve HR capabilities

Jenis Risiko Type of Risk			Mitigasi Mitigation
	c	Teknologi Informasi: Kompleksitas sistem yang belum terintegrasi disertai ketidakseragaman berpotensi distorsi terhadap sinkronisasi bisnis perusahaan. Information Technology: The complexity of the system that has not been integrated with the potential for disorganization may distort the company's business synchronization.	Membuat kebijakan penetapan sistem dan teknologi yang berlaku. Make policies for determining the applicable system and technology.
2	**Risiko Usaha** Business Risk		
	a	Dampak Pandemi Covid-19: • Kontraksi makro ekonomi Indonesia terjadi akibat Pandemi Covid-19 telah melemahkan daya beli masyarakat; • Kebijakan protokol kesehatan (Prokes) selama Pandemi Covid-19 telah membuat Perseroan tidak dapat beroperasi maksimal, sehingga berpotensi pada berkurangnya perolehan pendapatan. Impact of the Covid-19 Pandemic: • Indonesia's macroeconomic contraction due to the Covid-19 pandemic has weakened people's purchasing power; • Health protocol policies during the Covid-19 Pandemic have made the Company unable to operate optimally, so it has the potential to reduce revenue.	• Kebijakan stimulus dari Pemerintah harus dimaksimalkan untuk pemulihan ekonomi; • Tetap beroperasi dengan mengefisienkan biaya operasional dan memperbaiki strategi penjualan untuk bertahan dan melewati masa krisis, • Stimulus policies from the Government should be maximized for economic recovery; • Keep operating with efficient operational costs and improve sales strategy to survive and get through the crisis.
	b	Perhotelan: Kelesuan industri pariwisata di masa pandemi Covid-19 telah berdampak pada turunnya keterisian kamar dan penggunaan ruangan di hotel. Hospitality: The sluggishness of the tourism industry during the Covid-19 pandemic has had an impact on decreasing room occupancy and room use in hotels.	Tetap beroperasi sebagai penyedia kamar karantina terpusat bekerja sama dengan perusahaan migas yang mengharuskan karyawannya melakukan isolasi mandiri sebelum dikirim ke lapangan. Keep operating as a provider of centralized quarantine rooms in collaboration with oil and gas companies that require employees to self-isolate before being sent to the field.
	c	Real Estat dan Properti: Kebijakan pembatasan sosial selama pandemi Covid-19 akan mengakibatkan aktivitas pengembangan dan pengelolaan usaha real estat dan properti terkontraksi dengan menurunnya permintaan. Real Estate and Property: The social restriction policy during the Covid-19 pandemic will result in contracting real estate and property business development and management activities with reduced demand.	• Tetap beroperasi secara maksimal bilamana dimungkinkan (dengan tetap patuh sesuai dengan kebijakan Pemerintah terkait penanganan Covid-19) buat keberlanjutan perolehan pendapatan; • Tetap merencanakan pengembangan baik di kawasan SCBD dan di luar sebagai persiapan bilamana pandemi berakhir. • Continue to operate optimally whenever possible (by remaining compliant in accordance with Government policies related to handling Covid-19) for the sustainability of generating revenue; • Continue to plan developments both in the SCBD area and outside in preparation for when the pandemic ends
	d	Jasa Telekomunikasi: Kinerja industri jasa telekomunikasi akan meningkat selama pandemi behubungan dengan peningkatan penggunaan jasanya dari aktivitas kerja dan belajar dari rumah. Telecommunication Services: The performance of the telecommunication service industry will increase during the pandemic due to an increase in the use of its services from work and study from home activities.	Melakukan diversifikasi masuk sebagai pengelola pusat data, dan mendorong untuk pengembangan di luar kawasan SCBD. Diversify into data center management, and encourage development outside the SCBD area.
3	**Risiko Terhadap Eksternal** External Risk		
	a	Hukum dan Kepatuhan: • sengketa atau perkara berpotensi menimbulkan konsekuensi hukum; • Implikasi dari terbit atau berubahnya peraturan dan kebijakan berpotensi berpengaruh pada operasional dan kinerja; • Tidak terpenuhinya kewajiban kepada regulator berpotensi pada keabsahan legalitas. Legal and Compliance: • Disputes or cases have the potential to cause legal consequences; • The implications of issuing or changing regulations and policies have the potential to affect operations and performance; • Failure to fulfill obligations to regulators has the potential for legal validity.	Komitmen untuk beroperasi sesuai dengan ketentuan dan berupaya memenuhi segala kewajiban tepat pada waktunya. Commitment to operate in accordance with regulations and strive to fulfill all obligations on time
	b	Reputasi: • Potensi timbulnya persepsi negatif dikarenakan ketidakmaksimalan penanganan terhadap kejadian yang tidak diharapkan; • Adanya publikasi negatif yang berpotensi menurunkan kepercayaan dari pemangku kepentingan. Reputation: • The potential for negative perceptions to arise due to the nonoptimal handling of the unexpected events; • The existence of negative publications that have the potential to reduce the trust of stakeholders.	• Melakukan penanganan dan komunikasi dengan informasi yang akurat, benar dan *real time*. • berhubungan baik dan benar dengan berpartisipasi pada berbagai aktivitas yang berhubungan dengan pemangku kepentingan. • Handling and communicating with accurate, correct and real time information. • Good and proper relationship by participating in various activities related to stakeholders.

Jenis Risiko Type of Risk			Mitigasi Mitigation
	c	Lingkungan Berpotensi dapat merusak dan merugikan terhadap pihak luar dikarenakan proses pengembangan usaha yang berada di luar kendali. Environment: Potentially can be damaging and detrimental to outsiders due to the business development process that is out of control.	• Mengasuransikan semua proyek dan meminimalkan keadaan *force majeure* yang mungkin terjadi; • Menjaga keseimbangan antara pembangunan dan kelestarian lingkungan. • Insure all projects and minimize force majeure situations that may occur; • Maintaining a balance between development and environmental sustainability.
4	**Risiko Keuangan** Financial Risk		
	a	Mata Uang Asing: Fluktuasi kurs (apresiasi atau depresiasi) berpengaruh pada perolehan laba bersih; Foreign currency: Exchange rate fluctuations (appreciation or depreciation) have an effect on net income;	• Mengusahakan sebagian besar transaksi menggunakan mata uang Rupiah; • Melakukan reviu berkala atas eksposur mata uang asing. • Conduct most transactions using Rupiah currency; • Conduct periodic reviews of foreign currency exposures
	b	Suku Bunga: Fluktuasi tingkat suku bunga akan berpengaruh pada kegiatan operasional dan kinerja keuangan sebagai dampak besarnya pembiayaan. Interest rate: Fluctuations in interest rates will affect operational activities and financial performance as a result of the amount of financing.	• Menelaah atas suku bunga yang ditawarkan; • Melakukan metode pembayaran bertahap berjangka waktu lebih panjang atau pinjaman dengan bunga tetap. • Review the interest rates offered; • Performing a installment payment method with a longer term or a loan with a fixed interest rate.
	c	Kredit: Potensi kegagalan debitur dalam melunasi kewajibannya, sesuai dengan jumlah dan waktu yang telah ditetapkan. Credit: Potential failure of the debtor in paying off his obligations, in accordance with the amount and time that has been set.	• Melakukan hubungan usaha dengan pihak lain yang berkredibilitas; • Menetapkan kebijakan verifikasi dan otorisasi kredit; • Memantau kolektibilitas piutang secara berkala untuk mengurangi jumlah piutang tak tertagih. • Conducting business relationships with other credible parties; • Establish credit verification and authorization policies; • Monitor the collectibility of receivables on a regular basis to reduce the number of bad debts.
	d	Likuiditas: Berkaitan dengan ketidakmampuan Perseroan dalam memenuhi kewajiban jangka pendeknya. Liquidity: In relation to the Company's inability to meet its short-term obligations.	• Memantau dan menjaga jumlah kas dan setara kas, serta mengevaluasi proyeksi arus kas yang memadai untuk membiayai operasional; • Melakukan penelaahan pasar untuk mendapatkan sumber pendanaan yang optimal. • Monitor and maintain cash and cash equivalents, as well as evaluate adequate cash flow projections to finance operations; • Conduct market analysis to obtain optimal funding sources.

Efektivitas Sistem Manajemen Risiko Tahun 2022

Perseroan secara berkala melaksanakan evaluasi dan efektivitas sistem manajemen risiko Perseroan dengan melaksanakan audit berbasis risiko yang dilakukan oleh audit internal dan *assessment* yang dilaksanakan oleh internal. Di 2022, Perseroan tidak melakukan evaluasi yang signifikan terhadap kebijakan Manajemen Risiko sebagai yang tercantum dalam Pedoman Tata Kelola Perseroan, dikarenakan kriteria risiko tersebut masih relevan dengan keberadaan Perseroan.

Direksi maupun Dewan Komisaris/Komite Audit meyakini bahwa sistem manajemen risiko Perseroan yang diterapkan saat ini sudah cukup efektf dalam mereduksi risiko-risiko usaha, operasional dan keuangan yang telah diidentifikasi sebelumnya. Begitu juga dengan potensi risiko-risiko baru yang mungkin akan timbul dan berdampak signifikan di masa mendatang.

Namun, untuk pengembangan budaya sadar risiko terus diupayakan ditingkatkan ke seluruh proses bisnis Perseroan dengan menitikberatkan konsep risiko sebagai tanggung jawab setiap orang melalui sosialisasi yang berkelanjutan, serta selalu mengembangkan kompetensi dan proses pembelajaran secara berkesinambungan (melalui pelatihan manajemen risiko baik secara umum ataupun khusus).

Effectiveness of Risk Management System in 2022

The Company regularly evaluates the effectiveness of the Company's risk management system by conducting risk-based audits conducted by internal audit and assessments conducted by internal. In 2022, the Company did not conduct a significant evaluation of the Risk Management policy as stated in the Good Corporate Governance Guidelines, because the risk criteria are still relevant to the Company's existence.

The Board of Directors and the Board of Commissioners/Audit Committee believe that the Company's current risk management system is effective in reducing the business, operational and financial risks that have been previously identified. Likewise with the potential new risks that may arise and have a significant impact in the future.

However, the development of a risk-aware culture continues to be improved throughout the Company's business processes by emphasizing the concept of risk as everyone's responsibility through continuous socialization, as well as always developing competencies and learning processes on an ongoing basis (through risk management training both in general and specifically).

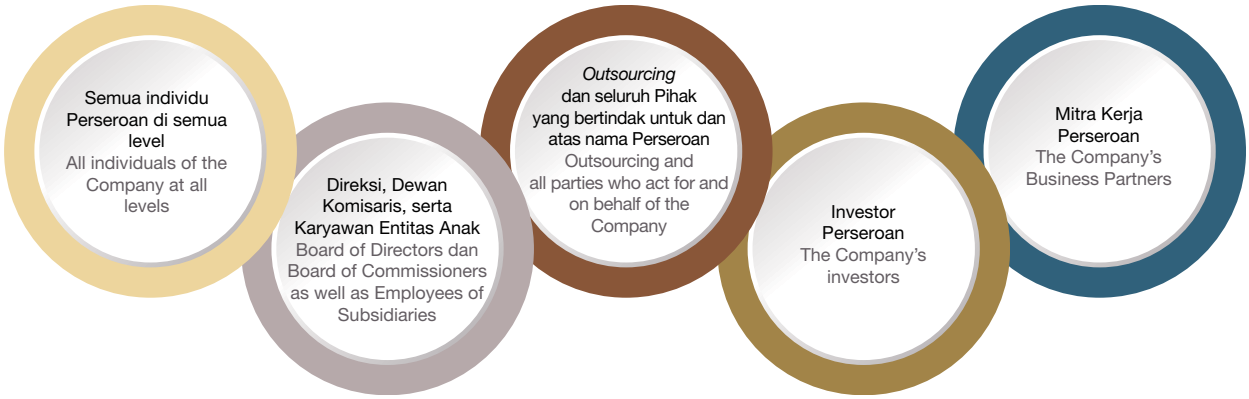
KODE ETIK
CODE OF CONDUCT

Kode Etik Perseroan (KEP) merupakan pola aturan, tata cara dan pedoman etis yang menjadi landasan dasar bagi karyawan, Direksi dan Dewan Komisaris sebagai personel-personel Perseroan yang harus diterapkan secara konsisten disertakan dengan profesionalisme berintegritas, dalam bertindak, bersikap dan melakukan suatu kegiatan atau pekerjaan di internal dan/atau eksternal yang berhubungan dengan Perseroan.

KEP sebagai standar etika usaha dan etika kerja disusun dengan memperhatikan prinsip-prinsip tata kelola perusahaan yang baik, berlandaskan pada nilai dan norma yang berlaku di Perseroan, dan senantiasa disesuaikan dengan perkembangan peraturan perundang-undangan dan praktik-praktik terbaik yang berlaku.

The Company's Code of Conduct (COC) is a pattern of rules, procedures and ethical guidelines that serve as a basic foundation for employees, the Board of Directors and the Board of Commissioners as personnel of the Company that must be applied consistently along with integrity professionalism, in acting, behaving and conducting an activity or work internally and / or externally related to the Company.

COC as a standard of business ethics and work ethics is prepared by taking into account the principles of good corporate governance, based on the values and norms that apply in the Company, and is always adjusted to the development of laws and regulations and applicable best practices.



Pokok-Pokok Kode Etik

Kode Etik memuat kebijakan nilai-nilai etis yang dinyatakan secara eksplisit sebagai suatu standar perilaku (etika usaha dan etika kerja) yang harus dipedomani oleh seluruh personel Perseroan. Etika Usaha merupakan standar perilaku usaha yang diterapkan sebagai suatu entitas bisnis dalam berinteraksi dan berhubungan dengan pemangku kepentingan baik internal maupun eksternal. Etika Kerja merupakan standar perilaku kerja yang digunakan oleh personel Perseroan dalam melaksanakan tugas untuk dan atas nama perusahaan, maupun dalam berinteraksi dan berhubungan dengan sesama rekan kerja serta pemangku kepentingan.

Principles of the Code of Conduct

The Code of Conduct contains ethical values policies that are explicitly stated as a standard of behavior (business ethics and work ethics) that must be guided by all Company personnel. Business Ethics is a standard of business behavior applied as a business entity in interacting and dealing with both internal and external stakeholders. Work Ethics is a standard of work behavior used by the Company's personnel in carrying out tasks for and on behalf of the company, as well as in interacting and dealing with fellow colleagues and stakeholders.

KODE ETIK PERSEROAN
The Company's Code of Conducts

KEBIJAKAN UMUM
GENERAL POLICY

- Pendahuluan
- Fungsi dan Tujuan Kebijakan
- Cakupan Ruang Lingkup
- Introduction
- Function and Objective of Policy
- Coverage

HUBUNGAN INTERNAL
INTERNAL RELATIONS

- Hubungan dengan Karyawan
- Hubungan dengan Perseroan
- Employee Relations
- Company Relations

HUBUNGAN EKSTERNAL
EXTERNAL RELATIONS

- Hubungan dengan Pelanggan
- Hubungan dengan Pemasok, Rekanan, dan Konsultan
- Hubungan dengan Pesaing
- Hubungan dengan Regulator
- Hubungan dengan Pemangku Kepentingan Lainnya
- Pelaporan Atas Pelanggaran Atau Potensi Pelanggaran
- Customer Relations
- Supplier, Partner, and Consultant Relations
- Competitor Relations
- Regulator Relations
- Other Stakeholders Relations
- Reporting of Violations or Potential Violations

Sosialisasi dan Internalisasi

Perseroan telah memperkenalkan KEP kepada karyawan telah sejak awal bergabung. KEP harus dipahami karyawan sebagai pedoman berperilaku selama berkegiatan di Perseroan. KEP terlampir bersama kontrak kerja perekrutan yang harus ditandangani.

Sosialisasi KEP juga telah dilakukan melalui situs web, email dan media cetak yang dipasang di titik-titik strategis tempat kerja. Kegiatan sosialisasi dan internalisasi tersebut bertujuan untuk meningkatkan kesadaran pemahaman terhadap substansi, agar dapat menerapkan dengan baik dan benar. Perseroan senantiasa memantau penerapan KEP, dan memberikan sanksi bagi yang melanggarnya.

Sanksi Atas Kode Etik

Sanksi dikenakan kepada pelanggar yang terbukti. Sanksi-sanksi yang akan dikenakan mengacu dan telah sesuai dengan ketentuan internal Perseroan dan Perjanjian Kerja Bersama (PKB).

Sanksi terhadap karyawan ditetapkan oleh Direksi setelah mendapat laporan dari atasan langsung yang bersangkutan. Direksi dan Dewan Komisaris memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/atau tindakan lainnya, serta pencegahan yang harus dilaksanakan oleh atasan langsung di lingkungan masing-masing. Sanksi terhadap Direksi dan Dewan Komisaris yang melakukan pelanggaran diputuskan oleh Pemegang Saham.

Socialization and Internalization

The Company has introduced COC to employees since they joined the Company. COC must be understood by employees as a guideline for behavior during activities in the Company. COC is attached with the recruitment employment contract that must be signed.

Socialization of COC has also been carried out through the website, email and print media posted at strategic points of the workplace. The socialization and internalization activities aim to increase awareness of understanding of the substance, so that it can be implemented properly and correctly. The Company always monitors the implementation of the KEP, and provides sanctions for those who violate it.

Sanctions on Code of Conduct

Sanctions are imposed on proven violators. Sanctions that will be imposed refer to and are in accordance with the Company's internal provisions and Collective Labor Agreement (CLA).

Sanctions against employees are determined by the Board of Directors after receiving a report from the direct supervisor concerned. The Board of Directors and the Board of Commissioners decide on the provision of coaching actions, disciplinary sanctions and/or other actions, as well as prevention that must be implemented by direct supervisors in their respective environments. Sanctions against Directors and Board of Commissioners who commit violations are decided by the Shareholders.

Jenis Pelanggaran Personel Perseroan Types of Violations of Company Personnel		Tindak Lanjut Follow-up
Ringan Minor	Teguran tertulis dan masa pembinaan satu bulan. written warning and one month coaching period.	Diteruskan kepada pihak yang berwajib apabila terindikasi adanya pelanggaran hukum. Forwarded to the authorities if there is an indication of a violation of the law.
Sedang Moderate	Teguran tertulis disertai masa pembinaan enam bulan dan pemotongan insentif tahunan. written warning accompanied by a six-month coaching period and annual incentive cuts.	
Berat Serious	Dikenakan pemutusan hubungan kerja (PHK). subject to termination of employment.	

Sanksi yang dikenakan terhadap mitra kerja atau pemangku kepentingan lain yang melakukan pelanggaran sesuai ketentuan sebagaimana yang tertuang dalam kontrak. Apabila terindikasi tindak pidana dapat diteruskan kepada pihak yang berwajib.

Sanctions imposed on partners or other stakeholders who violate the provisions as stated in the contract. If a criminal offense is indicated, it can be forwarded to the authorities.

Mitra Kerja Perseroan The Company's Business Partners	Tindak Lanjut Follow-up
Sanksi normatif sesuai kontrak, peraturan perundang-undangan dan keputusan Perseroan. Normative sanctions in accordance with the contract, laws and regulations and decisions of the Company.	Diteruskan kepada pihak yang berwajib apabila terindikasi adanya pelanggaran hukum. Forwarded to the authorities if there is an indication of a violation of the law.

Kebijakan Anti Korupsi

Perseroan tengah menyusun Kebijakan Anti Korupsi sebagai bagian komitmen untuk menjalankan bisnis secara transparan, jujur, dan dengan integritas. Perseroan berupaya patuh terhadap ketentuan perundang-undangan yang berlaku, serta mendukung Pemerintah dalam hal pemberantasan korupsi.

Namun, walau belum sempurna, beberapa hal berhubungan dengan tindakan antii korupsi telah tercantum dalam Kode Etik Perseroan.

Jenis Tndakan Korupsi

Beberapa jenis tindakan korupsi telah disebutkan di dalam Kode Etik Perseroan, antara lain: gratifikasi, donasi, penyuapan, pencucian uang dan *fraud*.

Anti Corruption Policy

The Company is developing an Anti-Corruption Policy as part of its commitment to conduct business transparently, honestly and with integrity. The Company strives to comply with applicable laws and regulations, and supports the Government in the fight against corruption.

However, although not yet perfect, some matters related to anti-corruption actions have been included in the Company's Code of Conduct.

Types of Corruption

Several types of corruption have been mentioned in the Company's Code of Conduct, including: gratuities, donations, bribery, money laundering and fraud.

Gratifikasi dan Donasi

Gratification and Donations

Gratifikasi Gratification	Donasi Donations
Pemberian dalam arti luas, yakni meliputi pemberian uang, barang, rabat (*discount*), komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma, dan fasilitas lainnya. Gratification in a broad sense, which includes giving money, goods, rebates (discounts), commissions, interest-free loans, travel tickets, lodging facilities, tourist trips, free medical treatment, and other facilities.	Sumbangan atau partisipasi Perseroan, baik atas inisiatif sendiri ataupun permintaan pihak lain dapat berupa dana, barang/natura atau program sosial dan diberikan khususnya kepada komunitas di sekitar lokasi kantor Perseroan, organisasi, lembaga atau pihak lainnya. Donations or participation of the Company, either on its own initiative or at the request of other parties, can be in the form of funds, goods/natura or social programs and are given especially to communities around the Company's office location, organizations, institutions or other parties.

Gratifikasi diatur dalam hubungan Perseroan dengan Pelanggan, sedang Donasi dimasukkan dalam hubungan dengan Pemangku Kepentingan Lainnya. Dalam KEP telah diatur perihal yang berkaitan dengan penerimaan hadiah/bingkisan dan pemberian hadiah/bingkisan dan/atau pemberian lainnya.

Gratification is regulated in the Company's relationship with Customers, while Donation is included in the relationship with Other Stakeholders. The COC has regulated matters relating to the acceptance of gifts/gifts and the provision of gifts/gifts and/or other gifts.

Gratifikasi Penerimaan Acceptance Gratification		
Penerimaan Acceptance	**Pelaporan** Reporting	**Tindak Lanjut** Follow-up
Untuk tidak menerima menghindari kompensasi bisnis atau dapat mempengaruhi dalam pengambilan keputusan oleh Perseroan. Not to accept or avoid business compensation or being able to influence the decision making by the Company.	Melaporkan secara tertulis kepada atasan (tembusan kepada Departemen HDR & GA) tanpa menghiraukan wujud dan nilainya. Report in writing to superiors (copy to HRD & GA Department) regardless of form and value.	• Dikembalikan kepada pengirim apabila berpotemsi mempengaruhi pengambilan keputusan; dan • Dibagikan atau disumbangkan apabila tidak mempengaruhi pengambilan keputusan. • Returned to sender if it has the potential to influence decision making; and • Shared or donated if it does not influence decision making.

Gratifikasi Pemberian Gifts Gratification		
Perseroan The Company	**Personel** Personnel	**Pengecualian** Exception
Berupaya menghindari pemberian yang akan mempengaruhi atau menimbulkan benturan kepentingan dalam pengambilan keputusan. Attempts to avoid giving that will affect or cause a conflict of interest in decision making.	Dilarang menjanjikan pemberian kepada pihak luar yang dapat dikategorikan sebagai gratifikasi atau penyuapan. Prohibition of promising gifts to outsiders that can be categorized as gratification or bribery	Bingkisan makanan dapat diberikan pada hari-hari raya keagamaan ataupun acara lainnya dengan persetujuan Direktur terkait. Food parcels can be given on religious holidays or other events with the approval of the relevant Director.

Dalam hal pemberian donasi, Perseroan memfokuskan kepada bidang atau kegiatan pendidikan, bencana alam, kesehatan, keagamaan dan kesejahteraan masyarakat. Dihindari donasi untuk kegiatan-kegiatan yang bersifat politik, karena Perseroan berusaha untuk tidak terlibat kegiatan politik praktis.

In terms of donations, the Company focuses on the fields or activities of education, natural disasters, health, religion and community welfare. Donations for political activities are avoided, as the Company tries not to engage in practical political activities.

Donasi diberikan berupa dana, barang/natura atau program sosial dan diberikan khususnya kepada komunitas di sekitar lokasi usaha Perseroan dan Entitas Anak, organisasi, lembaga atau pihak lainnya yang berelasi.

Donations are given in the form of funds, goods/in kind or social programs and are given especially to communities around the Company and Subsidiaries' business locations, organizations, institutions or other related parties.

Tata Kelola Donasi Donation Governance	
1	Seleksi dan evaluasi secara ketat dalam tujuan, reputasi pihak pengaju dan pengelola organisasi/lembaga. Strict selection and evaluation of the objectives, reputation of the applicant and the manager of the organization/institution.
2	Harus tepat sasaran dan sesuai kebutuhan. Coordination/communication between work units to avoid overlapping.
3	Koordinasi/komunikasi antara unit kerja untuk menghindari tumpang tindih. Coordination/communication between work units to avoid overlapping.
4	Kesesuaian dengan anggaran. Compliance with the budget.
5	Permintaan dan realisasi kegiatan donasi harus diadministrasikan secara baik. Requests and realization of donation activities must be properly administered.

Penyuapan

Penyuapan merupakan usaha yang dilakukan oleh pihak-pihak lain kepada karyawan dan/atau sebaliknya (termasuk petugas dan/atau pejabat Regulator) dengan tujuan mempengaruhi pengambilan keputusan, dan dilakukan semata-mata demi kepentingan/keuntungan pribadi kedua belah pihak.

Perseroan tidak menyetujui segala bentuk penyuapan demi menjamin objektivitas pengambilan keputusan.

Bribery

Bribery is an attempt made by other parties to employees and/or vice versa (including Regulatory officers and/or officials) with the aim of influencing decision making, and is carried out solely for the personal interests / benefits of both parties.

The Company does not approve any form of bribery in order to ensure the objectivity of decision making.

Larangan Penyuapan Prohibition of Bribery	
1	Menawarkan atau menyediakan pembayaran atau manfaat dalam bentuk apapun yang tidak resmi atau tidak lazim di luar prosedur yang berlaku kepada pihak lain yang berwenang dalam pengambilan keputusan berhubungan dengan Perseroan. Offering or providing payments or benefits in any form that is unofficial or unusual outside the applicable procedures to other parties authorized to make decisions related to the Company.
2	Menawarkan imbalan di luar prosedur yang berlaku kepada *customer* atau calon *customer* agar bertransaksi dengan Perseroan. Offering rewards outside the applicable procedures to customers or prospective customers in order to transact with the Company.
3	Menerima pembayaran atau manfaat dalam bentuk apapun yang tidak resmi atau tidak lazim di luar prosedur yang berlaku. Receiving payments or benefits in any form that is unofficial or unusual outside the applicable procedures.

Pencucian Uang

Pencucian uang adalah perbuatan kriminal yang dilakukan untuk menutupi asal usul dana hasil kejahatan yang ditranfer untuk transaksi dengan Perseroan sehingga dana tersebut terlihat sah.

Dalam hal ada transaksi yang diduga kegiatan pencucian uang, karyawan berkewajiban mewaspadai risiko-risikonya dan melaporkannya kepada atasannya. Karyawan wajib pula untuk tidak menginformasikan kepada *customer* ataupun pihak lain yang tidak mempunyai kepentingan bila terdapat transaksi yang mencurigakan.

Money Laundering

Money laundering is a criminal act committed to conceal the origin of criminal proceeds transferred for transactions with the Company so that the funds appear legitimate.

In the event that there are transactions suspected of money laundering activities, employees are obliged to be aware of the risks and report them to their superiors. Employees are also obliged not to inform customers or other parties who do not have an interest if there are suspicious transactions.

Fraud

Fraud adalah perbuatan melanggar hukum, peraturan (internal/eksternal) dan perundang-undangan lainnya yang sengaja dilakukan dengan niat untuk berbuat curang/menipu untuk memperoleh uang atau keuntungan/manfaat lain demi kepentingan pribadi atau pihak lain dimana pelaku tidak berhak atas keuntungan/manfaat tersebut sehingga dapat mengakibatkan kerugian Perseroan baik finansial maupun non finansial (termasuk yang berpotensi menimbulkan kerugian).

Dalam hal dengan potensi adanya *Fraud*, karyawan berkewajiban pula tetap mewaspadai risikonya dan membantu usaha Perseroan untuk memberantasnya.

Fraud

Fraud is an act that violates the law, regulations (internal/external) and other laws and regulations that are intentionally carried out with the intention to cheat/deceive to obtain money or other benefits for personal or other parties' interests where the perpetrator is not entitled to such benefits/advantages so that it can result in the Company's losses, both financial and non-financial (including those that have the potential to cause losses).

In the event of potential Fraud, employees are also obliged to remain aware of the risks and assist the Company's efforts to eradicate it.

Pengelolaan Benturan Kepentingan

Benturan kepentingan dapat terjadi karena perbedaan kepentingan ekonomis antara Perseroan dengan karyawan. Benturan kepentingan akan membuat ketidakobjektifan dalam mengurus, mengelola dan bekerja, yang berimbas merugikan bagi perusahaan.

Management of Conflict of Interest

Conflict of interest can occur due to differences in economic interests between the Company and employees. Conflicts of interest will create objectivity in organizing, managing and working, which has a detrimental impact on the company.

Situasi, kondisi atau niat untuk melakukan tindakan benturan kepentingan Situation, condition or intention to commit conflict of interest actions	
1	Melakukan transaksi dan/atau menggunakan harta Perseroan untuk kepentingan diri sendiri, keluarga, atau golongan; Conduct transactions and/or use the Company's assets for the benefit of self, family, or group;
2	Menerima dan/atau memberi hadiah/manfaat dalam bentuk apapun yang berkaitan dengan kedudukannya di dalam Perseroan; Receiving and/or giving gifts/benefits in any form related to his/her position in the Company;
3	Memanfaatkan informasi rahasia dan data bisnis Perseroan untuk kepentingan di luar Perseroan; Utilizing confidential information and business data of the Company for interests outside the Company;
4	Terlibat langsung maupun tidak langsung dalam pengelolaan perusahaan pesaing dan/atau mitra atau calon mitra lainnya; Directly or indirectly involved in the management of competing companies and/or other partners or prospective partners;
5	Mempunyai hubungan keluarga sedarah dan/atau semenda sampai dengan derajat ketiga dengan anggota Direksi dan/atau anggota Komisaris. Having a family relationship by blood and/or consanguinity up to the third degree with members of the Board of Directors and/or members of the Board of Commissioners.

Terhadap Direksi dan Dewan Komisaris dengan merujuk pada Pasal 31 ayat (7) Anggaran Dasar sebagaimana tercantum dalam Piagam Direksi dan Piagam Dewan Komisaris Perseroan, dilarang memanfaatkan Perseroan untuk kepentingan pribadi atau keluarga, dan/atau pihak lain yang dapat merugikan Perseroan, dan mengambil keuntungan pribadi baik secara langsung maupun tidak langsung dari kegiatan Perseroan selain penghasilan yang sah.

The Board of Directors and Board of Commissioners, with reference to Article 31 paragraph (7) of the Articles of Association as stated in the Charter of the Board of Directors and Charter of the Board of Commissioners of the Company, are prohibited from utilizing the Company for personal or family interests, and/or other parties that may harm the Company, and taking personal benefits either directly or indirectly from the Company's activities other than legitimate income.

Anggaran Dasar
Articles of Association

Diperlukan persetujuan RUPS untuk transaksi yang memuat benturan kepentingan ekonomis anggota Direksi, Dewan Komisaris atau Pemegang Saham.
GMS approval is required for transactions that contain a conflict of economic interest of members of the Board of Directors, Board of Commissioners or Shareholders.

Piagam Direksi dan Piagam Dewan Komisaris
Board Charter

Direksi dan Dewan Komisari dilarang:
- memanfaatkan Perseroan untuk kepentingan pribadi atau keluarga, dan/atau pihak lain yang dapat merugikan Perseroan; dan
- mengambil keuntungan pribadi baik secara langsung maupun tidak langsung dari kegiatan Perseroan selain penghasilan yang sah.

The Board of Directors and the Board of Commissioners are prohibited from:
- take advantage of the Company for personal or family interests, and/or other parties that may harm the Company; and
- Taking personal benefits, either directly or indirectly, from the Company's activities other than legitimate income.

POJK No. 11/POJK.04/2017

Kewajiban mengungkapkan apabila ada hubungan usaha dan/atau keluarga dengan anggota Direksi lainnya atau anggota Dewan Komisaris atau Pemegang Saham Pengendali, dan juga melaporkan kepemilikan sahamnya (termasuk keluarganya) di Perseroan.
The obligation to disclose if there is a business and/or family relationship with other members of the Board of Directors or members of the Board of Commissioners or Controlling Shareholders, and also report their share ownership (including their families) in the Company.

Sepanjang tahun 2022, tidak ada anggota Direksi, anggota Dewan Komisaris, pemegang saham dan karyawan yang melakukan tindakan berpotensi benturan kepentingan.

Throughout 2022, there were no members of the Board of Directors, members of the Board of Commissioners, shareholders and employees who committed potential conflict of interest actions.

Pencegahan Transaksi Orang Dalam

Orang Dalam sebagaimana dijelaskan dalam Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal bisa Pemegang Saham Utama, Komisaris, Direktur atau karyawan, atau pula orang perseorangan yang karena kedudukan atau profesinya atau karena hubungan usahanya dengan Perseroan memungkinkan orang tersebut memperoleh informasi Orang Dalam.

Dalam hal transaksi orang dalam atas surat berharga/saham Perseroan, Piagam Dewan Direksi dan Piagam Dewan Komisaris, serta Kode Etik Perseroan secara tegas melarangnya.

Larangan praktek Transaksi Orang Dalam diperkuat pula pengaturan periode blockout, yang melarang untuk memperdagangkan saham Perseroan dalam tempo 1 (dua) minggu sebelum laporan keuangan berkala dan tahunan dikeluarkan, 24 jam setelah laporan keuangan dikeluarkan, dan 24 jam setelah informasi konfidensial yang dapat mempengaruhi harga saham diungkapkan kepada publik.

Sekretaris Perusahaan merupakan unit kerja yang bertugas untuk memastikan ketaatan perdagangan surat berharga/saham Perseroan. Setiap adanya perubahan portofolio kepemilikan saham Dewan Komisaris dan Direksi, baik di dalam atau di luar Perseroan, maka Dewan Komisaris dan Direksi wajib melaporkan melalui penyerahan Daftar Khusus Kepemilikan Saham, untuk selanjutnya disampaikan kepada otoritas pasar modal selambat-lambatnya 3 (tiga) hari sejak terjadinya transaksi.

Berikut adalah anggota Dewan Komisaris dan Direksi yang memiliki saham Perseroan per 31 Desember 2022.

Prevention of Insider Transactions

Insiders as described in Law No. 8 of 1995 concerning the Capital Market can be Major Shareholders, Commissioners, Directors or employees, or also individuals who because of their position or profession or because of their business relationship with the Company allow the person to obtain inside information.

In terms of insider transactions on the Company's securities / shares, the Charter of the Board of Directors and the Charter of the Board of Commissioners, as well as the Company's Code of Ethics expressly prohibit it.

The prohibition of Insider Transaction practices is strengthened by the setting of a blockout period, which prohibits trading the Company's shares within 1 (two) weeks before the periodic and annual financial statements are issued, 24 hours after the financial statements are issued, and 24 hours after confidential information that may affect the share price is disclosed to the public.

The Corporate Secretary is the work unit in charge of ensuring compliance with the trading of the Company's securities/shares. Any change in the share ownership portfolio of the Board of Commissioners and Directors, either inside or outside the Company, the Board of Commissioners and Directors are required to report through the submission of a Special List of Share Ownership, to be submitted to the capital market authorities no later than 3 (three) days from the occurrence of the transaction.

The following members of the Board of Commissioners and Directors own shares of the Company as of December 31, 2022.

No	Nama Name	Jabatan Position	Saham Stock	%
1	Tomy Winata	Wakil Presiden Komisaris Vice President Commissioner	306.243.700	13,15
2	Lanny Pujilestari Liga	Direktur Director	30.000	0,00
3	Tony Soesanto	Direktur Director	917.200	0,00

SISTEM PELAPORAN PELANGGARAN
WHISTLEBLOWING SYSTEM

Whistleblowing System atau Sistem Pelaporan Pelanggaran (SPP) adalah sistem yang mengelola pengaduan/penyingkapan mengenai perilaku melawan hukum, perbuatan tidak etis/tidak semestinya secara rahasia, anonim dan mandiri. Digunakan sebagai pengawasan dengan mengoptimalkan peran serta proaktif personel Perseroan dan pihak lainnya dalam mengungkapkan, dan berlanjut pada pengendalian atas pelanggaran atau potensi pelanggaran yang dapat merusak reputasi yang terjadi di lingkungan Perseroan.

Keberadaan SPP pada periode tertentu dievaluasi, dimutakhirkan dan disempurnakan menyesuaikan dengan dinamika. Sementara untuk sosialisasi SPP dilakukan paralel dengan sosialisasi prinsip-prinsip GCG lainnya. Sosialisasi dilakukan untuk memberikan pemahaman tentang sistem pelaporan pelanggaran yang dikelola secara independen, dan ada jaminan perlindungan bagi pelapor pelanggaran.

Perseroan menyediakan fasilitas saluran pelaporan (telepon, surat, *email*) yang independen, bebas, dan rahasia bagi pelapor, agar terlaksana proses pelaporan yang aman. Pelaporan pelanggaran diusahakan dapat dilakukan secara tertulis berisikan kronologis kejadian dan kelengkapan informasi data. Pengiriman laporan diusahakan dalam periode paling lama 2 (dua) bulan setelah kejadian terjadi, dan khusus untuk kasus-kasus *fraud* selambat-lambatnya 1 (satu) bulan setelah kejadian terjadi.

Kebijakan SPP

Kebijakan SPP mengatur peran serta dan tanggung jawab semua pihak yang terkait, jenis pelanggaran atau potensi pelanggaran yang bisa dilaporkan, ketentuan perlindungan pelapor, penerimaan laporan dan tindak lanjut penanganannya.

Whistleblowing System (WBS) is a system that manages complaints/disclosures regarding unlawful behavior, unethical/improper actions in a confidential, anonymous and independent manner. Used as a supervision by optimizing the proactive participation of the Company's personnel and other parties in disclosing, and continuing to control violations or potential violations that can damage the reputation that occur within the Company.

The existence of WBS at certain periods is evaluated, updated and refined according to the dynamics. Meanwhile, the socialization of WBS is carried out in parallel with the socialization of other GCG principles. Socialization is carried out to provide an understanding of the whistleblowing system that is managed independently, and there is a guarantee of protection for whistleblowers.

The Company provides independent, free, and confidential reporting channel facilities (telephone, mail, email) for whistleblowers, so that a safe reporting process is carried out. Violation reporting is attempted to be done in writing containing the chronology of events and complete data information. Delivery of reports is endeavored within a maximum period of 2 (two) months after the incident occurred, and specifically for fraud cases no later than 1 (one) month after the incident occurred.

WBS Policy

The WBS policy regulates the roles and responsibilities of all parties involved, types of violations or potential violations that can be reported, provisions for whistleblower protection, receipt of reports and follow-up handling.

Prinsip-Prinsip Sistem Pelaporan Pelanggaran Whistleblowing System Principles	
Prinsip Dasar Basic Principles	• Informasi perihal pelanggaran atau potensi potensi pelanggaran yang disampaikan bersifat rahasia; • Setiap pelapor harus mendapat perlindungan; • Setiap informasi yang dilaporkan harus dilakukan proses uji kelayakan dan investigasi lebih lanjut. • All information submitted is confidential; • Every whistleblower must receive protection; and • Any information reported must be subjected to due diligence and further investigations.
Prinsip Umum General Principles	• SPP berlaku untuk seluruh personel Perseroan (Karyawan, Direksi, Dewan Komisaris), pihak independen, pihak ketiga dan pemangku kepentingan lainnya. Jika anggota Dewan Komisaris atau Direksi yang melakukan pelanggaran, laporan yang disampaikan secara tertulis kepada Ketua Komite Audit; • Setiap pelapor bertanggung jawab dan beritikad baik dalam melaporkan pelanggaran atau potensi pelanggaran yang akan atau telah merugikan Perseroan • SPP akan menghilangkan penyalahgunaan jabatan untuk mencegah seseorang untuk membuat laporan • WBS applies to all members of the Company (Employees, Board of Directors, Board of Commissioners), independent parties, third parties and other stakeholders. If a member of the Board of Commissioners or Board of Directors commits a violation, a written report is submitted to the Chairman of the Audit Committee; • Each whistleblower is responsible and has good faith in reporting violations or potential violations that will or have harmed the Company; and • WBS will eliminate abuse of position to prevent someone from making a report.

Jenis Pelanggaran

Jenis pelanggaran yang dapat dilaporkan adalah kemungkinan pelanggaran hukum dan peraturan Perseroan, pemaksaan melakukan sesuatu yang tidak patut dan di luar hukum, tindakan-tindakan yang dapat merugikan keuangan, dan/atau menimbulkan efek negatif terhadap citra dan reputasi perusahaan jika diketahui publik.

Types of Violations

The types of violations that can be reported are possible violations of the Company's laws and regulations, coercion to do something improper and outside the law, actions that can cause financial losses, and/or have a negative effect on the company's image and reputation if known to the public.

Kecurangan Fraud	a	Korupsi: menerima suap, penyalahgunaan jabatan, kolaborasi dengan pihak luar untuk merugikan perusahaan, dan pemerasan; Corruption: accepting bribes, abuse of position, collaboration with outsiders to harm the Company and extortion;
	b	Penipuan; Fraud;
	c	Pencurian: mencuri data/uang perusahaan dan pembobolan sistem; Theft: stealing the Company's data/money and system breaches;
	d	Penggelapan: menjual aset perusahaan dan/atau uang kas untuk kepentingan dan keperluan pribadi; Embezzlement: selling the Company's assets and/or cash for personal interests and purposes; and
	e	Pemalsuan: surat keterangan, data/dokumen perusahaan dan tandatangan. Counterfeiting: certificate, the Company's data/documents and signature.
Pelanggaran Norma dan Etika Violation of Norms and Ethics	a	Membuka rahasia perusahaan untuk kepentingan pribadi; Disclosing the Company's secrets for personal gain;
	b	Perilaku insider trading; Insider trading behavior;
	c	Perbuatan asusila di dalam dan di luar perusahaan; Immoral acts inside and outside the Company;
	d	Pelecehan; Abuse;
	e	Penggunaan narkoba. Drug use.

Lingkup Pelaporan dan Penanganan Pengelolaan Pengaduan

SPP Perseroan saat ini dikelola oleh Tim Pengelola Pengaduan (TPP) di Departemen *Human Data Record* & *General Affairs* (HDR & GA), yang menerima laporan pelanggaran kode etik Perseroan yang berindikasi adanya kecurangan (*fraud*). Laporan pelanggaran lainnya disampaikan kepada *Manager* HDR & GA. TPP akan mengevaluasi, menginvestigasi dan memberi saran tindak lanjut atas pelaporan pelanggaran sebelum diteruskan kepada *Manager* dan Direktur yang membawahi sumber daya manusia (SDM).

Scope of Reporting and Handling Complaint Management

The Company's WBS is currently managed by the Whistleblowing Team in the Human Data Record & General Affairs (HDR & GA) Department, which receives reports of violations of the Company's code of conduct that indicate fraud. Other violation reports are submitted to the HDR & GA Manager. Whistleblowing Team will evaluate, investigate and provide follow-up advice on reported violations before being forwarded to the Manager and Director in charge of human resources (HR).

Perlindungan dan Sanksi Pelapor

Perseroan akan merahasiakan identitas pelapor dan memberikan perlindungan dari segala bentuk ancaman, intimidasi, ataupun tindakan tidak menyenangkan dari pihak manapun selama pelapor menjaga kerahasiaan pelanggaran yang diadukan. Perseroan memberikan perlindungan hukum kepada pelapor terkait kebocoran identitas, serta potensi ancaman atau tindakan yang dapat merugikan lainnya. Perlindungan juga diberikan kepada para pihak yang melaksanakan investigasi maupun pihak-pihak lainnya yang memberikan informasi terkait dengan pengaduan/penyingkapan tersebut.

Sebaliknya sanksi akan dikenakan terhadap pelapor yang mengirimkan laporan pengaduan terindikasi unsur: tidak ada niat baik, menyampaikan bukti palsu, ada unsur kedengkian, atau tanpa dasar yang jelas.

Perseroan tidak akan memberikan jaminan kerahasiaan maupun perlindungan kepada pelapor yang menyalahgunakan SPP, termasuk tuntutan pidana maupun perdata seperti yang terkait dengan perbuatan tidak menyenangkan ataupun pencemaran nama baik. Pengenaan sanksi telah mengikuti ketentuan peraturan yang berlaku.

Whistleblower Protection and Sanctions

The Company will keep the identity of the whistleblower confidential and provide protection from all forms of threats, intimidation, or unpleasant actions from any party as long as the whistleblower maintains the confidentiality of the violations reported. The Company provides legal protection to whistleblowers related to identity leaks, as well as potential threats or actions that can harm others. Protection is also provided to the parties carrying out the investigation and other parties who provide information related to the complaint / disclosure.

Conversely, sanctions will be imposed on whistleblowers who submit complaints indicated by elements: no good intentions, submitting false evidence, there is an element of malice, or without clear basis.

The Company will not provide confidentiality guarantees or protection to whistleblowers who abuse the WBS, including criminal or civil charges such as those related to unpleasant acts or defamation. The imposition of sanctions has followed the provisions of the applicable regulations.

Sanksi dan Rehabitasi Pelanggar

Terlapor yang terbukti melakukan pelanggaran akan dikenakan sanksi, dapat berupa teguran lisan, surat peringatan (I, II, III), hingga pemutusan hubungan kerja (PHK), mengacu pada ketentuan yang berlaku. Perseroan tidak akan menoleransi setiap pelanggaran yang terkait dengan integritas.

Sebaliknya terhadap terlapor yang tidak terbukti melakukan pelanggaran, Perseroan memberikan rehabilitasi dengan mengembalikan nama baiknya.

Mekanisme Pelaporan dan Penanganan

TPP akan melakukan pemilahan kecukupan dan kelengkapan data dan bukti pada dokumen yang disampaikan, dan memutuskan apakah kasus tersebut dapat dilanjutkan ke tingkat penyelidikan.

Setiap laporan yang masuk akan dipelajari, diklasifikasikan dan ditindaklanjuti melalui penyelidikan mendalam berdasarkan fakta-fakta yang diperoleh. Keputusan terhadap terbukti/tidaknya pelaporan tersebut akan dibuat dan diambil berdasarkan pertimbangan akibat tindakan, derajat kesengajaan dan motif tindakan.

TPP akan mengembalikan laporan yang tidak terbukti kepada pelapor, dan akan melaporkan hasil temuannya apabila terbukti kepada Direksi. Laporan yang berkaitan dengan jajaran manajemen di bawah Direksi disampaikan dalam bentuk surat dan ditujukan kepada Presiden Direktur, sedangkan laporan-laporan yang berkaitan dengan Direksi akan ditujukan kepada Dewan Komisaris.

Pelaporan Pelanggaran Tahun 2022

Tidak terdapat laporan pelanggaran yang masuk atau sedang ditindaklanjuti, baik yang berkaitan dengan Perseroan, Direksi, Dewan Komisaris, organ pendukung, ataupun karyawan selama 2022.

Sanctions and Rehabilitation of Violators

The reported party who is proven to have committed a violation will be subject to sanctions, which can be in the form of verbal reprimands, warning letters (I, II, III), to termination of employment, referring to the applicable provisions. The Company will not tolerate any violations related to integrity.

On the other hand, for reported party who is not proven to have committed a violation, the Company provides rehabilitation by restoring his/her good name.

Reporting and Handling Mechanism

WBS will sort out the adequacy and completeness of data and evidence in the submitted documents, and decide whether the case can proceed to the investigation level.

Each incoming report will be studied, classified and followed up through in-depth investigation based on the facts obtained. A decision on whether or not the report is proven will be made and taken based on consideration of the consequences of the action, the degree of intent and the motive for the action.

WBS will return unproven reports to the reporter, and will report its findings if proven to the Board of Directors. Reports relating to management under the Board of Directors are submitted in the form of a letter and addressed to the President Director, while reports relating to the Board of Directors will be addressed to the Board of Commissioners.

Whistleblowing Report In 2022

There were no violation reports submitted or being followed up, either related to the Company, the Board of Directors, the Board of Commissioners, supporting organs, or employees during 2022.

TRANSPARANSI PRAKTIK TATA KELOLA TIDAK BAIK
TRANSPARENCY OF BAD GOVERNANCE PRACTICES

Perseroan terus berkomitmen untuk menjalankan praktik bisnis yang sehat dan terbuka, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Dalam operasional sepanjang 2022, tidak ditemukan adanya praktik bisnis yang tidak baik, yang dapat merusak reputasi dan citra Perseroan.

Kasus Terkait dengan Karyawan

Seluruh pengelolaan sumber daya manusia (SDM) dalam kegiatan operasional dan usaha dari Perseroan telah memenuhi peraturan dan perundang-undangan yang berlaku, termasuk juga memenuhi standar praktik Ketenagakerjaan, Keselamatan dan Kesehatan Kerja (K3).

Laporan Pencemaran Lingkungan

Perseroan berkomitmen umtuk ramah terhadap lingkungan lokasi usaha dan sekitarnya, dalam operasional usahanya. Kebijakan Green Development diterapkan dalam pengembangan dan pengelolaan

The Company continues to be committed to running healthy and open business practices, in accordance with the provisions of applicable laws and regulations. In operations throughout 2022, there were no bad business practices found, which could damage the Company's reputation and image.

Cases Related to Employees

All human resource (HR) management in the operational and business activities of the Company has complied with the prevailing laws and regulations, including meeting the standards of Employment practices, Occupational Safety and Health (OHS).

Environmental Pollution Report

The Company is committed to be friendly to the environment of the business location and its surroundings, in its business operations. The Green Development policy is applied in the development and

proyek dari Perseroan dan Entitas Anak. Realisasinya dapat dilihat pada lingkungan lokasi usaha yang hijau dan teduh.

Terhadap aktivitasnya sepanjang 2022, Perseroan tidak menerima satu pun pelaporan adanya pencemaran terhadap lingkungan, baik di sekitar kantor pusat maupun di sekitar lingkungan proyek.

management of projects of the Company and its Subsidiaries. The realization can be seen in the green and shady environment of the business location.

For its activities throughout 2022, the Company did not receive a single report of pollution to the environment, both around the head office and around the project environment.



Pemenuhan Kewajiban Perpajakan

Perseroan berkomitmen untuk senantiasa patuh dan taat pada peraturan dan perundang-undangan perpajakan yang berlaku sehingga tidak terdapat persoalan pajak selama ini. Hal yang berhubungan dengan kewajiban perpajakan kepada pemerintah diusahakan untuk dipenuhi sebelum ketentuan batas akhirnya.

Ketidaksesuaian Laporan Tahunan dan Laporan Keuangan

Seluruh penyajian informasi keuangan dalam Laporan Tahunan 2022 merujuk pada Laporan Keuangan untuk tahun-tahun yang berakhir 31 Desember 2022 dan 31 Desember 2021 yang telah diaudit oleh Kantor Akuntan Publik Mirawati Sensi Idris.

Penyajian dan pengungkapan laporan keuangan konsolidasian telah disusun dan disajikan sesuai Standar Akuntansi Keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang diterbitkan oleh Ikatan Akuntan Indonesia (IAI) dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No. VIII.G.7 tentang Pedoman Penyajian Laporan Keuangan, dengan Surat Keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

Pengungkapan Segmen Operasi pada Laporan Keuangan

Perseroan telah menyajikan segmen operasi menurut pengelompokkan (segmen) jenis usaha sebagai bentuk pelaporan segmen primer dan segmen sekunder yang dikelompokkan berdasarkan unit pengendalian, seperti yang telah disampaikan dalam Laporan Keuangan Teraudit tahun 2022 catatan nomor 41 Pengungkapan tersebut mengacu pada ketentuan yang tercantum dalam PSAK No. 5 (Penyesuaian 2015) tentang Segmen Operasi, dan untuk kepentingan manajemen.

Fulfillment of Tax Obligations

The Company is committed to always obeying and complying with the prevailing tax laws and regulations so that there are no tax issues so far. Matters related to tax obligations to the government are endeavored to be fulfilled before the deadline.

Discrepancies between Annual Report and Financial Statements

The entire presentation of financial information in the 2022 Annual Report refers to the Financial Statements for the years ended December 31, 2022 and December 31, 2021 which have been audited by Mirawati Sensi Idris Public Accounting Firm.

The presentation and disclosure of the consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards, namely the Statement of Financial Accounting Standards (SFAS), issued by the Indonesian Institute of Accountants (IAI) and the Regulation of the Capital Market Supervisory Agency and Financial Institutions (Bapepam-LK) No. VIII.G.7 concerning Guidelines for the Presentation of Financial Statements, with the Decree of the Chairman of Bapepam-LK No. KEP-347/BL/2012 concerning Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

Disclosure of Operating Segments in the Financial Statements

The Company has presented operating segments by grouping (segment) type of business as a form of primary segment reporting and secondary segments grouped by control unit, as submitted in the Audited Financial Statements for the year 2022 note number 41 The disclosure refers to the provisions contained in PSAK No. 5 (Adjustment 2015) concerning Operating Segments, and for the benefit of management.

Kesesuaian Buku Laporan Tahunan dan Laporan Tahunan Digital

Laporan Tahunan digital Perseroan baik yang disampaikan kepada pemegang saham, pemangku kepentingan, maupun yang telah diunggah pada situs web resmi Perseroan dan Otoritas Pasar Modal telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perseroan.

Compatibility of Annual Report Books and Digital Annual Reports

The Company's digital Annual Report both submitted to shareholders, stakeholders, and uploaded on the Company's official website and the Capital Market Authority is in accordance with the Annual Report book printed and published by the Company.

PERMASALAHAN HUKUM
LEGAL ISSUES

Perdata dan Pidana

Tidak terdapat permasalahan hukum baik perdata maupun pidana yang merugikan yang dihadapi oleh Perseroan, seluruh anggota Direksi dan Dewan Komisaris selama 2021. Demikian halmya dengan Entitas Anak bersama jajaran Direksi dan Dewan Komisaris-nya tidak pula terlibat pada kasus hukum di pengadilan yang bersifat material. Anggota Direksi dan/atau anggota Dewan Komisaris tidak berwenang mewakili Perseroan apabila terlibat perkara di pengadilan.

Civil and Criminal

There are no adverse civil or criminal legal issues faced by the Company, all members of the Board of Directors and Board of Commissioners during 2021. Likewise, the Subsidiaries and their Board of Directors and Board of Commissioners were not involved in any material legal cases in court. Members of the Board of Directors and/or members of the Board of Commissioners are not authorized to represent the Company when involved in court cases.

Sanksi Administratif

Perseroan, anggota Dewan Komisaris dan Direksi tidak menghadapi sanksi administratif dari otoritas pasar modal maupun otoritas lainnya yang berpotensi memiliki dampak material terhadap kinerja keuangan Perseroan sepanjang 2022.

Administrative Sanctions

The Company, members of the Board of Commissioners and the Board of Directors did not face any administrative sanctions from the capital market authorities or other authorities that could potentially have a material impact on the Company's financial performance throughout 2022.

AKSES INFORMASI DAN DATA PERUSAHAAN
ACCESS TO COMPANY INFORMATION AND DATA

Perseroan menyediakan informasi-informasi yang secara berkala diperbarui perihal aktivitas operasional, proses usaha dan capaian-capaian kinerja untuk disampaikan kepada seluruh pemangku kepentingan melalui media: SPE OJK, IDX Net, website internal dan surat kabar, dan sarana: RUPS dan Paparan Publik.

The Company provides regularly updated information regarding operational activities, business processes and performance achievements to be conveyed to all stakeholders through the media: SPE OJK, IDX Net, internal websites and newspapers, and facilities: GMS and Public Expose.

Forum Komunikasi Internal

Perseroan mengupayakan informasi-informasi berisikan kebijakan dan pengumuman dengan aktivitas Perseroan dengan cepat tersedia dan bisa diakses dengan mudah oleh seluruh personel. Perseroan menggunakan memo internal dan diumumkan secara elektronik melalui monitor LED yang dipasang dan ditempatkan di lokasi strategis.

Rapat Inter departemen dengan para manajer unit kerja yang dipimpin oleh Sekretaris Perusahaan yang diadakan setiap bulan merupakan sarana komunikasi dan diskusi untuk membahas, mengevaluasi dan menetapkan rencana tindak lanjut terhadap pencapaian objektif program kerja di unit-unit terkait, sebelum nantinya diteruskan untuk dibahas dalam rapat direksi yang juga rutin diadakan.

Internal Communication Forum

The Company strives for information containing policies and announcements with the Company's activities to be quickly available and easily accessible by all personnel. The Company uses internal memos and electronic announcements through LED monitors installed and placed in strategic locations.

Inter-departmental meetings with work unit managers led by the Corporate Secretary held monthly are a means of communication and discussion to discuss, evaluate and determine follow-up plans for the achievement of work program objectives in the relevant units, before being forwarded for discussion at the board of directors meeting which is also regularly held.

Di tahun 2023, direncanakan akan diadakan dua belas kali rapat inter departemen dengan jadwal di bawah ini:

In 2023, twelve inter-departmental meetings are planned with the schedule below:

Jan	Feb	Mar	Apr	Mei	Jun	Jul	Agu	Sep	Okt	Nov	Des
12	9	16	6	11	15	13	10	7	12	16	14



Dengan komitmen yang tinggi terhadap prinsip transparansi dan keterbukaan informasi, Perseroan senantiasa mengupayakan kemudahan bagi para pemangku kepentingan (termasuk masyarakat dan investor) mengakses informasi terkait Perseroan dalam hal kebijakan dan informasi penting, seperti sejarah singkat, kegiatan usaha, Laporan Tahunan dan Laporan Keuangan, tanggung jawab sosial perusahaan, siaran pers, dan lain-lain situs Perseroan www.jihd.co.id yang disajikan dalam bahasa Indonesia dan bahasa Inggris.

With a high commitment to the principles of transparency and information disclosure, the Company always strives to make it easy for stakeholders (including the public and investors) to access information related to the Company in terms of policies and important information, such as a brief history, business activities, Annual Reports and Financial Statements, corporate social responsibility, press releases, etc. The Company's website www.jihd.co.id is presented in Indonesian and English.

Pelaporan Berkala ke Regulator

Perseroan berkewajiban kepada para pemangku kepentingan dalam keterbukaan informasi. Perseroan sealain melalui situs web, wajib pula melaporkan keterbukaan informasi melalui *e-reporting* kepada OJK dan BEI, yang nantinya dapat pula diakses oleh seluruh pihak yang berkeinginan mengetahui informasi Perseroan.

Periodic Reporting to Regulators

The Company is obliged to the stakeholders in information disclosure. In addition to the website, the Company is also required to report information disclosure through e-reporting to OJK and IDX, which can also be accessed by all parties who wish to know the Company's information.

Siaran Pers

Pers release atau siaran pers disediakan Perseroan untuk dapat dimuat dalam media cetak dan media elektronik, yang nantinya dimuat pula dalam situs web Perseroan. Perseroan menyediakan pres release pada RUPST dan RUPSLB pada 25 Juli 2022.

Press Release

Press releases are provided by the Company to be published in print and electronic media, which will also be published on the Company's website. The Company provided a press release at the EGMS and EGMS on July 25, 2022.

Rapat Umum Pemegang Saham

Perseroan melalui Rapat Umum Pemegang Saham (RUPS) menyampaikan informasi mengenai capaian kinerja operasional dan hal-hal yang membutuhkan persetujuan keputusan pemegang saham. RUPS yang berupa Rapat Umum Pemegang Saham Tahunan (RUPST) dan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) merupakan media pengambilan keputusan tertinggi di Perseroan. Di tahun 2022 telah diselenggarakan satu kali RUPST dan satu kali RUPSLB yang diselenggarakan secara berurutan pada 25 Juli 2022.

General Meeting of Shareholders

The Company through the General Meeting of Shareholders (GMS) conveys information regarding operational performance achievements and matters requiring approval of shareholder decisions. GMS in the form of Annual General Meeting of Shareholders (EGMS) and Extraordinary General Meeting of Shareholders (EGMS) is the highest decision-making media in the Company. In 2022, one EGMS and one EGMS were held consecutively on July 25, 2022.

Paparan Publik

Public Expose



Paparan publik merupakan salah satu sarana akses dan transformasi informasi melalui metode presentasi kepada pemegang saham, pemangku kepentingan, dan pihak-pihak yang diundang. Setiap perusahaan tercatat diwajibkan melaksanakan sekurang-kurangnya 1 (satu) kali dalam setahun dengan tatap muka secara langsung dan/atau elektronik.

Paparan Publik Perseroan tahun 2022 diadakan pada 25 Juli 2022, yamg dilaksanakan pukul 11.20–11.43 WIB, setelah selesainya penyelenggaraan RUPST dan RUPSLB di Hotel Borobudur Jakarta. Agendanya berupa presentasi capaian yang dicapai di tahun 2021-2022, dan rencana kerja untuk tahun 2023.

Paparan publik tersebut dilaksanakan Direksi Perseroan, yang diwakili oleh Agung Rin Prabowo, Hendi Lukman, Tony Soesanto, dan Hendra Kurniawan, dan dihadiri oleh Dewan Komisaris yang diwakili oleh Teuku Ashikin Husein serta dihadiri oleh investor *retail* dan undangan. Hasil dari pelaksanaan paparan publik telah dilaporkan di *website* idx.co.id. pada tanggal 27 Juli 2022.

Public expose is one of the means of access and transformation of information through presentation methods to shareholders, stakeholders, and invited parties. Each listed company is required to hold at least 1 (one) public expose in a year by face-to-face and/or electronically.

The Company's 2022 Public Expose was held on July 25, 2022, at 11.20-11.43 WIB, after the completion of the EGMS and EGMS at Hotel Borobudur Jakarta. The agenda was a presentation of the achievements made in 2021-2022, and the work plan for 2023.

The public expose was conducted by the Board of Directors of the Company, represented by Agung Rin Prabowo, Hendi Lukman, Tony Soesanto, and Hendra Kurniawan, and attended by the Board of Commissioners represented by Teuku Ashikin Husein and attended by retail investors and invitees. The results of the public expose have been reported on the idx.co.id. website on July 27, 2022.

PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

IMPLEMENTATION OF GOVERNANCE GUIDELINES OF PUBLIC COMPANIES

Perseroan berupaya memenuhi rekomendasi-rekomendasi sesuai Peraturan OJK No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Perseroan telah berusaha patuh dan akan terus berupaya melakukan perbaikan dalam melaksanakan seluruh ketentuan peraturan yang dikeluarkan OJK.

The Company strives to fulfill the recommendations in accordance with OJK Regulation No. 21/POJK.04/2015 on the Implementation of Public Company Governance Guidelines and Circular Letter No. 32/SEOJK.04/2015 on Public Company Governance Guidelines. The Company has tried to comply and will continue to make improvements in implementing all regulatory provisions issued by OJK.

Dalam penerapan 5 (lima) aspek, 8 (delapan) prinsip, serta 25 (dua puluh lima) rekomendasi penerapan tata kelola perusahaan yang baik di sepanjang tahun 2022, diungkapkan dengan pendekatan "comply or explain."

In the implementation of 5 (five) aspects, 8 (eight) principles, and 25 (twenty-five) recommendations for the implementation of good corporate governance throughout 2022, it is expressed with a "comply or explain" approach.

No	Aspek/Prinsip/Rekomendasi Aspects/Principles/Recommendations	Status Status	Keterangan Descriptions
1	Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham. Relationship between the Public Company and Shareholders in Guaranteeing Shareholders' Rights.		
a	Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). Increasing the Value of Convening General Meeting of Shareholders (GMS).		
	● Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (*voting*), baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan Pemegang Saham. Public Company has technical voting methods or procedures, either open or close, prioritizing independence and interest of Shareholders.	Terpenuhi Complied	Prosedur pengambilan keputusan atas mata acara Rapat, tercantum dalam tata tertib RUPS yang telah disampaikan kepada pemegang saham sebelum Rapat dimulai; Perseroan telah menunjuk pihak-pihak independen yaitu Biro Administrasi Efek PT Raya Saham Registra dan Notaris Mochamad Nova Faisal, S.H., M.Kn. dalam melakukan proses penghitungan suara dan/atau melakukan validasi dalam rapat. The procedures for decision making on the Meeting agenda are stated in the GMS rules of procedure which have been submitted to the shareholders before the Meeting begins; The Company has appointed independent parties, namely the Securities Administration Bureau PT Raya Saham Registra and Notary Mochamad Nova Faisal, S.H., M.Kn. in conducting the vote counting process and/or validating the meeting.
	● Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. All members of Board of Directors and members of Board of Commissioners of Public Company attend the Annual GMS.	Hampir Terpenuhi Almost Complied	Seluruh anggota Direksi dan 4 anggota Dewan Komisaris hadir dalam RUPS Tahunan tanggal 25 Juli 2022. All members of the Board of Directors and 4 members of the Board of Commissioners attended the EGMS on July 25, 2022.
	● Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. Summary of GMS minutes is available on the Public Company's website for at least 1 year	Terpenuhi Complied	Tersedia dalam situs web Perseroan sejak 27 Juli 2022 (RUPST dan (RUPSLB) untuk paling sedikit selama 1 (satu) tahun. Available on the Company's website since July 27, 2022 (EGMS) and (EGMS) for at least 1 (one) year.
b	Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. Increasing the Communication Quality between the Public Company and Shareholders or Investors.		

No	Aspek/Prinsip/Rekomendasi Aspects/Principles/Recommendations	Status Status	Keterangan Descriptions
	● Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan Pemegang Saham atau investor. Public Company has communication policy with the Shareholders or Investors.	Terpenuhi Complied	Kebijakan komunikasi tercantum dalam Pedoman Tata Kelola Perseroan dengan media dan sarana, antara lain: RUPS, Paparan Publik, Situs Resmi Perusahaan dan *Roadshow*. Communication policy is stated in the Company's Good Corporate Governance Guidelines with media and means, among others: GMS, Public Expose, Company Official Website and Roadshow.
	● Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan Pemegang Saham atau investor dalam Situs Web. Public Company discloses the communication policy of Public Company with Shareholders or investors on the website.	Hampir Terrpenuhi Almost Complied	Sebagian kebijakan terkait komunikasi dengan pemegang saham atau investor telah tersedia dalam situs JIHD pada Menu Tata Kelola. Dalam situs Perseroan juga tersedia alamat, nomor telepon dan email yang dapat dihubungi. Some policies related to communication with shareholders or investors are available on JIHD's website in the Governance Menu. The Company's website also provides the address, telephone number and email address that can be contacted.
2	Fungsi dan Peran Dewan Komisaris. Functions and Roles of the Board of Commissioners.		
	c Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. Strengthening Board of Commissioners Membership and Composition.		
	● Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. The determination of number of Board of Commissioners considers the condition of the Public Company.	Terpenuhi Complied	Jumlah anggota Dewan Komisaris termasuk Komisaris Independen telah sesuai dengan peraturan yang belaku, dan tidak lebih banyak dari jumlah Direksi. The number of members of the Board of Commissioners, including Independent Commissioners, is in accordance with the prevailing regulations, and is not more than the number of the Board of Directors.
	● Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of composition of the Board of Commissioners considers the diversity of expertise, knowledge, and experience required.	Terpenuhi Complied	Komposisi anggota Dewan Komisaris telah memenuhi aspek keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan bidang usaha Perseroan. Diungkapkan dalam profil singkat Dewan Komisaris dalam Laporan Tahunan hal. 66 The composition of the Board of Commissioners has fulfilled the aspects of diversity of expertise, knowledge, and experience required in accordance with the Company's business field. Disclosed in the brief profile of the Board of Commissioners in the Annual Report p. 66
	d Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. Increasing the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.		
	● Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has self-assessment policy to assess the performance of the Board of Commissioners.	Terpenuhi Complied	Kebijakan penilaian sendiri tercantum dalam Piagam Dewan Komisaris. The self-assessment policy is stated in the Board of Commissioners Charter.
	● Kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. Self-assessment policy to assess the performance of the Board of Commissioners is disclosed through the Public Company Annual Report.	Terpenuhi Complied	Kebijakan penilaian sendiri Dewan Komisaris diungkapkan dalam Laporan Tahunan hal. 184 The Board of Commissioners' self-assessment policy is disclosed in the Annual Report p. 184
	● Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has policy related to resignation of members of Board of Commissioners if involved in financial crime.	Terpenuhi Complied	Kebijakan Perseroan terkait pengunduran diri anggota Dewan Komisaris dengan berbagai alasan telah termuat dalam Anggaran Dasar, Piagam Dewan Komisaris, Pedoman Tata Kelola dan Kode Etik Perseroan. The Company's policy regarding the resignation of members of the Board of Commissioners for various reasons is contained in the Company's Articles of Association, Board of Commissioners Charter, Good Corporate Governance Guidelines and Code of Conduct.

No	Aspek/Prinsip/Rekomendasi Aspects/Principles/Recommendations	Status Status	Keterangan Descriptions
	4 Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. The Board of Commissioners or Committees performing the Nomination and Remuneration Functions prepares a succession policy in the nomination process of members of Board of Directors.	Terpenuhi Complied	Kebijakan proses nominasi anggota Direksi merujuk Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan tercantum dalam Piagam Dewan Direksi. The nomination process policy for members of the Board of Directors refers to OJK Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies and is stated in the Board of Directors Charter.
3	Fungsi dan Peran Direksi. Functions and Roles of the Board of Directors		
	e Memperkuat Keanggotaan dan Komposisi Direksi. Strengthening Membership and Composition of the Board of Directors.		
	● Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan. The determination of number of Board of Directors considers the Public Company's condition and effectiveness in decision making.	Terpenuhi Complied	Penentuan jumlah anggota Direksi berpedoman pada peraturan yang berlaku dan mempertimbangkan kondisi sebagai perusahaan terbuka. The determination of the number of members of the Board of Directors is guided by the prevailing regulations and considers the condition as a public company.
	● Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of composition of Board of Directors considers the range of expertise, knowledge, and experience required.	Terpenuhi Complied	Komposisi anggota Direksi telah memenuhi aspek keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai bidang usaha Perseroan. Diungkapkan dalam profil singkat Direksi dalam Laporan Tahunan hal. 66 The composition of the Board of Directors has fulfilled the aspects of diversity of expertise, knowledge, and experience required in accordance with the Company's business field. Disclosed in the brief profile of the Board of Directors in the Annual Report p. 66
	● Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi Members of Board of Directors in charge of accounting or finance have the skills and/or knowledge in accounting.	Terpenuhi Complied	Direktur yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi yang dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan dan/atau pengalaman kerja terkait. Diungkapkan dalam profil singkat Direksi dalam Laporan Tahunan hal. 72 Director in charge of accounting or finance has expertise and/or knowledge in accounting as evidenced by educational background, training certification and/or related work experience. Disclosed in the brief profile of the Board of Directors in the Annual Report p. 72
	f Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Increasing the Quality of Implementation of Duties and Responsibilities of the Board of Directors.		
	● Direksi mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi. The Board of Directors has self-assessment policy to assess the Board of Directors' performance.	Terpenuhi Complied	Direksi telah memiliki mempunyai kebijakan penilaian sendiri yang tercantum Piagam Direksi. The Board of Directors has a self-assessment policy as stated in the Board of Directors Charter.
	● Kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. Self-assessment policy to assess the Directors' performance is disclosed through the Public Company's Annual Report.	Terpenuhi Complied	Kebijakan penilaian sendiri Direksi diungkapkan dalam Laporan Tahunan hal. 176 The Board of Directors' self-assessment policy is disclosed in the Annual Report p. 176
	● Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has policy related to resignation of members of Board of Directors if involved in financial crime.	Terpenuhi Complied	Kebijakan Perseroan terkait pengunduran diri anggota Direksi dengan berbagai alasan telah termuat dalam Anggaran Dasar, Piagam Direksi, Pedoman Tata Kelola dan Kode Etik Perseroan. The Company's policy regarding the resignation of members of the Board of Directors for various reasons has been contained in the Articles of Association, the Board of Directors Charter, the Good Corporate Governance Guidelines and the Company's Code of Ethics.

No	Aspek/Prinsip/Rekomendasi Aspects/Principles/Recommendations	Status Status	Keterangan Descriptions
4	Partisipasi Pemangku Kepentingan Stakeholders Participation		
	g Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. Increasing the Corporate Governance Aspect through Stakeholders Participation.		
	● Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*. The Public Company has a policy to prevent the occurrence of insider trading.	Terpenuhi Complied	Telah tercantum dalam Kode Etik Perseroan di Bab Hubungan Karyawan pada bagian Investasi Pribadi. Has been stated in the Company's Code of Conduct in the Employee Relations Chapter in the Personal Investment section.
	● Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti *fraud*. Public Company has anti-corruption and anti-fraud policies.	Terpenuhi Complied	Telah tercantum dalam Kode Etik Perseroan di Bab Hubungan dengan Regulator pada bagian Kebijakan Anti Pencucian Uang dan Pencegahan *Fraud*. Has been stated in the Company's Code of Conduct in the Chapter on Relations with Regulators in the section on Anti-Money Laundering and Fraud Prevention Policy.
	● Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau *vendor*. Public Company has a policy on selection and improvement of supplier or vendor capabilities.	Terpenuhi Complied	Telah tercantum dalam Buku Putih Pengadaan Barang dan Jasa Perseroan. Has been stated in the Company's White Paper on Goods and Services Procurement.
	● Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. Public Company has a policy on the fulfillment of creditors' rights.	Belum Terpenuhi Not Yet Complied	Kebijakan pemenuhan hak-hak kreditur belum dimiliki oleh Perseroan. The policy on the fulfillment of creditors' rights is not yet owned by the Company.
	● Perusahaan Terbuka memiliki kebijakan sistem *whistleblowing*. Public Company has policies of whistleblowing system.	Terpenuhi Complied	Telah tercantum dalam Kode Etik Perseroan di Bab Pelaporan Atas Pelanggaran atau Potensi Pelanggaran. Has been stated in the Company's Code of Ethics in the Reporting of Violations or Potential Violations Chapter.
	● Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. The Public Company has a long-term incentive policy to Directors and employees.	Terpenuhi Complied	Pemberian insentif jangka panjang kepada Direksi dan karyawan mengikuti ketentuan ketenagakerjaan yang berlaku. Provision of long-term incentives to Directors and employees following applicable labor regulations.
5	Keterbukaan Informasi. Information Disclosure		
	h Meningkatkan Pelaksanaan Keterbukaan Informasi. Increasing Implementation of Information Disclosure.		
	● Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi. The Public Company has utilized the use of information technology more broadly than the website as a media for information disclosure.	Terpenuhi Complied	Sarana dan media keterbukaan informasi tentang Perseroan dapat diakses melalui situs web Perseroan dan hasil pelaporan secara elektronik (IDXNet dan OJK *Reporting*) Information disclosure facilities and media about the Company can be accessed through the Company's website and electronic reporting results (IDXNet and OJK Reporting).
	● Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui Pemegang Saham Utama dan Pengendali. The Public Company's Annual Report discloses the ultimate beneficial owner of the Public Company's share ownership of at least 5%, in addition to the disclosure of ultimate beneficial owner in the share ownership of Public Company through Main and Controlling Shareholders.	Terpenuhi Complied	Perseroan telah mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan palinng sedkit 5% (lima persen) dalam Laporan Tahunan. The Company has disclosed the ultimate beneficial owner in the Company's share ownership of at least 5% (five percent) in the Annual Report





7

LAPORAN KEBERLANJUTAN

Sustainability Report



Tentang Laporan Keberlanjutan 246
About Sustainability Report

Ikhtisar Kinerja Keberlanjutan 248
Sustainability Performance Overview

Strategi Keberlanjutan [A.1] 250
Sustainability Strategy

Tata Kelola Keberlanjutan 251
Sustainability Governance

Kinerja Ekonomi 255

Kinerja Lingkungan Hidup 259
Environmental Performance

Kinerja Sosial 267
Social Performance

Lembar Umpan Balik 279
Feedback Sheet

Indeks Pojk No. 51/Ojk.03/2017 281
Pojk Index No. 51/Ojk.03/2017

TENTANG LAPORAN KEBERLANJUTAN
ABOUT SUSTAINABILITY REPORT

Seiring dengan prinsip keberlanjutan, maka PT Jakarta International Hotels & Development Tbk berkomitmen untuk menjalankan bisnis dengan mengedepankan keselarasan antara pencapaian aspek ekonomi, sosial, dan lingkungan. Perseroan meyakini bahwa keberlanjutan adalah masa depan bersama dan menjadi tanggung jawab bersama untuk mewujudkannya.

Along with the principle of sustainability, PT Jakarta International Hotels & Development Tbk is committed to conducting business by prioritizing harmony between the achievement of economic, social, and environmental aspects. The Company believes that sustainability is a shared future and a shared responsibility to realize it.

Laporan Keberlanjutan ini memuat kinerja keberlanjutan Perseroan di bidang lingkungan, sosial, dan tata kelola dalam menjalankan bisnis yang berkelanjutan. Laporan keberlanjutan ini merupakan yang ketiga dari Perseroan. Disusun secara terintegrasi dalam satu buku bersama dengan Laporan Tahunan 2022. Laporan ini merupakan laporan kinerja keberlanjutan untuk periode 1 Januari–31 Desember 2022, dan dibuat secara berkala setiap tahun.

Dengan model pelaporan terintegrasi, semua informasi yang tercantum di dalam kedua laporan tersebut saling melengkapi dan berkaitan satu sama lain, sehingga tidak diperlukan adanya pengungkapan data atau informasi yang berulang baik pada bagian Laporan Tahunan maupun Laporan Keberlanjutan.

Data dan informasi yang terkait kinerja finansial dan tata kelola merupakan hasil konsolidasi Perseroan untuk periode yang berakhir pada 31 Desember 2022. Seluruh informasi terkait kinerja ekonomi merujuk sebagaimana tercantum dalam laporan keuangan yang telah diaudit oleh KAP Mirawati Sensi Idris. Sedangkan pelaporan kinerja Lingkungan, Keselamatan dan Kesehatan kerja (LK3), berasal dari kegiatan-kegiatan yang dilakukan oleh Perseroan bersama Entitas Anak.

Pedoman dan Assurance

Penyusunan laporan ini berpedoman pada ketentuan Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik (POJK No. 51/2017), serta Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik (SEOJK No. 16/2021).

This Sustainability Report covers the Company's environmental, social and governance sustainability performance in running a sustainable business. This is the Company's third sustainability report. It is integrated in one book together with the 2022 Annual Report. This report is a sustainability performance report for the period January 1 to December 31, 2022, and is produced periodically every year.

With the integrated reporting model, all information contained in the two reports is complementary and related to each other, so there is no need for repeated disclosure of data or information in both the Annual Report and Sustainability Report sections.

Data and information related to financial performance and governance are the consolidated results of the Company for the period ending December 31, 2022. All information related to economic performance refers as stated in the financial statements that have been audited by KAP Mirawati Sensi Idris. Meanwhile, the Environmental, Safety and Health (EHS) performance reporting is derived from activities carried out by the Company and its subsidiaries.

Guidelines and Assurance

The preparation of this report is guided by the provisions of the Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies (POJK No. 51/2017), as well as the Financial Services Authority Circular Letter (SEOJK) No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies (SEOJK No. 16/2021).

Laporan Keberlanjutan Perseroan tahun 2022 belum dijamin oleh lembaga pemastian (*assurance*) eksternal sehingga belum terdapat verifikasi tertulis dari pihak independen. Namun, Perseroan memastikan semua informasi yang diungkapkan dalam laporan ini telah menjalankan tahapan verifikasi internal (diperiksa dan divalidasi) untuk menjamin kualitas, kredibilitas dan akurasi informasi yang tercantum dalam Laporan ini.

Dalam menyajikan pelaporannya, Perseroan menggunakan prinsip materialitas dalam merespons isu-isu keberlanjutan yang dinilai penting bagi para pemangku kepentingan, juga penting bagi pengembangan kegiatan usaha.

Ruang Lingkup Laporan

Laporan keberlanjutan ini memaparkan topik-topik, dengan dilengkapi data dan informasi terkini yang relevan bagi para pemangku kepentingan. Topik keberlanjutan yang dibahas dalam laporan ini adalah hal-hal yang dinilai berpengaruh dan memiliki dampak siginifikan terhadap kinerja Perseroan dan menjadi perhatian penting bagi Pemangku Kepentingan dalam pengambilan keputusan.

Topik yang dipaparkan telah dirumuskan dan ditetapkan secara matang dan berimbang sebelum penulisan Laporan. Setiap aspek material dan batasan-batasannya mengungkapkan kebijakan, pencapaian, dan tantangan keberlanjutan yang dihadapi Perseroan di sepanjang periode pelaporan.

The Company's Sustainability Report for 2022 has not been assured by an external assurance institution so there is no written verification from an independent party. However, the Company ensures that all information disclosed in this report has undergone internal verification (checked and validated) to ensure the quality, credibility and accuracy of the information contained in this report.

In presenting its reporting, the Company uses the principle of materiality in responding to sustainability issues that are considered important to stakeholders, as well as important for the development of business activities.

Scope of the Report

This sustainability report presents topics, with the latest data and information relevant to stakeholders. The sustainability topics discussed in this report are those that are considered influential and have a significant impact on the Company's performance and are an important concern for Stakeholders in making decisions.

The topics presented have been formulated and determined carefully and balanced before writing the Report. Each material aspect and its boundaries reveal the sustainability policies, achievements and challenges faced by the Company throughout the reporting period.

Topik Material Material Topics	**Perihal** Subject	**Batasan Topik** Topic Limitations	
		Internal Internal	**Eksternal** External
Topik Ekonomi Economy Topics			
Kinerja Ekonomi Economic Performance	Pencapaian dan kinerja Perseroan selama tahun pelaporan. Achievements and performance of the Company during the reporting year.	✓	✓
Keberadaan Pasar Market Presence	Keberadaan pasar bagi Perseroan. Market presence for the Company.	✓	✓
Dampak Ekonomi Tidak Langsung Indirect Economic Impact	Manfaat atas keberadaan Perseroan bagi masyarakat. Benefits of the Company's existence for the community.	✓	✓
Anti Korupsi Anti Corruption	Komitmen Perseroan untuk menyelenggarakan operasional perusahaan secara bersih, jujur dan transparan. The Company's commitment to conducting its operations in a clean, honest and transparent manner.	✓	✓
Topik Lingkungan Environmental Topics			
Material Materials	Upaya Perseroan untuk menghemat penggunaan material, khususnya kertas. The Company's efforts to save the usage of materials, especially paper.	✓	
Energi Energy	Kepedulian Perseroan terhadap pengelolaan energi yang ketersediaannya kian terbatas. The Company's concern for the management of energy whose availability is increasingly limited.	✓	
Air dan Limbah Air Water and Water Waste	Kepedulian Perseroan terhadap pengelolaan sumber daya air yang ketersediannya kian terbatas dan bagaimana pengelolaan limbah air. The Company's concern for the management of water resources whose availability is increasingly limited and how to manage water waste.	✓	
Emisi Emissions	Komitmen terhadap pengurangan emisi yang dihasilkan dari aktivitas bisnis Perseroan Commitment to the reduction of emissions resulting from the Company's business activities.	✓	
Limbah Waste	Komitmen dan kepedulian Perseroan dalam mengurangi dan mengelola limbah. The Company's commitment and concern in reducing and managing waste.	✓	
Kepatuhan Lingkungan Environmental Compliance	Komitmen terhadap berbagai peraturan lingkungan sehingga operasional Perseroan tidak berdampak negatif bagi lingkungan. Commitment to various environmental regulations so that the Company's operations do not have a negative impact on the environment.	✓	✓

Topik Material Material Topics	Perihal Subject	Batasan Topik Topic Limitations	
		Internal Internal	Eksternal External
Topik Sosial Social Topics			
Ketenagakerjaan Employment	Komitmen Perseroan tentang pentingnya pengelolaan sumber daya manusia (karyawan). The Company's commitment to the importance of managing human resources (employees).	✓	
Keselamatan dan Kesehatan Kerja Occupational Health and Safety	Komitmen Perseroan dalam menyediakan tempat kerja yang aman dan nyaman. The Company's commitment in providing a safe and comfortable workplace.	✓	
Pelatihan dan Pendidikan Training and Education	Komitmen Perseroan dalam upaya meningkatkan kompetensi karyawan. The Company's commitment to improve employee competencies.	✓	
Keberagaman dan Kesempatan yang Setara Diversity and Equal Opportunity	Kebijakan Perseroan untuk memastikan adanya keberagaman dan pemberian kesempatan yang setara bagi seluruh karyawan. The Company's policy to ensure diversity and equal opportunity for all employees.	✓	
Masyarakat Lokal Local Communities	Komitmen Perseroan terhadap keterlibatan masyarakat di sekitarnya dalam berbagai program/kegiatan. The Company's commitment to the involvement of the surrounding community in various programs/activities.	✓	✓
Kesehatan dan Keselamatan Pelanggan Customer Health and Safety	Bagaimana upaya Perseroan untuk menjaga kesehatan dan keselamatan pelanggan. The Company's efforts to maintain customer health and safety.	✓	✓
Pemasaran dan Pelabelan Marketing and Labeling	Komitmen Perseroan dalam mentaati kaidah pemasaran yang baik, serta penyediaan informasi produk bagi pelanggan/konsumen. The Company's commitment in complying with good marketing rules, as well as providing product information for customers/consumers.	✓	✓

IKHTISAR KINERJA KEBERLANJUTAN
SUSTAINABILITY PERFORMANCE OVERVIEW

Kinerja Ekonomi
Economic Performance

Uraian Description		Satuan Unit	2022	2021	2020
1	Jumlah Properti yang Beroperasional Total Properties in Operation				
	Hotel Hotels	Unit	7	7	6
	Pusat Perkantoran Office Centers	Gedung Buildings	4	4	4
	Pusat Perbelanjaan Shopping Centers	Mal Malls	2	2	1
	Apartemen Apartments	Gedung Buildings	2	2	2
2	Jumlah Tenaga Kerja Lokal Total Local Workforce	Orang People	2.571	2.324	1.715

Kinerja Lingkungan

Environmental Performance

	Uraian Description	Satuan Unit	2022	2020	2019
1	Pengunaan Energi Energy Usage				
	Listrik Electricity	Kwh	78.681.758,6	66.162.816,3	65.429.768,2
	Gas Gas	MMbtu	60.753,3	53.337,9	52.418,7
	Air Bersih Clean Water	m^3	1.577.456,4	1.237.853,4	1.293.335,6
2	Pengolahan Air Limbah Wastewater Treatment	m^3	140.930	110.146	115.040
2	Pengurangan Limbah & efluen Waste & Effluent Reduction				
	Volume Sampah Waste Volume	Kg	2.473.296	1.762.954	1.484.339
3	Pelestarian Keanekaragaman Hayati Biodiversity Preservation				
	Jumlah Pohon di Hotel Borobudur Jakarta Total Trees at Borobudur Hotel Jakarta	Pohon Trees	614	614	614
	Jumlah Pohon di SCBD Total Trees in SCBD	Pohon Trees	1.460	1.443	1.447
	Pembiakan Kupu-Kupu di Butterfly Dome Butterfly Breeding at Butterfly Dome	Ekor Butterflies	2.368	2.136	2.627

Kinerja Sosial

Social Performance

	Uraian Description	Satuan Unit	2022	2021	2020
1	Jumlah Karyawan Total Employees	Orang People	2.571	2.324	1.715
	Laki-Laki Male	Orang People	1.960	1.248	1.417
	Perempuan Female	Orang People	661	487	520
2	Pelatihan Training				
	Jumlah Pelatihan Total Training	Pelatihan Training	184	145	
	Jumlah Jam Total Hours	Jam Hours	1.809	637	
	Dana Pelatihan Training Fund	Rp Juta Rp Million	1.650	473,2	144,8

STRATEGI KEBERLANJUTAN [A.1]
SUSTAINABILITY STRATEGY

Komitmen serta upaya PT Jakarta International Hotels & Development Tbk (Perseroan) dalam mewujudkan tujuan pembangunan keberlanjutan (*Sustainable Development Goals*) senantiasa dipahami dan dilaksanakan secara komprehensif, sehingga nilai kemanfaatan Perseroan dapat dirasakan oleh seluruh pemangku kepentingan. Aktivitas bisnis Perseroan tidak hanya difokuskan pada pencapaian aspek ekonomi, yaitu tidak semata menghasilkan pendapatan dan mengejar laba, tapi juga pada pencapaian dari kontribusinya terhadap keberlanjutan aspek sosial dan lingkungan.

The commitment and efforts of PT Jakarta International Hotels & Development Tbk (the Company) in realizing the Sustainable Development Goals are always comprehensively understood and implemented, so that the Company's benefits can be felt by all stakeholders. The Company's business activities are not only focused on achieving economic aspects, i.e. not only generating revenue and pursuing profits, but also on achieving its contribution to the sustainability of social and environmental aspects.

Dalam mewujudkan tujuan tersebut, Perseroan berupaya mengoptimalkan nilai tambah bagi seluruh kepentingan, baik internal maupun eksternal, pada setiap kegiatan usaha yang dijalankan di sepanjang mata rantai bisnisnya. Dilandasi dengan penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*), Perseroan menjalankan prinsip dan praktik pengelolaan sumber daya manusia yang adil dan etis, bertanggung jawab terhadap kelestarian lingkungan hidup, menebarkan manfaat bagi masyarakat, menjaga loyalitas dan memberikan layanan prima kepada pelanggan, serta memelihara kepercayaan pemegang saham.

In realizing this goal, the Company seeks to optimize added value for all interests, both internal and external, in every business activity carried out along its business chain. Based on the implementation of Good Corporate Governance, the Company carries out fair and ethical human resource management principles and practices, responsible for environmental sustainability, spreading benefits to the community, maintaining loyalty and providing excellent service to customers, and maintaining shareholder trust.

Tiga Pilar Strategi Keberlanjutan Three Pillars of Sustainability Strategy

People (Masyarakat & Sumber Daya Manusia)	Planet (Lingkungan)	Prosperity (Membangun Kesejahteraan)
Mengadvokasi produk layanan yang bertanggungjawab Advocate for responsible service products	Penggunaan produk ramah lingkungan di lingkup Perseroan Use of environmentally friendly products within the Company	Kinerja Ekonomi yang Berkelanjutan. Sustainable Economic Performance.
Manajemen sumber daya manusia (SDM) yang bertanggungjawab Responsible human resource (HR) management	Pengurangan penggunaan plastik dan kertas Reduction of plastic and paper usage	Implementasi *Green Finance* Implementation of Green Finance
Keselamatan dan Kesehatan Kerja Occupational Health and Safety	Efisiensi Energi Energy Efficiency	Memastikan produk dan/atau jasa yang berkualitas buat pelanggan Ensuring quality products and/or services for customers
Identifikasi dan Mitigasi dampak K3 Identification and mitigation of OHS impacts	Pengelolaan air dan limbah Water and waste management	Kepuasan Pelanggan Customer Satisfaction
Pelatihan bagi karyawan Employee training	Impelementasi Inisiatif Hijau Implementation of Green Initiatives	Bertumbuh bersama Masyarakat Growing with Community
		Kolaborasi dan kontribusi sosial bagi Masyarakat Collaboration and social contribution to Community

Guna mencapai praktik keberlanjutan yang lebih optimal, Perseroan merancang berbagai kebijakan strategi terkait keberlanjutan sesuai kebutuhan dan efektivitasnya. Mengupayakan penyempurnaan secara berkelanjutan melalui evaluasi secara berkala, menyelaraskan dengan dinamika bisnis, sosial, lingkungan dan peraturan perundang-undangan yang berlaku. Dan meningkatkan kesadaran seluruh personel Perseroan demi bersama-sama mewujudkan pembangunan keberlanjutan.

In order to achieve more optimal sustainability practices, the Company designs various strategic policies related to sustainability according to their needs and effectiveness. Strive for continuous improvement through periodic evaluations, aligning with business, social, environmental dynamics and applicable laws and regulations. And increasing the awareness of all Company employees to realize sustainable development together.

Perseroan optimis bahwa visi dan tujuan besar Perseroan menuju keberlanjutan yang lebih baik dapat tercapai dengan kerangka dan kebijakan keberlanjutan yang mendukung, upaya seluruh personel Perseroan berkarya secara terintegrasi, serta penyempurnaan terus menerus dalam meraih manfaat yang lebih besar bagi lingkungan dan sosial.

The Company is optimistic that the Company's vision and big goals towards better sustainability can be achieved with a supportive sustainability framework and policies, the efforts of all Company employees working in an integrated manner, and continuous improvement in achieving greater environmental and social benefits.

Menekankan pada pentingnya upaya bersama menuju kinerja keberlanjutan yang lebih tinggi, Perseroan memahami bahwa hal ini merupakan tanggung jawab bersama. Untuk itu, Perseroan melaksanakan sosialisasi nilai-nilai keberlanjutan bagi seluruh personel Perseroan secara berkala, melalui berbagai kegiatan pembelajaran formal maupun informal. Dengan mekanisme: *training*, *briefing,* penyediaan modul-modul *self-learning* mengenai aspek keberlanjutan, dan mekanisme lainnya. Perseroan juga mengajak pemangku kepentingan eksternal dalam membangun komitmen serupa terkait penerapan praktik keberlanjutan.

Emphasizing the importance of joint efforts towards higher sustainability performance, the Company understands that this is a shared responsibility. For this reason, the Company regularly socializes sustainability values for all Company employees, through various formal and informal learning activities. With mechanisms: training, briefings, provision of self-learning modules on sustainability aspects, and other mechanisms. The Company also invites external stakeholders to build similar commitments related to the implementation of sustainability practices.

Perseroan akan berperan aktif dalam mewujudkan bisnis yang berkelanjutan dengan mengintegrasikan aspek Ekonomi, Lingkungan, dan Sosial yang terus meningkat seiring dengan perkembangan waktu. Merujuk pada 3 (tiga) pilar, yaitu Masyarakat dan Sumber Daya Manusia (*People*), Kesejahteraan (*Prosperity*), dan Lingkungan (*Planet*), di bawah ini adalah sasaran keberlanjutan dalam aktivitas Perseroan.

The Company will play an active role in realizing a sustainable business by integrating Economic, Environmental, and Social aspects that continue to increase over time. Referring to the 3 (three) pillars, Community and Human Resources (People), Prosperity, and Environment (Planet), below are the sustainability targets in the Company's activities.

Sasaran Keberlanjutan Sustainability Targets		Keterangan Description
1	Pemegang Saham Shareholders	Perseroan berupaya memberikan pengembalian (*return*) yang berkelanjutan kepada pemegang saham yang telah mempercayai pengelolaan dananya. The Company strives to provide sustainable returns to shareholders who have trusted the management of their funds.
2	Pelanggan Customers	Perseroan berkomitmen untuk memberikan produk dan layanan terbaik sesuai kebutuhannya secara konsisten. The Company is committed to providing the best products and services according to their needs consistently.
3	Karyawan Employees	Merupakan *human capital* bagi Perseroan yang harus dikelola secara profesional agar dapat mencapai tujuan bersama. Is a human capital for the Company that must be managed professionally in order to achieve common goals.
4	Masyarakat Lokal/Komunitas Local Community/Community	Perseroan berkomitmen dengan keberadaan dan kehadirannya dalam keterlibatan dan dukungan dapat membentuk masyarakat mapan dan mandiri. The Company is committed to its existence and presence in involvement and support to form a well-established and independent society.
5	Lingkungan Environment	Kepedulian terhadap lingkungan dilakukan melalui berbagai antisipasi untuk meminimalkan dampak terhadap lingkungan sekitar. Concern for the environment is carried out through various anticipations to minimize the impact on the surrounding environment.

TATA KELOLA KEBERLANJUTAN
SUSTAINABILITY GOVERNANCE

Tanggung Jawab Keberlanjutan

Keberlanjutan merupakan aspek integral dari misi, praktik bisnis, dan tujuan Perseroan. Direksi bertanggung jawab dalam menerapkan aspek keberlanjutan. Strategi keberlanjutan dirumuskan dan dikoordinasikan oleh Direksi, dan masing-masing Direktur bertanggung jawab untuk memastikan bahwa strategi tersebut dijalankan dalam ruang lingkup tanggung jawab mereka (*dapat dilihat di bagian Tata Kelola Perusahaan dalam laporan tahunan ini*).

Pengembangan Kompetensi Terkait Berkelanjutan

Dalam upaya mendukung tercapainya pembangunan berkelanjutan melalui pelaksanaan program-program keberlanjutan yang telah direncanakan, Perseroan secara aktif mendorong organ-organ tata kelola untuk mengikuti program-program pengembangan kompetensi terkait dengan pelaporan keberlanjutan.

Sustainability Responsibility

Sustainability is an integral aspect of the Company's mission, business practices and objectives. The Board of Directors is responsible for implementing sustainability aspects. The sustainability strategy is formulated and coordinated by the Board of Directors, and each Director is responsible for ensuring that the strategy is executed within the scope of their responsibilities (please refer to the Good Corporate Governance section of this annual report).

Competency Development Related to Sustainability

In an effort to support the achievement of sustainable development through the implementation of planned sustainability programs, the Company actively encourages governance organs to participate in competency development programs related to sustainability reporting.

Tanggal Date	Organ Perseroan Company Organs	Topik Webinar & Workshop Webinar & Workshop Topics	Penyelenggara Organizer
3 Januari	Sekretaris Perusahaan Corporate Secretary	Annual Report (POJK 29/2016 dan SEOJK 16/2021)	ICSA
24 Januari	Direksi Board of Directors	Road to Green and Gold Proper: A Sustainable Business That Goes Beyond Compliance	SII
11 Maret	Sekretaris Perusahaan Corporate Secretary	CSR dan Kesalahpahaman yang Perlu Diluruskan CSR and the Misconceptions that Need to Be Cleared Up	SII
30 Maret		Master Class Environmental Reporting	BEI
8 April		*ESG Fever*: Antara Kesadaran Subtantif atau Sekadar Euforia ESG Fever: Between Substantive Awareness or Just Euphoria	SII
31 Agustus		Strategi Meningkatkan Pelaporan ESG Strategies to Improve ESG Reporting	BEI & PWC
7 Oktober		SROI and Its Eighth Principles	SII

Penilaian Risiko Terhadap Penerapan Keuangan Berkelanjutan [E.3]

Sebagai bagian dari pengelolaan risiko yang berkelanjutan, Perseroan telah memetakan berbagai risiko yang mungkin timbul di setiap aspek operasinya, termasuk risiko yang terkait dengan keberlanjutan ekonomi, lingkungan, dan sosial. Semua risiko ini telah dievaluasi, dan langkah-langkah mitigasi telah diidentifikasi untuk mengurangi dampaknya.

Pemetaan dan identifikasi risiko serta pengujian risiko dilakukan dengan memperhatikan ruang lingkup kegiatan Perseroan, persyaratan peraturan pemerintah, standar industri, standar perusahaan serta persyaratan kontrak. Penjelasan mengenai sistem manajemen risiko Perseroan disajikan di bagian Tata Kelola Perusahaan dalam laporan tahunan ini.

Perseroan sepanjang 2022, telah mengelola beberapa jenis eksposur risiko yang tidak hanya berfokus pada dampaknya terhadap kinerja ekonomi, melainkan juga telah melakukan pengelolaan risiko yang terintegrasi dengan aspek Lingkungan, Sosial, dan Tata Kelola. Risiko-risiko tersebut mencakup: risiko kesehatan yang timbul di masa pandemi Covid-19, perubahan regulasi dan kebijakan Pemerintah selama pandemi, persaingan industri yang bergerak dalam jasa akomodasi hotel dan pusat niaga beserta fasilitas-fasilitasnya, real estat dan konstruksi, hingga perubahan tren pasar dan dinamika perilaku pelanggan.

Perseroan telah memantau dan mengambil langkah-langkah signifikan untuk memitigasi berbagai risiko tersebut guna menjaga kelangsungan usaha Perseroan. Terus berinovasi agar mampu beradaptasi dengan perubahan yang terjadi.

Hubungan Dengan Pemangku Kepentingan [E.4]

Pemangku kepentingan adalah entitas atau individu yang terpengaruh oleh kegiatan, produk, dan jasa Perseroan. Di sisi lain, keberadaan mereka juga memengaruhi Perseroan dalam mewujudkan keberhasilan penerapan strategi dan pencapaian tujuan.

Pemangku kepentingan memiliki peranan yang penting dalam penerapan keberlanjutan di lingkungan Perseroan. Karena itu, setiap pengambilan keputusan, Perusahaan senantiasa memperhatikan kepentingan dan aspirasi para pemangku kepentingan.

Berkaitan dengan pemangku kepentingan, Perseroan telah melakukan identifikasi individu atau kelompok yang merupakan pemangku kepentingan berdasarkan pengaruh masing-masing.

Risk Assessment on the Implementation of Sustainable Finance

As part of sustainable risk management, the Company has mapped out various risks that may arise in every aspect of its operations, including risks related to economic, environmental, and social sustainability. All these risks have been evaluated, and mitigation measures have been identified to reduce their impact.

Risk mapping and identification as well as risk testing are conducted with due regard to the scope of the Company's activities, government regulatory requirements, industry standards, corporate standards and contractual requirements. An explanation of the Company's risk management system is presented in the Good Corporate Governance section of this annual report.

Throughout 2022, the Company has managed several types of risk exposures that not only focus on their impact on economic performance, but also have integrated risk management with Environmental, Social and Governance aspects. These risks include: health risks arising during the Covid-19 pandemic, changes in Government regulations and policies during the pandemic, industry competition in hotel and commercial center accommodation services and facilities, real estate and construction, to changes in market trends and customer behavior dynamics.

The Company has monitored and taken significant steps to mitigate these risks in order to maintain the Company's business continuity. Continue to innovate in order to adapt to the changes that occur.

Hubungan Dengan Pemangku Kepentingan

Stakeholders are entities or individuals affected by the Company's activities, products and services. On the other hand, their existence also affects the Company in realizing the success of strategy implementation and goals achievement.

Stakeholders play an important role in the implementation of sustainability within the Company. Therefore, in every decision-making process, the Company always pays attention to the interests and aspirations of stakeholders.

In relation to stakeholders, the Company has identified individuals or groups who are stakeholders based on their respective influence.

Pemangku Kepentingan Stakeholders	**Topik Utama** Main Topic	**Harapan Pemangku Kepentingan** Stakeholders' Expectations	**Pendekatan Interaksi** Interaction Approach
Manajemen/Karyawan Management/Employees	• Kesepakatan kerja antara manajemen dengan karyawan. • Penyelesaian masalah ketenagakerjaan. • Kesempatan peningkatan kompetensi dan karir. • Work agreement between the management and employee. • Settlement of employment dispute. • Opportunity of competency and career development.	• Kejelasan hak dan kewajiban. • Pemberian paket remunerasi sesuai kinerja. • Kesetaraan dalam jenjang karir dan remunerasi. • Jaminan keamanan, kesehatan, dan keselamatan kerja. • Kenyamanan lingkungan kerja. • Clarity of rights and responsibilities. • Provision of remuneration package based on performance. • Equality of career development and remuneration. • Social security, occupational health and safety. • Comfortable working environment.	• Penyusunan dan penetapan Perjanjian Kerja Bersama (PKB). • Forum dialog manajemen dengan karyawan. • Pengembangan kompetensi karyawan, serta menyiapkan manajemen perusahaan yang profesional. • Pemberlakuan sistem manajemen SDM terintegrasi dan sistem insentif berbasis kinerja. • Preparation and stipulation of Collective Labor Agreement (CLA). • Forum of dialogue between the management and employees. • Employee competency development as well as preparing professional management in the Company. • Implementation of an integrated HC management System and performance-based incentive system
Pemegang Saham Shareholders	• Pertanggungjawaban kinerja tahunan perusahaan. • Pelaporan kinerja operasi, keuangan dan sosial perusahaan. • Accountability of the Company's annual performance. • Reporting of operational, financial and social performance of the Company.	• Menjaga dan meningkatkan nilai investasi melalui peningkatan kinerja perusahaan. • Terpenuhinya hak-hak pemegang saham. • Keterbukaan informasi. • Penghormatan hak-hak pemegang saham. • Maintaining and increasing investment value by improving the Company's performance. • Fulfillment of shareholders' rights. • Information transparency. • Respecting shareholders' rights.	RUPS (Tahunan & Luar Biasa) Paparan Publik Laporan Pencapaian Kinerja GMS (Annual & Extraordinary) Public Exposure. Performance Achievement Report
Pelanggan Customers	• Manajemen keluhan pelanggan. • Pusat pelayanan pelanggan. • Customer complaints. • Customer service center.	• Mutu produk dan jasa yang baik dan prima. • Keamanan dan kenyamanan lokasi usaha. • Pelayanan yang melebihi harapan. • Excellent and prime quality of products and services. • Security and comfortable business location. • Services that above expectations.	• Layanan *call center* dan operasional. • Informasi media • Pelaksanaan kegiatan Temu Pelanggan (*feedback* langsung) • Call center and operational services. • Media information • Implementation of Customer Gathering activities (direct feedback)
Rekanan/Mitra Kerja Business Partner	• Pelaksanaan kerja sama yang berkesinambungan dan menguntungkan kedua belah pihak. • Perlakuan yang sama terhadap seluruh rekanan/ mitra kerja. • Implementation of sustainable cooperation that benefits both parties. • Equal treatment of all partners.	• Proses pengadaan yang adil, transparan dan obyektif. • Prosedur administrasi pengadaan yang sesuai dengan peraturan yang berlaku. • Penyelesaian pembayaran tepat waktu. • Fair, transparent and objective procurement processes. • Procurement administration procedures that are in accordance with the applicable regulations. • Timely payment.	• Penyelenggaraan tender secara terbuka dan transparan. • Pengawasan dan evaluasi pelaksanaan kontrak mitra kerja secara berkala. • Open and transparent tender process. • Periodic monitoring and evaluation of contract with business partners.
Kreditur Creditor	• Penyediaan informasi dan • pertanggungjawaban • pelaksanaan proyek • pembangunan/fasilitas • yang dikelola perusahaan • Disclosure of information and accountability on construction projects/facilities managed by the Company	• Kejelasan rencana pengembangan. • Pembayaran kewajiban tepat waktu. • Transparansi kondisi operasional dan keuangan. • Clarity of development plans. • Timely payment of obligations. • Transparency of operational and financial conditions.	• Kunjungan langsung kreditur ke lokasi proyek. • Forum pertemuan dengan kreditur dan calon Investor. • Direct visits by creditors to the project site. • Meeting forum with creditors and prospective investors.

Pemangku Kepentingan Stakeholders	Topik Utama Main Topic	Harapan Pemangku Kepentingan Stakeholders' Expectations	Pendekatan Interaksi Interaction Approach
Masyarakat Public	• Pemberdayaan ekonomi masyarakat. • Peningkatan kualitas hidup masyarakat. • Public economic empowerment. • Improving the public's quality of life.	• Terjalinnya hubungan yang serasi dan harmonis. • Meminimalisir dampak pengembangan proyek terhadap lingkungan. • Partisipasi dalam kegiatan pelestarian lingkungan. • Melaksanakan program bina lingkungan. • Kontribusi positif terhadap kehidupan ekonomi, sosial, dan lingkungan masyarakat sekitar. • Establishment of harmonious relationship. • Minimizing the impact of project development on the environment. • Participating in environmental preservation activities. • Organizing environmental preservation programs. • Providing positive contributions toward the economic, social and environmental life of the surrounding communities.	• Penyelenggaraan konsultasi publik dan pemetaan sosial. • Sosialisasi dan koordinasi pelaksanaan CSR perusahaan. • Organization of public consultation and social mapping. • Socialization and coordination of the Company's CSR activities.
Regulator Regulator	• Pembayaran kewajiban perusahaan kepada negara. • Pembahasan terkait program dan rencana kegiatan perusahaan. • Payment of the Company's obligations to the nation. • Discussion related to the Company's program and work plans.	• Hubungan yang harmonis dan konstruktif dengan regulator. • Patuh terhadap hukum dan peraturan yang berlaku. • Kontribusi positif terhadap masyarakat sekitar. • Harmonious and constructive relationship with regulators. • Compliance towards the prevailing law and regulations. • Positive contributions to the surrounding communities.	• Pertemuan dengar pendapat dengan regulator. • Kunjungan kerja ke lokasi usaha. • Pemenuhan kewajiban sesuai peraturan perundang-undangan. • Hearings with regulators. • Official visits to the project site. • Fulfillment of obligations based on the law and regulations.
Media Massa Mass media	• Relasi konstruktif mutualistis kedua belah pihak. • Mutually constructive relations for both parties.	• Akurasi dan transparansi objek pemberitaan. • Penyampaian informasi terkini dan berita tepat waktu. • Transparansi kondisi kinerja perusahaan. • Accuracy and transparency of the news objects. • Timely submission of latest information and news. • Transparency of the Company's working conditions.	• *Press release* mengenai informasi perusahaan. • *Media visit, media gathering* & *press conference*. • Press release concerning the Company's information. • Media visit, media gathering & press conference.

Tantangan terhadap Penerapan Keberlanjutan

Dalam menerapkan keberlanjutan ke dalam operasional Perseroan masih ditemukan kendala kurangnya pemahaman personel Perseroan terhadap aspek keberlanjutan. Perseroan telah memfasilitasi pembelajaran mengenai keberlanjutan kepada karyawan sehingga diharapkan seluruh karyawan dapat memiliki pemahaman yang memadai mengenai keberlanjutan dan dapat menerapkannya ke dalam operasional Perseroan.

Namun dari sisi lain, dengan penerapan keberlanjutan, Perseroan dapat melakukan efisiensi yang terukur sehingga dapat tercipta ketahanan bisnis yang kuat. Juga potensi peluang bisnis baru dengan menciptakan produk yang kreatif dan berkualitas melalui *continuous improvement* dan berbagai inisiatif.

Challenges to the Implementation of Sustainability

In implementing sustainability into the Company's operations, there is still a lack of understanding of the Company's employees on sustainability aspects. The Company has facilitated learning about sustainability to employees so that it is expected that all employees can have an adequate understanding of sustainability and can apply it to the Company's operations.

On the other hand, with the implementation of sustainability, the Company can make measurable efficiency so as to create strong business resilience. Also the potential for new business opportunities by creating creative and quality products through continuous improvement and various initiatives.

Kinerja Keberlanjutan

Membangun Budaya Keberlanjutan

Keberlanjutan usaha dari suatu entitas akan senantiasa dapat memberikan: kontribusi yang berarti bagi negara, imbal hasil yang signifikan kepada investor/pemegang saham, nilai tambah yang memuaskan pelanggan, dan memberikan manfaat bagi masyarakat

Sustainability Performance

Building Sustainability Culture

Business sustainability of an entity will always be able to provide: meaningful contributions to the country, significant returns to investors/shareholders, added value that satisfies customers, and provides benefits to the surrounding community. The sustainability

sekitar. Keberlanjutan usaha perusahaan harus diwujudkan dengan kinerja yang terus meningkat. Berkembang dan unggul, serta terus menghasilkan produk dan pelayanan yang inovatif dan berkualitas.

Kesinambungan usaha harus terus diupayakan untuk terus maju secara berkelanjutan. Dalam hal ini menjadi mutlak harus diberlakukan: keefektifan dan keefisienan operasional di setiap lini bisnis, keprofessionalan dalam pengelolaan sumber daya manusia, dan kehandalan pengelolaan risiko, serta keprimaan dalam produk dan pelayanan yang berkualitas kepada konsumen.

Penerapan budaya keberlanjutan tersebut merupakan sebuah proses yang berlangsung terus menerus tiada henti, yang di dalamnya berisikan evaluasi dan perbaikan-perbaikan ke arah yang lebih baik. Internalisasi nilai-nilai keberlanjutan telah disampaikan kepada setiap personel Perseroan, agar dengan keberadaannya dapat berkontribusi yang terbaik.

Perseroan berkomitmen menerapkan strategi-strategi keberlanjutan tersebut, dan telah mengimplementasikan secara nyata melalui antara lain: efisiensi operasional dengan pengurangan biaya secara bertahap sehingga bisa memperoleh laba yang lebih besar, melakukan pengelolaan dan pengolahan limbah, melaksanakan pelatihan dan pengembangan kepada seluruh personel, ikut ambil bagian sebagai penggerak di setiap kegiatan sosial masyarakat dan lingkungan.

of the company's business must be realized by continuously improving performance. Develop and excel, and continue to produce innovative and quality products and services.

Business continuity must continue to strive for sustainable progress. In this case, it becomes absolutely necessary to apply: operational effectiveness and efficiency in every line of business, professionalism in human resource management, and reliability in risk management, as well as excellence in providing quality products and services to consumers.

The implementation of sustainability culture is a continuous process, which includes evaluation and improvements for the better. The internalization of sustainability values has been conveyed to every personnel of the Company, so that with its existence it can contribute its best.

The Company is committed to implement these sustainability strategies, and has implemented them through, among others: operational efficiency by gradually reducing costs so as to obtain greater profits, conducting waste management and treatment, conducting training and development for all employees, taking part as a driving force in every community and environmental social activity.

KINERJA EKONOMI
ECONOMIC PERFORMANCE

Penggerak Perekonomian

Keberadaan dan kehadiran Perseroan diharapkan dapat menggerakkan perekonomian baik perekonomian lokal maupun nasional, dengan melibatkan berbagai pihak, terutama komunitas lokal. Melalui operasional Perseroan berharap dapat membantu pemerintah dalam mendorong pemerataan perekonomian rakyat.

Komitmen Perseroan dalam meningkatkan nilai perekonomian dilakukan dengan meningkatkan kinerjanya, yang terkontribusi melalui kompensasi kepada karyawan, pemenuhan pajak, penggunaan laba ditahan dan pemberian dividen kepada para pemegang saham.

Perseroan juga melibatkan masyarakat lokal dalam aktivitas bisnisnya melalui pemberdayaan tenaga kerja lokal dan pemasok lokal, serta pengembangan komunitas. Perseroan dengan tetap memperhatikan syarat dan kriteria yang berlaku: memberi kesempatan kerja kepada masyarakat lokal tempat Perseroan beroperasi dan memprioritaskan pemasok lokal. Untuk pengembangan komunitas, Perseroan mewujudkannya dalam berbagai program *Corporate Social Responsibility* (CSR) untuk masyarakat sekitar wilayah operasional.

Kinerja Konsolidasian Perseroan

Perseroan telah menentukan target kinerja sebagaimana disampaikan dalam Rencana Kerja Anggaran (RKA) Tahun 2022. Dalam penyusunan target pada setiap awal tahun buku, Perseroan senantiasa mempertimbangkan kondisi eksternal dan internal, peluang dan prospek di tahun mendatang, strategi usaha yang matang dan realistis, disertai pengelolaan risiko yang kuat, sehingga diharapkan target kinerja dapat tercapai di akhir tahun.

Economy Driver

The existence and presence of the Company is expected to drive the economy, both local and national, by involving various parties, especially local communities. Through its operations, the Company hopes to assist the government in encouraging equitable distribution of the people's economy.

The Company's commitment to increase economic value is carried out by improving its performance, which is contributed through compensation to employees, tax compliance, use of retained earnings and dividends to shareholders.

The Company also involves local communities in its business activities through the empowerment of local labor and local suppliers, as well as community development. The Company takes into account the applicable terms and criteria: providing employment opportunities to local communities where the Company operates and prioritizing local suppliers. For community development, the Company realizes it in various Corporate Social Responsibility (CSR) programs for communities around operational areas.

Consolidated Performance of the Company

The Company has set performance targets as stated in the 2022 Budget Work Plan (RKA). In setting targets at the beginning of each financial year, the Company always considers external and internal conditions, opportunities and prospects in the coming year, mature and realistic business strategies, accompanied by strong risk management, so that it is expected that performance targets can be achieved at the end of the year.

Sebagai sebuah perusahaan dengan empat segmen usaha: hotel, real estat, jasa telekomunikasi dan jasa manajemen perhotelan, pencapaian dari kinerjanya sangat tergantung dari mobilitas manusia yang berusaha dan bertransaksi pada unit-unit usaha Perseroan. Dengan demikian, selama pandemi Covid-19 belum reda dan sirna, kinerja Perseroan akan terus terpengaruh. Selama masih ada pemberlakuan pembatasan kegiatan masyarakat, akan berimplikasi pada ketidakmaksimalan aktivitas bisnis Perseroan.

As a company with four business segments: hotels, real estate, telecommunication services and hospitality management services, the achievement of its performance is highly dependent on the mobility of people who conduct business and transactions in the Company's business units. Thus, as long as the Covid-19 pandemic has not subsided and disappeared, the Company's performance will continue to be affected. As long as there are still restrictions on community activities, it will have implications for the Company's business activities.

Perseroan telah berupaya keras mewujudkan target-target secara optimal. Perseroan telah merumuskan berbagai kebijakan strategis, dan menerapkan langkah terbaik dalam mendukung efisiensi pada aspek operasional dan keuangan, serta mengoptimalkan strategi pemasaran di berbagai *channel* pemesanan, baik *e-commerce,* situs hotel, *digital marketing*, dan media sosial. Dalam pelaksanaannya, Perseroan melakukan sejumlah penyesuaian terhadap target-target, mengantisipasi potensi ketidakpastian-ketidakpastian yang dapat sewaktu-waktu muncul.

The Company has strived to realize its targets optimally. The Company has formulated various strategic policies, and implemented the best steps in supporting efficiency in operational and financial aspects, as well as optimizing marketing strategies in various booking channels, including e-commerce, hotel websites, digital marketing, and social media. In its implementation, the Company made a number of adjustments to the targets, anticipating potential uncertainties that could arise at any time.

Keterangan	2022 Target (1)	2022 Realisasi (2)	2022 (2 : 1) (%)	2021 Target (1)	2021 Realisasi (2)	2021 (2 : 1) (%)	Description
Kinerja Segmen Usaha							Business Segment Performance
Usaha Hotel	455.978,5	469.518,8	102,9	278.530,4	296.875,2	106,6	Hotel Business
Real Estat	542.887,4	557.559,7	102,7	419.321,9	388.651,9	92,7	Real Estate
Jasa Telekomunikasi	260.795,0	237.454,3	91,1	251.240,0	215.607,9	85,8	Telecommunication Services
Jasa Manajemen Perhotelan	5.984,7	2.445,2	40,9	3.225,1	1.804,3	55,9	Hotel Management Services
Kinerja Keuangan							Financial Performance
Jumlah Pendapatan	1.265.645,6	1.266.978,0	100,1	952.326,4	902.939,3	94,8	Total Revenue
Laba (Rugi) Bersih	50.520,2	132.575,4	262,4	(118.186,7)	(113.618,4)	96,1	Net Profit (Loss)

Catatan: target dan realisasi dalam Rp Juta

Perolehan pendapatan Perseroan secara konsolidasian pada 2022 mencapai Rp1,27 triliun, naik 40,3% dari capaian 2021 sebesar Rp902,94 miliar. Perolehan pendapatan 2022 mencapai 100,1% dari target yang telah ditetapkan. Di tahun 2022 ditargetkan akan diperoleh laba bersih, setelah dua tahun berturut-turut sebelumnya mengalami kerugian sebesar Rp113,62 miliar dan Rp62,54 miliar. Laba bersih tahun 2022 diperoleh sebesar Rp132,58 miliar, atau 262,4% dari yang ditargetkan.

The Company's consolidated revenue in 2022 reached Rp1.27 trillion, an increase of 40.3% from 2021's achievement of Rp902.94 billion. The 2022 revenue reached 100.1% of the predetermined target. In 2022, it is targeted to obtain a net profit, after two consecutive years of losses of Rp113.62 billion and Rp62.54 billion. Net profit in 2022 amounted to Rp132.58 billion, or 262.4% of the target.

Nilai Ekonomi

Posisi keuangan konsolidasian Perseroan dan entitas anaknya tanggal 31 Desember 2022 diaudit oleh auditor independen dari KAP Mirawati Sensi Idris, dengan mendapat opini Wajar tanpa Pengecualian dalam semua hal yang material.

Melalui laporan keuangan konsolidasian yang telah diaudit, akan dielaborasi nilai ekonomi Perseroan, yaitu nilai ekonomi langsung yang dihasilkan, nilai ekonomi yang didistribusikan, dan nilai ekonomi yang ditahan.

Economic Value

The consolidated financial position of the Company and its subsidiaries as of December 31, 2022 was audited by independent auditors from KAP Mirawati Sensi Idris, with an unqualified opinion in all material respects.

Through the audited consolidated financial statements, the Company's economic value will be elaborated, including direct economic value generated, economic value distributed, and economic value retained.

Nilai ekonomi langsung yang dihasilkan Direct economic value generated	Nilai ekonomi yang didistribusikan Distributed economic value	Nilai ekonomi yang ditahan Retained economic value
Sejumlah pendapatan yang diperoleh dari hasil kegiatan bisnis perusahaan. A sum of revenues obtained from the Company's business activities.	Sejumlah pengeluaran yang didistribusikan sebagai bentuk kontribusi perusahaan dalam meningkatkan laju pertumbuhan ekonomi dan kesejahteraan para pemangku kepentingan. A sum of distributed expenses as a form of the Company's contribution to improving the economic growth and welfare of stakeholders.	Selisih antara nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan, yang digunakan untuk pengembangan usaha perusahaan. The difference between the generated economic value and the distributed economic value for the development of the Company's businesses.

Jumlah keseluruhan pandapatan 2022 mencapai Rp1,42 triliun, yang terdiri dari pendapatan usaha Rp1,27 triliun dan penghasilan lain-lain – bersih Rp157,88 miliar. Jumlah keseluruhan pendapatan tersebut naik 37% dari 2021 yang mencapai Rp1,04 triliun.

Pada pendapatan usaha, seluruh segmen usaha Perseroan mengalami kenaikan sejalan dengan pencabutan peraturan pembatasan dan meredanya pandemi Covid-19. Aktivitas masyarakat kembali mobil yang membawa pengaruh meningkatnya jumlah pengunjung dan tamu pada segmen usaha hotel dan real estat Perseroan. Pendapatan segmen usaha hotel meningkat menjadi Rp469,52 miliar, naik 58,2% dari Rp296,88 miliar. Segmen usaha real estat naik dari Rp388,65 miliar menjadi Rp557,56 miliar, meningkat 43,5%. Pendapatan segmen usaha jasa telekomunikasi naik dari Rp215,61 miliar menjadi Rp237,45 miliar dan jasa manajemen perhotelan dari Rp1,8 miliar menjadi Rp2,45 miliar.

Pos-pos pengeluaran sebagai bagian nilai ekonomi yang didistribusikan, juga meningkat sejalan kenaikan perolehan pendapatan. Penghematan tetap diberlakukan di berbagai bidang dengan mengurangi berbagai biaya tidak tetap (*variable cost*) sambil tetap menjaga kesehatan keuangan Perseroan.

Keseluruhan nilai ekonomi yang didistribusikan Perseroan 2022 mencapai Rp1,29 triliun, terdiri dari beban pokok penjualan Rp294,15 miliar, jumlah beban usaha Rp980,65 miliar, dan beban pajak – bersih Rp17,48 miliar. Nilai ekonomi yang didistribusikan 2022 lebih besar Rp138,48 miliar atau 12% dari 2021 yang tercatat sebesar Rp1,15 triliun.

Nilai ekonomi yang didistribusikan merefleksikan manfaat ekonomi bagi pemangku kepentingan, yang diwujudkan dalam pemberian pendapatan kepada karyawan, dividen bagi pemegang saham, manfaat bagi masyarakat melalui kegiatan tanggung jawab sosial dan lingkungan, serta kontribusi terhadap pembangunan bangsa melalui pajak dan retribusi yang dibayarkan kepada Pemerintah.

Nilai ekonomi yang ditahan Perseroan kembali berada di zona positif, sebesar Rp132,58 miliar. Lebih besar dari 2021 yang berada di zona negatif Rp113,62 miliar.

Total revenue in 2022 reached Rp1.42 trillion, consisting of operating income of Rp1.27 trillion and other income - net of Rp157.88 billion. The total revenue increased 37% from 2021 which reached Rp1.04 trillion.

In terms of revenue, all of the Company's business segments experienced an increase in line with the lifting of restrictive regulations and the easing of the Covid-19 pandemic. People's activities returned to their mobility which led to an increase in the number of visitors and guests in the Company's hotel and real estate business segments. Hotel business segment revenue increased to Rp469.52 billion, up 58.2% from Rp296.88 billion. Real estate business segment revenue increased to Rp557.56 billion from Rp388.65 billion, an increase of 43.5%. Telecommunication services business segment revenue rose from Rp215.61 billion to Rp237.45 billion and hotel management services from Rp1.8 billion to Rp2.45 billion.

Expense items, as part of the economic value distributed, also increased in line with the increase in revenue. Austerity measures were implemented in various areas by reducing variable costs while maintaining the Company's financial health.

The Company's total economic value distributed in 2022 reached Rp1.29 trillion, consisting of cost of sales of Rp294.15 billion, total operating expenses of Rp980.65 billion, and tax expenses - net of Rp17.48 billion. The economic value distributed in 2022 was Rp138.48 billion or 12% higher than 2021 which was recorded at Rp1.15 trillion.

The economic value distributed reflects the economic benefits to stakeholders, which are realized in the provision of income to employees, dividends to shareholders, benefits to society through social and environmental responsibility activities, and contributions to nation building through taxes and levies paid to the Government.

The Company's retained economic value was again in the positive zone, amounting to Rp132.58 billion. Greater than 2021 which was in the negative zone of Rp113.62 billion.

Nilai-Nilai Ekonomi Perseroan (2020-2022)

The Company's Economic Values (2020-2022)

Keterangan	2022	2021	2020	Description
	dalam Juta Rupiah in million Rupiah			
Nilai Ekonomi yang Dihasilkan				Generated Economic Value
Pendapatan Usaha	1.266.978,0	902.939,3	906.264,5	Revenue
Penghasilan lain-lain - Bersih	157.881,7	137.245,1	186.073,8	Other Income - Net
Jumlah Pendapatan	1.424.859,8	1.040.184,4	1.092.338,3	Total Revenues
Nilai Ekonomi yang Didistribusikan				Distributed Economic Value
Beban Pokok Penjualan	294.150,6	256,383,9	262.954,4	Cost of Revenues
Jumlah Beban Usaha	980.654,3	886.648,6	886.964,1	Total Operating Expenses
Beban Pajak – Bersih	17.479,5	10.771,2	4.960,7	Tax Expense - Net
Jumlah Pengeluaran	1.292.284,4	1.153.802,8	1.154.879,2	Total Expenditure
Nilai Ekonomi yang Ditahan	132.575,4	(113.618,4)	(62.540,9)	Retained Economic Value

Hubungan Dengan Kemitraan

Perseroan ingin keberadaan usahanya dapat memberi kesempatan bagi semua pihak untuk bertumbuh bersama dengan menciptakan nilai ekonomi. Perseroan terbuka kepada siapa pun untuk menjadi *vendor* atau mitra kontraktor/pemasok, dan tidak memiliki tendensi untuk mempersulit sepanjang kriteria dan persyaratan teknis terpenuhi. Perseroan juga berharap bisa memberi dampak kepada mitra kerja untuk dapat mengimplementasikan nilai keberlanjutan seperti contoh proses pengadaan yang tidak mengandung unsur suap, produk atau material bersumber dari ramah lingkungan, dan keberadaan mitra kerja terlepas dari isu-isu sosial dan ketenagakerjaan.

Perseroan menjalin hubungan kemitraan yang harmonis dan sinergis dengan pemasok dalam mendukung kelangsungan rantai pasokan sekaligus mendukung kelancaran operasional. Dalam memberikan kemanfaatan bagi pemangku kepentingan, memperkuat ketahanan ekonomi nasional, mendukung ekonomi kerakyatan, Perseroan mengutamakan pengadaan barang dan/atau jasa lokal, yaitu penyedia yang berdomisili di Indonesia. Perseroan juga bermitra dengan pelaku usaha dari Usaha Mikro Kecil Menengah (UMKM) dalam memenuhi rantai pasokan sehingga manfaat ekonomi yang diberikan dapat dirasakan oleh berbagai pihak.

Relationship with Partnerships

The Company wants its business existence to provide opportunities for all parties to grow together by creating economic value. The Company is open to anyone to become a vendor or contractor/supplier partner, and has no tendency to make it difficult as long as the criteria and technical requirements are met. The Company also hopes to have an impact on partners to be able to implement sustainability values such as procurement processes that do not contain elements of bribery, products or materials are sourced from environmentally friendly, and the existence of partners regardless of social and labor issues.

The Company establishes harmonious and synergistic partnership relationships with suppliers to support the continuity of the supply chain while supporting smooth operations. In providing benefits to stakeholders, strengthening national economic resilience, supporting the people's economy, the Company prioritizes the procurement of local goods and/or services, namely providers domiciled in Indonesia. The Company also partners with business actors from Micro, Small and Medium Enterprises (MSMEs) in fulfilling the supply chain so that the economic benefits provided can be felt by various parties.

Pedoman Standar Pengadaan Barang dan Jasa

Pedoman Standar Pengadaan Barang dan Jasa

Pengadaan Barang/Jasa telah diresmikan mulai berlaku di lingkungan Perseroan dan Entitas Anak pada 28 Mei 2021, dan telah disosialisasikan kepada Entitas Anak pada 9 Juni 2021.

Buku Pedoman Standar Pengadaan Barang/Jasa ditetapkan sebagai landasan tata laksana kegiatan operasional Perseroan dan Entitas Anak dalam memilih penyedia barang/jasa yang handal, berpengalaman dan mempunyai kemampuan teknis dan keuangan yang cukup, dengan tetap mempertimbangkan prinsip-prinsip efisien, efektif, kompetitif, transparan, adil, wajar dan dapat dipertanggungjawabkan, sehingga pada akhirnya dapat diperoleh produk yang dibutuhkan perusahaan dengan tepat diukur dari aspek kualitas, jumlah, waktu dan biaya. -

Sebagai penyempurnaan terhadap Buku Pedoman Standar Pengadaan Barang/Jasa, maka disusun Pedoman Standar Perjanjian/Kontrak Pengadaan Barang/Jasa pada 11 Februari 2022, dan telah pula disosialisasikan di Perseroan dan kepada Entitas Anak pada 22 Februari 2022.

Buku Pedoman Standar Perjanjian/Kontrak Pengadaan Barang/Jasa ini, terdiri dari 3 (tiga) buku untuk proses: Pengadaan Barang, Jasa Konstruksi, dan Jasa Konsultansi & Jasa Lainnya. Tiga buku tersebut memberikan panduan kepada tim yang melakukan penyusunan Perjanjian/Kontrak dengan pihak pengadaan Barang/Jasa sebagai referensi terhadap pasal-pasal yang disarankan harus tercantum di dalam Perjanjian/Kontrak yang disusun, agar Perjanjian/Kontrak yang disusun sesuai dengan kebutuhan, jenis pekerjaan dan kondisi perusahaan.

The Goods/Services Procurement has been formalized to take effect within the Company and its Subsidiaries on May 28, 2021, and has been socialized to the Subsidiaries on June 9, 2021.

The Goods/Services Procurement Standard Guidebook is established as the basis for the operational procedures of the Company and its Subsidiaries in selecting goods/services providers who are reliable, experienced and have sufficient technical and financial capabilities, while still considering the principles of efficient, effective, competitive, transparent, fair, reasonable and accountable, so that in the end the products needed by the company can be obtained correctly measured in terms of quality, quantity, time and cost.

As an improvement to the Standard Guidebook for Goods/Services Procurement, the Standard Guidebook for Goods/Services Procurement Agreements/Contracts was prepared on February 11, 2022, and has also been socialized in the Company and to its Subsidiaries on February 22, 2022.

This Standard Guidebook for Goods/Services Procurement Agreements/Contracts, consists of 3 (three) books for the process: Procurement of Goods, Construction Services, and Consultancy & Other Services. These three books provide guidance to the team that prepares the Agreement/Contract with the Goods/Services procurement party as a reference to the suggested articles that must be included in the Agreement/Contract prepared, so that the Agreement/Contract prepared is in accordance with the needs, type of work and conditions of the company.



KINERJA LINGKUNGAN HIDUP
ENVIRONMENTAL PERFORMANCE



Legalitas Peraturan Lingkungan Hidup Legality of Environmental Regulations		
1	Undang-Undang No. 32 Tahun 2009 Law No. 32 Year 2009	Perlindungan dan Pengelolaan Lingkungan Hidup Environmental Protection and Management
2	Peraturan Menteri Lingkungan Hidup No. 8 Tahun 2010 Minister of Environment Regulation No. 8 of 2010	Kriteria dan Sertifikasi Bangunan Ramah Lingkungan Green Building Criteria and Certification
3	Peraturan Pemerintah No. 27 Tahun 2012 Government Regulation No. 27 of 2012	Izin Lingkungan Environmental License
4	Peraturan Pemerintah No. 47 Tahun 2012 Government Regulation No. 47 of 2012	Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas. Limited Liability Company Social and Environmental Responsibility.
5	Peraturan Pemerintah No. 101 Tahun 2014 Government Regulation No. 101 of 2014	Pengelolaan Limbah Bahan Berbahaya dan Beracun. Hazardous and Toxic Waste Management.
6	Peraturan Menteri Lingkungan Hidup No. 38 Tahun 2019 Minister of Environment Regulation No. 38 of 2019	Jenis Rencana atau Usaha yang Wajib Memiliki Analisa Dampak Lingkungan (AMDAL) Types of Plans or Businesses Required to Have an Environmental Impact Analysis (AMDAL)
7	Peraturan Pemerintah No. 22 Tahun 2021 Government Regulation No. 22 of 2021	Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup Implementation of Environmental Protection and Management

Komitmen Perseroan pada prinsip-prinsip keberlanjutan dalam aspek lingkungan, diwujudkan dalam pengembangan kebijakan, strategi dan proses bisnis berkelanjutan. Aspek lingkungan menjadi isu yang sangat penting dalam hal untuk menjaga keseimbangan antara capaian pembangunan, perolehan pendapatan dan kelestarian alam.

Perseroan senantiasa menerapkan kepatuhan terhadap standar lingkungan yang berlaku, serta menerapkan praktik lingkungan terbaik. Program terkait lingkungan hidup difokuskan kepada praktik bisnis berwawasan lingkungan, peningkatan efisiensi kegiatan bisnis yang dijalankan, dan penekanan dampak negatif terhadap lingkungan yang dihasilkan dari operasional.

The Company's commitment to the principles of sustainability in environmental aspects is realized in the development of policies, strategies and sustainable business processes. The environmental aspect is a very important issue in terms of maintaining a balance between development achievements, income generation and nature conservation.

The Company always implements compliance with applicable environmental standards, as well as implementing best environmental practices. Programs related to the environment are focused on environmentally sound business practices, increasing the efficiency of business activities carried out, and suppressing negative impacts on the environment resulting from operations.

Pada operasional bisnisnya dihindari praktik usaha yang mencemari lingkungan, dan mengganggu keberadaan masyarakat dikarenakan lingkungan sekitarnya tercemar. Pengelolaan dampak lingkungan hidup dilakukan terpadu, mulai dari pencegahan, penanganan, pengendalian, pemenuhan, hingga pelestarian. Perseroan meyakini dari proses bisnis yang seimbang dengan prinsip berkelanjutan akan membuat perusahaan dapat mencapai pertumbuhan selaras dengan kualitas lingkungan hidup yang lebih baik di masa mendatang.

Biaya Lingkungan Hidup [F.4]

Perseroan bersama Entitas Anak telah mengeluarkan anggaran untuk tanggung jawab sosial perusahaan terkait pengelola lingkungan hidup sebesar Rp2,56 miliar selama 2022. Biaya tersebut digunakan untuk biaya penghijauan, pengolahan limbah: cair, domestik dan B3, sampling air dan udara, pembasmian hama, dan lain-lain.

Material Ramah Lingkungan [F.5]

Perseroan bersama Entitas Anak bergerak dalam empat segmen usaha: hotel, real estat, jasa telekomunikasi dan jasa manajemen perhotelan. Setiap segmen usaha memiliki kebutuhan bahan baku material untuk operasional yang berbeda-beda, dimana pengadaannya dilakukan oleh masing-masing unit usaha.

Bahan baku untuk keperluan operasional, seperti bahan bakar minyak, kertas dan alat tulis kantor dipenuhi dari pengadaan dalam negeri. Sementara, sebagian keperluan *hospitality* dari bisnis perhotelan berasal dari impor. Spesifikasi dan mutu bahan baku material harus terjaga konsistensinya, agar kualitas produk dan jasa dari unit-unit usaha Perseroan tetap berada pada standar yang terbaik. Pengadaannya diupayakan tepat waktu, dan disesuaikan dengan kebutuhan untuk meminimalkan kerugian atas potensi stok yang berlebih.

Secara bertahap sejak 2018, di lingkungan operasional Perseroan dan Entitas Anak, mulai menggalakkan penggunaan beberapa material yang ramah lingkungan dan dapat didaur ulang, terutama dalam aktivitas pendukung bersifat administratif dan logistik. Seperti, dalam hal lampu penerangan di unit-unit usaha Perseroan telah diganti dengan lampu LED yang ramah lingkungan.

Penggunaan sisa material yang masih dapat digunakan telah dilaksanakan dalam operasional sehari-hari. Seperti pada kertas, penghematan dilakukan dengan mengoptimalkan penggunaan kertas buram yang berasal dari hasil daur ulang kertas.

Tujuan dari kebijakan ini adalah penghematan biaya dalam jangka panjang, sekaligus mendukung isu lingkungan hidup.

Penggunaan Energi [F.6., F.7.]

Perseroan masih menggunakan energi tak terbarukan yang berasal dari energi listrik, energi bahan bakar minyak (BBM) jenis solar, *Liquefied Petroleum Gas* (LPG), dan *Liquefied Natural Gas* (LNG). Ke depannya, Perseroan akan berupaya untuk melakukan substitusi energi dari energi tak terbarukan ke energi baru terbarukan. Substitusi energi ini merupakan inisiatif Perseroan untuk menerapkan keberlanjutan dalam jangka panjang.

Inisiatif penghematan energi dalam aktivitas produksi maupun aktivitas pendukung untuk mengurangi tingkat konsumsi energi telah dilakukan oleh Perseroan. Peralatan-peralatan operasional yang boros energi secara bertahap diperbarui dengan yang hemat energi. Dilakukan monitoring dan evaluasi pemakaiannya, serta penerapan kontrol yang cermat pada penggunaannya.

In business operations, business practices that pollute the environment are avoided, and disrupt the existence of the community because the surrounding environment is polluted. Environmental impact management is carried out in an integrated manner, starting from prevention, handling, control, fulfillment, to preservation. The Company believes that a balanced business process with sustainable principles will enable the company to achieve growth in harmony with better environmental quality in the future.

Environmental Costs

The Company and its subsidiaries have spent a budget for corporate social responsibility related to environmental management amounting to Rp2.56 billion during 2022. The costs were used for greening, waste treatment: liquid, domestic and hazardous, water and air sampling, pest control, and others.

Environmentally Friendly Materials

The Company and its Subsidiaries are engaged in four business segments: hotels, real estate, telecommunication services and hospitality management services. Each business segment has different needs for raw materials for operations, the procurement of which is carried out by each business unit.

Raw materials for operational purposes, such as fuel oil, paper and office stationery are met from domestic procurement. Meanwhile, some of the hospitality needs of the hospitality business come from imports. The specifications and quality of raw materials must be maintained consistently, so that the quality of products and services from the Company's business units remains at the best standard. The procurement is strived to be timely, and adjusted to the needs to minimize losses on potential excess stock.

Gradually since 2018, in the operational environment of the Company and its Subsidiaries, began to promote the use of several environmentally friendly and recyclable materials, especially in administrative and logistical support activities. For example, lighting in the Company's business units has been replaced with environmentally friendly LED lights.

The use of remaining materials that can still be used has been implemented in daily operations. As in the case of paper, savings are made by optimizing the use of opaque paper derived from recycled paper.

The purpose of this policy is to save costs in the long run, while supporting environmental issues.

Energy Usage

The Company still uses non-renewable energy derived from electricity, diesel fuel oil (BBM), Liquefied Petroleum Gas (LPG), and Liquefied Natural Gas (LNG). Going forward, the Company will strive to substitute energy from non-renewable energy to new renewable energy. This energy substitution is the Company's initiative to implement sustainability in the long term.

Energy saving initiatives in production and supporting activities to reduce the level of energy consumption have been carried out by the Company. Energy-intensive operational equipment is gradually replaced with energy-efficient ones. Monitoring and evaluation of their usage is carried out, as well as the application of careful controls on their use.

Penggunaan Listrik

Konsumsi energi terbesar pada kegiatan operasional unit-unit usaha Perseroan adalah penggunaan listrik, yang pasokannya disediakan oleh Perusahaan Listrik Negara (PLN). Lokasi dari unit-unit usaha Perseroan seperti Hotel Borobudur Jakarta di Jakarta Pusat dan Kawasan SCBD di Jakarta Selatan masuk dalam wilayah prioritas utama pasokan listrik PLN (wilayah *zero down time electricity*).

Antisipasi apabila ada pemadaman, Perseroan telah menyiapkan genset yang difungsikan sebagai *back up* dengan waktu nyala 10 detik. Di Hotel Borobudur terdapat lima genset yang keseluruhannya berkapasitas 4.600 KVA. Di kawasan SCBD terdapat genset untuk fasilitas kawasan berkapasitas 400 KVA x 2 sebagai *back up* apabila terjadi pemadaman.

Electricity Usage

The largest energy consumption in the operational activities of the Company's business units is the use of electricity, whose supply is provided by the State Electricity Company (PLN). The locations of the Company's business units such as Hotel Borobudur Jakarta in Central Jakarta and SCBD Area in South Jakarta are included in PLN's top priority electricity supply areas (zero down time electricity areas).

In anticipation of a blackout, the Company has prepared a generator set that functions as a back up with a turn-on time of 10 seconds. At Borobudur Hotel, there are five generators with a total capacity of 4,600 KVA. In the SCBD area there are generators for regional facilities with a capacity of 400 KVA x 2 as a back up in the event of an outage.

Volume Penggunaan Listrik
Electricity Usage Volume

Sepanjang 2022, penggunaan listrik Perseroan dan Entitas Anak di tempat usaha: Hotel Borobudur Jakarta, Kawasan SCBD dan Pacific Place Jakarta tercatat sebesar 78.681.758,6 Kwh. Mengalami kenaikan hingga 12.518.942,3 Kwh (18,9%) dibanding 2021.

Kenaikan listrik relatif besar di kawasan SCBD dan Entitas Anak PT Pacific Place Jakarta disebabkan operasi yang mulai kembali normal. Di kawasan disebabkan pemasangan lampu-lampu dekorasi dan penggunaan alat kerja berat yang menggunakan kelistrikan. Sedang di Entitas Anak PT Pacific Place Jakarta dikarenakan operasi yang mendekati kembali normai seperti sebelum pandemi Covid-19.

Throughout 2022, the Company and its Subsidiaries' electricity usage at the business premises: Hotel Borobudur Jakarta, SCBD Area and Pacific Place Jakarta was recorded at 78,681,758.6 Kwh. Experiencing an increase of up to 12,518,942.3 Kwh (18.9%) compared to 2021.

The relatively large increase in electricity in the SCBD area and PT Pacific Place Jakarta is due to operations that are starting to return to normal. In the area due to the installation of decorative lights and the use of heavy work equipment that uses electricity. While in the PT Pacific Place Jakarta Subsidiary due to operations that are close to returning to normal as before the Covid-19 pandemic.

Tempat Operasional	2022			2021			2020	
	Kwh	+/- (%)	Rp Mil.	Kwh	+/- (%)	Rp Mil.	Kwh	Rp Mil.
Hotel Borobodur Jakarta	18.702.600	7,5	23,6	17.405.500	-1,7	21,8	17.708.700	22,3
Kawasan SCBD	303.286,6	10,2	0,52	275.116,3	-2,7	0,47	282.798,2	0,48
Pacific Place Jakarta	59.675.872	23,1	70,3	48.482.200	2,2	56,4	47.438.270	55,1
Jumlah Total	**78.681.758,6**	**18,9**	**94,42**	**66.162.816,3**	**1,1**	**78,67**	**65.429.768,2**	**77,88**

Penggunaan Gas

Sepanjang 2022, penggunaan gas di tempat usaha Perseroan dan Entitas Anak: Hotel Borobudur Jakarta dan Pacific Place Jakarta tercatat sebesar 60.753,3 MMbtu. Mengalami kenaikan hingga 7.415,4 MMbtu (13,9%) dibanding 2021.

Gas Usage

Throughout 2022, gas usage at the Company and Subsidiaries business premises: Hotel Borobudur Jakarta and Pacific Place Jakarta was recorded at 60,753.3 MMbtu. An increase of 7,415.4 MMbtu (13.9%) compared to 2021.

Tempat Operasional	2022			2021			2020	
	MMbtu	+/- (%)	Rp Mil.	MMbtu	+/- (%)	Rp Mil.	MMbtu	Rp Mil.
Hotel Borobodur Jakarta	30.762,3	4,5	4,6	29.444,9	1,5	4,3	29.010,7	4,2
Pacific Place Jakarta	29.991	25,5	4,5	23.893	2,1	4,0	23.408	3,4
Jumlah Total	**60.753,3**	**13,9**	**23,0**	**53.337,9**	**1,8**	**8,3**	**52.418,7**	**7,6**

Penggunaan Air

Keberadaan air bersih dalam operasional Perseroan di hotel, kawasan dan mal, merupakan suatu kemutlakan dan harus tersedia sesuai dengan ketentuan persyaratan standar dan kualitas. Terkait dengan hal tersebut telah dilakukan suatu mekanisme pengelolaan air. Berawal dari perencanaan: perhitungan kebutuhan air, pemenuhan kebutuhan sumber daya air, penggunaan air, selanjutnya penentuan kriteria dan standar air, hingga sampai pada monitoring dan pelaporan.

Water Usage

The existence of clean water in the Company's operations in hotels, areas and malls, is a necessity and must be available in accordance with the provisions of standard and quality requirements. Related to this, a water management mechanism has been carried out. Starting from planning: calculation of water needs, fulfillment of water resources needs, water usage, then determining water criteria and standards, up to monitoring and reporting.

Air merupakan sumber alam yang perlu dijaga kelestariannya. Penggunaannya perlu dikelola dengan bijak sejalan dengan meningkatnya kebutuhan air. Perseroan berkomitmen untuk menggunakan air dengan menekankan prinsip keberlanjutan, yaitu dengan menerapkan penghematan dan penggunaan air yang efisien, serta mendaur ulang pemakaian air.

Perseroan mengandalkan air bersih yang berasal dari Perusahaan Daerah Air Minum (PDAM) dengan pasokan tidak selamanya tersedia dalam jumlah melimpah, bersih dan sehat, sesuai dengan persyaratan kesehatan. Keterbatasan sumber air bersih yang belum tercemar dapat berpengaruh pada ketersediaan pasokan air bersih.

Water is a natural resource that needs to be preserved. Its use needs to be managed wisely in line with the increasing demand for water. The Company is committed to using water by emphasizing the principle of sustainability, namely by implementing savings and efficient use of water, as well as recycling water usage.

The Company relies on clean water from the Regional Drinking Water Company (PDAM) with supplies not always available in abundance, clean and healthy, in accordance with health requirements. The limitation of clean water sources that have not been polluted can affect the availability of clean water supply.

Volume Penggunaan Air
Water Usage Volume

Sepanjang 2022, penggunaan air bersih PDAM di tempat usaha: Hotel Borobudur Jakarta, Kawasan SCBD dan Pacific Place Jakarta tercatat 1.577.456,4 m³. Kenaikan dan penurunan penggunaan air bersih tergantung situasi meningkatnya aktivitas tenant dan tamu yang beraktivitas pada lokasi usaha-usaha dari Perseroan dan Entitas Anak. Terdapat kenaikan penggunaan air bersih sebesar 339.603 m3atau 21,5% dari tahun sebelumnya yang tercatat 1.237.853,4 m³.

Untuk penghematan penggunaan air bersih di unit usaha Perseroan dan Entitas Anak dilakukan dengan mengatur jam suplai dan menganjurkan penggunaan utilitas secara efisien.

Throughout 2022, PDAM's water usage in business premises: Borobudur Hotel Jakarta, SCBD Area and Pacific Place Jakarta was recorded at 1,577,456.4 m³. The increase and decrease in the use of clean water depends on the situation of increasing tenant and guest activities at the business premises of the Company and its Subsidiaries. There was an increase in the use of clean water of 339,603 m³ or 21.5% from the previous year which was recorded at 1,237,853.4 m³.

Clean water usage saving in the Company's and Subsidiaries' business units is done by organizing supply hours and advocating efficient use of utilities.

Tempat Operasional Area of Operations	2022			2021			2020	
	m³	+/- (%)	Rp Mil.	m³	+/- (%)	Rp Mil.	m³	Rp Mil.
Hotel Borobodur Jakarta	251.757	50,0	3,2	167.849	-18,6	2,1	206.217	2,6
Kawasan SCBD	986.252,4	22,9	15,1	802.392,4	-3,3	12,2	829.225.6	12,5
Pacific Place Jakarta	339.447	26,8	4,7	267.612	-46,5	4,0	257.893	3,6
Jumlah Total	**1.577.456,4**	**21,5**	**23,0**	**1.237.853,4**	**-4,3**	**18,3**	**1.293.335,6**	**18,6**

Air merupakan sumber alam yang perlu dijaga kelestariannya. Penggunaannya perlu dikelola dengan bijak sejalan dengan meningkatnya kebutuhan air. Perseroan berkomitmen untuk menggunakan air dengan menekankan prinsip keberlanjutan, yaitu dengan menerapkan penghematan dan penggunaan air yang efisien, serta mendaur ulang pemakaian air.

Air limbah dialirkan menuju fasilitas pengelolaan air limbah berupa *Sewage Treatment Plant* (STP). Unit usaha dan Entitas Anak, seperti Hotel Borobudur Jakarta dan PT Pacific Place Jakarta memiliki fasilitas pengolahan air limbah, dengan kapasitas 400 m³ dan 2.000 m³ per hari. Air dari *water recycle* digunakan untuk air bilas dan penyiraman tanaman.

Water is a natural resource that needs to be preserved. Its usage needs to be managed wisely in line with the increasing demand for water. The Company is committed to using water by emphasizing the principle of sustainability, by implementing savings and efficient use of water, as well as recycling water usage.

Wastewater is channeled to a wastewater management facility in the form of a Sewage Treatment Plant (STP). Business units and subsidiaries, such as Hotel Borobudur Jakarta and PT Pacific Place Jakarta have wastewater treatment facilities, with a capacity of 400 m3 and 2,000 m3 per day. Water from water recycle is used for rinse water and plant watering.

Tempat Operasional Area of Operations	2022		2021		2020	
	Air Limbah	Pengolahan	Air Limbah	Pengolahan	Air Limbah	Pengolahan
Hotel Borobodur Jakarta	7.137	6.598	6.448	6.466	6.685	6.416
Pacific Place Jakarta	372.600	131.340	211.680	103.680	355.680	108.624
Jumlah Total	379.737	140.930	218.128	110.146	362.365	115.040

Note: dalam m3 / in m3

Kawasan SCBD menggunakan pengolahan air sungai untuk penyiraman tanaman di kawasan. SCBD memiliki sebuah instalasi *water treatment plan* (WTP) yang berkapasitas 75 m³ per hari.

SCBD area uses river water treatment for watering plants in the area. SCBD has a water treatment plan (WTP) with a capacity of 75 m³ per day.



Tempat Operasional Area of Operations	2022		2021		2020	
	Produksi	Pengambilan	Produksi	Pengambilan	Produksi	Pengambilan
Kawasan SCBD SCBD area	24.902	44.473	22.061	41.969	28.890	35.790

Note: dalam m³ / in m³

Keanekaragaman Hayati

Wilayah operasional unit-unit usaha Perseroan berada di dalam kota dan tempat-tempat wisata. Dari kegiatan operasional Perseroan kemungkinan juga berkontribusi mengubah bentang alam, termasuk mengubah keberadaan flora dan fauna.

Perseroan senantiasa berupaya agar aktivitas yang dijalankan tidak mengganggu dan merusak keanekaragaman hayati yang ada. Ruang terbuka hijau yang ada di hotel dan kawasan dikelola, ditata dan dikembangkan sebagai upaya pemeliharaan keanekaragaman hayati.

Keberadaan pohon-pohon dalam ruang terbuka hijau dapat menyerap dan memperbaiki kualitas udara, mengurangi dampak polusi, sekaligus mempertahankan daya serap air, serta menjaga kesuburan tanah. Keberadaan ruang terbuka hijau juga memberikan kenyamanan pelanggan saat beraktivitas di hotel dan kawasan.

Biodiversity

The operational areas of the Company's business units are located in cities and tourist attractions. The Company's operational activities may also contribute to changing the landscape, including changing the presence of flora and fauna.

The Company always strives so that the activities carried out do not disturb and damage the existing biodiversity. Green open spaces in hotels and areas are managed, organized and developed as an effort to maintain biodiversity.

The presence of trees in green open spaces can absorb and improve air quality, reduce the impact of pollution, while maintaining water absorption, and maintaining soil fertility. The existence of green open space also provides customer comfort when doing activities in hotels and areas.

Usaha Konservasi

Hingga akhir 2022, di Hotel Borobudur Jakarta terdapat 614 pohon, yang terdiri dari 79 pohon besar, 139 pohon sedang dan 396 pohon kecil. Di kawasan SCBD ada 560 pohon besar dan 900 pohon kecil. Keberadaan pohon-pohon tersebut ditata agar tumbuh berkembang dengan asri dan memberikan kenyamanan. Secara berkala diadakan pengecekan untuk mengetahui kondisi dari pohon-pohon yang ada. Diusahakan jangan sampai ada yang tumbang, baik karena akarnya yang telah tua, atau karena hujan deras dan angin kencang.

Pengelola SCBD mengembangkan lahan kosong Lot 17 menjadi *nursery* dari 54 jenis tanaman, menjadi salah satu sumber penyedia kebutuhan tanaman kawasan. Sebagian besar pohon yang ada di kawasan SCBD telah diperkuat dengan tiang-tiang penyangga, serta diperindah dengan pemasangan lampu. Dan untuk mengevaluasi kekokohan dan kebugaran pohon di Kawasan SCBD, di Mei hingga Juli 2022 bekerja sama dengan Institut Pertanian Bogor (IPB) telah dilakukan kajian Biomekanika Pohon di SCBD, yang mencakup arsitektur pohon, sebaran dan daya cengkram akar.

Keseimbangan ekosistem flora dan fauna terus ditingkatkan, baik di hotel dan kawasan. Burung-burung sebagai bagian unggas diupayakan untuk lebih banyak kedatangannya. Di area taman HBJ terdapat *butterfly dome*, sebuah kandang tempat penangkaran kupu-kupu. Setiap tahunnya sekitar 2.000 berhasil dikembangbiakan. Di 2022 sebanyak 2.388 kupu-kupu atau 199 kupu-kupu setiap bulannya. Sedang kawasan SCBD dengan keteduhan lingkungannya telah didatangi dengan berbagai jenis burung. Pemantauan terakhir (2019) ada 72 jenis burung dengan rata-rata kedatangan harian sebanyak 1.608 ekor.

Pengendalian Emisi

Dari kegiatan operasionalnya, Perseroan menghasilkan emisi yang berasal dari pembakaran energi tak bergerak (*stationary*), pembakaran energi pada kendaraan (*mobile*), pemakaian listrik, dan sebagainya. Oleh karena itu, Perseroan melakukan pemantauan dan pengelolaan emisi secara menyeluruh sebagai upaya untuk mengendalikan emisi yang dihasilkan dari operasional.

Pengendalian emisi menjadi hal penting mendukung pengelolaan dampak lingkungan atas kegiatan operasional utama Perseroan di perhotelan dan pengelolaan kawasan. Pengendalian emisi diupayakan Perseroan dalam mempertahankan keberadaan lingkungan yang bersih, asri, lestari, dan nyaman untuk aktivitas pemangku kepentingan dan keamanan bagi kehidupan makhluk hidup di sekitarnya.

Pengendalian emisi dilakukan melalui efisiensi energi listrik dan BBM. Dilakukan pula dengan secara berkala mengadakan pengujian emisi gas buang terhadap kendaraan-kendaraan operasional. Setiap kendaraan yang tidak lolos uji emisi, tidak digunakan sebagai kendaraan operasional. Melalui upaya-upaya tersebut, Perseroan secara tidak langsung melakukan pengendalian emisi terkontrol dalam batas-batas yang tidak membahayakan, sehingga lingkungan tetap bersih, asri, lestari dan nyaman.

Limbah

Volume Sampah

Limbah-limbah yang dihasilkan dari kegiatan operasional di unit-unit usaha Perseroan, berupa: limbah perkantoran (kertas dan plastik), limbah kantin (sisa makanan), limbah kawasan (daun-daun rontok dan bekas sisa pemangkasan), dan sampah-sampah yang dikategorikan limbah B3.

Conservation Efforts

Until the end of 2022, at Hotel Borobudur Jakarta there are 614 trees, consisting of 79 large trees, 139 medium trees and 396 small trees. In the SCBD area there are 560 large trees and 900 small trees. The existence of these trees is organized to grow beautifully and provide comfort. Periodic checks are carried out to determine the condition of the existing trees. Trees are not uprooted, either because of their old roots, or because of heavy rain and strong winds.

SCBD management developed the vacant Lot 17 land into a nursery of 54 types of plants, becoming one of the sources of providing regional plant needs. Most of the trees in the SCBD area have been strengthened with supporting poles, and beautified with the installation of lights. And to evaluate the robustness and fitness of trees in the SCBD area, in May to July 2022 in collaboration with the Bogor Agricultural University (IPB), a study of Tree Biomechanics in SCBD was conducted, which included tree architecture, root distribution and grip.

The balance of the flora and fauna ecosystem continues to be improved, both in the hotel and the area. Birds as part of poultry are sought to be more abundant. In the HBJ garden area there is a butterfly dome, a cage where butterflies are bred. Each year about 2,000 are successfully bred. In 2022 as many as 2,388 butterflies or 199 butterflies every month. While the SCBD area with its environmental shade has been visited with various types of birds. The latest monitoring (2019) showed 72 bird species with an average daily arrival of 1,608 birds.

Emission Control

From its operational activities, the Company produces emissions from stationary energy combustion, energy combustion in vehicles (mobile), electricity usage, and so on. Therefore, the Company conducts comprehensive emission monitoring and management as an effort to control emissions generated from operations.

Emission control is important to support the management of environmental impacts of the Company's main operational activities in hotels and area management. Emission control is pursued by the Company in maintaining the existence of a clean, beautiful, sustainable, and comfortable environment for stakeholder activities and safety for the life of living things around it.

Emission control is carried out through electricity and fuel energy efficiency. It is also carried out by periodically conducting exhaust emission testing of operational vehicles. Any vehicle that does not pass the emission test is not used as an operational vehicle. Through these efforts, the Company indirectly controls controlled emissions within harmless limits, so that the environment remains clean, beautiful, sustainable and comfortable.

Waste

Waste Volume

Wastes generated from operational activities in the Company's business units, including: office waste (paper and plastic), canteen waste (food waste), area waste (fallen leaves and trimming waste), and waste categorized as B3 waste: office waste (paper and plastic), canteen waste (food waste), area waste (fallen leaves and trimming waste), and waste categorized as hazardous waste.

From the waste generated, some of it can still be used as raw material

Dari limbah sampah yang dihasilkan tersebut, sebagian masih dapat dimanfaatkan sebagai bahan baku untuk pupuk kompos, sebagian besar yang bernilai ekonomis didayagunakan melalui program bank sampah, dan sisanya yang dibuang ke pembuangan akhir.

Data volume sampah Perseroan berasal dari tiga unit usaha, yaitu Hotel Borobudur Jakarta, Kawasan SCBD yang dikelola oleh Entitas Anak PT Danayasa Arthatama, dan PT Pacific Place Jakarta yang mengelola mal, perkantoran dan apartemen di Lot 3-5 SCBD.

Di 2022, dari ketiga unit usaha terakumulasi sampah sebanyak 2.473.296 kg, naik 40,3% dari 2021 yang tercatat 1.762.954 kg. Dari ruang umum kawasan SCBD terkumpul sampah sebanyak 628.872 kg, naik 53,1% dari 410.657 kg yang dihasilkan di 2021. Pacific Place Jakarta juga menghasilkan kenaikan sampah sebanyak 452.417 kg atau 39,2% dari tahun sebelumnya yang tercatat 1.153.267 kg. Demikian halnya dengan sampah dari Hotel Borobudur Jakarta yang meningkat hingga 238.740 kg.

Dilonggarkannya pembatasan aktivitas masyarakat dan disertai mulainya pemulihan ekonomi mendorong bergeraknya perekonomian dan bisnis yang sebelumnya melamban selama dua tahun pandemi Covid-19. Situasi seperti ini berimplikasi positif terhadap aktivitas-aktivitas usaha Perseroan dan Entitas Anak di hotel, mal, gedung perkantoran dan kawasan SCBD. Dan salah satu dampak dari bergeraknya kegiatan usaha di hotel, mal, gedung perkantoran dan kawasan SCBD adalah meningkatnya sampah.

for compost, most of which has economic value is utilized through the waste bank program, and the rest is disposed of in landfills.

The Company's waste volume data comes from three business units, Hotel Borobudur Jakarta, SCBD area managed by its subsidiary PT Danayasa Arthatama, and PT Pacific Place Jakarta which manages malls, offices and apartments in Lot 3-5 SCBD.

In 2022, the three business units accumulated 2,473,296 kg of waste, a 40.3% increase from 2021 which recorded 1,762,954 kg. From the public spaces of the SCBD area, 628,872 kg of waste was collected, up 53.1% from 410,657 kg generated in 2021. Pacific Place Jakarta also generated an increase in waste of 452,417 kg or 39.2% from the previous year's 1,153,267 kg. Likewise, waste from Hotel Borobudur Jakarta increased by 238,740 kg.

The easing of restrictions on community activities and the start of economic recovery have encouraged the economy and business to move forward, which had been sluggish during the two-year Covid-19 pandemic. This situation has positive implications for the business activities of the Company and its subsidiaries in hotels, malls, office buildings and the SCBD area. And one of the impacts of moving business activities in hotels, malls, office buildings and the SCBD area is the increase in waste.

Volume Sampah Waste Volume

Tempat Operasional Area of Operations	**2022**			**2021**			**2020**	
	Dihasilkan Generated	**+/-(%)**	**Dibuang** Disposed	**Dihasilkan** Generated	**+/-(%)**	**Dibuang** Disposed	**Dihasilkan** Generated	**Dibuang** Disposed
Hotel Borobodur Jakarta	238.740	20,0	212.729	199.030	-10,3	174.488	221.855	194.513
Ruang Umum Kawasan SCBD SCBD Public Space	628.872	53,1	622.584	410.657	-25,7	406.550	552.738	547.211
Pacific Place Jakarta	1.605.684	39,2	259.898	1.153.267	62,3	153.735	709.746	98.526
Jumlah Total	2.473.296	40,3	1.095.211	1.762.954	18,8	734.773	1.484.339	840.250

Mekanisme Pengelolaan dan Pengolahan

Perseroan berupaya menjaga kualitas lingkungan dan meminimalkan dampak terhadap lingkungan melalui upaya efisiensi sumber daya, menggunakan produk bahan baku yang ramah lingkungan dan mengurangi pemakaian material yang berdampak buruk terhadap ekosistem lingkungan.

Pengelolaan dan pengolahan limbah (padat dan cair) telah dilaksanakan dengan mekanisme yang standar, tepat dan terukur. Prinsip 3R (*reuse, reduce, recycle*) diberlakukan, menjadi bagian dari proses hulu ke hilirnya. Pengelolaan dan pengolahan limbah merupakan kepedulian dan tanggung jawab terhadap lingkungan (mengurangi potensi pencemaran tanah dan air), memenuhi standar pelayanan minimal kepada pelanggan hotel, mal dan kawasan.

Proses pengelolaan dan pengolahan limbah dimulai dengan penyediaan tempat sampah dalam jumlah cukup, untuk memisahkan antara sampah organik, non-organik, dan B3. Pemisahan dilakukan untuk mempermudah pengolahan sampah, termasuk dalam pemrosesan daur ulang oleh pihak ketiga. Residu dari keseluruhan sampah (organik dan non-organik) dibuang setiap hari dengan menggunakan jasa pengangkut sampah untuk diolah di luar lokasi usaha atau langsung ke Tempat Pengelolaan Sampah Terpadu (TPST) Bantar Gebang.

Management and Processing Mechanism

The Company strives to maintain the quality of the environment and minimize the impact on the environment through resource efficiency efforts, using environmentally friendly raw material products and reducing the use of meterials that adversely affect the environmental ecosystem.

Waste management and treatment (solid and liquid) have been implemented with a standardized, precise and measurable mechanism. The 3R principle (reuse, reduce, recycle) is applied, becoming part of the upstream to downstream process. Waste management and treatment is a concern and responsibility to the environment (reducing the potential for soil and water pollution), meeting minimum service standards to hotel, mall and area customers.

The waste management and treatment process begins with the provision of sufficient number of trash bins, to separate organic, non-organic, and hazardous waste. The separation is done to facilitate waste processing, including recycling processing by third parties. Residue from all waste (organic and non-organic) is disposed of daily using a waste transportation service to be processed outside the business location or directly to the Bantar Gebang Integrated Waste Management Site (TPST).

Sampah dari dedaunan, buah-buahan dan sayur-sayuran biasanya diolah menjadi pupuk kompos melalui proses *composting*. Biasanya dari 10 kg sampah dedaunan, buah-buahan dan sayur mayur bisa diolah menjadi 5 kg pupuk kompos. Di Hotel Borobudur Jakarta, produk dari sisa sayur-sayuran dan buah-buahan juga diolah menjadi produk berupa cairan *Eco-enzyme* yang dapat digunakan membersihkan kerak-kerak yang ada di toilet. Sementara dari pupuk kompos yang dihasilkan digunakan untuk keperluan pemupukan yang tanaman-tanaman yang ada di taman-tamannya.

Waste from leaves, fruits and vegetables is usually processed into compost through a composting process. Usually, 10 kg of leaves, fruits and vegetables can be processed into 5 kg of compost. At Hotel Borobudur Jakarta, the product from the leftover vegetables and fruits is also processed into a product in the form of Eco-enzyme liquid that can be used to clean the crusts in the toilet. Meanwhile, the compost produced is used for fertilizing the plants in the gardens.

Sementara untuk sampah yang dikategorikan sebagai limbah bahan beracun dan berbahaya (limbah B3), mekanisme penanganannya dilakukan sesuai dengan Peraturan Pemerintah No. 101 Tahun 2014 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun. Limbah B3 yang dihasilkan dibuang bekerja sama dengan pihak ketiga untuk pengangkutannya, yang dilakukan dua kali dalam setahun.

As for waste categorized as toxic and hazardous waste, the handling mechanism is carried out in accordance with Government Regulation No. 101/2014 on Hazardous and Toxic Waste Management. Hazardous and toxic waste generated is disposed of in cooperation with a third party for transportation, which is carried out twice a year.

Selama tahun 2022, tidak terjadi tumpahan atau kebocoran limbah B3 di wilayah-wilayah Perseroan dan Entitas Anak.

During 2022, there were no spills or leaks of hazardous and toxic waste in the areas of the Company and its subsidiaries.

Produk Limbah B3 Hazardous Waste Products		**Satuan** Unit	2022	2021	2020
1	Lampu	Kilogram	19,0	35,1	13,8
		Pieces	2.158	2.460	1.830
2	Battery	Kilogram	6,0	1,6	9,1
		Pieces	153	232	36
3	Catridge	Kilogram	1,6	2,7	3,4
4	Toner		21,6	23,1	28,0
5	E-waste		5,3	5,5	17,8
6	Kemasan Terkontaminasi Contaminated Packaging		24,7	7,4	7,0
7	Masker		3,0	9,2	7,8
8	Sludge		245		

Sebagian dari hasil pemilahan limbah sampah diserahkan kepada bank sampah milik Dinas Lingkungan Hidup DKI Jakarta (dikelola bersama masyarakat sekitar).

Part of the waste sorting results are submitted to the DKI Jakarta Environment Agency's waste bank (managed together with the surrounding community).

Bank Sampah
Waste Bank

Program bank sampah telah diinisiasi sejak 2016 dengan menjangkau masyarakat sekitar. Program ini adalah program kebersihan lingkungan dan pemberdayaan ekonomi masyarakat melalui pengolahan sampah, baik yang berasal dari perusahaan maupun dari rumah tangga.

Dalam program ini, pihak Perseroan dan Entitas Anak melakukan pendampingan berupa: pembinaan, pelatihan, perbaikan tempat dan mendukung pameran kreasi daur ulang bank sampah (terutama yang berasal dari kertas dan plastik). Sepanjang tahun 2022, terdapat beberapa kegiatan yang dilakukan oleh Entitas Anak: PT Danayasa Arthatama dan PT Pacific Place Jakarta terhadap bank sampah-bank sampah yang selama ini menjadi binaannya.

Entitas Anak PT Danayasa Arthatama telah melakukan pemilahan sampah botol plastik yang berada di ruangan umum kawasan SCBD, dan telah disetorkan ke Bank Sampah Seni Baru (binaan Suku Dinas Lingkungan Hidup Jakarta Selatan) sebanyak 150,5 kg di 15 Januari 2022 dan 175,3 kg di 27 Agustus 2022. Selain ini, Entitas Anak PT Danayasa Arthatama juga melakukan kegiatan sosial hibah sampah dan sosialisasi sampah B3 rumah tangga di Bank Sampah Kirai Mandiri yang berada di Jalan Kirai, RW 01, Kelurahan Cipete Utara pada 10 Maret dan 13 Juni 2022.

Sementara Entitas Cucu PT Pacific Place Jakarta melakukan pembinaan terhadap Bank Sampah Lavender di Kelurahan Selong, Jakarta Selatan, dengan melakukan penimbangan sampah yang dapat dimanfaatkan (19 Januari 2022), kegiatan sosial hibah sampah (28 Agustus 2022) dan pemberian buku tabungan untuk nasabah Bank Sampah Lavender (8 November 2022).

The waste bank program has been initiated since 2016 by reaching out to the surrounding community. This program is an environmental hygiene program and community economic empowerment through waste processing, both from the company and from households.

In this program, the Company and its Subsidiaries provide assistance in the form of: coaching, training, repairing premises and supporting exhibitions of waste bank recycling creations (especially those from paper and plastic). Throughout 2022, there were several activities carried out by the Subsidiaries: PT Danayasa Arthatama and PT Pacific Place Jakarta towards the waste banks that have been assisted by them.

Subsidiary PT Danayasa Arthatama has sorted plastic bottle waste located in public spaces in the SCBD area, and has deposited 150.5 kg of waste to Bank Sampah Seni Baru (assisted by the South Jakarta Environmental Agency) on January 15, 2022 and 175.3 kg on August 27, 2022. In addition to this, Subsidiary PT Danayasa Arthatama also carried out social activities of waste grants and socialization of household hazardous waste at Kirai Mandiri Waste Bank located at Jalan Kirai, RW 01, Cipete Utara Village on March 10 and June 13, 2022.

Meanwhile, the Indirect Entity PT Pacific Place Jakarta provided guidance to Lavender Waste Bank in Selong Village, South Jakarta, by weighing waste that can be utilized (January 19, 2022), social activities for waste grants (August 28, 2022) and providing savings books for Lavender Waste Bank customers (November 8, 2022).

Pengaduan Lingkungan Hidup

Perseroan senantiasa berkomitmen untuk menerapkan praktik lingkungan terbaik dengan standar yang berlaku dalam setiap kegiatan usaha yang dijalankan. Komitmen tersebut terealisasi dengan tidak terdapatnya pengaduan terhadap hal yang berkaitan dengan dampak lingkungan, maupun sanksi atau denda yang dijatuhkan kepada Perseroan atas praktik yang mencemari lingkungan, dan/atau ketidakpatuhan terhadap peraturan mengenai lingkungan.

Sertifikasi Bidang Lingkungan Hidup

Dari entitas usaha-entitas usaha Grup JIHD, baru Entitas Anak PT Danayasa Arthatama yang memiliki sertifikasi di bidang Sistem Manajemen Lingkungan yang telah diperoleh sejak 2013 (ISO 14001:2004), dan terus diperbarui hingga sertifikasi ISO 14001: 2015 di 2022. Sertifikasi di bidang Sistem Manajemen Lingkungan diperlukan untuk sebagai rujukan dan pengakuan terhadap kualitas pengelolaan dan pengembangan kawasan SCBD.

Sementara secara khusus, untuk hotel-hotel yang berada di bawah Grup JIHD, diberlakukan *Eco Hotel Management System* yang diadaptasi dari ISO 14001:2004 mengenai Sistem Manajemen Lingkungan. Penerapan *Eco Hotel Management* sebagai sebuah sistem manajemen yang ramah terhadap pelanggan, alam dan lingkungan, diharapkan dapat mengurangi, bahkan apabila bisa menihilkan kemungkinan efek dan dampak negatif yang dapat terjadi dalam kegiatan operasional sehari-hari.

Environmental Complaints

The Company is always committed to implementing the best environmental practices with applicable standards in every business activity carried out. This commitment is realized by the absence of complaints on matters relating to environmental impacts, as well as sanctions or fines imposed on the Company for practices that pollute the environment, and/or non-compliance with environmental regulations.

Environmental Certification

Among the JIHD Group's business entities, only its subsidiary PT Danayasa Arthatama has a certification in Environmental Management System which has been obtained since 2013 (ISO 14001:2004), and continues to be renewed with ISO 14001:2015 certification in 2022. Certification in the field of Environmental Management Systems is needed as a reference and recognition of the quality of management and development of the SCBD area.

Specifically, for hotels under JIHD Group, the Eco Hotel Management System adapted from ISO 14001:2004 on Environmental Management System is applied. The implementation of Eco Hotel Management as a management system that is friendly to customers, nature and the environment, is expected to reduce, if not eliminate the possibility of negative effects and impacts that can occur in daily operations.

Peraturan Perusahaan Tentang Lingkungan Hidup

Company Regulation on Environment

Buku Peraturan Perusahaan tentang Lingkungan Hidup disusun untuk sebagai panduan dan/atau prosedur standar (sistem manajemen lingkungan) yang sesuai dengan ukuran/rentang kendali organisasi Perseroan dan jenis usahanya masing-masing dalam upaya perlindungan dan pengelolaan lingkungan hidup yang berkelanjutan.

Buku Peraturan Perusahaan tentang Lingkungan Hidup telah diresmikan pada 28 Mei 2021, dan telah disosialisasikan kepada seluruh karyawan Perseroan dan Entitas Anak pada 16 Agustus 2021.

The Company's Regulations book on the Environment are prepared to serve as guidelines and/or standard procedures (environmental management system) in accordance with the size/control range of the Company's organization and its respective type of business in the effort to protect and manage a sustainable environment.

The Company's Regulations book on the Environment was inaugurated on 28 May 2021, and has been socialized to all employees of the Company and its Subsidiaries on 16 August 2021.



KINERJA SOSIAL
SOCIAL PERFORMANCE

Keberlanjutan Sosial

Keberlanjutan usaha Perseroan sangat berhubungan erat dengan keberhasilan pemenuhan kepentingan para pemangku kepentingan. Manfaat dan dampak setiap kegiatan Perseroan berpengaruh pada efektivitas hubungan dengan pemangku kepentingan. Terjalinnya hubungan yang serasi, kondusif, harmonis, dan tidak ada yang dirugikan akan membuat kestabilan operasional Perseroan tidak terganggu, sehingga potensi untuk peningkatan kinerja yang bermanfaat selalu ada bagi seluruh pemangku kepentingan.

Social Sustainability

The sustainability of the Company's business is closely related to the successful fulfillment of stakeholders' interests. The benefits and impacts of each of the Company's activities affect the effectiveness of relationships with stakeholders. Relationships that are compatible, conducive, harmonious, and in which no one is disadvantaged will keep the Company's operational stability uninterrupted, so that the potential for performance improvement that benefits all stakeholders always exists.

Ketenagakerjaan

Sumber daya manusia (SDM) Perseroan dan Entitas Anak per-31 Desember 2022 telah mencapai 2.571 orang. Sebagian dari mereka, ada yang telah bersama dengan Perseroan lebih dari 10 tahun. Mereka telah berkontribusi dan menjadi saksi dari keberlangsungan dan keberlanjutan Perseroan sehingga menjadi seperti sekarang.

SDM bagi Perseroan menjadi bagian dari mitra strategis sekaligus modal yang sangat penting dalam pencapaian sasaran dan pertumbuhan bisnis Perseroan secara berkelanjutan dalam jangka panjang. Perseroan berupaya untuk mengelola dan mengembangkan karyawan dengan baik dengan menciptakan lingkungan kerja yang sehat dan aman, memberikan perlindungan kerja sehingga dapat meningkatkan produktivitas dan kualitas kinerja karyawan.

Kesetaraan dan Keberagaman

Prinsip non-diskriminasi dan kesetaraan diberlakukan secara adil dan diterapkan transparan oleh Perseroan sejak dari perekrutan, berlanjut terus pada saat memfasilitasi pengembangan kapabilitas, memberi kesempatan tawaran promosi, hingga pemberian penghargaan dan remunerasi.

Perseroan menghargai keberagaman dalam hal etnis, jenis kelamin, agama, pendidikan, pengalaman, kepribadian, dan perbedaan latar belakang lainnya. Keberagaman dan perbedaan menjadi benih dari inovasi yang kreatif. Perseroan mengedepankan atmosfir kerja sama yang saling menghormati, sehingga setiap karyawan merasa diterima dan menjadi bagian dari sebuah keluarga yang berkolaborasi untuk mencapai tujuan bersama.

Komitmen Perseroan pada kesetaraan dan keberagaman telah menghadirkan kekondusifan dalam hubungan kerja di antara para karyawan. Tidak terjadi insiden diskriminasi sepanjang tahun pelaporan.

Tenaga Kerja Anak dan Tenaga Kerja Paksa

Perseroan memiliki kebijakan yang jelas tentang usia minimal karyawan maupun jam kerja karyawan. Sesuai dengan Peraturan Perusahaan (merujuk pada peraturan ketenagakerjaan yang berlaku), usia minimal karyawan adalah 18 tahun.

Perseroan tidak memiliki tenaga kerja yang berada di bawah umur maupun yang dipekerjakan secara paksa. Hal ini tertuang dan dapat dipertanggungjawabkan melalui Peraturan Perusahaan (PP) yang ditandatangani oleh setiap karyawan sebelum bekerja di Perseroan.

Aturan kerja karyawan di Perseroan dan Entitas Anak adalah 8 (delapan) jam 1 (satu) hari dan 40 (empat puluh) jam 1 (satu) minggu untuk 5 (lima) hari kerja atau 6 (enam) hari kerja dalam 1 (satu) minggu, disertai kesempatan untuk beristirahat pada jam-jam tertentu.

Sementara itu, pada unit usaha perhotelan, Perseroan melaksanakan sistem kerja giliran (*shift work*), yang pengaturannya disesuaikan dengan kondisi lapangan pekerjaan. Dengan pengaturan tersebut, apabila terdapat kelebihan waktu kerja akan diperhitungkan sebagai kerja lembur yang besaran kompensasinya sudah ditetapkan dan tidak merugikan karyawan.

Employment

The human resources of the Company and its subsidiaries as of December 31, 2022 have reached 2,571 people. Some of them have been with the Company for more than 10 years. They have contributed and witnessed the continuity and sustainability of the Company to become what it is today.

HR for the Company is part of a strategic partner as well as a very important capital in achieving the Company's business goals and growth in a sustainable manner in the long term. The Company strives to manage and develop employees well by creating a healthy and safe working environment, providing work protection so as to improve the productivity and quality of employee performance.

Equality and Diversity

The principles of non-discrimination and equality are applied fairly and transparently by the Company from recruitment, continuing when facilitating the development of capabilities, providing opportunities for promotional offers, to the provision of rewards and remuneration.

The Company values diversity in terms of ethnicity, gender, religion, education, experience, personality, and other background differences. Diversity and differences are the seeds of creative innovation. The Company promotes an atmosphere of respectful cooperation, so that every employee feels welcome and becomes part of a family that collaborates to achieve common goals.

The Company's commitment to equality and diversity has created a conducive working relationship among employees. There were no incidents of discrimination during the reporting year.

Child Labor and Forced Labor

The Company has a clear policy on the minimum age of employees and employee working hours. In accordance with the Company's Regulations (referring to applicable labor regulations), the minimum age of employees is 18 years old.

The Company does not have a workforce that is underage or forcibly employed. This is stated and can be accounted for through the Company Regulation (PP) signed by each employee before working in the Company.

Employee work rules in the Company and its Subsidiaries are 8 (eight) hours per day and 40 (forty) hours per week for 5 (five) working days or 6 (six) working days in 1 (one) week, with the opportunity to rest at certain hours.

Meanwhile, in the hotel business unit, the Company implements a shift work system, the arrangement of which is adjusted to the conditions of the work field. With this arrangement, if there is excess working time, it will be calculated as overtime work whose compensation amount has been determined and does not harm employees.

Imbal Jasa Karyawan

Setiap karyawan yang berkarya di Perseroan dan Entitas Anak, berhak memperoleh remunerasi yang layak. Diberikan secara kompetitif normatif setara besaran yang disesuaikan dengan ketentuan peraturan yang berlaku dan kemampuan perusahaan. Kepada karyawan tingkat terendah, yang diberikan minimal telah sesuai dengan ketentuan upah minimum regional yang berlaku, atau tidak membayar di bawah upah minimum. Upah minimum tersebut berlaku sama, baik itu karyawan laki-laki atau perempuan.

Selain kelayakan dalam hal remunerasi, Perseroan sesuai dengan peraturan ketenagakerjaan yang berlaku, juga memberikan hak cuti kepada setiap karyawan, seperti cuti tahunan (sekurang-kurangnya 12 hari kerja setelah karyawan yang bersangkutan bekerja selama 12 bulan secara terus-menerus), cuti melahirkan (diberikan kepada karyawan perempuan selama 90 hari kalender) dan cuti kedukaan (sekurang-kurangnya 2 hari kerja bagi karyawan yang mengalami kedukaan).

Dan khusus kepada karyawan wanita yang masih dalam masa periode menyusui diberikan kesempatan untuk melakukan laktasi pada jam kerja.

Keselamatan dan Kesehatan Kerja

Keselamatan dan Kesehatan Kerja (K3) di perusahaan sangat penting dalam menunjang keberhasilan aktivitas usaha. Ada empat isu dan risiko keselamatan dan kesehatan kerja di Perseroan, yaitu potensi kecelakaan kerja di saat bekerja dan di saat menggunakan peralatan kerja, akibat tidak menerapkan prinsip 5R atau tidak pahaman dalam penggunaan peralatan kerja; tertular penyakit di saat adanya kegiatan bersama di dalam satu ruangan tertutup; dan perlunya peningkatan pemahaman karyawan dalam menghadapi kondisi tanggap darurat (baik bencana alam maupun kebakaran) dan dalam penerapan K3 di saat menjalankan proyek yang dilaksanakan oleh Perseroan.

Pengelolaan aspek K3 menjadi prioritas Perseroan dalam menciptakan lingkungan kerja yang aman dan nyaman bagi karyawan. Target Perseroan adalah *zero accident,*, *zero fatality* dan *zero* penyakit akibat kerja.

Jaminan K3 yang diberikan kepada karyawan sesuai dengan Undang-Undang No. 1 Tahun 1970 tentang Keselamatan dan Kesehatan Kerja dan Peraturan Menteri Tenaga Kerja No. 5 Tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja.

Tempat kerja di kantor dan lokasi usaha diusahakan aman, nyaman, bersih dan layak secara kesehatan dan bebas dari pencemaran lingkungan sehingga dapat menihilkan penyakit akibat kerja. Ruangan-ruangan kantor dan tempat usaha secara berkala dilakukan penyemprotan desinfektan untuk mematikan virus seperti Covid-19 yang dapat membahayakan kesehatan karyawan.

Dalam hal keselamatan kerja, Perseroan secara optimal memperhatikan keselamatan lingkungan kerja dengan target *zero accident.* Terhadap sarana dan prasarana gedung dan hotel yang ada di lokasi usaha secara rutin dilakukan monitoring dan evaluasi mengenai sistem operasional dan prosedur. Selain itu, juga dilakukan audit untuk memastikan ketersediaan, kelengkapan dan kondisi peralatan yang berhubungan dengan keselamatan kerja masih sesuai dengan standar K3.

Employee Benefits

Every employee who works in the Company and its Subsidiaries, is entitled to receive appropriate remuneration. Given competitively normative equivalent amount adjusted to the provisions of applicable regulations and the ability of the company. To the lowest level employee, the minimum given is in accordance with the applicable regional minimum wage provisions, or does not pay below the minimum wage. The minimum wage applies equally, whether the employee is male or female.

In addition to eligibility in terms of remuneration, the Company in accordance with applicable labor regulations, also provides leave rights to each employee, such as annual leave (at least 12 working days after the employee concerned has worked for 12 months continuously), maternity leave (given to female employees for 90 calendar days) and grief leave (at least 2 working days for employees who experience grief).

And specifically for female employees who are still in the breastfeeding period are given the opportunity to do lactation during working hours.

Occupational Health and Safety

Occupational Health and Safety (OHS) in the company is very important in supporting the success of business activities. There are four issues and risks of occupational safety and health in the Company, which is the potential for work accidents during work and when using work equipment, due to not applying the 5R principles or not understanding the use of work equipment; contracting diseases when there are joint activities in one closed room; and the need to increase employee understanding in dealing with emergency response conditions (both natural disasters and fires) and in the application of OHS when carrying out projects implemented by the Company.

The management of OHS aspects is the Company's priority in creating a safe and comfortable working environment for employees. The Company's target is zero incident, zero fatality and zero occupational disease.

OHS guarantees provided to employees are in accordance with Law No. 1 of 1970 concerning Occupational Health and Safety and Minister of Manpower Regulation No. 5 of 1996 concerning Occupational Health and Safety Management System.

Workplaces in offices and business locations are made safe, comfortable, clean and feasible in terms of health and free from environmental pollution so as to eliminate occupational diseases. Office rooms and business premises are periodically sprayed with disinfectants to kill viruses such as Covid-19 that can endanger employee health.

In terms of work safety, the Company optimally pays attention to the safety of the work environment with a target of zero accident. For facilities and infrastructure of buildings and hotels in business locations, monitoring and evaluation of operational systems and procedures are routinely carried out. In addition, audits are also conducted to ensure the availability, completeness and condition of equipment related to work safety are still in accordance with OHS standards.

Peraturan Perusahaan Keselamatan dan Kesehatan Kerja

Company Regulation on Occupational Health and Safety

Peraturan Perusahaan Keselamatan dan Kesehatan Kerja (K3) telah diterapkan dan diberlakukan di Perseroan dan Entitas Anak pada 28 Mei 2021, dan telah pula disosialisasikan di Perseroan dan kepada Entitas Anak pada 11 Juni 2021.

Pemberlakukan Buku Peraturan Perusahaan Keselamatan dan Kesehatan Kerja mengacu dan mematuhi peraturan perundang-undangan yang berlaku dan Peraturan Perusahaan tentang Keselamatan dan Kesehatan Kerja sebagai upaya mencegah dan meminimalisasi kecelakaan kerja dan penyakit akibat kerja dalam upaya menciptakan kondisi kerja yang aman, nyaman, sehat, efisien dan produktif.

Perseroan wajib menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sesuai dengan peraturan perundang-undangan yang berlaku di Indonesia, yang terencana, terukur, terstruktur dan terintegrasi di lokasi kegiatan/tempat kerja.

Company Regulation on Occupational Health and Safety (OHS) has been implemented and enforced in the Company and its Subsidiaries on May 28, 2021, and has also been socialized in the Company and to its Subsidiaries on June 11, 2021.

The implementation of the Company Regulations book on Occupational Safety and Health refers to and complies with the prevailing laws and regulations and the Company Regulations on Occupational Health and Safety as an effort to prevent and minimize work accidents and occupational diseases in an effort to create safe, comfortable, healthy, efficient and productive working conditions.

The Company is obliged to implement the Occupational Safety and Health Management System (SMK3) in accordance with the prevailing laws and regulations in Indonesia, which is planned, measured, structured and integrated at the location of activities/workplaces.



Di tahun 2022, pengecekan sistem operasional dan prosedur telah dilakukan terhadap tiga Entitas Anak yang berlokasi usaha di Kawasan SCBD, yaitu: PT Pacific Place Jakarta (24-28 Januari), PT Adinusa Puripratama (11-16 April), PT Artha Telekomindo (18-22 April). Kegiatan monitoring dan evaluasi implementasi Sistem Manajemen K3, Sistem Manajemen Lingkungan dan Pengadaan Barang dan Jasa juga dilakukan dari 7-25 November terhadap 18 gedung permanen dan 3 gedung temporer.

In 2022, operational systems and procedures checks were carried out on three subsidiaries located in the SCBD area, as follows: PT Pacific Place Jakarta (January 24-28), PT Adinusa Puripratama (April 11-16), PT Artha Telekomindo (April 18-22). Monitoring and evaluation activities on the implementation of OHS Management System, Environmental Management System and Procurement of Goods and Services were also conducted from November 7-25 on 18 permanent buildings and 3 temporary buildings.

Pedoman Pemeliharaan dan Perawatan Bangunan/Gedung

Building Care and Maintenance Guidelines

Buku Pedoman Pemeliharaan dan Perawatan Gedung disusun untuk sebagai acuan umum yang diperlukan dalam mengatur dan mengendalikan pelaksanaan pemeliharaan dan perawatan semua bangunan/gedung yang dimiliki dan/atau dioperasikan oleh Perseroan dan Entitas Anak, agar pemanfaatan bangunan/gedung yang dimiliki dan/atau dioperasikan senantiasa memenuhi persyaratan keselamatan, kesehatan, kenyamanan dan kemudahan, dengan efisien, serasi dan selaras dengan lingkungan.

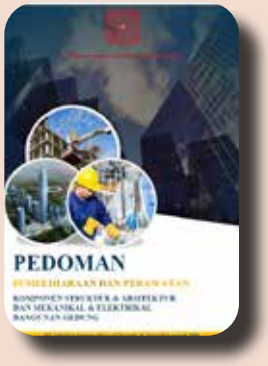
Buku Pedoman Pemeliharaan dan Perawatan Gedung mengacu kepada Peraturan Menteri Pekerjaan Umum No. 24/PRT/M/2008 tentang Pedoman Pemeliharaan dan Perawatan Gedung, dan pedoman-pedoman/manual-manual pemeliharaan dan perawatan gedung lainnya yang relevan.

Buku Pedoman Pemeliharaan dan Perawatan Gedung telah ditetapkan pada 27 Juni 2022 dan disosialisasikan pada 26 Agustus 2022, untuk selanjutnya diterapkan di seluruh Entitas Grup JIHD.

The Building Care and Maintenance Guidelines are prepared to serve as a general reference needed to regulate and control the implementation of care and maintenance of all buildings/structures owned and/or operated by the Company and its Subsidiaries, so that the utilization of buildings/structures owned and/or operated always meets the requirements of safety, health, comfort and convenience, efficiently, harmoniously and in harmony with the environment.

The Building Care and Maintenance Guidelines refer to the Minister of Public Works Regulation No. 24/PRT/M/2008 concerning Building Care and Maintenance Guidelines, and other relevant building care and maintenance guidelines/manuals.

The Building Care and Maintenance Manual was established on June 27, 2022 and socialized on August 26, 2022, for further implementation in all JIHD Group Entities.



Pelatihan dan simulasi evakuasi tanggap darurat K3 (mencakup: pengetahuan, keterampilan dan sikap sesuai standar yang berlaku), seperti gempa bumi dan kebakaran secara berkala digelar dengan melibatkan karyawan, *tenant* dan bahkan terhadap tamu yang kebetulan berkunjung. Kegiatan ini dilakukan agar para pemangku kepentingan yang terlibat di operasional usaha Perseroan dan Entitas Anak dapat tanggap bila sampai ada kejadian seperti gempa bumi, kebakaran dan kejadian-kejadian lain yang dapat mengancam keselamatannya.

OHS emergency response evacuation training and simulations (including: knowledge, skills and attitudes according to applicable standards), such as earthquakes and fires are regularly held by involving employees, tenants and even guests who happen to visit. This activity is carried out so that stakeholders involved in the business operations of the Company and its Subsidiaries can respond if there are events such as earthquakes, fires and other events that can threaten their safety.



Bulan Month	**Tanggal** Date	**Jenis Latihan** Type of Exercise	**Entitas** Entity	**Peserta** Participant
Maret March	18	Pemadaman Kebakaran Fire Fighting	PT Artha Telekomindo	26
	23, 25, 31	Pembekalan K3, Lingkungan dan Bahaya Kebakaran OHS, Environment and Fire Hazard Debriefing	Hotel Borobudur Jakarta	
April April	20, 22		PT Adinusa Puripratama	
Mei May	23, 25, 27, 30		PT First Jakarta International	
Juni June	25	Pemadaman Kebakaran Fire Fighting	Grup JIHD: Perseroan dan PT Danayasa Arthatama JIHD Group: The Company and PT Danayasa Arthatama	
Oktober October	15	Pemadaman Kebakaran Fire Fighting	PT Adinusa Puripratama	75
	29		PT Pacific Place Jakarta	89
November November	3	Evakuasi Darurat Gempa Bumi Earthquake Emergency Evacuation	Perseroan dan pengelola gedung The Company and building manager	
	17	*First Aid* dan Tanggap Darurat First Aid and Emergency Response	PT Artha Telekomindo	18
	27	Evakuasi Darurat Gempa Bumi Earthquake Emergency Evacuation	PT Pacific Place Jakarta	1.229
Desember December	22	Evakuasi Darurat Gempa Bumi dan Kebakaran Earthquake and Fire Emergency Evacuation	PT Adinusa Puripratama bersama kawasan Distric 8 PT Adinusa Puripratama with Distric 8 area	
	24	Pemadam Kebakaran Fire Fighting	PT Danayasa Arthatama	25

Pengembangan Kapabilitas

Perseroan memfasilitasi pengembangan kapabilitas kepada seluruh personel melalui pelatihan dan pendidikan yang diselenggarakan secara internal maupun secara eksternal. Perseroan telah merancang, menetapkan dan menjalankan program pengembangan kapabilitas *soft skill* dan *hard skill* dengan mengacu kepada kerangka yang disusun berdasarkan kebutuhan bisnis dan diselaraskan dengan strategi *human capital*.

Secara keseluruhan selama tahun 2022, terdapat 184 pelatihan, seminar, *workshop* dan sosialisasi dengan durasi 1.809 jam yang difasilitasi dan diselenggarakan oleh Perseroan dan Entitas Anak. Perinciannya terdapat 65 pelatihan, seminar, *workshop* dan sosialisasi yang bersifat umum dengan waktu 298 jam. Disusul yang bersifat teknikal sebanyak 107 dengan durasi 1.128 jam, 7 pelatihan sertifikasi dengan 143 jam dan 5 pelatihan kepemimpinan dengan 240 jam.

Biaya pelatihan, seminar, workshop dan sosialisasi terpusat yang telah dikeluarkan oleh Perseroan bersama Entitas Anak mencapai Rp1,65 miliar di 2022. Sementara dari masing-masing Entitas Anak tercatat: PT Danayasa Arthatama Rp478,4 juta (2021: Rp71,8 juta), PT Artha Telekomindo Rp216,4 juta (2021: Rp122,8 juta), PT Pacific Place Jakarta Rp405,9 juta (2021: Rp67,7 juta) dan PT Adinusa Puripratama Rp67,7 juta (2021: Rp16,4 juta). Terdapat peningkatan dana sebesar Rp1,18 miliar di 2022, dibanding tahun 2021 yang tercatat hanya Rp473,2 juta.

Masyarakat

Keberadaan dan keberhasilan Perseroan sejak 1969 hingga saat ini tidak terlepas dari relasi mutualistis dengan masyarakat sebagai bagian dari pemangku kepentingan. Relasi dengan masyarakat di satu sisi adalah sebagai pengguna produk dan jasa, yang senantiasa harus dipertahankan loyalitas kepuasan dengan produk terbaik dan pelayanan prima, demi kontinuitas perolehan pendapatan Perseroan dan Entitas Anak.

Sisi lain masyarakat adalah sebagai pekerja dari usaha-usaha yang dikembangkan oleh Perseroan dan Entitas Anak. Juga sebagai "penjaga" secara tidak langsung dari keberadaannya di sekitar lokasi usaha. Sebagai bagian dari pemangku kepentingan, sisi masyarakat ini harus pula dapat terjalin relasi yang harmonis. Ketidakberhasilan relasi tersebut berpotensi terjadinya risiko-risiko sosial yang bisa tidak menguntungkan.

Perseroan senantiasa menyelaraskan kehadiran dan kegiatan usahanya dengan kondisi sosial ekonomi yang terjadi di tengah masyarakat. Dan juga peduli dengan apa terjadi di masyarakat sekitarnya. Perseroan mengimplementasikannya dengan program kepedulian sosial, yang dapat mencegah terjadinya masalah sosial, sekaligus untuk memberdayakan masyarakat agar lebih mandiri dan sejahtera.

Manfaat Program Kemasyarakatan

Perseroan bersama Entitas Anak berkomitmen untuk mengelola bisnis dan operasional perusahaan secara bertanggung jawab, memberikan manfaat positif dan tidak merugikan seluruh pemangku kepentingan. Kepada masyarakat sekitar ditimbal balikkan, dengan salah satunya melalui kegiatan tanggung jawab sosial lingkungan (TJSL). Program dan aktivitasnya diterapkan dengan prinsip-prinsip dan pendekatan pemberdayaan menuju kemandirian masyarakat dan pembangunan yang berkelanjutan.

Capability Development

The Company facilitates capability development for all personnel through training and education organized internally and externally. The Company has designed, established and implemented soft skill and hard skill capability development programs by referring to the framework prepared based on business needs and aligned with the human capital strategy.

Overall during 2022, there were 184 trainings, seminars, workshops and socializations with a duration of 1,809 hours facilitated and organized by the Company and its Subsidiaries. In detail, there were 65 trainings, seminars, workshops and socializations of a general nature with a duration of 298 hours. Followed by 107 technical trainings with a duration of 1,128 hours, 7 certification trainings with 143 hours and 5 leadership trainings with 240 hours.

Centralized training, seminars, workshops and socialization costs that have been incurred by the Company and its Subsidiaries reached Rp1.65 billion in 2022. While from each Subsidiary, it was recorded: PT Danayasa Arthatama Rp478.4 million (2021: Rp71.8 million), PT Artha Telekomindo Rp216.4 million (2021: Rp122.8 million), PT Pacific Place Jakarta Rp405.9 million (2021: Rp67.7 million) and PT Adinusa Puripratama Rp67.7 million (2021: Rp16.4 million). There was an increase in funds of Rp1.18 billion in 2022, compared to 2021 which recorded only IDR473.2 million.

Community

The existence and success of the Company since 1969 until today cannot be separated from the mutualistic relationship with the community as part of the stakeholders. The relationship with the community on one hand is as users of products and services, which must always be maintained loyalty satisfaction with the best products and excellent service, for the continuity of revenue generation of the Company and its Subsidiaries.

On the other hand, the community is a worker of the businesses developed by the Company and its Subsidiaries. Also as an indirect "guardian" of its existence around the business location. As part of the stakeholders, this side of the community must also be able to establish a harmonious relationship. The failure of this relationship has the potential for social risks that can be unfavorable.

The Company always aligns its presence and business activities with the socio-economic conditions that occur in the community. And also cares about what happens in the surrounding community. The Company implements it with social care programs, which can prevent social problems, as well as to empower the community to be more independent and prosperous.

Benefits of Community Programs

The Company and its Subsidiaries are committed to managing the company's business and operations responsibly, providing positive benefits and not harming all stakeholders. To the surrounding community is reciprocated, one of which is through environmental social responsibility (CSR) activities. The programs and activities are implemented with the principles and approaches of empowerment towards community independence and sustainable development.

Dalam menetapkan sasaran dan strategi program kepedulian sosial dan pengembangan masyarakat, Perseroan melibatkan berbagai komponen masyarakat, termasuk pemerintah dan pemimpin komunitas setempat. Dengan demikian, program-program yang dilaksanakan dapat tepat guna dan memberi manfaat yang sebesar-besarnya untuk meningkatkan kesejahteraan masyarakat.

Mekanismenya dimulai dengan pemetaan potensi dan kebutuhan masyarakat yang menjadi sasaran pelaksanaan program. Dari hasil pemetaan dirumuskan program yang benar-benar dibutuhkan masyarakat. Program yang telah disusun, ditetapkan, disosialisasikan dan dilaksanakan dengan melibatkan masyarakat secara aktif dan melakukan kemitraan dengan pemangku kepentingan lainnya.

Melalui pelaksanaan program-program TJSL, Perseroan meyakini bahwa masyarakat dan lingkungan di sekitar operasional akan merasakan manfaat atas keberadaan perusahaan. Masyarakat diharapkan mendukung dan tidak apriori dengan keberadaan Perseroan. Terciptanya kondisi seperti itu akan membuat Perseroan tenang dan nyaman dalam menjalankan usaha sehingga bisa lebih fokus untuk meningkatkan kinerja dan mewujudkan usaha yang berkelanjutan.

Pengaduan Masyarakat

Perseroan menyediakan media sarana layanan pengaduan masyarakat yang dapat diakses dengan mudah, yaitu *call center* dan situs web. Situs web Perseroan dan Entitas Anak berfungsi sebagai media komunikasi dua arah. Menjadi media informasi dari perusahaan, juga menjadi sarana dan fasilitas dari konsumen untuk mengajukan pertanyaan dan keluhan, serta memberikan masukan terkait dengan segala hal berhubungan operasional Perseroan dan Entitas Anak.

Di sepanjang 2022, Perseroan tidak mendapatkan pengaduan dari masyarakat terkait dengan masalah sosial dan lingkungan.

Kegiatan Tanggung Jawab Sosial Lingkungan

Perseroan bersama Entitas Anak/Cucu (Hotel Borobudur Jakarta, PT Danayasa Arthatama, PT Artha Telekomindo, dan PT Pacific Place Jakarta) melakukan berbagai kegiatan kepedulian sosial dan pengembangan kemasyarakatan dalam bentuk bhakti sosial, kesehatan, pendidikan dan keagamaan, serta program-program lainnya.

Bhakti Sosial

Bhakti sosial penjualan paket sembako dilaksanakan sebagai bagian dari aktivitas *Corporate Social Safety Responsibility* (CSSR) dari Artha Graha Peduli (AGP). Kegiatan ini secara khusus ditujukan bagi masyarakat sekitar lokasi usaha untuk dapat membeli paket sembako dengan harga yang terjangkau. Dilaksanakan rutin menjelang hari-hari raya keagamaan seperti pada hari Natal, Imlek dan Idul Fitri.

In determining the targets and strategies of social care and community development programs, the Company involves various components of society, including the government and local community leaders. Thus, the programs implemented can be appropriate and provide maximum benefits to improve the welfare of the community.

The mechanism begins with a mapping of the potential and needs of the communities targeted for program implementation. From the results of the mapping, programs that are really needed by the community are formulated. Programs that have been prepared, determined, socialized and implemented by actively involving the community and establishing partnerships with other stakeholders.

Through the implementation of CSR programs, the Company believes that the community and the environment around its operations will benefit from the company's existence. The community is expected to support and not be a priori to the Company's existence. The creation of such conditions will make the Company calm and comfortable in conducting business so that it can focus more on improving performance and realizing sustainable business.

Community Complaints

The Company provides media for public complaint services that can be accessed easily, such as call center and website. The Company and Subsidiaries websites function as a two-way communication medium. Being a medium of information from the Company, it is also a means and facility for consumers to ask questions and complaints, as well as provide input related to all matters related to the operations of the Company and its Subsidiaries.

Throughout 2022, the Company did not receive any complaints from the public related to social and environmental issues.

Environmental Social Responsibility Activities

The Company together with its Subsidiaries (Hotel Borobudur Jakarta, PT Danayasa Arthatama, PT Artha Telekomindo, and PT Pacific Place Jakarta) conducts various social care and community development activities in the form of social services, health, education and religion, as well as other programs.

Social Service

The social service of selling basic food packages is carried out as part of the Corporate Social Safety Responsibility (CSSR) activities of Artha Graha Peduli (AGP). This activity is specifically aimed at the community around the business location to be able to buy basic food packages at affordable prices. Routinely carried out ahead of religious holidays such as Christmas, Chinese New Year and Eid al-Fitr.

Kegiatan Pasar Murah 2022
Cheap Market Activity 2022





Bulan Month	Tanggal Date	Kelurahan/Desa Village	Kota/Kabupaten City/District	Jumlah Paket Total Packages
Apr	18-19	Kelurahan Senayan Senayan Village	Jakarta Selatan South Jakarta	275
	18-20	Taman RW 07, Kelurahan Senen RW 07 Park, Senen Village	Jakarta Pusat Central Jakarta	400
	19-21	RPTRA RW 05, Kelurahan Tanah Tinggi RPTRA RW 05, Tanah Tinggi Urban Village		450
	20	RW 05, Kelurahan Pasar Baru RW 05, Pasar Baru Village		100
	20-22	Kelurahan Rawa Barat Rawa Barat Village	Jakarta Selatan South Jakarta	443
	21	Training Room HBJ HBJ Training Room	Jakarta Pusat Central Jakarta	272
	21-22	RPTRA RW 07, Kelurahan Pasar Baru RPTRA RW 07, Pasar Baru Village		250
	22-23	Pos RW 02, Kelurahan Utan Panjang RW 02, Utan Panjang Village		300
	23	RW 03, Kelurahan Pasar Baru RW 03, Pasar Baru Village		150
	23-24	Pos RW 08, Kelurahan Pasar Baru RW 08, Pasar Baru Village		250
		Kelurahan Selong Selong Village	Jakarta Selatan South Jakarta	300
	24	Sekitar HBJ & RW 08, Kelurahan Pasar Baru Around HBJ & RW 08, Pasar Baru Urban Village	Jakarta Pusat Central Jakarta	178
	27-28	TWR Cibubur	Jakarta Timur East Jakarta	180
	29	Kelurahan Pela Mampang Pela Mampang Village	Jakarta Selatan South Jakarta	52
Sep	10	Kelurahan Senayan Senayan Village		134
	10-11	Kelurahan Rawa Barat Kelurahan Rawa Barat		396
	13	Kelurahan Selong Selong Village		122
	14-17	Kelurahan Kuningan Barat Kuningan Barat Village		1.441
	18	Kelurahan Kelapa Dua Wetan Kelapa Dua Wetan Village	Jakarta Timur East Jakarta	145
	19	Kelurahan Kebon Baru Kebon Baru Village	Jakarta Selatan South Jakarta	190
	20	Kelurahan Kebon Pala Kebon Pala Village	Jakarta Timur East Jakarta	172
Jumlah Total				**6.200**

Imunisasi Anak

Mal Pacific Place dikenal sebagai salah satu mal yang ramah dengan anak. Berbagai kegiatan *parenting* dan *daycare* dilaksanakan sebagai wujud kepedulian membantu meningkatkan kualitas masyarakat, dalam hal ini anak-anak.

Di tahun 2022, melalui Entitas Cucu PT Pacific Place Jakarta ikut berpartisipasi dalam acara Hari Anak Nasional 2022 di SD Dinamika Bantar Gebang dan memberikan sumbangan 3 (tiga) unit tempat sampah (8 Juli). Selanjutnya dalam rangka pelaksanaan Bulan Imunisasi Anak Nasional (BIAN), dilakukan kegiatan-kegiatan seperti: donasi untuk Posyandu Balita Mawar di Kelurahan Senayan (23 Agustus), Gebyar Posyandu di Mushola Nurul Rahman Jl. Senopati Dalam II (25 Agustus) dan bekerja sama dengan Puskesmas Kebayoran Baru mengadakan imunisasi di Lantai 1 Mal Pacific Place selama dua hari (27-28 Agustus).

Child Immunization

Pacific Place Mall is known as one of the child-friendly malls. Various parenting and daycare activities are carried out as a form of concern to help improve the quality of community, in this case children.

In 2022, through the Indirect Entity PT Pacific Place Jakarta participated in the 2022 National Children's Day event at SD Dinamika Bantar Gebang and donated 3 (three) units of trash bins (July 8). Furthermore, in order to implement the National Child Immunization Month (BIAN), activities were carried out such as: donations for Posyandu Balita Mawar in Senayan Village (23 August), Gebyar Posyandu at Mushola Nurul Rahman Jl. Senopati Dalam II (25 August) and in collaboration with Puskesmas Kebayoran Baru held immunizations on Level 1 of Pacific Place Mall for two days (27-28 August).

Pemotongan Hewan Kurban

Perseroan dan Entitas Anak melaksanakan kegiatan Idul Kurban rutin setiap tahun. Kegiatan ini merupakan program pengembangan masyarakat. Sebagai wujud toleransi untuk bersama-sama menciptakan kondisi iklim sosial yang kondusif dan tatanan sosial budaya yang baik di sekitar lokasi usaha. Secara bersama-sama dikumpulkan hewan kurban untuk disembelih dan selanjutnya didistribusikan kepada masyarakat.

Pada tahun 2022, dikarenakan merebaknya penyakit mulut dan kuku pada sapi, kegiatan Idul Kurban dalam arti pengumpulan hewan kurban dilakukan secara terbatas. PT Pacific Place Jakarta memberikan 2 (dua) ekor sapi kurban untuk Satpol Jakarta Selatan pada 8 Juli. Hotel Borobudur Jakarta melakukannya pada 9 Juli dengan menyerahkan hewan kurban (1 sapi dan 6 kambing) kepada Mushola di Jl. Budi Utomo dan Jl. Kalibaru Timur, serta Kantor Walikota Jakarta Pusat.

Sacrificial Animal Slaughtering

The Company and its subsidiaries carry out routine Eid-ul-Adha activities every year. This activity is a community development program. As a form of tolerance to jointly create conducive social climate conditions and a good socio-cultural order around the business location. Sacrificial animals are collected together to be slaughtered and then distributed to the community.

In 2022, due to the outbreak of foot and mouth disease in cattle, Eid al-Adha activities in the sense of collecting sacrificial animals were limited. PT Pacific Place Jakarta provided 2 (two) sacrificial cows to the South Jakarta Satpol on July 8. Hotel Borobudur Jakarta did so on July 9 by handing over sacrificial animals (1 cow and 6 goats) to Mushola on Jl. Budi Utomo and Jl. Kali Baru Timur, as well as the Central Jakarta Mayor's Office.

Donasi

Sejak awal berdiri (dan terus berlanjut hingga saat ini), Pemilik Grup JIHD memiliki prinsip kepedulian berlandaskan semangat sederhana "Membantu Masyarakat Tidak Mampu." Ketika itu, kegiatan yang dilakukan adalah pembagian beras setiap hari Jumat kepada masyarakat di berbagai tempat di Jakarta, Bogor, Tangerang dan Bekasi (Jabotabek).

Semangat ini terus dipertahankan hingga sekarang. Karyawan-karyawan dari Entitas Anak Perseroan khususnya yang berlokasi di kawasan SCBD bergotong-royong mengadakan kegiatan yang dinamakan Jumat Berkah, yaitu kegiatan sosial memberikan makanan siap saji kepada jemaah masjid dan petugas kebersihan secara berkala di hari Jumat.

Donation

Since its establishment (and continues to this day), JIHD Group Owner has a principle of caring based on the simple spirit of "Helping the Poor." At that time, the activities carried out were the distribution of rice every Friday to the community in various places in Jakarta, Bogor, Tangerang and Bekasi (Jabotabek).

This spirit continues to be maintained until now. Employees of the Company's Subsidiaries, especially those located in the SCBD area, work together to organize an activity called Friday Blessing, which is a social activity to provide fast food to mosque congregations and janitors regularly on Fridays.

Bulan	Tanggal	Penerima	Alamat	Kota/Kabupaten	Jumlah Paket
Mei	27	Masjid Nurul Iman	Jl. Senayan, Kel. Rawa Barat	Jakarta Selatan	70
Jul	29				82
Agu	26	Masjid Nurul Islam	Jl. Tulodong RT 06/RW 03, Kel. Senayan		66
Sep	9				66
Okt	14	Lot 17 SCBD			40
	28	Musholla Nurul Rahman	Jl. Senopati Dalam 2, RW 03, Kel. Senayan		40
Nov	4				50
	18	Mushollah Al A'la	Bursa Efek Indonesia		50
Des	16	Masjid Darussalam			50
	30	Masjid Nurul Hidayah	Jl. Bakti 1, RW 04, Kel. Selong		70
Jumlah Total					**584**

Komitmen Memberikan Yang Terbaik

Kedudukan pelanggan bagi Perseroan teramat penting sebagai mitra bisnis dalam relasi timbal balik untuk saling menguntungkan. Keberadaan dan penerimaan mereka terhadap produk dan layanan perusahaan sangat berarti, turut menentukan keberlangsungan dan keberlanjutan perusahaan di masa depan.

Dengan kedudukan yang sedemikian penting, maka Perseroan berkomitmen untuk memberikan produk terbaik dan pelayanan prima kepada para pelanggannya. Dengan produk yang berkualitas yang diterima semua pelanggan akan mampu meningkatkan daya saing dan menjadi lebih unggul dibanding pesaingnya. Komitmen Perseroan dalam memberikan mutu pelayanan terbaik dan setara kepada pelanggan dilakukan dengan senantiasa meninjau kualitas fasilitas yang dimiliki secara berkala, optimalisasi pelayanan, serta pengembangan inovasi produk dan layanan.

Produk dan layanan yang dihasilkan dan diberikan telah memenuhi standarisasi keamanan, ramah lingkungan, dengan perizinan dan sertifikasi sesuai dengan peraturan perundang-undangan yang berlaku. Ini semua menjadi perhatian dan penting agar seluruh bisnis usaha yang dijalankan tidak memberikan dampak negatif dan mampu membawa Perseroan beserta seluruh pemangku kepentingan untuk tumbuh bersama.

Pemasaran dan Keterbukaan Informasi

Informasi produk dan pelayanan dari Perseroan dipromosikan melalui berbagai metode yang mudah diakses dan dijangkau oleh pelanggan. Informasi yang berhubungan dengan kinerja Perseroan teraktual disajikan melalui situs resmi https://jihd.co.id., sedang informasi komprehensif mengenai produk dan jasa dapat melalui situs-situs dari Entitas Anak. Pelanggan dapat menanyakan dan mengetahui seluruh informasi tersebut melalui situs-situs tersebut.

Keamanan Produk dan Pelayanan

Perseroan senantiasa melakukan evaluasi terhadap keamanan produk dan jasa yang ditawarkan melalui penerapan beberapa *standard operating procedure* (SOP) dan standar pelayanan minimal (SPM) untuk memberikan keamanan dan kenyamanan bagi pelanggan.

Ketika pandemi Covid-19, dengan tetap memperhatikan prosedur kesehatan, produk terbaik dan pelayanan yang prima tetap dipertahankan dan diberikan kepada pelanggan-pelanggan setia. Protokol kesehatan diberlakukan kepada tamu, pelanggan dan pemangku kepentingan yang hendak berkegiatan di unit-unit usaha Perseroan. Sekarang di saat pandemi Covid-19 berangsur-angsur mereda, penerapan protokol kesehatan diberlakukan dengan lebih fleksibel dikarenakan pandemi Covid-19 belum benar-benar dinyatakan berakhir.

Hingga akhir 2022, tidak terdapat insiden ketidakpatuhan sehubungan dengan dampak keamanan produk dan layanan dari Perseroan.

Keberadaan yang Bermanfaat

Keberadaan Perseroan bersama Entitas Anak telah berkontribusi pada kegiatan ekonomi di sektor industri perhotelan, real estat dan jasa telekomunikasi. Perseroan telah memberikan penilaian pada semua produk dan layanan yang ditawarkan dengan memberikan informasi yang jelas melalui *marketing* komunikasi yang terintegrasi. Selama 2022, tidak ada insiden ketidakpatuhan mengenai informasi dari produk dan layanan yang ditawarkan oleh Perseroan.

Commitment to Deliver the Best

The position of customers for the Company is very important as business partners in a reciprocal relationship for mutual benefit. Their existence and acceptance of the Company's products and services are very meaningful, helping to determine the sustainability and continuity of the Company in the future.

With such an important position, the Company is committed to providing the best products and excellent service to its customers. With quality products received by all customers, it will be able to increase competitiveness and become superior to its competitors. The Company's commitment in providing the best and equal service quality to customers is carried out by constantly reviewing the quality of facilities owned periodically, optimizing services, and developing product and service innovations.

Products and services produced and provided have met safety standards, are environmentally friendly, with permits and certifications in accordance with applicable laws and regulations. This is all a concern and important so that all businesses run do not have a negative impact and are able to bring the Company and all stakeholders to grow together.

Marketing and Information Disclosure

Information on the Company's products and services are promoted through various methods that are easily accessible and reachable by customers. Information related to the Company's latest performance is presented through the official website https://jihd.co.id., while comprehensive information about products and services can be through the websites of the Subsidiaries. Customers can inquire and find out all the information through these sites.

Product Safety and Services

The Company constantly evaluates the safety of the products and services offered through the implementation of several standard operating procedures (SOP) and minimum service standards (SPM) to provide safety and comfort for customers.

During the Covid-19 pandemic, while still paying attention to health procedures, the best products and excellent service were maintained and provided to loyal customers. Health protocols are applied to guests, customers and stakeholders who want to carry out activities in the Company's business units. Now that the Covid-19 pandemic has gradually subsided, the implementation of health protocols is more flexible as the Covid-19 pandemic has not yet been declared over.

Until the end of 2022, there were no incidents of non-compliance in relation to the safety impact of the Company's products and services.

A Beneficial Existence

The Company and its subsidiaries have contributed to economic activities in the hospitality, real estate and telecommunication services sectors. The Company has assessed all products and services offered by providing clear information through integrated marketing communications. During 2022, there were no incidents of non-compliance regarding the information of the products and services offered by the Company.

Melalui produk dan pelayanan, Perseroan telah memberi kemudahan bagi semua pihak untuk melakukan segala kegiatannya. Untuk itu, diupayakan untuk terus meningkatkan mutu dan kualitas dari produk dihasilkan dan pelayanan yang diberikan. Sarana dan prasarana di unit-unit usaha Perseroan terus dilengkapi keberadaannya dan diperbarui ketersediaannya.

Namun demikian, disadari dari keberadaaan produk dari Perseroan seperti hotel dan mal dapat menghasilkan dampak seperti limbah dan kebisingan dalam taraf tertentu bisa berpotensi mengganggu kenyamanan masyarakat sekitar. Untuk itu, Perseroan senantiasa memperhatikan dampak lingkungan dan sosial yang diakibatkan oleh keberadaan dari unit-unit usaha, dan memastikan bahwa dampak tersebut masih dalam taraf yang ditolerir oleh peraturan perundang-undangan yang berlaku. Perseroan senantiasa melakukan antisipasi dan tindakan yang memadai untuk memastikan pelanggan tidak dirugikan.

Layanan Pengaduan

Pelayanan terbaik terhadap pelanggan diharapkan dapat terus berlangsung dengan kualitas tidak berubah dan tetap prima. Komitmen tersebut dinyatakan dengan keterbukaan pada masukan setiap pelanggan.

Para pengguna produk dan pelayanan Perseroan dapat mengungkapkan pengalaman, memberikan masukan maupun keluhan melalui media-media: layanan *customer service* (jihd@jihd.co.id), *hotline service*, dan email di situs Perseroan dan Entitas Anak.

Perseroan akan meresponi semua aspirasi dan menindaklanjuti dengan memberikan layanan terbaik atas setiap kebutuhan pelanggannya. Semua pengaduan, keluhan, saran dan kritik yang diterima akan menjadi bahan evaluasi untuk perbaikan di masa mendatang.

Pelibatan Pelanggan

Dalam menjalankan kegiatan bisnisnya, Perseroan selalu mengutamakan kepuasan pelanggan atas kualitas produk dan pelayanan dari unit-unit usaha Perseroan. Dengan berbagai upaya yang dilakukan diharapkan dapat terbangun kondusifitas untuk memperoleh kepuasan pelanggan yang maksimal. Kepuasan pelanggan harus menjadi evaluasi spesifik terhadap keseluruhan produk dan jasa yang dihasilkan dan diberikan.

Sasaran perspektif pelanggan Perseroan bersama Entitas Anak diimplementasikan dalam hal kemudahaan mengakses dan ketersediaan informasi terbaru tentang perusahaan, produk dan jasanya. Juga dalam hal produk dan jasa dari pengembangan, pengelolaan dan pelayanan yang semakin baik, prima dan berkesinambungan.

Keterlibatan aktif pelanggan sangat diharapkan oleh Perseroan. Informasi dari pelanggan akan digunakan menjadi bahan evaluasi dan masukan untuk perbaikan dan peningkatan produk dan layanan dari Perseroan.

Through products and services, the Company has provided convenience for all parties to carry out all their activities. Therefore, the Company strives to continuously improve the quality of its products and services. Facilities and infrastructure in the Company's business units continue to be equipped and updated.

However, it is realized that the existence of the Company's products such as hotels and malls can produce impacts such as waste and noise, which to some extent can potentially disturb the comfort of the surrounding community. For this reason, the Company always pays attention to the environmental and social impacts caused by the existence of business units, and ensures that these impacts are still within the level tolerated by applicable laws and regulations. The Company always anticipates and takes adequate measures to ensure that customers are not harmed.

Complaint Services

The best service to customers is expected to continue with unchanged quality and remain excellent. This commitment is expressed by openness to every customer's input.

Users of the Company's products and services can express their experiences, provide feedback and complaints through media: customer service (jihd@jihd.co.id), hotline service, and email on the Company's and Subsidiaries' websites.

The Company will respond to all aspirations and follow up by providing the best service for each of its customers' needs. All complaints, grievances, suggestions and criticisms received will be evaluated for future improvements.

Customer Engagement

In carrying out its business activities, the Company always prioritizes customer satisfaction with the quality of products and services from the Company's business units. With various efforts made, it is expected to build conduciveness to obtain maximum customer satisfaction. Customer satisfaction must be a specific evaluation of all products and services produced and provided.

The target of customer perspective of the Company and its subsidiaries is implemented in terms of ease of access and availability of the latest information about the company, its products and services. Also in terms of products and services from development, management and services that are getting better, excellent and sustainable.

The active involvement of customers is highly expected by the Company. Information from customers will be used as evaluation material and input for the improvement and enhancement of products and services from the Company

Survei Kepuasan Pelanggan 2022
Customer Satisfaction Survey 2022

Survei Kepuasan Pelanggan dilakukan oleh Entitas Anak Perseroan yang bisnisnya berhubungan langsung dengan masyarakat sebagai customer-nya. Dilakukan secara mandiri dan menggunakan vendor. Hasil-hasil survei kepuasan pelanggan terhadap Entitas Anak rata-rata menunjukkan tingkat kepuasan terhadap produk yang dihasilkan dan layanan yang diberikan.

PT Adinusa Puripratama pemilik gedung perkantoran Revenue Tower melakukan survei kepuasan pelanggan pada 3 Oktober 2022 dengan hasil puas pada kategori: kondisi gedung dan area publik – 3,6, jasa gedung – 3,1, jasa keamanan – 3,2 dan staf managemen gedung – 3,2. Skala maksimal perhitungan adalah 4.

PT Danayasa Arthatama sebagai pengelola dan pengembangan kawasan SCBD melakukan survei kepuasan pelanggan dengan bantuan vendor PT Sucofindo Advisor Indonesia di November 2022 hingga Februari 2023, hasil yang diperoleh rata-rata puas (80,6%).

PT Artha Telekomindo telah menyelenggarakan survei kepuasan pelanggan secara mandiri di Januari-Februari 2023, dengan pengukuran dalam 5 skala Likert, diperoleh hasil rata-rata tingkat kepuasan pelanggan adalah puas (4).

PT Pacific Place Jakarta sebagai pemilik Mal Pacific Place mengadakan survei kepuasan pelanggan per-kuartal secara mandiri dengan menggunakan Google Form dari email Mal Pacific Place. Hasil yang diperoleh adalah puas.

Customer Satisfaction Surveys are conducted by the Company's Subsidiaries whose businesses are directly related to the public as their customers. It is conducted independently and using vendors. The results of the customer satisfaction survey of the Subsidiaries on average show the level of satisfaction with the products produced and the services provided.

PT Adinusa Puripratama, the owner of the Revenue Tower office building, conducted a customer satisfaction survey on October 3, 2022 with satisfied results in the categories: building conditions and public areas - 3.6, building services - 3.1, security services - 3.2 and building management staff - 3.2. The maximum scale of calculation is 4.

PT Danayasa Arthatama as the manager and developer of the SCBD area conducted a customer satisfaction survey with the assistance of vendor PT Sucofindo Advisor Indonesia in November 2022 to February 2023, the results obtained were on average satisfied (80.6%).

PT Artha Telekomindo has conducted an independent customer satisfaction survey in January-February 2023, with measurements on a 5 Likert scale, the average result is satisfied (4).

PT Pacific Place Jakarta as the owner of Pacific Place Mall conducted an independent quarterly customer satisfaction survey using Google Form from the Pacific Place Mall email. The result obtained is satisfied.

LEMBAR UMPAN BALIK
FEEDBACK SHEET

Terima kasih kepada Bapak/Ibu/Saudara yang telah berkenan membaca Laporan Keberlanjutan PT Jakarta International Hotels & Development Tbk Tahun 2022. Untuk meningkatkan isi Laporan Keberlanjutan pada tahun-tahun mendatang, kami berharap Bapak/Ibu/Saudara bersedia untuk mengisi Lembar Umpan Balik ini dengan memberi tanda pada salah satu jawaban dan mengisi titik-titik yang tersedia, kemudian mengirimkannya kepada kami. Terima kasih kepada Bapak/Ibu/Saudara yang telah berkenan membaca Laporan Keberlanjutan PT Jakarta International Hotels & Development Tbk Tahun 2022. Untuk meningkatkan isi Laporan Keberlanjutan pada tahun-tahun mendatang, kami berharap Bapak/Ibu/Saudara bersedia untuk mengisi Lembar Umpan Balik ini dengan memberi tanda pada salah satu jawaban dan mengisi titik-titik yang tersedia, kemudian mengirimkannya kepada kami.

Profil Anda (Mohon diisi bila berkenan) Your Profile (Please fill in the blank)

Nama Name :.....

Institusi/Perusahaan Institution/Company :.....

Email :.....

Tel/HP Phone/Mobile :.....

Golongan pemangku kepentingan Stakeholder group:

- ☐ Pemegang Saham Investor
- ☐ Pemerintah/OJK The Government/OJK
- ☐ Organisasi nasyarakat ....
- ☐ Media massa .....
- ☐ Lain-lain Others :
- ☐ Pelanggan .....
- ☐ Karyawan Employee
- ☐ Mitra kerja| .....
- ☐ Masyarakat .....

Bagaimana penilaian Anda mengenai penulisan laporan ini?	Setuju	Tidak Setuju	Tidak Tahu	How would you rate the report?
Laporan ini mudah dimengerti.				This report is easy to understand
Laporan ini bermanfaat.				This report is useful
Laporan ini sudah menggambarkan kinerja Lembaga Jasa Keuangan dalam pembangunan berkelanjutan				This report describes performance of Financial Services Institution in sustainable development

Bagaimana penilaian Anda mengenai tingkat materialitas topik-topik di bawah ini:	Setuju	Tidak Setuju	Tidak Tahu	How would you rate the material aspects of the following topics:
Kinerja ekonomi				Economic performance
Kinerja operasional				Operational performance
Kinerja lingkungan				Environmental performance
Kepatuhan lingkungan				Environmental compliance
Kenyamanan bekerja				Comfort at work
Non diskriminasi dan Hak Asasi Manusia				Non-discrimination and human rights
Masyarakat lokal				Local community
Kesehatan dan keselamatan pelanggan				Customer health and safety
Pemasaran dan pelabelan				Marketing and labeling
Ketaatan sosial ekonomi				Socioeconomic compliance

Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini?

Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini?

Informasi apa yang dinilai masih kurang dari Laporan Keberlanjutan ini dan perlu ditambahkan pada Laporan Keberlanjutan mendatang?

PT Jakarta International Hotels & Development Tbk tidak mendapatkan tanggapan spesifik terkait Laporan Keberlanjutan 2021 untuk perbaikan laporan. Namun demikian, Perseroan telah menyempurnakan laporan ini agar sesuai dengan panduan POJK No. 51/POJK.03/2017. Perseroan berharap laporan ini dapat menjadi informasi yang berguna bagi para pemangku kepentingan.

Mohon lembar umpan balik ini dikirimkan ke:

PT Jakarta International Hotels & Development Tbk
Gedung Artha Graha Lantai 15/15th Floor
Sudirman Central Business District
Jl. Jend. Sudirman Kav. 52-53,
Jakarta 12190 – Indonesia

INDEKS POJK NO. 51/OJK.03/2017
POJK INDEX NO. 51/OJK.03/2017

Nomor Indeks Index Number	Nama Indeks	Index Description	Halaman Page
	Strategi Keberlanjutan	**Sustainability Strategy**	
A.1	Penjelasan Strategi Keberlanjutan	Sustainability Strategy Statement	
	Ikhtisar Kinerja Keberlanjutan	Sustainability Performance Highlights	
B.1	Ikhtisar Kinerja Ekonomi	Economic Performance Overview	
B.2	Ikhtisar Kinerja Lingkungan Hidup	Environmental Performance Overview	
B.3	Ikhtisar Kinerja Sosial	Social Performance Overview	
	Profl Perusahaan	**Company Profle**	
C.1	Visi, Misi, dan Nilai Keberlanjutan	Vision, Mission, and Sustainability Values	
C.2	Alamat Perusahaan	Company Address	
C.3	Skala Perusahaan	Scale of Organisation	
C.3a	Total Aset atau Kapitalisasi Aset, dan Total Kewajiban	Total Assets or Asset Capitalisation and Total Liabilites	
C.3b	Jumlah Karyawan menurut Gender, Jabatan, Usia, Pendidikan, dan Status	Number of Employees by Gender, Position, Age, Education, and Status	
C.3c	Persentase Kepemilikan Saham	Percentage of Share Ownership	
C.3d	Wilayah Operasional	Operational Area	
C.4	Produk, Layanan, dan Kegiatan Usaha yang Dijalankan	Products, Services, and Business Activites Undertake	
C.5	Keanggotaan pada Asosiasi	Membership in the Association	
C.6	Perubahan Organisasi Bersifat Signifikan	Signifcant Change in Organisation	
	Penjelasan Direksi	**Report of the Board of Directors**	
D.1	Strategi Pencapaian Target	Target Achievement Strategy	
	Tata Kelola Keberlanjutan	**Sustainability Governance**	
E.1	Penanggungjawab Penerapan Keuangan Berkelanjutan	Person in Charge of Sustainable Finance Implementation	
E.2	Pengembangan Kompetensi Terkait Keuangan Berkelanjutan	Competency Development Related to Sustainable Finance	
E.3	Penilaian Risiko Atas Penerapan Keuangan Berkelanjutan	Risk Assessment on the Sustainable Finance Implementation	
E.4	Hubungan dengan Pemangku Kepentingan	Relations with Stakeholders	
E.5	Permasalahan Terhadap Penerapan Keuangan Berkelanjutan	Issues against the Sustainable Finance Implementation	
	Kinerja Keberlanjutan	**Sustainability Performance**	
F.1	Kegiatan Membangun Budaya Keberlanjutan	Activites to Build a Culture of Sustainability	
	Kinerja Ekonomi	**Economic Performance**	
F.2-F3	Perbandingan Target dan Kinerja Produksi, Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi	Comparison of Production Targets and Performance, Portfolios, Financing Targets, or Investments, Income and Proft and Loss	
	Kinerja Lingkungan Hidup	**Environmental Performance**	
	Aspek Umum	General Afairs Aspect	
F.4	Biaya Lingkungan Hidup	Environmental Costs	
	Aspek Material	Material Aspect	
F.5	Penggunaan Material yang Ramah Lingkungan	The Use of Enviromentally Friendly Materials	

Nomor Indeks Index Number	Nama Indeks	Index Description	Halaman Page
	Aspek Energi	**Energy Aspect**	
F.6	Jumlah dan Intensitas Energi Yang Digunakan	Amount and Intensity of Used Energy	
F.7	Upaya dan Pencapaian Efsiensi Energi dan Penggunaan Energi Terbarukan	Atempts and Achievement of Energy Efficiency and Use of Renewable Energy	
	Aspek Air	**Water Aspect**	
F.8	Penggunaan Air	Water Usage	
	Aspek Keanekaragaman Hayat	Biodiversity Conservation Aspect	
F.10	Usaha Konservasi Keanekaragaman Hayati	Atempts of Biodiversity Conservaton	
	Aspek Emisi	**Emission Aspect**	
F.11	Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya	Amount and Intensity of Produced Emissions by Type	
F.12	Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan	Resulting Emissions by Type of Emission Reducton Eforts and Achievements Conducted	
	Aspek Limbah dan Efluen	**Waste and Efluent Aspec**	
F.13	Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis	The Amount of Waste and Effluent Generated by Type	
F.14	Mekanisme Pengelolaan Limbah dan Efluen	Waste and Effluent Management Mechanisms	
	Aspek Pengaduan terkait Lingkungan hidup	**Complaint Aspect Related to the Environment**	
F.16	Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan	Number and Material of Environmental Complaints Received and Resolved	
	Kinerja Sosial	**Social Performance**	
F.17	Komitmen untuk Memberikan Layanan Atas Produk dan/atau Jasa yang Setara Kepada Konsumen	Commitment to Provide Equal Services for Products and/or Services to Customers	
	Aspek Ketenagakerjaan	Employment Aspect	
F.18	Kesetaraan Kesempatan Bekerja	Equal Opportunity to Work	
F.19	Tenaga Kerja Anak dan Tenaga Kerja Paksa	Child Labour and Forced Labour	
F.20	Upah Minimum Regional	Regional Minimum Wage	
F.21	Lingkungan Bekerja yang Layak dan Aman	Decent and Safe Work Environment	
F.22	Pelatihan dan Pengembangan Kemampuan Pegawai	Training and Capacity Building for Employees	
	Aspek Masyarakat	Community Aspect	
F.23	Dampak Operasi terhadap Masyarakat Sekitar	Operational Impacts to the Surrounding Communities	
F.24	Pengaduan Masyarakat	Public Complaints	
F.25	Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL)	Environmental Social Responsibility Actvites	
	Tanggung Jawab Pengembangan Produk/Jasa Berkelanjutan	Responsibility for sustainable Product/service Development	
F.26	Inovasi dan Pengembangan Produk/Jasa Keuangan berkelanjutan	Sustainable Financial Product/Service Innovation and Development	
F.27	Produk/Jasa yang Sudah Dievaluasi Keamanannya bagi Pelanggan	Products/Services Safety that have been Evaluated for Customers	
F.28	Dampak Produk/Jasa	Impacts of Product/Service	
F.29	Jumlah Produk yang Ditarik Kembali	Number of Recalled Products	
F.30	Survei Kepuasan Pelanggan Terhadap Produk dan/atau Jasa Keuangan Berkelanjutan	Customer Satisfaction Survey of Sustainable Financial Products and/or Services	
	Lain-lain	**Others**	
G.1	Verifkasi Tertulis dari Pihak Independen, Jika Ada	An Affidavit Verificaton by the Independent, If Any	
G.2	Lembar Umpan Balik	Feedback Sheet	
G.3	Tanggapan terhadap Umpan Balik Laporan Tahun Sebelumnya	Responses to the Preceding Year's Report Feedback	
G.5	Daftar Pengungkapan sesuai POJK No. 51/POJK.03/2017	List of Disclosures in accordance with POJK Number 51/POJK.03/2017	



8

LAPORAN KEUANGAN

Financial Statement



PT Jakarta International Hotels & Development Tbk dan Entitas Anak/ *and Its Subsidiaries*

Laporan Keuangan Konsolidasian/
Consolidated Financial Statements
Untuk Tahun-tahun yang Berakhir 31 Desember 2022 dan 2021/
For the Years Ended December 31, 2022 and 2021

PT JAKARTA INTERNATIONAL HOTELS & DEVELOPMENT Tbk
DAN ENTITAS ANAK/*AND ITS SUBSIDIARIES*
DAFTAR ISI/*TABLE OF CONTENTS*

	Halaman/ *Page*
Laporan Auditor Independen/*Independent Auditors' Report*	
Surat Pernyataan Direksi tentang Tanggung Jawab atas Laporan Keuangan Konsolidasian PT Jakarta International Hotels & Development Tbk dan Entitas Anak untuk Tahun-tahun yang Berakhir 31 Desember 2022 dan 2021/ *The Directors' Statement on the Responsibility for Consolidated Financial Statements of PT Jakarta International Hotels & Development Tbk and Its Subsidiaries for the Years Ended December 31, 2022 and 2021*	
LAPORAN KEUANGAN KONSOLIDASIAN – Untuk Tahun-tahun yang Berakhir 31 Desember 2022 dan 2021/ ***CONSOLIDATED FINANCIAL STATEMENTS*** – *For the Years Ended December 31, 2022 and 2021*	
Laporan Posisi Keuangan Konsolidasian/*Consolidated Statements of Financial Position*	1
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian/*Consolidated Statements of Profit or Loss and Other Comprehensive Income*	3
Laporan Perubahan Ekuitas Konsolidasian/*Consolidated Statements of Changes in Equity*	4
Laporan Arus Kas Konsolidasian/*Consolidated Statements of Cash Flows*	5
Catatan atas Laporan Keuangan Konsolidasian/*Notes to Consolidated Financial Statements*	6

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MOORE

Laporan Auditor Independen

No. 00388/2.1090/AU.1/03/1284-2/1/III/2023

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Jakarta International Hotels & Development Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Jakarta International Hotels & Development Tbk dan entitas anaknya (Grup), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2022, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Independent Auditors' Report

No. 00388/2.1090/AU.1/03/1284-2/1/III/2023

The Stockholders, Board of Commissioners, and Directors
PT Jakarta International Hotels & Development Tbk

Opinion

We have audited the consolidated financial statements of PT Jakarta International Hotels & Development Tbk and its subsidiaries (the Group), which comprise the consolidated statement of financial position as of December 31, 2022, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2022 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Penilaian persediaan real estat

Lihat Catatan 2j (Ikhtisar Kebijakan Akuntansi dan Pelaporan Keuangan Penting – Persediaan) dan Catatan 8 (Persediaan) atas laporan keuangan konsolidasian.

Pada tanggal 31 Desember 2022, jumlah persediaan real estat Grup sebesar Rp 2.154.536.312 ribu mewakili 32,75% dari jumlah aset Grup. Persediaan real estat dinyatakan berdasarkan biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah.

Kami fokus pada area ini karena penentuan estimasi nilai realisasi bersih dari persediaan sangat tergantung pada ekspektasi Grup atas harga jual persediaan di masa mendatang. Fluktuasi pada harga properti dan perubahan dari permintaan atas properti dapat mengakibatkan penurunan signifikan pada nilai realisasi bersih.

Bagaimana audit kami merespons hal audit utama

- Kami mereviu penilaian manajemen mengenai apakah terdapat indikasi penurunan nilai persediaan real estat Grup. Kami melakukan diskusi dengan manajemen Grup dan mempertimbangkan pandangan mereka tentang kemungkinan terjadinya penurunan nilai persediaan real estat Grup sehubungan dengan kondisi ekonomi saat ini.

- Kami telah memeriksa dan membandingkan dasar yang digunakan atas nilai realisasi bersih persediaan real estat yang disiapkan oleh manajemen dengan harga properti di lokasi serupa.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan, tetapi tidak mencantumkan laporan keuangan konsolidasian dan laporan auditor kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Valuation of real estate inventories

Refer to Note 2j (Summary of Significant Accounting and Financial Reporting Policies – Inventories) and Note 8 (inventories) to the consolidated financial statements.

As of December 31, 2022, the Group's real estate inventories amounted to Rp 2,154,536,312 thousand representing 32.75% of the Group's total assets. Real estate inventories are stated at cost or net realizable value, whichever is lower.

We focused on this area because the determination of estimated net realizable value of these inventories is critically dependent upon the Group's expectations of future selling prices. Fluctuations in property prices and changes in demand for property could lead to a significant decline in the net realizable value.

How our audit addressed the key audit matter

- We reviewed management's assessment on whether there is any indication of the decline in value of the Goup's real estate inventories. We discussed with the Group's management and considered their views on possible decline in value of the Group's real estate inventories in light of the current economic condition.

- We have checked and compared the basis of net realizable value of real estate inventories prepared by management to the price of the properties in similar location.

Other Information

Management is responsible for the other information. The other information consists of information contained in the Annual Report but does not include the consolidated financial statements and our auditor's report. The Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

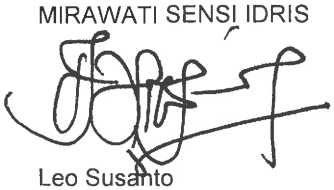
Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

MIRAWATI SENSI IDRIS



Leo Susanto
Izin Akuntan Publik No. AP.1284/
Certified Public Accountant License No. AP.1284

29 Maret 2023/*March 29, 2023*

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PT JAKARTA INTERNATIONAL HOTELS & DEVELOPMENT Tbk
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J I H D

Ref. No.: 0182/KAK-DIR/JIHD/III/2023

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021

PT JAKARTA INTERNATIONAL HOTEL & DEVELOPMENT Tbk DAN ENTITAS ANAK

Kami yang bertanda tangan di bawah ini:

1. Nama/*Name* : Arpin Wiradisastra
   Alamat Kantor/*Office address* : Gedung Artha Graha Lantai 15
   Jl. Jenderal Sudirman Kav. 52-53
   Jakarta 12190
   Alamat Domisili/sesuai KTP atau Kartu identitas lain/*Residential Address/in accordance with Personal Identity Card* : Jl. Pulau Genteng III Blok Q5 No.1 RT.003 RW.011 Kembangan Utara. Kembangan Jakarta Barat
   Nomor Telepon/*Telephone number* : 5152555
   Jabatan/*Title* : Presiden Direktur/*President Director*

2. Nama/*Name* : Hendra Kurniawan
   Alamat Kantor/*Office address* : Gedung Artha Graha Lantai 15
   Jl. Jenderal Sudirman Kav. 52-53
   Jakarta 12190
   Alamat Domisili/sesuai KTP atau Kartu identitas lain/*Residential Address/in accordance with Personal Identity Card* : Jl. Ikan Layur No.17-C RT.001 RW.000 Teluk Betung Selatan. Teluk Betung Bandar Lampung
   Nomor Telepon/*Telephone number* : 5152555
   Jabatan/*Title* : Direktur/*Director*

menyatakan bahwa:

1. Bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian Perusahaan dan Entitas Anak untuk tahun-tahun yang berakhir 31 Desember 2022 dan 2021.

2. Laporan keuangan konsolidasian konsolidasian Perusahaan dan Entitas Anak tersebut telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.

DIRECTORS' STATEMENT
ON THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL
STATEMENTS FOR THE YEARS ENDED
DECEMBER 31, 2022 AND 2021

PT JAKARTA INTERNATIONAL HOTEL & DEVELOPMENT Tbk AND ITS SUBSIDIARIES

We, the undersigned:

declare that:

1. We are responsible for the preparation and presentation of the Company and its Subsidiaries' consolidated financial statements for the years ended December 31, 2022 and 2021.

2. The Company and its Subsidiaries' consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.

3. a. Semua informasi dalam laporan keuangan konsolidasian konsolidasian Perusahaan dan Entitas Anak tersebut telah dimuat secara lengkap dan benar, dan

   b. Laporan keuangan konsolidasian Perusahaan dan Entitas Anak tersebut tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.

4. Bertanggung jawab atas sistem pengendalian intern dalam Perusahaan dan Entitas Anak.

Demikian pernyataan ini dibuat dengan sebenarnya.

3. a. All information has been fully and correctly disclosed in the Company and its Subsidiaries' consolidated financial statements, and

   b. The Company and its Subsidiaries' consolidated financial statements do not contain materially misleading information or facts, and do not conceal any information or facts.

4. We are responsible for the Company and its subsidiaries' internal control system.

This statement has been made truthfully.

29 Maret 2023/March 29, 2023

METERAI TEMPEL 9F157AKX357328418

Arpin Wiradisastra
Presiden Direktur/
President Director

Hendra Kurniawan
Direktur/Director

PT JAKARTA INTERNATIONAL HOTELS & DEVELOPMENT Tbk
DAN ENTITAS ANAK
Laporan Posisi Keuangan Konsolidasian
31 Desember 2022 dan 2021
(Angka-angka Disajikan dalam Ribuan Rupiah, kecuali Dinyatakan Lain)

PT JAKARTA INTERNATIONAL HOTELS & DEVELOPMENT Tbk
AND ITS SUBSIDIARIES
Consolidated Statements of Financial Position
December 31, 2022 and 2021
(Figures are Presented in Thousands of Rupiah, unless Otherwise Stated)

	2022	Catatan/ *Notes*	2021	
ASET				**ASSETS**
ASET LANCAR				**CURRENT ASSETS**
Kas dan setara kas	324 480 649	5	299 602 293	Cash and cash equivalents
Piutang usaha - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 23 201 423 dan Rp 21 689 528 masing-masing pada tanggal 31 Desember 2022 dan 2021		6		Trade accounts receivable - net of allowance for impairment of Rp 23,201,423 and Rp 21,689,528 as of December 31, 2022 and 2021, respectively
Pihak berelasi	6 563 923		7 422 779	Related parties
Pihak ketiga	38 383 168		37 569 008	Third parties
Piutang lain-lain - setelah dikurangi cadangan kerugian penurunan nilai sebesar nihil dan Rp 19 707 masing-masing pada tanggal 31 Desember 2022 dan 2021	12 174 854	7	14 520 534	Other accounts receivable - net of allowance for impairment of nil and Rp 19,707 as of December 31, 2022 and 2021, respectively
Persediaan	38 997 460	8	38 099 411	Inventories
Pajak dibayar di muka	43 906 083	9	56 910 254	Prepaid taxes
Biaya dibayar di muka	12 508 399	10	12 976 652	Prepaid expenses
Aset lancar lain-lain	16 440 260	15	22 751 462	Other current assets
Jumlah Aset Lancar	493 454 796		489 852 393	**Total Current Assets**
ASET TIDAK LANCAR				**NONCURRENT ASSETS**
Piutang lain-lain - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 10 392 487 dan Rp 9 673 020 masing-masing pada tanggal 31 Desember 2022 dan 2021	12 537 513	7	13 156 980	Other accounts receivable - net of allowance for impairment of Rp 10,392,487 and Rp 9,673,020 as of December 31, 2022 and 2021, respectively
Persediaan - setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp 6 007 600	2.125 789 852	8	2 106 211 636	Inventories - net of allowance for decline in value of Rp 6,007,600
Biaya dibayar di muka	9 918 138	10	10 076 763	Prepaid expenses
Investasi saham	356 375 062	11	316 169 548	Investments in shares of stock
Aset pengampunan pajak	3 062 773	4	3 062 773	Tax amnesty assets
Aset pajak tangguhan - bersih	147 456 868	36	159 540 287	Deferred tax assets - net
Properti investasi - setelah dikurangi akumulasi penyusutan sebesar Rp 1 283 106 351 dan Rp 1 214 379 702 masing-masing pada tanggal 31 Desember 2022 dan 2021	1 531 519 707	12	1 568 000 309	Investment properties - net of accumulated depreciation of Rp 1,283,106,351 and Rp 1,214,379,702 as of December 31, 2022 and 2021, respectively
Aset tetap - setelah dikurangi akumulasi penyusutan sebesar Rp 2 234 188 058 dan Rp 2 153 213 016 masing-masing pada tanggal 31 Desember 2022 dan 2021	935 777 153	13	980 327 706	Property and equipment - net of accumulated depreciation of Rp 2,234,188,058 and Rp 2,153,213,016 as of December 31, 2022 and 2021, respectively
Goodwill	19 255 456	14	19 255 456	Goodwill
Aset tidak lancar lain-lain	943 680 354	15	943 717 177	Other noncurrent assets
Jumlah Aset Tidak Lancar	6 085 372 876		6 119 518 635	**Total Noncurrent Assets**
JUMLAH ASET	6 578 827 672		6 609 371 028	**TOTAL ASSETS**

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements

	2022	Catatan/ *Notes*	2021	
LIABILITAS DAN EKUITAS				**LIABILITIES AND EQUITY**
LIABILITAS				**LIABILITIES**
LIABILITAS JANGKA PENDEK				**CURRENT LIABILITIES**
Utang obligasi	6 000 000	16	6 000 000	Bonds payable
Utang usaha		17		Trade accounts payable
Pihak berelasi	1 401 822		6 249 932	Related parties
Pihak ketiga	63 796 060		78 007 456	Third parties
Utang pajak	27 186 153	18	20 174 993	Taxes payable
Beban akrual	124 760 993	19	89 964 071	Accrued expenses
Pendapatan diterima di muka	117 373 952	21	114 772 796	Unearned revenues
Cadangan untuk penggantian peralatan usaha	14 806 016		10 598 363	Reserve for replacement of operating equipment
Bagian liabilitas jangka panjang - yang akan jatuh tempo dalam waktu satu tahun				Current portion of long-term liabilities
Utang bank jangka panjang	10 925 360	26	8 657 706	Long-term bank loans
Liabilitas sewa	1 689 351	20	2 093 872	Lease liabilities
Liabilitas jangka pendek lain-lain	401 179 684	25	435 589 417	Other current liabilities
Jumlah Liabilitas Jangka Pendek	769 119 391		772 108 606	**Total Current Liabilities**
LIABILITAS JANGKA PANJANG				**NONCURRENT LIABILITIES**
Utang pihak berelasi	4 939 056	22	4 043 911	Due to related parties
Liabilitas pajak tangguhan - bersih	6 659 154	36	9 221 071	Deferred tax liabilities - net
Taksiran liabilitas untuk pembangunan prasarana, fasilitas umum dan sosial	142 821 007	23	142 821 007	Estimated liability for infrastructure development, public and social facilities
Liabilitas imbalan kerja jangka panjang	72 147 912	35	80 774 288	Long-term employee benefits liability
Pendapatan diterima di muka - setelah dikurangi bagian yang direalisasi dalam satu tahun	8 230 790	21	8 416 831	Unearned revenues - net of current portion
Pendapatan ditangguhkan	7 618.438	24	7 618 438	Deferred revenues
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun				Long-term liabilities - net of current portion
Utang bank jangka panjang	252 372 157	26	263 295 140	Long-term bank loans
Liabilitas sewa	647 692	20	1 769 561	Lease liabilities
Liabilitas jangka panjang lain-lain	588 416 719	25	546 041 427	Other noncurrent liabilities
Jumlah Liabilitas Jangka Panjang	1 083 852 925		1 064 001 674	**Total Noncurrent Liabilities**
Jumlah Liabilitas	1 852 972 316		1 836 110 280	**Total Liabilities**
EKUITAS				**EQUITY**
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk				**Equity Attributable to Owners of the Parent Company**
Modal saham - nilai nominal Rp 500 (dalam Rupiah penuh) per saham				Capital stock - Rp 500 (in full Rupiah) par value per share
Modal dasar - 3 000 000 000 saham				Authorized - 3,000,000,000 shares
Modal ditempatkan dan disetor penuh - 2 329 040 482 saham	1 164 520 241	28	1 164 520 241	Issued and fully paid - 2,329,040,482 shares
Tambahan modal disetor - bersih	655 921 361	29	655 921 361	Additional paid-in capital - net
Selisih nilai transaksi dengan kepentingan nonpengendali	388 264 369		388 264 369	Difference in value arising from transactions with non-controlling interests
Selisih kurs penjabaran laporan keuangan	4		4	Exchange difference arising from financial statements translation
Saldo laba	1 313 119 930		1 299 500 671	Retained earnings
Jumlah	3 521.825 905		3 508 206 646	Total
Kepentingan Nonpengendali	1 204 029 451	30	1 265 054 102	**Non-controlling Interests**
Jumlah Ekuitas	4 725.855 356		4 773 260 748	**Total Equity**
JUMLAH LIABILITAS DAN EKUITAS	6 578 827 672		6 609 371 028	**TOTAL LIABILITIES AND EQUITY**

	2022	Catatan/ *Notes*	2021	
PENDAPATAN USAHA	1.266.978.042	31	902.939.268	**REVENUES**
BEBAN POKOK PENJUALAN	294.150.586	32	256.382 956	**COST OF REVENUES**
LABA KOTOR	972.827.456		646.556 312	**GROSS PROFIT**
BEBAN USAHA				**OPERATING EXPENSES**
Penjualan	19 219 047		14 051.167	Selling
Umum dan administrasi	892.059.891	33	821.370.148	General and administrative
Pajak final	69 375.336		51.227.279	Final tax
Jumlah Beban Usaha	980 654.274		886.648 594	Total Operating Expenses
RUGI USAHA	(7.826.818)		(240.092.282)	**LOSS FROM OPERATIONS**
PENGHASILAN (BEBAN) LAIN-LAIN				**OTHER INCOME (EXPENSES)**
Pendapatan sewa dan pengelolaan kawasan	183.077.812	34	167.150.987	Revenues from rental and estate management
Pendapatan bunga	6 519.513		5.470 398	Interest income
Bagian laba (rugi) entitas asosiasi dan ventura bersama	670.713	11	(23 088 918)	Share in net income (loss) of associates and joint ventures
Keuntungan (kerugian) selisih kurs mata uang asing - bersih	(278.278)		831 819	Gain (loss) on foreign exchange - net
Pemulihan (kerugian) penurunan nilai - bersih	(2.419.793)		3 744 299	Recovery from (provision for) impairment - net
Beban bunga dan beban keuangan lainnya	(33.953.943)		(39.009 768)	Interest expense and other financial charges
Lain-lain - bersih	4.265.713		22 146 276	Others - net
Penghasilan Lain-lain - Bersih	157.881 737		137.245.093	Other Income - Net
LABA (RUGI) SEBELUM PAJAK	150.054.919		(102.847.189)	**PROFIT (LOSS) BEFORE TAX**
BEBAN PAJAK		36		**TAX EXPENSE**
Pajak kini	11.169 751		10.125 619	Current tax
Pajak tangguhan	6.309.784		645.611	Deferred tax
Beban Pajak - Bersih	17.479 535		10 771.230	Tax Expense - Net
LABA (RUGI) TAHUN BERJALAN	132.575 384		(113 618 419)	**PROFIT (LOSS) FOR THE YEAR**
PENGHASILAN (RUGI) KOMPREHENSIF LAIN				**OTHER COMPREHENSIVE INCOME (LOSS)**
Pos yang tidak akan direklasifikasi ke laba rugi				Item that will not be reclassified subsequently to profit and loss
Pengukuran kembali liabilitas imbalan pasti	16 892.141	35	9.863.911	Remeasurement of defined benefit liability
Pajak sehubungan dengan pos yang tidak akan direklasifikasi	(3 211.718)	36	(1 423.924)	Tax relating to items that will not be reclassified
Bagian penghasilan (rugi) komprehensif lain dari entitas asosiasi yang dicatat dengan metode ekuitas	(1 199)	11	1.145	Equity accounted investee - share of other comprehensive income (loss)
Jumlah Penghasilan Komprehensif Lain-Setelah Pajak	13 679 224		8.441.132	**Total Other Comprehensive Income-Net of Tax**
JUMLAH PENGHASILAN (RUGI) KOMPREHENSIF	146.254.608		(105 177 287)	**TOTAL COMPREHENSIVE INCOME (LOSS)**
LABA (RUGI) TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				**PROFIT (LOSS) FOR THE YEAR ATTRIBUTABLE TO:**
Pemilik Entitas Induk	3.871.071		(104 238 585)	Owners of the Parent Company
Kepentingan nonpengendali	128 704 313		(9.379.834)	Non-controlling interests
Jumlah	132.575.384		(113 618 419)	Total
JUMLAH PENGHASILAN (RUGI) KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN KEPADA:				**TOTAL COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO:**
Pemilik Entitas Induk	13 619 259		(96.871 612)	Owners of the Parent Company
Kepentingan nonpengendali	132.635 349	30	(8.305.675)	Non-controlling interests
Jumlah	146.254 608		(105 177 287)	Total
LABA (RUGI) PER SAHAM (dalam Rupiah penuh)	1,66	37	(44,76)	**EARNINGS (LOSS) PER SHARE (in full Rupiah)**

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements.

	Catatan/ *Notes*	Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/ *Equity Attributable to Owners of the Parent Company*						Kepentingan Nonpengendali/ *Non-controlling Interests*	Jumlah Ekuitas/ *Total Equity*	
		Modal saham Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Capital Stock*	Tambahan Modal Disetor - Bersih/ *Additional Paid-in Capital - Net*	Selisih Nilai Transaksi dengan Kepentingan Nonpengendali/ *Difference in Value Arising from Transactions with Noncontrolling Interests*	Selisih Kurs Penjabaran Laporan Keuangan/ *Exchange Difference from Financial Statements Translation*	Saldo Laba/ *Retained Earnings*	Jumlah/ *Total*			
Saldo pada tanggal 1 Januari 2021		1 164 520 241	655 921 361	388 264 369	4	1 396 372 283	3 605 078 258	1 273 359 777	4 878 438 035	Balance as of January 1, 2021
Rugi komprehensif										Comprehensive loss
Rugi tahun berjalan		-	-	-	-	(104 238 585)	(104 238 585)	(9 379 834)	(113 618 419)	Loss for the year
Penghasilan komprehensif lain										Other comprehensive income
Pengukuran kembali liabilitas imbalan pasti - bersih	35	-	-	-	-	7 365 828	7 365 828	1 074 159	8 439 987	Remeasurement of defined benefit liability - net
Bagian penghasilan komprehensif lain dari entitas asosiasi yang dicatat dengan metode ekuitas	11	-	-	-	-	1 145	1 145	-	1 145	Equity accounted investee - share of other comprehensive income
Jumlah rugi komprehensif		-	-	-	-	(96 871 612)	(96 871 612)	(8 305 675)	(105 177 287)	Total comprehensive loss
Saldo pada tanggal 31 Desember 2021		1 164 520 241	655 921 361	388 264 369	4	1 299 500 671	3 508 206 646	1 265 054 102	4 773 260 748	Balance as of December 31, 2021
Rugi komprehensif										Comprehensive loss
Laba tahun berjalan		-	-	-	-	3 871 071	3 871 071	128 704 313	132 575 384	Profit for the year
Penghasilan komprehensif lain										Other comprehensive income
Pengukuran kembali liabilitas imbalan pasti - bersih	35			-	-	9 749 387	9 749 387	3 931 036	13 680 423	Remeasurement of defined benefit liability - net
Bagian rugi komprehensif lain dari entitas asosiasi yang dicatat dengan metode ekuitas	11	-	-	-	-	(1 199)	(1 199)	-	(1 199)	Equity accounted investee - share of other comprehensive loss
Jumlah penghasilan komprehensif		-	-	-	-	13 619 259	13 619 259	132 635 349	146 254 608	Total comprehensive income
Dividen tunai entitas anak kepada kepentingan nonpengendali		-	-	-	-	-	-	(193 660 000)	(193 660 000)	Cash dividends of subsidiaries paid to non-controlling interest
Saldo pada tanggal 31 Desember 2022		1 164 520 241	655 921 361	388 264 369	4	1 313 119 930	3 521 825 905	1 204 029 451	4 725 855 356	Balance as of December 31, 2022

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements

	2022	2021	
ARUS KAS DARI AKTIVITAS OPERASI			**CASH FLOWS FROM OPERATING ACTIVITIES**
Penerimaan kas dari pelanggan	1.451 089.592	1.102.433 048	Cash receipts from customers
Pembayaran kas untuk/kepada pemasok, karyawan dan lainnya	(1.022.901 108)	(885.654.710)	Cash paid for/to suppliers, employees and others
Penerimaan (pengembalian) setoran jaminan	8 278 009	(11 459 966)	Security deposits received (refunded)
Kas Bersih Diperoleh dari Operasi	436 466 493	205 318.372	Net Cash Generated from Operations
Penerimaan restitusi pajak penghasilan	4 279 937	-	Income tax restituion
Pembayaran pajak penghasilan	(11 444.359)	(10 503.430)	Income taxes paid
Pembayaran pajak final	(69 989 283)	(51 905 787)	Final income tax paid
Kas Bersih Diperoleh dari Aktivitas Operasi	359.312.788	142.909 155	Net Cash Provided by Operating Activities
ARUS KAS DARI AKTIVITAS INVESTASI			**CASH FLOWS FROM INVESTING ACTIVITIES**
Penerimaan bunga	6 614 604	5 411 989	Interest received
Hasil penjualan aset tetap	294 800	18 200	Proceeds from sale of property and equipment
Pengembalian (penambahan) uang muka	(6.897 211)	30.444.872	Refund (payment) of advance
Penurunan aset lain-lain - bersih	(27 825 256)	(9 944 388)	Decrease in other assets - net
Perolehan properti investasi	(32 246 047)	(27.443 614)	Acquisition of investment properties
Perolehan aset tetap	(71.006 357)	(35.229 646)	Acquisition of property and equipment
Kas Bersih Digunakan untuk Aktivitas Investasi	(131.065 467)	(36.742.587)	Net Cash Used in Investing Activities
ARUS KAS DARI AKTIVITAS PENDANAAN			**CASH FLOWS FROM FINANCING ACTIVITIES**
Penerimaan			Proceeds from:
Utang pihak berelasi	895.145	-	Due to related parties
Utang bank jangka panjang	-	13 136 301	Long-term bank loans
Pembayaran:			Payments of.
Liabilitas sewa	(2 227 017)	(2 309.034)	Lease liabilities
Utang bank jangka panjang	(9.100.000)	(1 275 000)	Long-term bank loans
Bunga dan beban keuangan lainnya	(11.048.059)	(20 113 059)	Interest and other financial charges
Dividen kepada kepentingan nonpengendali entitas anak	(188 080 000)	-	Dividends to non-controlling interest in subsidiaries
Kas Bersih Digunakan untuk Aktivitas Pendanaan	(209 559 931)	(10 560 792)	Net Cash Used in Financing Activities
KENAIKAN BERSIH KAS DAN SETARA KAS	18.687 390	95 605 776	**NET INCREASE IN CASH AND CASH EQUIVALENTS**
KAS DAN SETARA KAS AWAL TAHUN	299 602 293	203.302 044	**CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR**
Pengaruh perubahan kurs mata uang asing	6 190 966	694 473	Effect of foreign exchange rate changes
KAS DAN SETARA KAS AKHIR TAHUN	324 480 649	299.602.293	**CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR**

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements

1. Umum

a. Pendirian dan Informasi Umum

PT Jakarta International Hotels & Development Tbk (Perusahaan) didirikan pada tanggal 7 November 1969 dalam rangka Undang-Undang Penanaman Modal Asing No. 1/1967 berdasarkan Akta No. 5 tanggal 7 November 1969 dari Soetrono Prawiroatmodjo, S.H., notaris di Jakarta, yang kemudian diubah dengan Akta No. 42 tanggal 27 Januari 1970 dari notaris yang sama. Akta tersebut telah diumumkan dalam Berita Negara Republik Indonesia No. 54 tanggal 7 Juli 1970, Tambahan No. 214. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan terakhir dengan Akta No. 5 tanggal 23 Agustus 2022 dari M. Nova Faisal, S.H., M.Kn., notaris di Jakarta, mengenai penyesuaian maksud, tujuan serta kegiatan usaha Perusahaan sesuai dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) 2020. Perubahan Anggaran Dasar tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0060254.AH.01.02.Tahun 2022 tanggal 24 Agustus 2022.

Sesuai dengan pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan Perusahaan adalah menjalankan usaha di bidang jasa akomodasi hotel dan pusat niaga beserta fasilitas-fasilitasnya, real estat dan konstruksi, dimana ruang lingkup kegiatan Perusahaan meliputi hotel bintang, restoran, bar, apartemen hotel dan aktivitas konsultansi pariwisata. Perusahaan adalah pemilik Hotel Borobudur Jakarta (Hotel) yang dikelola oleh PT Dharma Harapan Raya.

Perusahaan memulai kegiatan operasi komersilnya pada tahun 1974. Kantor pusat Perusahaan berkedudukan di Gedung Artha Graha - Lantai 15, Kawasan Niaga Terpadu Sudirman (KNTS), Jalan Jenderal Sudirman Kav. 52 - 53, Jakarta.

Dalam laporan keuangan konsolidasian, Perusahaan dan entitas anak secara bersama-sama disebut sebagai “Grup”.

1. General

a. Establishment and General Information

PT Jakarta International Hotels & Development Tbk (the Company) was established on November 7, 1969 within the framework of the Foreign Capital Investment Law No. 1 of 1967 based on the Notarial Deed No. 5 dated November 7, 1969 of Soetrono Prawiroatmodjo, S.H., public notary in Jakarta, as amended by Notarial Deed No. 42 dated January 27, 1970, of the same notary. The Deed of Establishment was published in the State Gazette of the Republic of Indonesia No. 54 dated July 7, 1970, Supplement No. 214. The Company’s Articles of Association have been amended several times, the latest amendment of which was covered by Notarial Deed No. 5 dated August 23, 2022 of M. Nova Faisal, S.H., M.Kn., public notary in Jakarta in relation to adjustment of the purposes, objectives and business activities of the Company in accordance with the 2020 Indonesia Standard Industrial Classification (KBLI). This amendment has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0060254.AH.01.02.Tahun 2022 dated August 24, 2022.

In accordance with article 3 of the Company's Articles of Association, the purposes and objectives of the Company is to conduct business in hotel services and commercial centers and its facilities, real estate and construction, where the scope of its activities includes conduct business in star hotels, restaurants, bars, hotel apartments, and tourism consulting activities. The Company is the owner of Hotel Borobudur Jakarta (the Hotel) which is being managed by PT Dharma Harapan Raya.

The Company started commercial operations in 1974. The Company's head office is located at Artha Graha Building - 15th Floor, Sudirman Central Business District (SCBD), Jalan Jenderal Sudirman Kav. 52 - 53, Jakarta.

In the consolidated financial statements, the Company and its subsidiaries are collectively referred to as “the Group”.

b. Penawaran Umum Efek Perusahaan

Pada tanggal 31 Desember 2022 dan 2021, seluruh saham Perusahaan yang ditempatkan dan disetor penuh berjumlah 2.329.040.482 saham telah dicatatkan pada Bursa Efek Indonesia. Informasi historis mengenai saham Perusahaan yang dicatatkan di bursa adalah sebagai berikut:

b. Public Offering of the Company's Shares

As of December 31, 2022 and 2021, all of the Company's fully paid and issued shares totaling to 2,329,040,482 shares are listed in the Indonesia Stock Exchange. The historical information regarding the shares listing follows:

Tahun/ *Year*	Keterangan	Jumlah Saham/ *Number of Shares*	Description
1984	Penawaran Umum Saham Perdana	6.618.600	Initial Public Offering
1988	Penawaran Umum Saham Kedua	6.633.700	Second Public Offering
1989	Pencatatan Saham Pendiri	11.315.700	Listing of Founders' Shares
1991	Pencatatan Saham *Private Placement*	432.000	Listing of Private Placement of Shares
1992	Pencatatan Saham Pendiri	56.869.280	Listing of Founders' Shares
1992	Pencatatan Saham yang berasal dari Penukaran Waran	46.800.000	Listing of Shares Converted from Warrants
1994	Pencatatan Saham Bonus	257.338.560	Listing of Bonus Shares
1996	Penawaran Umum Terbatas I	579.011.760	Rights Issue I
2004	Pemecahan Nilai Nominal Saham	965.019.600	Stock Split
2011	Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu	399.001.282	Additional Capital Stock without Pre-emptive Rights
	Jumlah	2.329.040.482	Total

c. Entitas Anak yang Dikonsolidasikan

Pada tanggal 31 Desember 2022 dan 2021, Perusahaan memiliki penyertaan saham, langsung atau tidak langsung, dalam entitas anak berikut:

c. Consolidated Subsidiaries

As of December 31, 2022 and 2021, the Company has ownership interest, directly or indirectly, in the following subsidiaries:

Entitas Anak/ *Subsidiary*	Domisili/ *Domicile*	Bidang Usaha/ *Scope of Activities*	Tahun Berdiri/ *Year of Establishment*	Persentase Kepemilikan/ *Percentage of Ownership* 2022 dan/*and* 2021	Jumlah Aset sebelum Eliminasi/ *Total Assets before Elimination* 2022	2021
Pemilikan Langsung/*Direct Ownership*						
PT Danayasa Arthatama (DA)	Jakarta	Real estat/*Real estate*	1987	82,41	5.890.779.672	5.896.205.823
PT Panduneka Sejahtera (PS)	Jakarta	Pembangunan dan pengelolaan gedung perkantoran/ *Office building development and management*	1995	99,99	139.375.171	136.873.566
PT Dharma Harapan Raya (DHR)	Jakarta	Jasa manajemen perhotelan/ *Hotel management services*	1998	60,00	15.958.049	15.685.151
PT Jakarta International Hotels Management (JIHM) *)	Jakarta	Jasa manajemen perhotelan/ *Hotel management services*	1992	90,00	-	-
Pemilikan Tidak Langsung/*Indirect Ownership*						
Melalui DA / *Through DA*	Jakarta	Telekomunikasi, real estat, properti, hotel dan perdagangan/ *Telecommunications, real estate, property, hotel and trading*	lihat penyertaan saham DA pada entitas anak/ *see DA's investments in shares of stocks of subsidiaries*			

*) dihentikan sementara kegiatannya sehubungan dengan berdirinya DHR/
the commercial operations have temporarily ceased in relation to the establishment of DHR

Pada tanggal 31 Desember 2022 dan 2021, DA memiliki penyertaan saham pada perusahaan-perusahaan berikut:

As of December 31, 2022 and 2021, DA has ownership interests in the following companies:

Entitas Anak/ *Subsidiary*	Domisili/ *Domicile*	Bidang Usaha/ *Scope of Activities*	Tahun Berdiri/ *Year of Establishment*	Persentase Kepemilikan/ *Percentage of Ownership* 2022 dan/*and* 2021	Jumlah Aset sebelum Eliminasi/ *Total Assets before Elimination* 2022	2021
Pemilikan Langsung/*Direct Ownership*						
PT Artharaya Bintang Semesta (ABS)	Jakarta	Penyertaan saham/*Holding Company*	2016	63,64	1.261.487.964	1.353.351.192
PT Adinusa Puripratama (AP)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	100,00	899.575.546	886.525.168
PT Grahamas Adisentosa (GA) *)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	100,00	648.612.223	648.251.991
PT Artha Telekomindo (AT)	Jakarta	Telekomunikasi/*Telecommunication*	1993	100,00	357.189.697	342.160.072
PT Intigraha Arthayasa (IA) *)	Jakarta	Perhotelan, pariwisata dan kegiatan yang berkaitan/ *Hotel, tourism and related activities*	1995	100,00	321.538.566	321.531.489
PT Artharaya Unggul Abadi (AUA) *)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	100,00	152.633.401	152.633.401
PT Grahaputra Sentosa (GPS) *)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	100,00	149.303.243	146.917.678
PT Pandugraha Sejahtera (PGS) *)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	100,00	112.081.943	112.081.943
PT Majumakmur Arthasentosa (MAS) *)	Jakarta	Pengembangan hotel dan apartemen/ *Development of hotel and apartments*	1995	51,00	108.001.629	107.124.804
PT Nusagraha Adicitra (NA) *)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	100,00	100.204.885	100.204.885
PT Citra Wiradaya (CW)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	100,00	96.651.955	94.559.723
PT Panduneka Abadi (PA) *)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	100,00	69.085.472	69.085.472
PT Andana Utamagraha (AU)	Jakarta	Pengembangan apartemen/ *Development of apartments*	1995	51,00	19.716.320	19.693.346
PT Trinusa Wiragraha (TW) *)	Jakarta	Perdagangan/*Trading*	1995	99,20	3.079.421	3.154.421
PT Esagraha Puripratama (EP) *)	Jakarta	Perdagangan/*Trading*	1995	99,92	249.000	254.000
PT Pusatgraha Makmur (PGM) *)	Jakarta	Perdagangan/*Trading*	1994	99,60	49.500	49.500
PT Primagraha Majumakmur (PGMM) *)	Jakarta	Pengembangan real estat dan agen pemasaran apartemen/ *Development of real estate and marketing agent for apartment building*	1993	100,00	37.598	37.598
PT Adimas Utama (AMU) *)	Jakarta	Perdagangan/*Trading*	1995	99,20	18.200	18.200
PT Citra Adisarana (CA)	Jakarta	Pembangunan dan pengelolaan hotel serta gedung perkantoran/ *Hotel construction and management, and office building management*	1995	99,99	-	-
Ace Equity Holdings Limited (ACE)	British Virgin Islands	Penyertaan saham/ *Holding Company*	2012	100,00	-	-
Pemilikan Langsung oleh Entitas Anak/ *Direct Ownership of Subsidiaries*						
PT Pacific Place Jakarta (PPJ) (oleh ABS/*by ABS)*	Jakarta	Pengembangan dan pengelolaan hotel, pusat perbelanjaan, apartemen dan gedung kantor/ *Development and management of hotel, shopping center, apartment and office building*	1995	55,00	1.227.305.665	1.334.558.468
PT Graha Sampoerna (GS) (oleh PPJ/*by PPJ*)	Jakarta	Pembangunan dan pengelolaan gedung serta kegiatan yang berkaitan/ *Building construction and management, and related activities*	1995	99,67	4.711.777	5.376.625

*) Entitas anak belum beroperasi komersial/*Subsidiaries are not yet in commercial operation.*

Informasi keuangan entitas anak yang dimiliki oleh kepentingan nonpengendali dalam jumlah material pada tanggal dan untuk tahun-tahun yang berakhir 31 Desember 2022 dan 2021 adalah sebagai berikut:

Financial information of subsidiaries that have material non-controlling interests as of and for the years ended December 31, 2022 and 2021 follows:

2022			
	Kepentingan Nonpengendali yang material/ *Material Non-controlling Interest*		
Nama Entitas Anak/ *Name of Subsidiary*	Bagian Kepentingan Kepemilikan/ *Equity Interest Held*	Saldo Akumulasi/ *Accumulated Balances*	Bagian Penghasilan Komprehensif/*Share in Comprehensive Income*
	%		
DA	17,59	667.203.983	13.972.307
PPJ	45,00	372.102.664	82.717.991
ABS	36,36	172.190.723	36.745.052

2021			
	Kepentingan Nonpengendali yang material/ *Material Non-controlling Interest*		
Nama Entitas Anak/ *Name of Subsidiary*	Bagian Kepentingan Kepemilikan/ *Equity Interest Held*	Saldo Akumulasi/ *Accumulated Balances*	Bagian Rugi Komprehensif/*Share in Comprehensive Loss*
	%		
DA	17,59	653.231.676	(3.629.813)
PPJ	45,00	423.484.673	(2.720.394)
ABS	36,36	195.005.671	(1.232.696)

Berikut adalah ringkasan informasi keuangan dari entitas anak. Jumlah-jumlah tersebut sebelum dieliminasi dengan transaksi antar entitas dalam Grup.

The summarized financial information of these subsidiaries is provided below. This information is based on amounts before inter-company eliminations.

Ringkasan laporan posisi keuangan pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

Summarized statements of financial position as of December 31, 2022 and 2021 follows:

	2022			2021			
	DA	ABS	PPJ	DA	ABS	PPJ	
Aset lancar	448.433.922	105.668.849	90.259.980	432.637.835	159.228.397	159.209.104	Current assets
Aset tidak lancar	5.442.345.750	1.155.819.115	1.137.045.685	5.463.567.988	1.194.122.795	1.175.349.363	Noncurrent assets
Jumlah Aset	5.890.779.672	1.261.487.964	1.227.305.665	5.896.205.823	1.353.351.192	1.334.558.467	Total Assets
Liabilitas jangka pendek	546.286.010	306.763.507	291.313.557	587.141.951	320.912.643	320.793.143	Current liabilities
Liabilitas jangka panjang	992.755.367	109.116.114	109.116.114	962.043.437	72.702.033	72.702.033	Noncurrent liabilities
Jumlah Liabilitas	1.539.041.377	415.879.621	400.429.671	1.549.185.388	393.614.676	393.495.176	Total Liabilities
Jumlah Ekuitas	4.351.738.295	845.608.343	826.875.994	4.347.020.435	959.736.516	941.063.291	Total Equity

Ringkasan laporan laba rugi dan penghasilan komprehensif lain pada tahun 2022 dan 2021 sebagai berikut:

Summarized statements of profit or loss and other comprehensive income for 2022 and 2021 follows:

	2022			2021			
	DA	ABS	PPJ	DA	ABS	PPJ	
Pendapatan	1.066.399.784	698.136.398	698.136.398	769.105.407	427.681.068	427.681.068	Revenues
Penghasilan (rugi) sebelum pajak	212.324.933	192.144.979	192.195.854	(18.022.321)	(3.897.740)	(3.832.754)	Income (loss) before tax
Penghasilan (rugi) komprehensif lain	7.473.700	4.856.385	4.856.385	4.100.244	(207.051)	(207.051)	Other comprehensive income (loss)
Jumlah penghasilan (rugi) komprehensif	198.377.860	183.761.827	183.812.702	(26.006.219)	(6.112.705)	(6.047.719)	Total comprehensive income (loss)

Ringkasan informasi arus kas pada tahun 2022 dan 2021 sebagai berikut:

Summarized cash flow information for 2022 and 2021 follows:

	2022			2021			
	DA	ABS	PPJ	DA	ABS	PPJ	
Operasi	322.787.250	306.852.994	291.572.629	126.694.761	76.814.234	76.878.734	Operating
Investasi	(102.351.714)	(56.305.026)	(56.305.026)	(25.357.663)	(22.074.713)	(22.074.713)	Investing
Pendanaan	(206.028.228)	(297.923.140)	(298.032.350)	(5.376.794)	(171.057)	(170.571)	Financing
Kenaikan (penurunan) bersih kas dan setara kas	14.407.308	(47.375.172)	(62.764.747)	95.960.304	54.568.464	54.633.450	Net increase (decrease) in cash and cash equivalents

d. Dewan Komisaris, Direksi dan Karyawan

Susunan anggota Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2022 and 2021 berdasarkan Akta No. 351 tanggal 23 Februari 2021 dari Humberg Lie, S.H., S.E., M.Kn., notaris di Jakarta, adalah sebagai berikut:

d. Board of Commissioners, Directors, and Employees

As of December 31, 2022 and 2021, the members of the Company's Board of Commissioners and Directors based on Notarial Deed No. 351 dated February 23, 2021 from Humberg Lie, S.H., S.E., M.Kn., public notary in Jakarta, follows:

Dewan Komisaris				Board of Commissioners
Presiden Komisaris	:	Sugianto Kusuma	:	President Commissioner
Wakil Presiden Komisaris	:	Tomy Winata	:	Vice President Commissioners
		Hartono Tjahjadi Adiwana		
Komisaris	:	Teuku Ashikin Husein	:	Commissioners
		Ku Siew Kuan *)		
		Lidwina Ong *)		

Direksi				Board of Directors
Presiden Direktur	:	Arpin Wiradisastra	:	President Director
Direktur	:	Lanny Pujilestari Liga	:	Directors
		Agung Rin Prabowo		
		Hendi Lukman		
		Tony Soesanto		
		Hendra Kurniawan		

*) Merupakan Komisaris Independen

*) Represent Independent Commissioners

Pada tanggal 31 Desember 2022 dan 2021, susunan Komite Audit berdasarkan Surat Keputusan Dewan Komisaris Perusahaan tanggal 15 September 2021 adalah sebagai berikut:

As of December 31, 2022 and 2021, the members of Audit Committee based on the Decision Letter of Board of Commissioners of the Company dated September 15, 2021 follows:

Ketua	:	Ku Siew Kuan	:	Chairman
Anggota	:	Dedy Djafarli	:	Members
		Indra Pranajaya		

Manajemen kunci Grup terdiri dari Komisaris dan Direktur.

Pada tanggal 31 Desember 2022 dan 2021, jumlah karyawan Perusahaan (tidak diaudit) masing-masing 731 dan 683 karyawan. Sedangkan pada tanggal 31 Desember 2022 dan 2021, jumlah karyawan Grup secara keseluruhan (tidak diaudit) masing-masing 1.916 dan 1.804 karyawan.

Key management of the Group consists of Commissioners and Directors.

As of December 31, 2022 and 2021, the Company has 731 and 683 employees (unaudited), respectively. Meanwhile, as of December 31, 2022 and 2021, the total employees of the Group (unaudited) is approximately 1,916 and 1,804 employees, respectively.

e. Penyelesaian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian PT Jakarta International Hotels & Development Tbk dan entitas anak untuk tahun yang berakhir 31 Desember 2022 telah diselesaikan dan diotorisasi untuk terbit oleh Direksi Perusahaan pada tanggal 29 Maret 2023. Direksi Perusahaan bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian tersebut.

e. Completion of Consolidated Financial Statements

The consolidated financial statements of PT Jakarta International Hotels & Development Tbk and its subsidiaries for the year ended December 31, 2022 were completed and authorized for issuance on March 29, 2023 by the Company's Directors who are responsible for the preparation and presentation of the consolidated financial statements.

2. Ikhtisar Kebijakan Akuntansi dan Pelaporan Keuangan Penting

a. Dasar Penyusunan dan Pengukuran Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun dan disajikan dengan menggunakan Standar Akuntansi Keuangan di Indonesia, meliputi pernyataan dan interpretasi yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (IAI) dan Peraturan OJK No. VIII.G.7 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

Dasar pengukuran laporan keuangan konsolidasian ini adalah konsep biaya perolehan (*historical cost*), kecuali beberapa akun tertentu disusun berdasarkan pengukuran lain, sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut. Laporan keuangan konsolidasian ini disusun dengan metode akrual, kecuali laporan arus kas konsolidasian.

2. Summary of Significant Accounting and Financial Reporting Policies

a. Basis of Consolidated Financial Statements Preparation and Measurement

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards "SAK", which comprise the statements and interpretations issued by the Board of Financial Accounting Standards of the Institute of Indonesia Chartered Accountants (IAI) and OJK Regulation No. VIII.G.7 regarding "Presentation and Disclosures of Public Companies Financial Statements". Such consolidated financial statements are an English translation of the Group's statutory report in Indonesia.

The measurement basis used is the historical cost, except for certain accounts which are measured on the bases described in the related accounting policies. The consolidated financial statements, except for the consolidated statements of cash flows, are prepared under the accrual basis of accounting.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2022 adalah konsisten dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2021.

Mata uang yang digunakan dalam penyusunan dan penyajian laporan keuangan konsolidasian adalah mata uang Rupiah (Rp) yang juga merupakan mata uang fungsional Perusahaan.

The consolidated statements of cash flows are prepared using the direct method with classifications of cash flows into operating, investing and financing activities.

The accounting policies adopted in the preparation of the consolidated financial statements for the year ended December 31, 2022 are consistent with those adopted in the preparation of the consolidated financial statements for the year ended December 31, 2021.

The currency used in the preparation and presentation of the consolidated financial statements is the Indonesian Rupiah (Rp) which is also the functional currency of the Company.

b. Prinsip Konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas yang dikendalikan oleh Perusahaan dan entitas anak (Grup). Pengendalian diperoleh apabila Grup memiliki seluruh hal berikut ini:

- Kekuasaan atas *investee*;
- Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*; dan
- Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil Grup**.**

Pengkonsolidasian entitas anak dimulai pada saat Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Secara khusus, penghasilan dan beban entitas anak yang diakuisisi atau dilepaskan selama tahun berjalan termasuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sejak tanggal Grup memperoleh pengendalian sampai dengan tanggal Grup kehilangan pengendalian atas entitas anak.

Seluruh aset dan liabilitas, ekuitas, penghasilan, beban dan arus kas dalam intra kelompok usaha terkait dengan transaksi antar entitas dalam Grup dieliminasi secara penuh dalam laporan keuangan konsolidasian. Kebijakan akuntansi entitas anak telah diubah jika diperlukan, agar konsisten dengan kebijakan akuntansi yang diterapkan oleh Grup.

b. Principles of Consolidation

The consolidated financial statements include the accounts of the Company and entities controlled by the Company and its subsidiaries (the Group). Control is achieved when the Group has all the following:

- Power over investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- The ability to use its power on the investee to affect the Group returns.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group losses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group obtains control until the date when the Group ceases to control the subsidiary.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Selisih penilaian kembali bangunan dalam akun "Aset tetap" milik PPJ, entitas anak, tidak diakui dalam laporan keuangan konsolidasian agar konsisten dengan kebijakan akuntansi Grup yang mencatat aset tetapnya dengan menggunakan model biaya.

The revaluation increment in value of building under "Property and equipment" account of PPJ, a subsidiary, has been reversed in the consolidated financial statements to be consistent with the Group's policy of carrying its property and equipment using the cost model.

Laba rugi dan entitas induk setiap komponen penghasilan komprehensif lain diatribusikan kepada pemilik entitas induk dan kepentingan nonpengendali (KNP) meskipun hal tersebut mengakibatkan KNP memiliki saldo defisit.

Profit or loss and each component of other comprehensive income are attributed to the owners of the parent company and to the non-controlling interest (NCI) even if this results in the NCI having a deficit balance.

KNP disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dalam ekuitas pada laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik Entitas Induk.

NCI are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to owners of the Parent Company.

Transaksi dengan KNP yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas. Selisih antara nilai wajar imbalan yang dialihkan dengan bagian relatif atas nilai tercatat aset bersih entitas anak yang diakuisisi dicatat di ekuitas. Keuntungan atau kerugian dari pelepasan kepada KNP juga dicatat di ekuitas.

Transactions with NCI that do not result in loss of control are accounted for as equity transactions. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to NCI are also recorded in equity.

c. Penjabaran Mata Uang Asing

c. Foreign Currency Translation

Mata Uang Fungsional

Functional Currencies

Akun-akun yang tercakup dalam laporan keuangan setiap entitas dalam Grup diukur menggunakan mata uang dari lingkungan ekonomi utama dimana entitas beroperasi (mata uang fungsional).

Accounts included in the financial statements of each entity within the Group are measured using the currency of the primary economic environment in which the entity operates (the functional currency).

Transaksi dan Saldo

Transactions and Balances

Transaksi dalam mata uang asing dijabarkan kedalam mata uang fungsional menggunakan kurs pada tanggal transaksi. Keuntungan atau kerugian selisih kurs yang timbul dari penyelesaian transaksi dan dari penjabaran pada kurs akhir tahun atas aset dan liabilitas moneter dalam mata uang asing diakui dalam laba rugi.

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in profit or loss.

Pada tanggal 31 Desember 2022 dan 2021, kurs konversi yakni kurs tengah Bank Indonesia, yang digunakan oleh Grup masing-masing sebesar Rp 15.731 (dalam Rupiah penuh) dan Rp 14.269 (dalam Rupiah penuh) per US$ 1.

As of December 31, 2022 and 2021, the conversion rates used by Group were the middle rates of Bank Indonesia which are Rp 15,731 (in full Rupiah) and Rp 14,269 (in full Rupiah) respectively, to US$ 1.

Kelompok Usaha Grup

Hasil usaha dan posisi keuangan dari kelompok usaha Grup yang memiliki mata uang fungsional yang berbeda dengan mata uang pelaporan, dijabarkan pada mata uang pelaporan sebagai berikut:

a. Aset dan liabilitas dari setiap laporan posisi keuangan yang disajikan, dijabarkan pada kurs penutup pada tanggal laporan posisi keuangan;

b. Penghasilan dan beban untuk setiap laporan laba rugi dijabarkan menggunakan kurs rata-rata; dan

c. Seluruh selisih kurs yang timbul diakui dalam komponen ekuitas yang terpisah.

d. Transaksi dengan Pihak Berelasi

Orang atau entitas dikategorikan sebagai pihak berelasi Grup apabila memenuhi definisi pihak berelasi berdasarkan PSAK No. 7 "Pengungkapan Pihak-pihak Berelasi".

Semua transaksi signifikan dengan pihak berelasi telah diungkapkan dalam laporan keuangan konsolidasian.

e. Klasifikasi Lancar dan Tidak Lancar

Grup menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tidak lancar. Suatu aset disajikan lancar bila:

i) akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,

ii) untuk diperdagangkan, atau

iii) akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau kas atau setara kas, kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam paling lambat 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan jangka pendek bila:

i) akan dilunasi dalam siklus operasi normal,

Group's Companies

The results and financial position of all the Group companies that have a functional currency different from the reporting currency are translated into the reporting currency as follows:

a. Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

b. Income and expenses for each statement of income are translated at average exchange rates; and

c. All resulting exchange differences are recognized as a separate component of equity.

d. Transactions with Related Parties

A person or entity is considered a related party of the Group if it meets the definition of a related party in PSAK No. 7 "Related Party Disclosures".

All significant transactions with related parties are disclosed in the consolidated financial statements.

e. Current and Non-current Classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

i) expected to be realized or intended to be sold or consumed in the normal operating cycle,

ii) held primarily for the purpose of trading, or

iii) expected to be realized within 12 months after the reporting period, or cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

A liability is current when it is:

i) expected to be settled in the normal operating cycle,

ii) untuk diperdagangkan,

iii) akan dilunasi dalam 12 bulan setelah tanggal pelaporan, atau

iv) tidak ada hak tanpa syarat untuk menangguhkan pelunasannya dalam paling tidak 12 bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai jangka panjang.

ii) held primarily to the purpose of trading,

iii) due to be settled within 12 months after the reporting period, or

iv) there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

All other liabilitas are classified as non-current.

f. Kas dan Setara Kas

Kas terdiri dari kas dan bank. Setara kas adalah semua investasi yang bersifat jangka pendek dan sangat likuid yang dapat segera dikonversikan menjadi kas dengan jatuh tempo dalam waktu tiga (3) bulan atau kurang sejak tanggal penempatannya, dan yang tidak dijaminkan serta tidak dibatasi pencairannya.

f. Cash and Cash Equivalents

Cash consists of cash on hand and in banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of three (3) months or less from the date of placements, and which are not used as collateral and are not restricted.

g. Instrumen Keuangan

Grup menerapkan PSAK No. 71, Instrumen Keuangan, mengenai pengaturan instrumen keuangan terkait klasifikasi dan pengukuran, dan penurunan nilai atas instrumen keuangan.

Pada tanggal 31 Desember 2022 dan 2021, Grup memiliki instrumen keuangan dalam kategori aset keuangan pada biaya perolehan diamortisasi dan liabilitas keuangan yang diukur pada biaya perolehan diamortiasi. Oleh karena itu, kebijakan akuntansi terkait dengan instrumen keuangan dalam kategori aset keuangan yang diukur pada nilai wajar melalui laba rugi, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi tidak diungkapkan.

Aset Keuangan

Grup mengklasifikasikan aset keuangan sesuai dengan PSAK No. 71, Instrumen Keuangan, sehingga setelah pengakuan awal aset keuangan diukur pada biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain atau nilai wajar melalui laba rugi, dengan menggunakan dua dasar, yaitu:

(a) Model bisnis Grup dalam mengelola aset keuangan; dan

g. Financial Instruments

The Group has applied PSAK No. 71, Financial Instruments, which set the requirement in classification and measurement, and impairment in value of financial assets.

As of December 31, 2022 and 2021, the Group has financial instruments under financial assets at amortized cost and financial liabilities at amortized cost categories. Thus, accounting policies related to financial assets at fair value through profit or loss, financial assets at fair value through other comprehensive income and financial liabilities at fair value through profit or loss were not disclosed.

Financial Assets

The Group classifies its financial assets in accordance with PSAK No. 71, Financial Instruments, that classifies financial assets as subsequently measured at amortized cost, fair value through other comprehensive income or fair value through profit or loss, on the basis of both:

(a) The Group's business model for managing the financial assets; and

(b) Karakteristik arus kas kontraktual dari aset keuangan.

Aset Keuangan pada Biaya Perolehan Diamortisasi

Aset keuangan diukur pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

a. Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan

b. Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan pada biaya perolehan diamortisasi diukur pada jumlah yang diakui saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dan dikurangi dengan cadangan kerugian penurunan nilai.

Pada tanggal 31 Desember 2022 dan 2021, kategori ini meliputi kas dan setara kas, piutang usaha, piutang lain-lain dan aset lain-lain (setoran jaminan, deposito berjangka yang dibatasi pencairannya dan rekening giro yang dibatasi pencairannya) yang dimiliki oleh Grup.

Liabilitas Keuangan dan Instrumen Ekuitas

Liabilitas keuangan dan instrumen ekuitas Grup diklasifikasikan berdasarkan substansi perjanjian kontraktual serta definisi liabilitas keuangan dan instrumen ekuitas. Kebijakan akuntansi yang diterapkan atas instrumen keuangan tersebut diungkapkan berikut ini.

Instrumen Ekuitas

Instrumen ekuitas adalah setiap kontrak yang memberikan hak residual atas aset suatu entitas setelah dikurangi dengan seluruh liabilitasnya. Instrumen ekuitas dicatat sejumlah hasil yang diterima, setelah dikurangkan dengan biaya penerbitan langsung.

(b) The contractual cash flow characteristics of the financial assets.

Financial Assets at Amortized Cost

A financial asset shall be measured at amortized cost if both of the following conditions are met:

a. The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and

b. The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortized cost is measured at initial amount minus the principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for allowance for impairment.

As of December 31, 2022 and 2021, the Group's cash and cash equivalents, trade accounts receivable, other accounts receivable and other assets (security deposits, restricted time deposits and restricted cash in current accounts) are classified in this category.

Financial Liabilities and Equity Instruments

Financial liabilities and equity instruments of the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and equity instrument. The accounting policies adopted for specific financial instruments are set out below.

Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Liabilitas Keuangan

Liabilitas keuangan dalam lingkup PSAK No. 71 diklasifikasikan sebagai berikut: (i) liabilitas keuangan yang diukur dengan biaya diamortisasi, (ii) liabilitas keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain. Grup menentukan klasifikasi liabilitas keuangan pada saat pengakuan awal.

Seluruh liabilitas keuangan diakui pada awalnya sebesar nilai wajar dan, dalam hal pinjaman dan utang, termasuk biaya transaksi yang dapat diatribusikan secara langsung dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Amortisasi suku bunga efektif disajikan sebagai bagian dari beban keuangan dalam laba rugi.

Liabilitas Keuangan yang Diukur Pada Biaya Perolehan Diamortisasi

Liabilitas keuangan pada biaya perolehan diamortisasi diukur pada jumlah yang diakui saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya.

Pada tanggal 31 Desember 2022 dan 2021, kategori ini meliputi utang usaha, beban akrual, utang obligasi, utang pihak berelasi, utang bank jangka panjang dan liabilitas lain-lain tertentu yang dimiliki oleh Grup.

Saling Hapus Instrumen Keuangan

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, Grup saat ini memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Financial Liabilities

Financial liabilities within the scope of PSAK No. 71 are classified as follows: (i) financial liabilities at amortized cost, (ii) financial liabilities at fair value through profit and loss (FVTPL) or other comprehensive income (FVOCI). The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, inclusive of directly attributable transaction costs and subsequently measured at amortized cost using the effective interest rate method. The amortization of the effective interest rate is included in finance costs in profit or loss.

Financial Liabilities at Amortized Cost

Financial liabilities at amortized cost is measured at initial amount minus the principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount.

As of December 31, 2022 and 2021, the Group's trade accounts payable, accrued expenses, bonds payable, due to related parties, long-term bank loans and certain other liabilities are included in this category.

Offsetting of Financial Instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable right to offset the recognized amounts and there is intention to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Reklasifikasi Aset Keuangan

Sesuai dengan ketentuan PSAK No. 71, Instrumen Keuangan, Grup mereklasifikasi seluruh aset keuangan dalam kategori yang terpengaruh, jika dan hanya jika, Grup mengubah model bisnis untuk pengelolaan aset keuangan tersebut. Sedangkan, liabilitas keuangan tidak direklasifikasi.

Reclassifications of Financial Assets

In accordance with PSAK No. 71, Financial Instruments, the Group reclassifies its financial assets when, and only when, the Group changes its business model for managing financial assets. While, any financial liabilities shall not be reclassified.

Penurunan Nilai Aset Keuangan

Grup mengakui kerugian kredit ekspetasian (ECL) sepanjang umur untuk piutang usaha. Kerugian kredit ekspetasian atas aset keuangan ini diestimasi menggunakan pendekatan tingkat kerugian berdasarkan pengalaman kerugian kredit historis Grup, disesuaikan dengan kondisi ekonomi umum dan penilaian baik atas kondisi kini maupun perkiraan masa depan pada tanggal pelaporan, termasuk nilai waktu atas uang jika tepat.

Untuk seluruh instrumen keuangan lainnya, Grup mengakui ECL sepanjang umur ketika telah ada peningkatan risiko kredit yang signifikan sejak pengakuan awal. Jika sebaliknya, risiko kredit pada instrumen keuangan tidak meningkat secara signifikan sejak pengakuan awal, Grup mengukur penyisihan kerugian untuk instrumen keuangan tersebut sejumlah ECL 12 bulan. Penilaian apakah ECL sepanjang umur harus diakui didasarkan pada peningkatan signifikan dalam kemungkinan terjadinya atau pada risiko gagal bayar sejak pengakuan awal dan bukan didasarkan bukti aset keuangan yang mengalami kerugian kredit pada tanggal pelaporan atau kejadian gagal bayar sebenarnya. ECL sepanjang umur merupakan kerugian kredit ekspetasian yang timbul dari seluruh kemungkinan peristiwa gagal bayar selama perkiraan umur instrumen keuangan. Sebaliknya, ECL 12 bulan mewakili porsi ECL sepanjang umur yang timbul dari peristiwa gagal bayar pada instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

Impairment of Financial Assets

The Group recognizes lifetime expected credit losses (ECL) for trade accounts receivable. The expected credit losses on these financial assets are estimated using loss rate approach based on the Group's historical credit loss experience, adjusted for general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognized is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit impaired at the reporting date or an actual default occurring. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Penghentian Pengakuan Aset Keuangan dan Liabilitas Keuangan

(1) Aset Keuangan

Aset keuangan (atau bagian dari aset keuangan atau kelompok aset keuangan serupa) dihentikan pengakuannya jika:

Derecognition of Financial Assets and Financial Liabilities

(1) Financial Assets

Financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognized when:

a. Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir;

b. Grup tetap memiliki hak untuk menerima arus kas dari aset keuangan tersebut, namun juga menanggung liabilitas kontraktual untuk membayar kepada pihak ketiga atas arus kas yang diterima tersebut secara penuh tanpa adanya penundaan yang signifikan berdasarkan suatu kesepakatan; atau

c. Grup telah mentransfer haknya untuk menerima arus kas dari aset keuangan dan (i) telah mentransfer secara substansial seluruh risiko dan manfaat atas aset keuangan, atau (ii) secara substansial tidak mentransfer atau tidak memiliki seluruh risiko dan manfaat atas aset keuangan, namun telah mentransfer pengendalian atas aset keuangan tersebut.

(2) Liabilitas Keuangan

Liabilitas keuangan dihentikan pengakuannya jika liabilitas keuangan tersebut berakhir, dibatalkan atau telah kadaluarsa.

h. Pengukuran Nilai Wajar

Pengukuran nilai wajar didasarkan pada asumsi bahwa transaksi untuk menjual aset atau mengalihkan liabilitas akan terjadi:

- Di pasar utama untuk aset atau liabilitas tersebut; atau
- Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Grup harus memiliki akses ke pasar utama atau pasar yang paling menguntungkan pada tanggal pengukuran.

Nilai wajar aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

a. The rights to receive cash flows from the asset have expired;

b. The Group retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a “pass-through” arrangement; or

c. The Group has transferred its rights to receive cash flows from the asset and either (i) has transferred substantially all the risks and rewards of the asset, or (ii) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

(2) Financial Liabilities

A financial liability is derecognized when the obligation under the contract is discharged, cancelled or has expired.

h. Fair Value Measurement

The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The Group must have access to the principal or the most advantageous market at the measurement date.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

Pengukuran nilai wajar aset non-keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomis dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya, atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut dalam penggunaan tertinggi dan terbaiknya.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

Ketika Grup menggunakan teknik penilaian, maka Grup memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

When the Group uses valuation techniques, it maximizes the use of relevant observable inputs and minimizing the use of unobservable inputs.

Seluruh aset dan liabilitas yang mana nilai wajar aset atau liabilitas tersebut diukur atau diungkapkan, dikategorikan dalam hirarki nilai wajar sebagai berikut:

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy as follows:

- Level 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik;
- Level 2 - Teknik penilaian dimana level input terendah yang signifikan terhadap pengukuran nilai wajar dapat diobservasi, baik secara langsung maupun tidak langsung;
- Level 3 - Teknik penilaian dimana level input terendah yang signifikan terhadap pengukuran nilai wajar tidak dapat diobservasi.

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable;
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Untuk aset dan liabilitas yang diukur pada nilai wajar secara berulang dalam laporan keuangan konsolidasian, maka Grup menentukan apakah telah terjadi transfer di antara level hirarki dengan menilai kembali pengkategorian level nilai wajar pada setiap akhir periode pelaporan.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether there are transfers between levels in the hierarchy by re-assessing categorization at the end of each reporting period.

i. Biaya Dibayar di Muka

Biaya dibayar di muka diamortisasi selama manfaat masing-masing biaya dengan menggunakan metode garis lurus.

i. Prepaid Expenses

Prepaid expenses are amortized over their beneficial or contract periods using the straight-line method.

j. Persediaan

1. Persediaan Real Estat

Persediaan real estat terdiri dari bangunan (secara *strata title*) yang siap dijual, bangunan (secara *strata title*) yang sedang dikonstruksi dan tanah yang sedang dikembangkan dinyatakan berdasarkan nilai terendah antara biaya perolehan dan nilai realisasi bersih (*the lower of cost and net realizable value)*.

j. Inventories

1. Real Estate Inventories

Real estate inventories consist of buildings (with strata title) ready for sale, buildings (with strata title) under construction, and land under development which are stated at the lower of cost and net realizable value.

Biaya perolehan tanah yang sedang dikembangkan meliputi biaya perolehan tanah yang belum dikembangkan ditambah dengan biaya pengembangan langsung dan tidak langsung yang dapat diatribusikan pada kegiatan pengembangan real estat serta biaya pinjaman. Tanah yang sedang dikembangkan akan dipindahkan ke bangunan yang sedang dikonstruksi pada saat konstruksi dimulai dengan menggunakan metode luas areal.

The cost of land under development consists of the acquisition cost of the land for development, direct and indirect costs related to the development of real estate, and borrowing costs. Land under development is transferred to buildings under construction when construction has started, based on the area of saleable lots.

Biaya pengembangan tanah, termasuk tanah yang digunakan sebagai jalan dan prasarana atau area yang tidak dijual lainnya, dialokasikan ke proyek berdasarkan luas area yang dapat dijual.

The cost of land development, including land used for roads and amenities and other non-saleable areas, is allocated based on the saleable area of the project.

Biaya perolehan bangunan yang sedang dikonstruksi meliputi biaya-biaya konstruksi serta dipindahkan ke tanah dan bangunan yang siap dijual pada saat selesai dibangun. Biaya-biaya tersebut ditentukan dengan menggunakan metode identifikasi khusus.

The cost of buildings under construction consists of construction costs which can be transferred to land and buildings ready for sale when the development of land and construction of buildings are completed. Cost is determined using the specific identification method.

Akumulasi biaya ke proyek pengembangan real estat tidak dihentikan walaupun realisasi pendapatan pada masa mendatang lebih rendah dari nilai tercatat proyek. Namun, dilakukan cadangan secara periodik atas perbedaan tersebut. Jumlah cadangan tersebut akan mengurangi nilai tercatat proyek dan dibebankan ke laba rugi tahun berjalan.

The allocation of costs to the real estate project continues even if realization of future revenues is less than the carrying value of the project. However, periodic provisions are made for these differences. The total provision reduces the carrying value of the project to its net realizable value and is charged as expense in the current profit or loss when recognized.

Estimasi dan alokasi biaya harus dikaji kembali pada setiap akhir periode pelaporan sampai proyek selesai secara substansial. Apabila telah terjadi perubahan mendasar pada estimasi kini, biaya direvisi, dan direalokasi.

Cost estimates and allocation are reviewed at the end of every reporting period until the project is substantially completed. If there are any substantial changes from the current estimates, the Group revises and reallocates cost.

Beban yang tidak berhubungan dengan proyek real estat dibebankan dalam laba rugi pada saat terjadinya.

Costs which are not related to real estate project are charged to operations when incurred.

2. Persediaan Hotel

Barang dan perlengkapan hotel terdiri dari makanan, minuman, perlengkapan teknik dan perlengkapan hotel. Persediaan tersebut dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan, yang ditentukan dengan menggunakan metode rata-rata, atau nilai realisasi bersih.

2. Hotel Inventories

Hotel inventories and supplies consist of food, beverages, engineering supplies and hotel supplies. Inventories are recognized at the lower of cost, which is determined using the average method, or net realizable value.

k. Investasi pada Entitas Asosiasi dan Ventura Bersama

Hasil usaha dan aset dan liabilitas entitas asosiasi atau ventura bersama dicatat dalam laporan keuangan konsolidasian menggunakan metode ekuitas.

Dalam metode ekuitas, pengakuan awal investasi pada entitas asosiasi atau ventura bersama diakui pada laporan posisi keuangan konsolidasian sebesar biaya perolehan dan selanjutnya disesuaikan untuk mengakui bagian Grup atas laba rugi dan penghasilan komprehensif lain dari entitas asosiasi atau ventura bersama. Jika bagian Grup atas rugi entitas asosiasi atau ventura bersama adalah sama dengan atau melebihi kepentingannya pada entitas asosiasi atau ventura bersama, maka Grup menghentikan pengakuannya atas rugi lebih lanjut. Kerugian lebih lanjut diakui hanya jika Grup memiliki kewajiban konstruktif atau hukum atau melakukan pembayaran atas nama entitas asosiasi atau ventura bersama.

Investasi pada entitas asosiasi atau ventura bersama dicatat menggunakan metode ekuitas sejak tanggal investasi tersebut memenuhi definisi entitas asosiasi atau ventura bersama. Pada saat perolehan investasi, setiap selisih lebih antara biaya perolehan investasi dengan bagian Grup atas nilai wajar neto aset dan liabilitas teridentifikasi dari *investee* diakui sebagai *goodwill*, yang termasuk dalam nilai tercatat investasi. Setiap selisih lebih bagian Grup atas nilai wajar neto aset dan liabilitas teridentifikasi terhadap biaya perolehan investasi langsung diakui dalam laba rugi pada periode perolehan investasi.

k. Investments in Associates and Joint Ventures

The results and assets and liabilities of associates or joint venture are incorporated in these consolidated financial statements using the equity method of accounting.

Under the equity method, an investment in an associate or joint venture is initially recognized in the consolidated statement of financial position at cost and adjusted there after to recognize the Group's share of the profit or loss and other comprehensive income of the associate or joint venture. When the Group's share of losses of an associate exceeds the Group's interest in that associate or joint venture, the Group discontinues recognizing its share of further losses. Additional losses are recognized only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

An investment in an associate or a joint venture is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On acquisition of the investment in an associate or a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognized as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment is recognized immediately in profit or loss in the period in which the investment is acquired.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat penurunan nilai yang harus diakui atas investasi Grup pada entitas asosiasi atau ventura bersama.

Ketika entitas dalam Grup melakukan transaksi dengan entitas asosiasi atau ventura bersama milik Grup, keuntungan atau kerugian yang dihasilkan dari transaksi tersebut diakui dalam laporan keuangan konsolidasian Grup hanya sebatas kepentingan para pihak dalam asosiasi atau ventura bersama yang tidak terkait dengan Grup.

The Group determines at each reporting date whether it is necessary to recognize any impairment loss with respect to the Group's investment in an associate or a joint venture.

When a Group entity transacts with an associate or a joint venture of the Group, profits and losses resulting from the transactions with the associate or joint venture are recognized in the Group's consolidated financial statements only to the extent of interests in the associate or joint venture that are not related to the Group.

l. Properti Investasi

Properti investasi, kecuali tanah, diukur sebesar biaya perolehan, termasuk biaya transaksi, setelah dikurangi dengan akumulasi penyusutan dan kerugian penurunan nilai, jika ada. Tanah tidak disusutkan dan dinyatakan berdasarkan biaya perolehan dikurangi akumulasi rugi penurunan nilai, jika ada. Jumlah tercatat termasuk biaya penggantian untuk bagian tertentu dari properti investasi yang telah ada pada saat beban terjadi, jika kriteria pengakuan terpenuhi dan tidak termasuk biaya perawatan sehari-hari properti investasi.

Properti investasi berupa tanah dalam rangka bangun, kelola dan alih adalah tanah milik Grup yang di atasnya akan dibangun hotel oleh pihak ketiga. Tanah dan bangunan hotel akan dikembalikan kepada Grup pada saat berakhirnya perjanjian bangun, kelola dan alih.

Properti investasi, kecuali tanah, disusutkan dengan menggunakan metode garis lurus dengan estimasi masa manfaatnya yakni empat (4) sampai dengan tiga puluh (30) tahun.

Properti investasi dihentikan pengakuannya (dikeluarkan dari laporan posisi keuangan konsolidasian) pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laba rugi dalam tahun terjadinya penghentian atau pelepasan tersebut.

l. Investment Properties

Investment properties, except land, are measured at cost, including transaction costs, less accumulated depreciation and any impairment loss. Land is not depreciated and is stated at cost less any impairment in value. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met and excludes the costs of day-to-day servicing of an investment property.

Investment property in the form of land under build, operate and transfer agreement is land owned by the Group on which a hotel will be built by a third party. Land and building of hotel will be transferred to the Group at the end of build, operate and transfer agreement.

Investment properties, except land, are depreciated using the straight-line method over the estimated useful life of four (4) to thirty (30) years.

Investment properties are derecognized when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognized in profit or loss in the year of retirement or disposal.

Transfer ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan, yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik atau dimulainya sewa operasi ke pihak lain. Transfer dari properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan, yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan untuk dijual.

Transfers are made to investment properties when, and only when, there is a change in use, evidenced by ending of owner-occupation or commencement of an operating lease to another party. Transfers are made from investment properties when, and only when, there is a change in use, evidenced by commencement of owner-occupation or commencement of development with a view to sale.

Nilai residu, jika ada, umur manfaat, serta metode penyusutan dan amortisasi ditelaah setiap akhir tahun dan dilakukan penyesuaian apabila hasil telaah berbeda dengan estimasi sebelumnya.

The asset's residual values, if any, useful lives and depreciation and amortization method are reviewed and adjusted if appropriate, at each financial year end.

Properti Investasi dalam Pembangunan

Properti investasi dalam pembangunan merupakan properti investasi dalam tahap konstruksi, yang dinyatakan pada biaya perolehan dan tidak disusutkan. Akumulasi biaya akan direklasifikasi ke akun properti investasi yang bersangkutan dan akan disusutkan pada saat konstruksi selesai secara substansial dan aset tersebut telah siap digunakan sesuai tujuannya.

Construction in Progress

Construction in progress represents investment properties under construction which is stated at cost and is not depreciated. The accumulated cost will be reclassified to the respective investment properties account and are depreciated when the construction is substantially complete and the asset is ready for its intended use.

m. Aset Tetap

Pemilikan Langsung

Aset tetap, kecuali tanah, dinyatakan berdasarkan biaya perolehan, tetapi tidak termasuk biaya perawatan sehari-hari, dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai, jika ada. Tanah tidak disusutkan dan dinyatakan berdasarkan biaya perolehan dikurangi akumulasi rugi penurunan nilai, jika ada.

Biaya perolehan awal aset tetap meliputi harga perolehan, termasuk bea impor dan pajak pembelian yang tidak boleh dikreditkan dan biaya-biaya yang dapat diatribusikan secara langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan sesuai dengan tujuan penggunaan yang ditetapkan.

m. Property and Equipment

Direct Acquisitions

Property and equipment, except land, are carried at cost, excluding day-to-day servicing, less accumulated depreciation and any impairment in value. Land is not depreciated and is stated at cost less any impairment in value.

The initial cost of property and equipment consists of its purchase price, including import duties and taxes and any directly attributable costs in bringing the property and equipment to its working condition and location for its intended use.

Beban-beban yang timbul setelah aset tetap digunakan, seperti beban perbaikan dan pemeliharaan, dibebankan ke laba rugi pada saat terjadinya. Apabila beban-beban tersebut menimbulkan peningkatan manfaat ekonomis di masa mendatang dari penggunaan aset tetap tersebut yang dapat melebihi kinerja normalnya, maka beban-beban tersebut dikapitalisasi sebagai tambahan biaya perolehan aset tetap.

Expenditures incurred after the property and equipment have been put into operations, such as repairs and maintenance costs, are normally charged to operations in the year such costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of the property and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as additional costs of property and equipment.

Penyusutan dan amortisasi dihitung berdasarkan metode garis lurus (*straight-line method*) selama masa manfaat aset tetap sebagai berikut:

Depreciation and amortization are computed on a straight-line basis over the property and equipment's useful lives as follows:

	Tahun/ *Years*	
Bangunan	20 - 30	Buildings
Peralatan dan perabotan	2 - 10	Furniture, fixtures and equipment
Peralatan mekanis dan listrik	6 - 14	Mechanical and electrical equipment
Kendaraan bermotor	2 - 8	Motor vehicles
Prasarana telekomunikasi	2 - 10	Telecommunication infrastructure
Partisi kantor	3 - 5	Leasehold improvements

Nilai tercatat aset tetap ditelaah kembali dan dilakukan penurunan nilai apabila terdapat peristiwa atau perubahan kondisi tertentu yang mengindikasikan nilai tercatat tersebut tidak dapat dipulihkan sepenuhnya.

The carrying values of property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be recoverable.

Dalam setiap inspeksi yang signifikan, biaya inspeksi diakui dalam jumlah tercatat aset tetap sebagai suatu penggantian apabila memenuhi kriteria pengakuan. Biaya inspeksi signifikan yang dikapitalisasi tersebut diamortisasi selama periode sampai dengan saat inspeksi signifikan berikutnya.

When each major inspection is performed, its cost is recognized in the carrying amount of the item of property and equipment as a replacement if the recognition criteria are satisfied. Such major inspection is capitalized and amortized over the next major inspection activity.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset tetap diakui dalam laba rugi pada tahun terjadinya penghentian pengakuan.

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gains or loss arising from de-recognition of property and equipment is included in profit or loss in the year the item is derecognized.

Nilai residu, jika ada, umur manfaat, serta metode penyusutan dan amortisasi ditelaah setiap akhir tahun dan dilakukan penyesuaian apabila hasil telaah berbeda dengan estimasi sebelumnya.

The asset's residual values, if any, useful lives and depreciation and amortization method are reviewed and adjusted if appropriate, at each financial year end.

Aset Tetap dalam Pembangunan

Aset tetap dalam pembangunan merupakan aset tetap dalam tahap konstruksi, yang dinyatakan pada biaya perolehan dan tidak disusutkan. Akumulasi biaya akan direklasifikasi ke akun aset tetap yang bersangkutan dan akan disusutkan pada saat konstruksi selesai secara substansial dan aset tersebut telah siap digunakan sesuai tujuannya.

Construction in Progress

Construction in progress represents property and equipment under construction which is stated at cost and is not depreciated. The accumulated costs are reclassified to the respective property and equipment account and are depreciated when the construction is substantially complete and the asset is ready for its intended use.

n. *Goodwill*

Goodwill diuji penurunan nilainya setiap tahun dan dicatat sebesar biaya perolehan dikurangi dengan akumulasi penurunan nilai. Penurunan nilai *goodwill* tidak dapat dipulihkan. Keuntungan atau kerugian yang diakui pada saat pelepasan entitas anak harus memperhitungkan nilai tercatat *goodwill* dari entitas anak yang dijual tersebut.

Goodwill dialokasikan ke Unit Penghasil Kas (UPK) untuk tujuan uji penurunan nilai. Alokasi dilakukan ke UPK atau kelompok UPK yang diharapkan akan mendapat manfaat dari kombinasi bisnis yang menimbulkan *goodwill* tersebut.

n. Goodwill

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to Cash Generating Unit (CGU) for the purpose of impairment testing. The allocation is made to those CGU or groups of CGU that are expected to benefit from the business combination in which the goodwill arose.

o. Transaksi Sewa

Grup menerapkan PSAK No. 73 yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai ‘sewa operasi’.

Sebagai penyewa

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 harus menilai apakah:

- Grup memiliki hak untuk mendapatkan secara subtansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan

o. Lease Transactions

The Group has applied PSAK No. 73, which set the requirement for the recognition of lease liabilities in relation to leases which had been previously classified as ‘operating lease’.

As lessee

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 assets 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 shall assesses whether:

- The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and

- Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya:

  1. Grup memiliki hak untuk mengoperasikan aset;

  2. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal awal dimulainya kontrak atau pada tanggal 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.

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.

- The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined:

  1. The Group has the right to operate the asset;

  2. The Group has designed the asset in a way that predetermined how and for what purpose it will be used.

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone price of the non-lease components.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use assets are 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.

The right-of-use assets are 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 assets 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 incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini:

- Pembayaran tetap, termasuk pembayaran tetap secara substansi;
- Pembayaran sewa variabel yang bergantung pada indeks atau suku bunga yang pada awalnya diukur dengan menggunakan indeks atau suku bunga pada tanggal permulaan;
- Jumlah yang diperkirakan akan dibayarkan oleh penyewa dengan jaminan nilai residual;
- Harga eksekusi opsi beli jika Grup cukup pasti untuk mengeksekusi opsi tersebut; dan
- Penalti karena penghentian awal sewa kecuali jika Grup cukup pasti untuk tidak menghentikan lebih awal.

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

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 dua belas (12) bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee;
- The exercise price under a purchase option that the Group is reasonably certain to exercise; and
- Penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

Each lease payment is allocated between the liability and finance cost. 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.

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 assets reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use assets from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use assets from the commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the lease term.

Short-term leases

The Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of twelve (12) months or less. The Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Sebagai pesewa

Ketika Grup bertindak sebagai pesewa, Grup mengklasifikasi masing-masing sewanya baik sewa operasi atau sewa pembiayaan.

Untuk mengklasifikasi masing-masing sewa, Grup membuat penilaian secara keseluruhan atas apakah sewa mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Jika penilaian membuktikan hal tersebut, maka sewa diklasifikasikan sebagai sewa pembiayaan; jika tidak maka, merupakan sewa operasi. Sebagai bagian dari penilaian ini, Grup mempertimbangkan beberapa indikator seperti apakah masa sewa adalah sebagian besar dari umur ekonomik aset pendasar.

As lessor

When the Group acts as a lessor, it shall classify each of its leases as either an operating lease or a finance lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is classified as a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease term is for the major part of the economic life of the asset.

p. Distribusi Dividen

Distribusi dividen kepada pemegang saham Grup diakui sebagai liabilitas dalam laporan keuangan konsolidasian dalam periode saat dividen tersebut disetujui oleh pemegang saham Grup.

p. Dividend Distribution

Dividend distribution to the Group's shareholders is recognized as a liability in the consolidated financial statements in the period in which the dividends are approved by the Group's shareholders.

q. Penurunan Nilai Aset Non-Keuangan

Pada setiap akhir periode pelaporan tahunan, Grup menelaah apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat uji tahunan penurunan nilai aset perlu dilakukan, maka Grup membuat estimasi jumlah terpulihkan aset tersebut.

Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dinyatakan mengalami penurunan nilai dan rugi penurunan nilai diakui dalam laba rugi. Dalam menghitung nilai pakai, estimasi arus kas masa depan bersih didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

q. Impairment of Non-Financial Assets

The Group assesses at each annual reporting period whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and impairment losses are recognized in profit or loss. In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Penelaahan dilakukan pada akhir setiap periode pelaporan tahunan untuk mengetahui apakah terdapat indikasi bahwa rugi penurunan nilai aset yang telah diakui dalam periode sebelumnya mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi dimaksud ditemukan, maka Grup mengestimasi jumlah terpulihkan aset tersebut. Kerugian penurunan nilai yang diakui dalam periode sebelumnya akan dipulihkan apabila nilai tercatat aset tidak melebihi jumlah terpulihkannya maupun nilai tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada tahun-tahun sebelumnya. Setelah pemulihan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan nilai tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

An assessment is made at each annual reporting period as to whether there is any indication that previously recognized impairment losses recognized for an asset may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss for an asset is reversed in profit or loss to the extent that the carrying amount of the asset does not exceed its recoverable amount nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. After such a reversal, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

r. Cadangan untuk Penggantian Peralatan Usaha

Cadangan untuk penggantian peralatan usaha (barang dan perlengkapan hotel) dibebankan pada laba rugi berdasarkan taksiran nilai penggantian dari peralatan yang hilang atau rusak. Pembelian dibebankan pada akun "Cadangan untuk penggantian peralatan usaha".

r. Reserve for Replacement of Operating Equipment

A reserve for replacement of operating equipment (hotel inventories) is provided by charging to profit or loss an amount based on the estimated replacement value of lost or damaged items. Actual purchases are charged to the "Reserve for replacement of operating equipment" account.

s. Pengakuan Pendapatan dan Beban

(1) Pengakuan Pendapatan

Grup menerapkan PSAK No. 72 yang mensyaratkan pengakuan pendapatan harus memenuhi 5 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.

s. Revenue and Expense Recognition

(1) Revenues Recognition

The Group has applied PSAK No. 72, which requires revenue recognition to fulfill 5 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 that are distinct.

3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan.

4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan (jika ada) dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak.

5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki pengendalian atas barang atau jasa tersebut).

Kewajiban pelaksanaan dapat dipenuhi dengan 2 cara, yakni:

a. 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.

Pembayaran harga transaksi berbeda untuk setiap kontrak. Aset kontrak diakui ketika jumlah penerimaan dari pelanggan kurang dari saldo kewajiban pelaksanaan yang telah dipenuhi. Kewajiban kontrak diakui ketika jumlah penerimaan dari pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi.

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 to a customer.

4. Allocate the transaction price to each performance obligation (if any) on the basis of the relative stand-alone selling prices of each distinct goods promised in the contract.

5. Recognize revenue when performance obligation is satisfied by transferring a promised goods or service to a customer (which is when the customer obtains control of that goods or services).

A performance obligation may be satisfied at the following:

a. A point in time (typically for promises to transfer goods to a customer); or

b. Over 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 recognized as the performance obligation is satisfied.

Payment of transaction price differs for each contracts. A contract asset is recognized once the consideration paid by customer is less than the balance of perfomance obligation which has been satisfied. A contract liability is recognized once the consideration paid by customer is more than the balance of perfomance obligation which has been satisfied.

Pendapatan sewa dan jasa pelayanan

Pendapatan sewa ruangan pusat perbelanjaan dan kantor serta tanah diakui berdasarkan metode garis lurus sesuai dengan jangka waktu sewa dan pendapatan jasa pelayanan diakui pada saat jasa diberikan.

Pendapatan dari Hotel

Pendapatan hotel diakui pada saat barang atau jasa diberikan kepada tamu.

Lainnya

Pendapatan dari iuran keanggotaan klub diakui sesuai dengan periode keanggotaan.

Pendapatan dari jasa telekomunikasi diakui pada saat jasa telah diserahkan kepada pelanggan.

Pendapatan bunga dari instrumen keuangan diakui dalam laba rugi secara akrual menggunakan metode suku bunga efektif.

(2) Pengakuan Beban

Beban diakui pada saat terjadinya (*accrual basis)*.

Beban bunga dari instrumen keuangan diakui dalam laba rugi secara akrual menggunakan metode suku bunga efektif.

t. Biaya Pinjaman

Biaya pinjaman yang dapat diatribusikan secara langsung dengan perolehan, konstruksi, atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian dari biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadinya.

Jika Grup meminjam dana secara khusus untuk tujuan memperoleh aset kualifikasian, maka entitas menentukan jumlah biaya pinjaman yang layak dikapitalisasikan sebesar biaya pinjaman aktual yang terjadi selama tahun berjalan dikurangi penghasilan investasi atas investasi sementara dari pinjaman tersebut.

Revenues from rental and service charges

Rental revenues on leased shopping center, office building and land are recognized on a straight-line basis over the lease terms, while service charge is recognized when services are rendered.

Revenue from Hotel

Hotel revenue is recognized when the goods are delivered or when services are rendered to the guests.

Others

Club membership revenue is recognized based on the membership period.

Telecommunication service revenue is recognized when services are rendered to the customers.

Interest income for all financial instruments is recognized in profit or loss on accrual basis using the effective interest rate method.

(2) Expense Recognition

Expenses are recognized when incurred (accrual basis).

Interest expense for all financial instruments are recognized in profit or loss on accrual basis using the effective interest rate method.

t. Borrowing Costs

Borrowing costs which are directly attributable to the acquisition, construction, or production of qualifying assets are capitalized as part of the acquisition cost of the qualifying assets. Other borrowing costs are recognized as expense in the period in which they are incurred.

To the extent that the Group borrows funds specifically for the purpose of obtaining a qualifying asset, the entity determines the amount of borrowing costs eligible for capitalization as the actual borrowing costs incurred on that borrowing during the year less any investment income on the temporary investment of those borrowings.

Jika pengembangan aktif atas aset kualifikasian dihentikan, Grup menghentikan kapitalisasi biaya pinjaman selama periode yang diperpanjang tersebut.

Kapitalisasi biaya pinjaman dihentikan saat selesainya secara substansi seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan atau dijual sesuai dengan maksudnya.

The Group suspends capitalization of borrowing costs during extended periods in which active development of a qualifying asset is suspended.

The Group ceases capitalizing borrowing costs when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

u. Imbalan Kerja

Liabilitas Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek diakui sebesar jumlah yang tak-terdiskonto sebagai liabilitas pada laporan posisi keuangan konsolidasian setelah dikurangi dengan jumlah yang telah dibayar dan sebagai beban dalam laba rugi.

Liabilitas Imbalan Kerja Jangka Panjang

Program pensiun manfaat pasti

Perusahaan memiliki program pensiun manfaat pasti yang didasarkan pada masa kerja dan jumlah penghasilan karyawan saat pensiun yang dihitung menggunakan metode *Projected Unit Credit*. Pengukuran kembali liabilitas imbalan pasti langsung diakui dalam laporan posisi keuangan konsolidasian dan penghasilan komprehensif lain pada periode terjadinya dan tidak akan direklasifikasi ke laba rugi, namun menjadi bagian dari saldo laba. Biaya liabilitas imbalan pasti lainnya terkait dengan program imbalan pasti diakui dalam laba rugi.

Liabilitas imbalan kerja jangka panjang yang diakui dalam laporan posisi keuangan konsolidasian mencerminkan nilai kini kewajiban imbalan pasti setelah dikurangkan dengan nilai wajar aset program. Aset (surplus) imbalan kerja jangka panjang yang timbul dari perhitungan tersebut diakui sebesar nilai kini pengembalian kas serta pengurangan iuran masa depan dari program tersebut.

u. Employee Benefits

Short-term Employee Benefits Liability

Short-term employee benefits are recognized at its undiscounted amount as a liability after deducting any amount already paid in the consolidated statement of financial position and as an expense in profit or loss.

Long-term Employee Benefits Liability

Defined benefits plans

The Company has funded defined benefit plans which amounts are determined based on years of service and salaries of the employees at the time of pension and calculated using the Projected Unit Credit. Remeasurement is reflected immediately in the consolidated statement of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur and not to be reclassified to profit or loss but reflected immediately in retained earnings. All other costs related to the defined benefit plan are recognized in profit or loss.

Long-term employee benefits liability recognized in the consolidated statement of financial position represents the present value of the defined benefit obligation reduced by the fair value of plan assets. Any asset (surplus) resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the plan.

Program pensiun iuran pasti

The Ritz-Carlton Jakarta, Pacific Place, unit usaha hotel dari PPJ memiliki imbalan pasca-kerja iuran pasti melalui Dana Pensiun Lembaga Keuangan (DPLK). Jumlah iuran yang terutang diakui sebagai liabilitas pada laporan posisi keuangan konsolidasian setelah dikurangi dengan jumlah yang telah dibayar dan sebagai beban dalam laba rugi.

Jika ada bagian iuran yang jatuh tempo dalam waktu lebih dari dua belas (12) bulan setelah tanggal laporan posisi keuangan konsolidasian, maka iuran tersebut disajikan sebesar nilai kini liabilitas yang didiskontokan.

Manfaat iuran pasti ditentukan berdasarkan akumulasi iuran dan hasil pengembangan investasi.

Pada tanggal 2 Februari 2021, Pemerintah mengundangkan dan memberlakukan Peraturan Pemerintah Nomor 35 Tahun 2021 (PP 35/2021) untuk melaksanakan ketentuan Pasal 81 dan Pasal 185 (b) UU No. 11/2020 mengenai Cipta Kerja yang bertujuan untuk menciptakan lapangan kerja yang seluas-luasnya.

Presiden Republik Indonesia telah menetapkan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja (Perppu Cipta Kerja 2/2022) pada tanggal 30 Desember 2022 yang merupakan pelaksanaan dan putusan MK No. 91/PUU-XVIII/2022. Dengan berlakunya Perppu ini, UU No. 11/2020 tengang Cipta Kerja dicabut dan dinyatakan tidak berlaku.

PP 35/2021 mengatur mengenai perjanjian kerja waktu tertentu (karyawan tidak tetap), alih daya, waktu kerja, waktu istirahat dan pemutusan hubungan kerja, yang dapat mempengaruhi manfaat imbalan minimum yang harus diberikan kepada karyawan.

Defined contribution plans

The Ritz-Carlton Jakarta, Pacific Place, hotel operation unit of PPJ has post-employment benefits, defined contribution plans through the Financial Institution of Pension Fund (DPLK). The Contribution payable is accrued as a liability after deducting any amount already paid in the consolidated statement of financial position and as expenses in profit or loss.

If a part of the contributions falls due in a period in excess of twelve (12) months from the consolidated statement of financial position date, the contributions are presented at its discounted amount.

Defined contribution plans benefits are determined based on accumulated contributions and returns on investments.

On February 2, 2021, the Government promulgated Government Regulation Number 35 Year 2021 (PP 35/2021) to implement the provisions of Article 81 and Article 185 (b) of Law no. 11/2020 concerning Job Creation (Cipta Kerja), which aims to create the widest possible employment opportunities.

The President of the Republic of Indonesia has issued Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation (Perppu Cipta Kerja 2/2022) on December 30, 2022 which is the implementation of the Constitutional Court Decision Number 91/PUU-XVIII/2022. With the enactment of this Perppu, Law No. 11/2020 concerning Job Creation is repealed and declared invalid.

PP 35/2021 regulates the work agreement for a certain period (non-permanent employees), outsourcing, working time, rest time and termination of employment, which can affect the minimum benefits that must be provided to employees.

v. Pajak Penghasilan

Pajak Kini

Pajak kini ditentukan berdasarkan laba kena pajak dalam tahun yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku.

Pajak Tangguhan

Pajak tangguhan diakui sebagai liabilitas jika terdapat perbedaan temporer kena pajak yang timbul dari perbedaan antara dasar pengenaan pajak aset dan liabilitas dengan jumlah tercatatnya pada tanggal pelaporan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang dapat dikompensasikan. Aset pajak tangguhan diakui dan direviu pada setiap tanggal pelaporan atau diturunkan jumlah tercatatnya, sepanjang kemungkinan besar laba kena pajak tersedia untuk pemanfaatan perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang dapat dikompensasikan.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (atau peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

Aset pajak tangguhan dan liabilitas pajak tangguhan saling hapus jika dan hanya jika, terdapat hak yang dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini dan pajak tangguhan tersebut terkait dengan entitas kena pajak yang sama dan dikenakan oleh otoritas perpajakan yang sama.

v. Income Tax

Current Tax

Current tax expense is determined based on the taxable income for the year computed using prevailing tax rates.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognized for all deductible temporary differences and the carry forward tax benefit of any unused tax losses. Deferred tax assets are recognized and reviewed at each reporting date and reduced to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward tax benefit of unused tax losses can be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (or tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if and only if, a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

w. Aset Pengampunan Pajak

Pada saat pengakuan awal, aset pengampunan pajak diukur sebesar biaya perolehan sesuai dengan Surat Keterangan Pengampunan Pajak yang diterbitkan oleh Menteri Keuangan Republik Indonesia.

Aset pengampunan pajak dikreditkan pada akun tambahan modal disetor.

w. Tax Amnesty Assets

At initial recognition, tax amnesty assets are measured at cost based on Letter of Tax Amnesty Annotation issued by the Minister of Finance of the Republic of Indonesia.

Tax amnesty assets are recognized with a corresponding credit to additional paid-in capital.

Pengukuran setelah pengakuan awal aset pengampunan pajak mengacu pada masing-masing kebijakan akuntansi relevan yang diterapkan Grup untuk aset serupa.

Aset pengampunan pajak direklasifikasi ke dalam pos aset serupa, ketika Grup mengukur kembali aset pengampunan pajak berdasarkan nilai wajar sesuai dengan Standar Akuntansi Keuangan (SAK) pada tanggal Surat Keterangan Pengampunan Pajak dari Menteri Keuangan Republik Indonesia.

Subsequent measurement of tax amnesty assets is in accordance with subsequent measurement provision of each relevant accounting policy applied by the Group for similar assets.

Tax amnesty assets are reclassified to similar assets accounts, when the Group re-measured tax amnesty assets at fair value in accordance with Financial Accounting Standards at the date of Letter of Tax Amnesty Annotation from the Minister of Finance of the Republic of Indonesia.

x. Laba (Rugi) per Saham

Laba (rugi) per saham dihitung dengan membagi laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham yang beredar pada tahun yang bersangkutan.

x. Earnings (Loss) per Share

Earnings (loss) per share are computed by dividing earnings (loss) attributable to owners of the parent company by the weighted average number of shares outstanding during the year.

y. Segmen Operasi

Segmen operasi diidentifikasi berdasarkan laporan internal komponen-komponen Grup yang secara berkala dilaporkan kepada pengambil keputusan operasional dalam rangka alokasi sumber daya ke dalam segmen dan penilaian kinerja Grup.

y. Operating Segments

Operating segments are identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segments and to assess their performances.

z. Provisi

Provisi diakui jika Grup mempunyai kewajiban kini (hukum maupun konstruktif) sebagai akibat peristiwa masa lalu, yang memungkinkan Grup harus menyelesaikan kewajiban tersebut dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Jumlah yang diakui sebagai provisi adalah hasil estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada tanggal pelaporan, dengan mempertimbangkan risiko dan ketidakpastian terkait kewajiban tersebut.

z. Provisions

Provisions are recognized when the Group has present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

3. Penggunaan Estimasi, Pertimbangan, dan Asumsi Manajemen

Dalam penerapan kebijakan akuntansi Grup, seperti yang diungkapkan dalam Catatan 2 pada laporan keuangan konsolidasian, manajemen harus membuat estimasi, pertimbangan, dan asumsi atas nilai tercatat aset dan liabilitas yang tidak tersedia oleh sumber-sumber lain. Estimasi dan asumsi tersebut, berdasarkan pengalaman historis dan faktor lain yang dipertimbangkan relevan.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar estimasi, pertimbangan dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan konsolidasian.

Pertimbangan

Pertimbangan-pertimbangan berikut dibuat oleh manajemen dalam proses penerapan kebijakan akuntansi Grup yang memiliki dampak yang paling signifikan terhadap jumlah-jumlah yang diakui dalam laporan keuangan konsolidasian:

a. Mata Uang Fungsional

Dalam proses penerapan kebijakan akuntansi Grup, manajemen telah membuat pertimbangan untuk menentukan mata uang fungsional entitas anak luar negeri.

Mata uang fungsional Perusahaan dan entitas anak adalah mata uang lingkungan ekonomi utama dimana masing-masing entitas beroperasi. Mata uang tersebut adalah yang paling mempengaruhi harga jual barang dan jasa, dan mata uang dari negara yang kekuatan persaingan dan peraturannya sebagian besar menentukan harga jual barang dan jasa entitas, dan merupakan mata uang yang mana dana dari aktivitas pendanaan dihasilkan.

b. Klasifikasi Aset Keuangan dan Liabilitas Keuangan

Grup menentukan klasifikasi aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan menilai apakah aset dan liabilitas tersebut memenuhi kriteria yang ditetapkan dalam PSAK No. 71. Aset keuangan dan liabilitas keuangan dicatat sesuai dengan kebijakan akuntansi Grup sebagaimana diungkapkan dalam Catatan 2.

3. Management Use of Estimates, Judgments, and Assumptions

In the application of the Group's accounting policies, which are described in Note 2 to the consolidated financial statements, management is required to make estimates, judgments, and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and assumptions are based on historical experience and other factors that are considered to be relevant.

Management believes that the following represent a summary of the significant estimates, judgments, and assumptions made that affected certain reported amounts and disclosures in the consolidated financial statements.

Judgments

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

a. Functional Currency

In the process of applying the Group's accounting policies, management has made judgment on the determination of functional currency of the foreign subsidiary.

The functional currency of the Company and its subsidiaries is the currency of the primary economic environment in which each of them operates. It is the currency, among others, that mainly influences sales prices for goods and services, and of the country whose competitive forces and regulations mainly determine the sales prices of its goods and services, and the currency in which funds from financing activities are generated.

b. Classification of Financial Assets and Financial Liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the criteria set forth in PSAK No. 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 2.

c. Cadangan Kerugian Penurunan Nilai

Pada setiap tanggal laporan posisi keuangan konsolidasian, Grup menilai apakah risiko kredit atas instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian tersebut, Grup mempertimbangkan perubahan risiko gagal bayar yang terjadi selama umur instrumen keuangan. Dalam melakukan penilaian tersebut, Grup membandingkan risiko gagal bayar yang terjadi pada tanggal pelaporan dengan risiko gagal bayar pada saat pengakuan awal, serta mempertimbangkan informasi, termasuk informasi masa lalu, kondisi saat ini, dan informasi bersifat perkiraan masa depan *(forward-looking)*, yang wajar dan terdukung yang tersedia tanpa biaya atau upaya berlebihan.

Grup mengukur cadangan kerugian sepanjang umurnya, jika risiko kredit atas instrumen keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal, jika tidak, maka Grup mengukur cadangan kerugian untuk instrumen keuangan tersebut sejumlah kerugian kredit ekspetasian dua belas (12) bulan. Suatu evaluasi yang bertujuan untuk mengidentifikasi jumlah cadangan kerugian ekspetasian yang harus dibentuk, dilakukan secara berkala pada setiap periode pelaporan. Oleh karena itu, saat dan besaran jumlah cadangan kerugian ekspetasian yang tercatat pada setiap periode dapat berbeda tergantung pada pertimbangan atas informasi yang tersedia atau berlaku pada saat itu.

Suatu evaluasi yang bertujuan untuk mengidentifikasi jumlah cadangan kerugian ekspektasian yang harus dibentuk, dilakukan secara berkala pada setiap periode pelaporan. Oleh karena itu, saat dan besaran jumlah cadangan kerugian kredit ekspektasian yang tercatat pada setiap periode dapat berbeda tergantung pada pertimbangan atas informasi yang tersedia atau berlaku pada saat itu.

c. Allowance for Impairment

At each consolidated statement of financial position reporting date, the Group shall assess whether the credit risk of a financial instrument has increased significantly since initial recognition. When making the assessment, the Group shall use the change in the risk of a default over the expected life of the financial instrument. To make that assessment, the Group shall compare the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and consider reasonable and supportable information, including that which is forward-looking, that is available without undue cost or effort.

The Group shall measure the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition, otherwise, the Group shall measure the loss allowance for that financial instrument at an amount equal to twelve (12) month expected credit losses. Evaluation of financial assets to determine the allowance for expected loss to be provided is performed periodically in each reporting period. Therefore, the timing and amount of allowance for expected credit loss recorded at each period might differ based on the judgments and estimates that are available or valid at each period.

Evaluation of financial assets to determine the allowance for expected loss to be provided is performed periodically in each reporting period. Therefore, the timing and amount of allowance for expected credit loss recorded at each period might differ based on the judgments and estimates that are available or valid at each period.

Nilai tercatat aset keuangan Grup yang diukur pada biaya perolehan diamortisasi pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

The carrying value of the Group's financial assets at amortized cost as of December 31, 2022 and 2021 follows:

	2022	2021	
Kas dan setara kas	324.480.649	299.602.293	Cash and cash equivalents
Piutang usaha	44.947.091	44.991.787	Trade accounts receivable
Piutang lain-lain	24.712.367	27.677.514	Other accounts receivable
Aset lain-lain			Other assets
Setoran jaminan	11.152.796	11.593.589	Security deposits
Deposito berjangka yang dibatasi pencairannya	1.893.670	1.797.757	Restricted time deposits
Rekening giro yang dibatasi pencairannya	788.563	704.446	Restricted cash in current accounts
Jumlah	407.975.136	386.367.386	Total

d. Transaksi Sewa

Grup sebagai penyewa

Grup telah menandatangani sejumlah perjanjian sewa ruangan dan tanah. Grup menentukan bahwa sewa tersebut memenuhi kriteria pengakuan dan pengukuran aset hak-guna dan liabilitas sewa sesuai dengan PSAK No. 73, Sewa. Grup juga menentukan sejumlah perjanjian sewa termasuk sewa jangka pendek dan menerapkan ketentuan dalam PSAK No. 73, Sewa, mengenai pengecualian sewa jangka pendek.

Grup sebagai pesewa

Grup telah menandatangani sejumlah perjanjian sewa ruangan dan lahan. Grup menentukan bahwa sewa tersebut adalah sewa operasi karena Grup menanggung secara signifikan seluruh risiko dan manfaat dari kepemilikan aset-aset tersebut.

d. Lease Transactions

Group as lessee

The Group has entered into various lease agreements for commercial spaces and commercial land. The Group has determined that those leases meet the criteria for recognition and measurement of right-of-use assets and lease liabilities in accordance with PSAK No. 73, Leases. The Group has determined certain lease agreements as short-term leases and applied PSAK No. 73, Leases, about exemptions on short-term leases.

Group as lessor

The Group has entered into various lease agreements for commercial spaces and land. The Group has determined that those are operating leases since the Group bears substantially all the significant risks and rewards of ownership of the related assets.

e. Pajak Penghasilan

Pertimbangan yang signifikan dibutuhkan untuk menentukan jumlah pajak penghasilan. Terdapat sejumlah transaksi dan perhitungan yang menimbulkan ketidakpastian penentuan jumlah pajak penghasilan karena interpretasi atas peraturan pajak yang berbeda. Jika hasil pemeriksaan pajak berbeda dengan jumlah yang sebelumnya telah dibukukan, maka selisih tersebut akan berdampak terhadap aset dan liabilitas pajak kini dan tangguhan dalam periode dimana hasil pemeriksaan tersebut terjadi.

e. Income Taxes

Significant judgment is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain due to different interpretation of tax regulations. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will have an impact on the current and deferred income tax assets and liabilities in the period in which such determination is made.

f. Pengendalian Bersama pada Pengendalian Bersama Entitas

Pengendalian bersama atas suatu aktivitas ekonomi terjadi jika keputusan keuangan dan operasional strategis terkait dengan aktivitas tersebut mensyaratkan konsensus dari seluruh pihak yang berbagi pengendalian. Manajemen Grup menentukan bahwa terdapat pengendalian bersama atas PT Lentera Duasatu Propertindo dan PT Kreasi Cipta Karsa, karena keputusan terkait aktivitas ekonomi entitas-entitas tersebut dibuat oleh pihak-pihak yang berbagi pengendalian.

f. Joint Control in a Jointly Controlled Entities

Joint control over an economic activity exists only when the strategic financial and operating decisions relating to the activity require unanimous consent of the parties sharing control. The Group's management determined that it has joint control over PT Lentera Duasatu Propertindo and PT Kreasi Cipta Karsa, since the decisions on economic activities of these entities are made jointly by the venturers.

Estimasi dan Asumsi

Asumsi utama mengenai masa depan dan sumber utama lain dalam mengestimasi ketidakpastian pada tanggal pelaporan yang mempunyai risiko signifikan yang dapat menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia saat laporan keuangan konsolidasian disusun. Kondisi yang ada dan asumsi mengenai perkembangan masa depan dapat berubah karena perubahan situasi pasar yang berada di luar kendali Grup. Perubahan tersebut tercermin dalam asumsi ketika keadaan tersebut terjadi.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes on circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

a. Nilai Wajar Liabilitas Keuangan

Standar Akuntansi Keuangan di Indonesia mensyaratkan pengukuran aset keuangan dan liabilitas keuangan tertentu pada nilai wajarnya, dan penyajian ini mengharuskan penggunaan estimasi. Komponen pengukuran nilai wajar yang signifikan ditentukan berdasarkan bukti-bukti obyektif yang dapat diverifikasi (seperti nilai tukar, suku bunga), sedangkan saat dan besaran perubahan nilai wajar dapat menjadi berbeda karena penggunaan metode penilaian yang berbeda.

Nilai wajar liabilitas keuangan diungkapkan pada Catatan 27.

a. Fair Value of Financial Liabilities

Indonesian Financial Accounting Standards require measurement of certain financial assets and liabilities at fair values, and the disclosure requires the use of estimates. Significant component of fair value measurement is determined based on verifiable objective evidence (i.e. foreign exchange rate, interest rate), while timing and amount of changes in fair value might differ due to different valuation method used.

The fair value of financial liabilities are set out in Note 27.

b. Cadangan Kerugian Penurunan Nilai Persediaan

Grup membentuk cadangan kerugian penurunan nilai persediaan berdasarkan estimasi bahwa tidak terdapat penggunaan masa depan dari persediaan tersebut, atau terdapat kemungkinan persediaan tersebut menjadi usang. Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan dalam estimasi cadangan kerugian penurunan nilai persediaan dalam laporan keuangan konsolidasian adalah tepat dan wajar, namun demikian, perubahan signifikan dalam asumsi-asumsi tersebut dapat berdampak signifikan terhadap nilai tercatat persediaan dan jumlah beban kerugian penurunan nilai persediaan, yang akhirnya akan berdampak pada hasil operasi Grup.

Nilai tercatat persediaan bersih pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp 2.164.787.312 dan Rp 2.144.311.047, sedangkan jumlah cadangan kerugian penurunan nilai persediaan sebesar Rp 6.007.600 pada tanggal 31 Desember 2022 dan 2021.

c. Estimasi Masa Manfaat Properti Investasi dan Aset Tetap

Masa manfaat dari masing-masing properti investasi dan aset tetap Grup diestimasi berdasarkan jangka waktu aset tersebut diharapkan tersedia untuk digunakan. Estimasi tersebut didasarkan pada penilaian kolektif berdasarkan bidang usaha yang sama, evaluasi teknis internal dan pengalaman dengan aset sejenis. Estimasi masa manfaat setiap aset ditelaah secara berkala dan diperbarui jika estimasi berbeda dari perkiraan sebelumnya yang disebabkan karena pemakaian, usang secara teknis atau komersial serta keterbatasan hak atau pembatasan lainnya terhadap penggunaan aset. Dengan demikian, hasil operasi di masa mendatang mungkin dapat terpengaruh secara signifikan oleh perubahan dalam jumlah dan waktu terjadinya biaya karena perubahan yang disebabkan oleh faktor-faktor yang disebutkan di atas. Penurunan estimasi masa manfaat ekonomis setiap properti investasi dan aset tetap akan menyebabkan kenaikan beban penyusutan dan penurunan nilai tercatat aset tersebut.

b. Allowance for Decline in Value of Inventories

The Group provides allowance for decline in value of inventories based on its estimation that there will be no future usage of such inventories or such inventories will be slow moving in the future. While it is believed that the assumptions used in the estimation of the allowance for decline in the value of inventories reflected in the consolidated financial statements are appropriate and reasonable, significant changes in these assumptions may materially affect the assessment of the carrying value of the inventories and provision for decline in value of inventories, which ultimately impact the result of the Group's operations.

The net carrying value of inventories as of December 31, 2022 and 2021 amounted to Rp 2,164,787,312 and Rp 2,144,311,047, respectively, while the allowance for decline in value of inventories amounted to Rp 6,007,600 as of December 31, 2022 and 2021.

c. Estimated Useful Lives of Investment Properties and Property and Equipment

The useful life of each of the item of the Group's investment properties and property and equipment are estimated based on the period over which the asset is expected to be available for use. Such estimation is based on a collective assessment of similar business, internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence, and legal or other limits on the use of the asset. It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above. A reduction in the estimated useful life of any item of investment properties and property and equipment would increase the recorded depreciation and decrease the carrying values of these assets.

Nilai tercatat properti investasi dan aset tetap pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

The carrying values of investment properties and property and equipment as of December 31, 2022 and 2021 follows:

	2022	2021	
Properti investasi	1.531.519.707	1.568.000.309	Investment properties
Aset tetap	935.777.153	980.327.706	Property and equipment
Jumlah	2.467.296.860	2.548.328.015	Total

d. Penurunan Nilai *Goodwill*

Uji penurunan nilai *goodwill* wajib dilakukan sedikitnya setahun sekali tanpa memperhatikan apakah telah terjadi indikasi penurunan nilai. Penentuan nilai pakai aset tak berwujud membutuhkan estimasi arus kas yang diharapkan akan dihasilkan dari pemakaian berkelanjutan dan pelepasan akhir atas aset tersebut (UPK) serta tingkat diskonto yang tepat untuk menghitung nilai kini.

Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan dalam estimasi nilai pakai dalam laporan keuangan konsolidasian adalah tepat dan wajar, namun demikian, perubahan signifikan dalam asumsi-asumsi tersebut dapat berdampak signifikan pada jumlah nilai terpulihkan dan jumlah kerugian penurunan nilai yang terjadi mungkin berdampak material pada hasil operasi Grup.

Nilai tercatat *goodwill* adalah sebesar Rp 19.255.456 pada tanggal 31 Desember 2022 dan 2021.

d. Impairment of Goodwill

Impairment testing of goodwill is required to be performed at least annually irrespective of whether or not there are indications of impairment. Determining the value in use of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets (CGU) and a suitable discount rate in order to calculate the present value.

While it is believed that the assumptions used in the estimation of the value in use of assets reflected in the consolidated financial statements are appropriate and reasonable, significant changes in this assumptions may materially affect the assessment of recoverable values and any resulting impairment loss could have a material adverse impact on the results of the Group's operations.

The carrying of value of goodwill as of December 31, 2022 and 2021 amounted to Rp 19,255,456.

e. Penurunan Nilai Aset Non-Keuangan

Penelaahan atas penurunan nilai dilakukan apabila terjadi indikasi penurunan nilai aset tertentu. Penentuan nilai wajar aset membutuhkan estimasi arus kas yang diharapkan akan dihasilkan dari pemakaian berkelanjutan dan pelepasan akhir atas aset tersebut. Perubahan signifikan dalam asumsi-asumsi yang digunakan untuk menentukan nilai wajar dapat berdampak signifikan pada nilai terpulihkan dan jumlah kerugian penurunan nilai yang terjadi mungkin berdampak material pada hasil operasi Grup.

e. Impairment of Non-Financial Assets

Impairment review is performed when certain impairment indicators are present. Determining the fair value of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets. Any significant changes in the assumptions used in determining the fair value may materially affect the assessment of recoverable values and any resulting impairment loss could have a material impact on results of the Group's operations.

Nilai tercatat aset non-keuangan tersebut pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

The carrying values of these assets as of December 31, 2022 and 2021 follows:

	2022	2021	
Properti investasi	1.531.519.707	1.568.000.309	Investment properties
Aset tetap	935.777.153	980.327.706	Property and equipment
Investasi saham - Metode ekuitas	356.375.062	316.169.548	Investments in shares of stock - Equity method
Jumlah	2.823.671.922	2.864.497.563	Total

f. Imbalan Kerja Jangka Panjang

Penentuan liabilitas imbalan kerja jangka panjang dipengaruhi oleh asumsi tertentu yang digunakan oleh aktuaris dalam menghitung jumlah tersebut. Asumsi-asumsi tersebut dijelaskan dalam Catatan 35 dan mencakup, antara lain, tingkat kenaikan gaji dan tingkat diskonto yang ditentukan dengan mengacu pada imbal hasil pasar atas bunga obligasi korporasi Pemerintah dalam mata uang yang sama dengan mata uang pembayaran imbalan dan memiliki jangka waktu yang mendekati estimasi jangka waktu liabilitas imbalan kerja jangka panjang tersebut. Hasil aktual yang berbeda dengan asumsi Grup dibukukan pada penghasilan komprehensif lain dan dengan demikian, berdampak pada jumlah penghasilan komprehensif lain yang diakui dan liabilitas yang tercatat pada periode-periode mendatang. Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan adalah tepat dan wajar, namun demikian, perbedaan signifikan pada hasil aktual, atau perubahan signifikan dalam asumsi-asumsi tersebut dapat berdampak signifikan pada jumlah liabilitas imbalan kerja jangka panjang.

Pada tanggal 31 Desember 2022 dan 2021, liabilitas imbalan kerja jangka panjang masing-masing sebesar Rp 72.147.912 dan Rp 80.774.288 (Catatan 35).

f. Long-term Employee Benefits

The determination of the long-term employee benefits is dependent on the selection of certain assumptions used by actuary in calculating such amounts. Those assumptions are described in Note 35 and include, among others, rate of salary increase and discount rate which is determined after giving consideration to interest rates of Goverment bonds that are denominated in the currency in which the benefits are to be paid and have terms of maturity approximating the terms of the related employee benefits liability. Actual results that differ from the Group's assumptions are charged to comprehensive income and therefore, generally affect the recognized comprehensive income and recorded obligation in such future periods. While it is believed that the Group's assumptions are reasonable and appropriate, significant differences in actual experience or significant changes in assumptions may materially affect the amount of long-term employee benefits liability.

As of December 31, 2022 and 2021, long-term employee benefits liability amounted to Rp 72,147,912 and Rp 80,774,288, respectively (Note 35).

g. Aset Pajak Tangguhan

Aset pajak tangguhan diakui untuk semua perbedaan temporer antara nilai tercatat aset dan liabilitas pada laporan keuangan dengan dasar pengenaan pajak jika kemungkinan besar jumlah laba kena pajak akan memadai untuk pemanfaatan perbedaan temporer yang diakui. Estimasi manajemen yang signifikan diperlukan untuk menentukan jumlah aset pajak tangguhan yang diakui berdasarkan kemungkinan waktu terealisasinya dan jumlah laba kena pajak pada masa mendatang serta strategi perencanaan pajak masa depan.

Pada tanggal 31 Desember 2022 dan 2021, saldo aset pajak tangguhan bruto masing-masing sebesar Rp 202.389.623 dan Rp 215.354.814 (Catatan 36).

h. Cadangan untuk Penggantian Peralatan Usaha

Grup membentuk cadangan untuk penggantian peralatan usaha berdasarkan estimasi nilai penggantian peralatan usaha yang hilang atau rusak.

Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan dalam estimasi cadangan untuk penggantian peralatan usaha dalam laporan keuangan konsolidasian adalah tepat dan wajar, namun demikian, perubahan signifikan dalam asumsi-asumsi tersebut dapat berdampak signifikan terhadap nilai cadangan untuk penggantian peralatan usaha dan jumlah cadangan penggantian peralatan usaha, yang akhirnya akan berdampak pada hasil operasi Grup.

Pada tanggal 31 Desember 2022 dan 2021, cadangan untuk penggantian peralatan usaha masing-masing sebesar Rp 14.806.016 dan Rp 10.598.363.

i. Taksiran Liabilitas untuk Pembangunan Prasarana, Fasilitas Umum dan Sosial

Grup membentuk taksiran liabilitas untuk pembangunan prasarana, fasilitas umum dan sosial berdasarkan estimasi biaya yang dibutuhkan untuk menyelesaikan liabilitas tersebut di masa mendatang.

g. Deferred Tax Assets

Deferred tax assets are recognized for all temporary differences between the financial statements' carrying amounts of existing assets and liabilities and their respective taxes bases to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilized. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

As of December 31, 2022 and 2021, gross deferred tax assets amounted to Rp 202,389,623 and Rp 215,354,814, respectively (Note 36).

h. Reserve for Replacement of Operating Equipment

The Group provides reserve for replacement of operating equipment based on estimated replacement value of lost or damaged items.

While it is believed that the assumptions used in the estimation of the reserve for the replacement of operating equipment reflected in the consolidated financial statements are appropriate and reasonable, significant changes in these assumptions may materially affect the assessment of the reserve for replacement of operating equipment and provision for reserve for replacement of operating equipment, which ultimately impact the result of the Group's operations.

As of December 31, 2022 and 2021, the reserve for replacement of operating equipment amounted to Rp 14,806,016 and Rp 10,598,363, respectively.

i. Estimated Liability for Infrastructure Development, Public and Social Facilities

The Group provides estimated liability for infrastructure development, public and social facilities based on its costs estimation that need for completion the liability in the future.

Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan dalam taksiran liabilitas untuk pembangunan prasarana, fasilitas umum dan sosial dalam laporan keuangan konsolidasian adalah tepat dan wajar, namun demikian, perubahan signifikan dalam asumsi tersebut dapat berdampak signifikan terhadap nilai taksiran liabilitas untuk pembangunan prasarana, fasilitas umum dan sosial dan jumlah beban taksiran liabilitas untuk pembangunan prasarana, fasilitas umum dan sosial, yang akhirnya akan berdampak pada hasil operasi Grup.

While it is believed that the assumptions used in the estimated liability for infrastructure development, public and social facilities reflected in the consolidated financial statements are appropriate and reasonable, significant changes in these assumptions may materially affect the assessment of estimated liability for infrastructure development, public and social facilities and provision for estimated liability for infrastructure development, public and social facilities, which ultimately impact the result of the Group's operations.

Pada tanggal 31 Desember 2022 dan 2021, taksiran liabilitas untuk pembangunan prasarana, fasilitas umum dan sosial sebesar Rp 142.821.007 (Catatan 23).

As of December 31, 2022 and 2021, the estimated liability for infrastructure development, public and social facilities amounted to Rp 142,821,007 (Note 23).

4. Aset Pengampunan Pajak / Tax Amnesty Assets

Aset pengampunan pajak pada tanggal 31 Desember 2022 dan 2021 merupakan investasi saham di perusahaan-perusahaan berikut ini:

Tax amnesty assets as of December 31, 2022 and 2021 represent investments in shares of stocks of the following companies:

	2022 dan/*and* 2021	
PT First Jakarta International	3.057.773	PT First Jakarta International
PT Manggala Prima Artha	5.000	PT Manggala Prima Artha
Jumlah	3.062.773	Total

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas investasi saham tersebut.

Management believes that there is no impairment in the value of the aforementioned investment in share of stocks.

Aset pengampunan pajak dikreditkan pada akun tambahan modal disetor dalam ekuitas Grup.

Tax amnesty assets were recognized with a corresponding credit to additional paid-in capital under the Group's equity.

5. Kas dan Setara Kas / 5. Cash and Cash Equivalents

	2022	2021	
Kas			Cash on hand
Rupiah	1.945.044	1.221.556	Rupiah
Mata uang asing (Catatan 42)	68.899	139.845	Foreign currencies (Note 42)
Jumlah - Kas	2.013.943	1.361.401	Total - Cash on hand
Bank			Cash in banks
Pihak berelasi (Catatan 38)			Related party (Note 38)
PT Bank Artha Graha Internasional Tbk			PT Bank Artha Graha Internasional Tbk
Rupiah	45.324.079	28.872.145	Rupiah
Dolar Amerika Serikat (Catatan 42)	1.201.835	1.149.563	United States Dollar (Note 42)
Jumlah	46.525.914	30.021.708	Subtotal
Pihak ketiga			Third parties
Rupiah			Rupiah
PT Bank Central Asia Tbk	13.961.095	12.869.842	PT Bank Central Asia Tbk
PT Bank Mandiri (Persero) Tbk	6.201.309	9.505.157	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	2.781.967	193.200	PT Bank Negara Indonesia (Persero) Tbk
PT Bank CIMB Niaga Tbk	993.684	1.672.203	PT Bank CIMB Niaga Tbk
PT Bank Nationalnobu Tbk	267.391	4.500	PT Bank Nationalnobu Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	46.916	28.226	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank UOB Indonesia	19.499	20.005	PT Bank UOB Indonesia
Dolar Amerika Serikat (Catatan 42)			United States Dollar (Note 42)
PT Bank Central Asia Tbk	957.668	1.097.500	PT Bank Central Asia Tbk
PT Bank Mandiri (Persero) Tbk	304.851	59.802	PT Bank Mandiri (Persero) Tbk
PT Bank CIMB Niaga Tbk	55.685	51.495	PT Bank CIMB Niaga Tbk
Jumlah	25.590.065	25.501.930	Subtotal
Jumlah - Bank	72.115.979	55.523.638	Total - Cash in banks
Deposito berjangka			Time deposits
Pihak berelasi (Catatan 38)			Related party (Note 38)
PT Bank Artha Graha Internasional Tbk			PT Bank Artha Graha Internasional Tbk
Rupiah	130.798.004	98.244.970	Rupiah
Dolar Amerika Serikat (Catatan 42)	41.324.696	34.413.133	United States Dollar (Note 42)
Jumlah	172.122.700	132.658.103	Subtotal
Pihak ketiga			Third parties
Rupiah			Rupiah
PT Bank Mayapada Internasional Tbk	22.757.165	70.032.875	PT Bank Mayapada Internasional Tbk
PT Bank Nationalnobu Tbk	18.000.000	-	PT Bank Nationalnobu Tbk
PT Bank Central Asia Tbk	11.149.943	10.974.619	PT Bank Central Asia Tbk
PT Bank Negara Indonesia (Persero) Tbk	-	5.389.858	PT Bank Negara Indonesia (Persero) Tbk
Dolar Amerika Serikat (Catatan 42)			United States Dollar (Note 42)
PT Bank Central Asia Tbk	15.041.419	13.633.250	PT Bank Central Asia Tbk
PT Bank Mayapada Internasional Tbk	11.279.500	10.028.549	PT Bank Mayapada Internasional Tbk
Jumlah	78.228.027	110.059.151	Subtotal
Jumlah - Deposito berjangka	250.350.727	242.717.254	Total - Time deposits
Jumlah	324.480.649	299.602.293	Total
Suku bunga deposito berjangka per tahun:			Interest rates per annum on time deposits:
Rupiah	1,90% - 6,50%	1,50% - 5,85%	Rupiah
Dolar Amerika Serikat	0,75% - 2,75%	0,01% - 2,50%	United States Dollar

6. Piutang Usaha / 6. Trade Accounts Receivable

a. Berdasarkan Pelanggan / a. By Debtor

	2022	2021	
Pihak berelasi (Catatan 38)			Related parties (Note 38)
Rupiah			Rupiah
Jasa Manajemen Perhotelan	2.873.227	1.775.398	Hotel Management Services
Hotel	2.736.151	2.586.824	Hotel
Jasa Telekomunikasi	1.343.082	3.758.148	Telecommunication Services
Jumlah	6.952.460	8.120.370	Subtotal
Cadangan kerugian penurunan nilai	(388.537)	(697.591)	Allowance for impairment
Bersih	6.563.923	7.422.779	Net
Pihak ketiga			Third parties
Rupiah			Rupiah
Hotel			Hotel
City Ledger	24.325.158	18.444.016	City Ledger
In House Guest	12.080.335	15.674.529	In House Guest
Kartu Kredit	2.218.324	714.910	Credit Cards
Sewa Ruangan	258.104	513.356	Store Rental
Real Estat	10.916.176	11.215.827	Real Estate
Jasa Telekomunikasi	7.051.413	6.653.132	Telecommunication Services
Jasa Manajemen Perhotelan	3.422.418	4.389.487	Hotel Management Services
Dolar Amerika Serikat (Catatan 42)			United States Dollar (Note 42)
Jasa Telekomunikasi	924.126	955.688	Telecommunication Services
Jumlah	61.196.054	58.560.945	Subtotal
Cadangan kerugian penurunan nilai	(22.812.886)	(20.991.937)	Allowance for impairment
Bersih	38.383.168	37.569.008	Net
Jumlah	44.947.091	44.991.787	Total

b. Berdasarkan Umur / b. By Age

	2022	2021	
Pihak berelasi (Catatan 38)			Related parties (Note 38)
Belum jatuh tempo	2.374.812	2.632.231	Not past due
Jatuh tempo			Past due
1 bulan - 3 bulan	1.014.197	1.455.705	1 month - 3 months
> 3 bulan - 6 bulan	1.029.895	1.701.825	> 3 months - 6 months
> 6 bulan	2.533.556	2.330.609	> 6 months
Jumlah	6.952.460	8.120.370	Subtotal
Cadangan kerugian penurunan nilai	(388.537)	(697.591)	Allowance for impairment
Bersih	6.563.923	7.422.779	Net
Pihak ketiga			Third parties
Belum jatuh tempo	27.912.192	28.998.204	Not past due
Jatuh tempo			Past due
1 bulan - 3 bulan	10.910.973	4.960.553	1 month - 3 months
> 3 bulan - 6 bulan	1.415.523	920.770	> 3 months - 6 months
> 6 bulan	20.957.366	23.681.418	> 6 months
Jumlah	61.196.054	58.560.945	Subtotal
Cadangan kerugian penurunan nilai	(22.812.886)	(20.991.937)	Allowance for impairment
Bersih	38.383.168	37.569.008	Net
Jumlah	44.947.091	44.991.787	Total

Piutang real estat terutama merupakan piutang sewa "Pacific Place Mall" dan "One Pacific Place".

Trade accounts receivable - real estate mainly represent receivables from rental of "Pacific Place Mall" and "One Pacific Place".

City ledger, in house guest dan sewa ruangan merupakan tagihan kepada pelanggan dan penyewa ruangan hotel.

City ledger, in house guest and store rental represent receivables from the hotel's guests and store tenants.

Pada tanggal 31 Desember 2022 dan 2021, piutang usaha milik Hotel Borobudur Jakarta dijadikan jaminan atas utang bank jangka panjang (Catatan 26).

As of December 31, 2022 and 2021, trade accounts receivable of Hotel Borobudur Jakarta are used as collateral for long-term bank loan (Note 26).

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

The changes in allowance for impairment follows:

	2022	2021	
Saldo awal tahun	21.689.528	32.700.505	Balance at the beginning of the year
Penambahan	6.757.907	173.719	Provision
Pemulihan	(5.037.874)	(11.184.696)	Recovery
Penghapusan	(208.138)	-	Write-off
Saldo akhir tahun	23.201.423	21.689.528	Balance at the end of the year

Grup menerapkan pendekatan yang disederhanakan untuk menghitung cadangan kerugian ekspetasian yang disyaratkan oleh PSAK No. 71, yang memperbolehkan penerapan cadangan kerugian ekspetasian sepanjang umurnya untuk seluruh piutang usaha tanpa komponen pendanaan signifikan. Untuk mengukur cadangan kerugian ekspetasian tersebut, piutang usaha dikelompokkan berdasarkan karakteristik risiko kredit yang sejenis dan pola tunggakan atau gagal bayar.

The Group applies the simplified approach to provide for expected credit lossess prescribed by PSAK No. 71, which requires the use of lifetime expected loss provision for all trade accounts receivable with no significant financing component. To measure the expected credit losses, trade accounts receivables have been grouped based on shared credit risk characteristics and the days past due.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2022 dan 2021 memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha tersebut.

Management believe that the allowance for impairment as of December 31, 2022 and 2021 is adequate to cover possible losses from uncollectible accounts.

7. Piutang Lain-lain / 7. Other Accounts Receivable

	2022	2021	
Aset Lancar			Current Assets
Pihak berelasi (Catatan 38)			Related parties (Note 38)
Bunga	106.130	115.102	Interest
Lain-lain	49.760	25.162	Others
Jumlah	155.890	140.264	Subtotal
Pihak ketiga			Third parties
Piutang dari karyawan	357.538	355.355	Receivables from employees
Bunga	64.200	148.572	Interest
Lain-lain	11.597.226	13.896.050	Others
Jumlah	12.018.964	14.399.977	Subtotal
Cadangan kerugian penurunan nilai	-	(19.707)	Allowance for impairment
Jumlah	12.018.964	14.380.270	Subtotal
Jumlah - Bersih	12.174.854	14.520.534	Total - Net
Aset Tidak Lancar			Noncurrent Assets
Pihak berelasi (Catatan 38)			Related parties (Note 38)
PT Lentera Duasatu Propertindo	17.710.000	17.710.000	PT Lentera Duasatu Propertindo
PT Kharisma Arya Paksi	1.020.000	1.020.000	PT Kharisma Arya Paksi
Jumlah	18.730.000	18.730.000	Subtotal
Cadangan kerugian penurunan nilai	(9.245.897)	(8.715.078)	Allowance for impairment
Bersih	9.484.103	10.014.922	Net
Pihak ketiga	4.200.000	4.100.000	Third party
Cadangan kerugian penurunan nilai	(1.146.590)	(957.942)	Allowance for impairment
Bersih	3.053.410	3.142.058	Net
Jumlah - Bersih	12.537.513	13.156.980	Total - Net
Jumlah	24.712.367	27.677.514	Total

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

The changes in allowance for impairment follows:

	2022	2021	
Saldo awal tahun	9.692.727	2.426.049	Balance at the beginning of the year
Penambahan	719.467	7.439.043	Provisions
Pemulihan	(19.707)	(172.365)	Recovery
Saldo akhir tahun	10.392.487	9.692.727	Balance at the end of the year

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2022 dan 2021 memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang tersebut.

Management believe that the allowance for impairment as of December 31, 2022 and 2021 is adequate to cover possible losses from uncollectible account.

8. Persediaan / 8. Inventories

	2022	2021	
Aset Lancar			Current Assets
Persediaan real estat (a)	28.746.460	28.746.460	Real estate (a)
Barang dan perlengkapan hotel (b)	8.636.834	8.026.376	Hotel inventories and supplies (b)
Lain-lain	1.614.166	1.326.575	Others
Jumlah	38.997.460	38.099.411	Total
Aset Tidak Lancar			Noncurrent Assets
Persediaan real estat (a)	2.125.789.852	2.106.211.636	Real estate (a)
Jumlah	2.164.787.312	2.144.311.047	Total

a. Persediaan Real Estat / a. Real Estate Inventories

	2022	2021	
Aset Lancar			Current Assets
Bangunan yang siap dijual	28.746.460	28.746.460	Buildings ready for sale
Aset Tidak Lancar			Noncurrent Assets
Tanah yang sedang dikembangkan	2.020.025.079	2.000.446.863	Land under development
Bangunan yang sedang dikonstruksi	111.772.373	111.772.373	Buildings under construction
Jumlah	2.131.797.452	2.112.219.236	Subtotal
Cadangan kerugian penurunan nilai	(6.007.600)	(6.007.600)	Allowance for decline in value
Bersih	2.125.789.852	2.106.211.636	Net

Persediaan bangunan yang siap dijual terdiri dari apartemen *strata title* "SCBD Suites" dan "Kusuma Candra" dan ruang komersial di gedung perkantoran "Equity Tower".

Buildings ready for sale consist of strata title apartments in "SCBD Suites" and "Kusuma Candra" and commercial space at office building "Equity Tower".

Persediaan tanah yang sedang dikembangkan termasuk tanah di Lot 6, 7 dan 8 KNTS yang masing-masing dimiliki oleh PT Grahamas Adisentosa, PT Artharaya Unggul Abadi dan PT Intigraha Arthayasa, entitas anak, dan termasuk akumulasi biaya proyek gedung "Signature Tower" yang akan didirikan di atas lahan-lahan tersebut.

The parcels of land under development include land located at Lot 6, 7 and 8 SCBD, owned by PT Grahamas Adisentosa, PT Artharaya Unggul Abadi and PT Intigraha Arthayasa, respectively, subsidiaries, and included accumulated construction costs of "Signature Tower" which will be developed on the aforementioned parcels of land.

Bangunan yang sedang dikonstruksi merupakan akumulasi biaya proyek apartemen *strata title* yang berlokasi di Lot 23-A KNTS.

Building under construction represents accumulated construction costs of strata title apartments located at Lot 23-A SCBD.

Hak legal atas tanah persediaan real estat berupa HGB atas nama Grup berlaku sampai 2035. Manajemen berpendapat tidak terdapat masalah dalam perpanjangan dan proses sertifikasi hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti pemilikan yang memadai.

The legal rights over the land in the form of HGB under the name of Group are valid until 2035. Management believes that there will be no difficulty in the extension of the terms of the landrights since all the land were acquired legally and supported by sufficient evidence of ownership.

Persediaan tanah yang sedang dikembangkan yang berlokasi di Lot 14 KNTS milik PT Nusagraha Adicitra, entitas anak, dijadikan jaminan atas pinjaman yang diperoleh DA, entitas anak (Catatan 26) dari PT Bank Artha Graha Internasional Tbk, pihak berelasi.

Land under development located at Lot 14 SCBD which owned by PT Nusagraha Adicitra, a subsidiary, is pledged for collateral on loans received by DA, a subsidiary (Note 26) from PT Bank Artha Graha Internasional Tbk, a related party.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai yang dibentuk adalah cukup untuk menutup kemungkinan kerugian atas penurunan nilai persediaan.

The management believes that the allowance for decline in value of inventories is adequate to cover possible losses from the decline in value of the real estate inventories.

b. Barang dan Perlengkapan Hotel

b. Hotel Inventories and Supplies

	2022	2021	
Makanan dan minuman	6.434.625	5.290.938	Food and beverages
Perlengkapan hotel	1.116.854	1.166.786	Hotel operating supplies
Perlengkapan teknik	1.085.355	1.568.652	Engineering supplies
Jumlah	8.636.834	8.026.376	Total

Tidak terdapat cadangan kerugian penurunan nilai untuk barang dan perlengkapan hotel, karena manajemen berkeyakinan bahwa seluruh persediaan dapat dijual atau digunakan sesuai dengan periode peruntukannya.

No allowance for decline in value was provided for hotel inventories and supplies since the management believes that all inventories and supplies are saleable or usable within their intended period of usage.

9. Pajak Dibayar di Muka

9. Prepaid Taxes

	2022	2021	
Pajak Pertambahan Nilai - bersih	36.817.647	45.565.858	Value Added Tax - net
Pajak Penghasilan			Income Taxes
Pasal 4 (2) - Final	6.372.839	5.704.322	Article 4 (2) - Final
Pasal 28a (Catatan 36)			Article 28a (Note 36)
2021	715.597	715.597	2021
2020	-	4.924.477	2020
Jumlah	43.906.083	56.910.254	Total

Pada tanggal 23 Maret 2022, PPJ, entitas anak, menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) PPh Badan tahun pajak 2020 sebesar Rp 4.924.477. PPJ telah menerima pembayaran SKPLB tersebut pada tanggal 27 April 2022 sebesar Rp 4.279.937 setelah dikurangi Surat Ketetapan Pajak Kurang Bayar (SKPKB).

On March 23, 2022, PPJ, a subsidiary, received an Overpayment Tax Assessment Letter (SKPLB) for Corporate Income Tax for fiscal year 2020 amounting to Rp 4,924,477. PPJ has received the payment of SKPLB on April 27, 2022 amounting to IDR 4,279,937 net of Underpayment Tax Assessment Letter (SKPKB).

10. Biaya Dibayar di Muka / 10. Prepaid Expenses

	2022	2021	
Pihak berelasi (Catatan 38)			Related parties (Note 38)
Asuransi	4.777.750	4.670.271	Insurance
Sewa	251.167	428.834	Rental
Lain-lain	11.556	-	Others
Jumlah	5.040.473	5.099.105	Subtotal
Pihak ketiga			Third parties
Pemasaran	13.695.544	13.800.300	Marketing
Sewa	853.621	1.276.041	Rental
Asuransi	61.037	85.746	Insurance
Lain-lain	2.775.862	2.792.223	Others
Jumlah	17.386.064	17.954.310	Subtotal
Jumlah	22.426.537	23.053.415	Total
Dikurangi bagian jangka pendek	12.508.399	12.976.652	Less current portion
Bagian jangka panjang	9.918.138	10.076.763	Long-term portion

11. Investasi Saham / 11. Investments in Shares of Stock

	2022	2021	
Investasi saham - Metode ekuitas			Investments in shares of stock - Equity method
Investasi pada entitas asosiasi			Investment in associates
PT First Jakarta International	48.212.556	57.223.487	PT First Jakarta International
PT Bina Mulia Unika	5.767.994	5.626.979	PT Bina Mulia Unika
PT Golden Pasifik Mas	984.000	984.000	PT Golden Pasifik Mas
Investasi pada ventura bersama			Investment in joint ventures
PT Kreasi Cipta Karsa	260.597.467	212.702.453	PT Kreasi Cipta Karsa
PT Lentera Duasatu Propertindo	40.813.045	39.632.629	PT Lentera Duasatu Propertindo
Jumlah	356.375.062	316.169.548	Total

Investasi pada Entitas Asosiasi

Akun ini merupakan investasi Perusahaan pada saham PT First Jakarta International (FJI), investasi CW, entitas anak, pada saham PT Bina Mulia Unika (BMU) dan investasi DHR, entitas anak, pada saham PT Golden Pasifik Mas dengan rincian sebagai berikut:

Investments in Associates

These represents investment of the Company in shares of PT First Jakarta International (FJI), investment of CW, a subsidiary, in shares of PT Bina Mulia Unika (BMU), and investment of DHR, a subsidiary, in shares of PT Golden Pasifik Mas, with details as follows:

Nama Entitas/ *Name of Companies*	Persentase Kepemilikan/ *Percentage of Ownership* %	Nilai Tercatat Investasi 1 Januari 2022/ *Carrying value of Investment at January 1, 2022*	Ekuitas pada Laba (rugi) Tahun Berjalan/ *Share in Income (loss) for the Year*	Rugi komprehensif lain Tahun Berjalan/ *Other comprehensive Loss the Year*	Nilai Tercatat Investasi 31 Desember 2022/ *Carrying value of Investment at December 31, 2022*
PT First Jakarta International	9,31	57.223.487	(9.009.732)	(1.199)	48.212.556
PT Bina Mulia Unika	20,00	5.626.979	141.015	-	5.767.994
PT Golden Pasifik Mas	30,00	984.000	-	-	984.000
Jumlah/*Total*		63.834.466	(8.868.717)	(1.199)	54.964.550

Nama Entitas/ *Name of Companies*	Persentase Kepemilikan/ *Percentage of Ownership* %	Nilai Tercatat Investasi 1 Januari 2021/ *Carrying value of Investment at January 1, 2021*	Ekuitas pada Laba (rugi) Tahun Berjalan/ *Share in Income (loss) for the Year*	Penghasilan komprehensif lain Tahun Berjalan/ *Other comprehensive Income the Year*	Nilai Tercatat Investasi 31 Desember 2021/ *Carrying value of Investment at December 31, 2021*
PT First Jakarta International	9,31	65.047.268	(7.824.926)	1.145	57.223.487
PT Bina Mulia Unika	20,00	5.528.547	98.432	-	5.626.979
PT Golden Pasifik Mas	30,00	984.000	-	-	984.000
Jumlah/*Total*		71.559.815	(7.726.494)	1.145	63.834.466

Investasi pada Ventura Bersama

Akun ini merupakan investasi AP dan GPS, entitas anak, masing-masing pada saham PT Kreasi Cipta Karsa (KCK) dan PT Lentera Duasatu Propertindo (LDP) dengan rincian sebagai berikut:

Investments in Joint Ventures

These represent investments of AP and GPS, subsidiaries, in shares of PT Kreasi Cipta Karsa (KCK) and PT Lentera Duasatu Propertindo (LDP), respectively, with details as follows:

Nama Entitas/ *Name of Companies*	Persentase Kepemilikan/ *Percentage of Ownership* %	Nilai Tercatat Investasi 1 Januari 2022/ *Carrying value of Investment at January 1, 2022*	Penambahan Investasi/ *Additional Investment*	Ekuitas pada Laba Tahun Berjalan/ *Share in Profit for the Year*	Nilai Tercatat Investasi 31 Desember 2022/ *Carrying value of Investment at December 31, 2022*
PT Kreasi Cipta Karsa	40,00	212.702.453	39.536.000	8.359.014	260.597.467
PT Lentera Duasatu Propertindo	48,95	39.632.629	-	1.180.416	40.813.045
Jumlah/*Total*		252.335.082	39.536.000	9.539.430	301.410.512

Nama Entitas/ *Name of Companies*	Persentase Kepemilikan/ *Percentage of Ownership* %	Nilai Tercatat Investasi 1 Januari 2021/ *Carrying value of Investment at January 1, 2021*	Ekuitas pada Rugi Tahun Berjalan/ *Share in Loss for the Year*	Nilai Tercatat Investasi 31 Desember 2021/ *Carrying value of Investment at December 31, 2021*
PT Kreasi Cipta Karsa	40,00	222.361.166	(9.658.713)	212.702.453
PT Lentera Duasatu Propertindo	48,95	45.336.340	(5.703.711)	39.632.629
Jumlah/*Total*		267.697.506	(15.362.424)	252.335.082

Berdasarkan Akta No. 32 tanggal 6 Desember 2022 dari Edison Jingga, S.H., M.H., notaris di Jakarta, para pemegang saham KCK menyetujui peningkatan modal ditempatkan dan disetor KCK dari Rp 570.000.000 menjadi Rp 668.840.000 yang diambil bagian secara proporsional oleh AP dan PT Agung Sedayu.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai dari investasi saham di atas.

Based on the Notarial Deed No. 32 dated December 6, 2022 of Edison Jingga, S.H., M.H., public notary in Jakarta, the shareholders of LDP agreed to increase the issued and paid-up capital of LDP from Rp 570,000,000 to Rp 668,840,000 which was acquired proportionally by AP and PT Agung Sedayu.

Management believes that there is no impairment in the value of the aforementioned investments in shares of stocks.

12. Properti Investasi

Akun ini merupakan tanah yang dimiliki Perusahaan yang berlokasi di Pondok Cabe, Sawangan, Jawa Barat, tanah dalam rangka Bangun, Kelola dan Alih yang berlokasi di Lot 11 KNTS, Gedung Tambahan – Lot 25, yang berlokasi di KNTS dan tanah dan bangunan yang berlokasi di Lot 4 KNTS yang dimiliki oleh DA, entitas anak, tanah dan bangunan "Pacific Place Mall" dan "One Pacific Place" yang dimiliki PPJ, entitas anak, tanah dan bangunan Gedung A yang berlokasi di Lot 18 KNTS yang dimiliki CW, entitas anak, serta bangunan "Revenue Tower" yang dimiliki oleh AP, entitas anak. Pacific Place Mall, One Pacific Place, Gedung A, Gedung Lot 4, dan Revenue Tower disewakan kepada pihak ketiga untuk memperoleh pendapatan sewa.

12. Investment Properties

These represent land owned by the Company located in Pondok Cabe, Sawangan, West Java, land under Build, Operate and Transfer Agreement located at Lot 11 SCBD, Annexe Building – Lot 25 located in SCBD and land and buildings located in Lot 4 SCBD, which are owned by DA, a subsidiariy, land and buildings of "Pacific Place Mall" and "One Pacific Place", owned by PPJ, a subsidiary, land and building of Building A located at Lot 18 SCBD owned by CW, a subsidiary, and building of "Revenue Tower" owned by AP, a subsidiary. Pacific Place Mall, One Pacific Place, Building A, Building Lot 4, and Revenue Tower are being leased out to third parties to generate rental income.

	Luas area/ *Area* m^2/*sqm*	1 Januari 2022/ *January 1, 2022*	Perubahan selama tahun 2022/ *Changes during 2022* Penambahan/ *Additions*	Pengurangan/ *Deductions*	31 Desember 2022/ *December 31, 2022*	
Biaya perolehan:						At cost:
Tanah						Land
Sawangan	27.655	6.219.896	873.252	-	7.093.148	Sawangan
Tanah dalam rangka Bangun, Kelola dan Alih - Lot 11	5.065	61.711.605	250.000	-	61.961.605	Land under Build, Operate and Transfer - Lot 11
Pacific Place Mall	85.261	1.656.541.136	18.432.672	-	1.674.973.808	Pacific Place Mall
One Pacific Place	10.729	112.144.694	2.400	-	112.147.094	One Pacific Place
Gedung A - Lot 18	5.251	106.909.710	-	-	106.909.710	Building A - Lot 18
Gedung - Lot 4	866	55.460.723	905.457	-	56.366.180	Building - Lot 4
Revenue Tower	40.000	574.808.940	-	-	574.808.940	Revenue Tower
Gedung Tambahan - Lot 25	1.986	208.583.307	11.782.266	-	220.365.573	Annexe Building - Lot 25
Jumlah	176.813	2.782.380.011	32.246.047	-	2.814.626.058	Total
Akumulasi penyusutan:						Accumulated depreciation:
Pacific Place Mall		1.040.229.887	32.893.960	-	1.073.123.847	Pacific Place Mall
One Pacific Place		62.706.638	2.233.954	-	64.940.592	One Pacific Place
Gedung A - Lot 18		53.099.519	2.060.511	-	55.160.030	Building A - Lot 18
Gedung - Lot 4		13.504.225	3.175.976	-	16.680.201	Building - Lot 4
Revenue Tower		39.222.843	18.857.829	-	58.080.672	Revenue Tower
Gedung Tambahan - Lot 25		5.616.590	9.504.419	-	15.121.009	Annexe Building - Lot 25
Jumlah		1.214.379.702	68.726.649	-	1.283.106.351	Total
Nilai Tercatat		1.568.000.309			1.531.519.707	Net Book Value

	Luas area/ *Area* m^2/*sqm*	1 Januari 2021/ *January 1, 2021*	Perubahan selama tahun 2021/ *Changes during 2021* Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclasification*	31 Desember 2021/ *December 31, 2021*	
Biaya perolehan:							At cost:
Tanah							Land
Sawangan	27.655	5.745.413	474.483	-	-	6.219.896	Sawangan
Tanah dalam rangka Bangun, Kelola dan Alih - Lot 11	5.065	61.711.605	-	-	-	61.711.605	Land under Build, Operate and Transfer - Lot 11
Pacific Place Mall	85.261	1.656.354.689	186.447	-	-	1.656.541.136	Pacific Place Mall
One Pacific Place	10.729	111.967.245	177.449	-	-	112.144.694	One Pacific Place
Gedung A - Lot 18	5.251	106.909.710	-	-	-	106.909.710	Building A - Lot 18
Gedung - Lot 4	866	55.460.723	-	-	-	55.460.723	Building - Lot 4
Revenue Tower	40.000	564.808.940	10.000.000	-	-	574.808.940	Revenue Tower
Gedung Tambahan - Lot 25	1.986	-	-	-	208.583.307	208.583.307	Annexe Building - Lot 25
Bangunan dalam kontruksi - Gedung Tambahan - Lot 25	-	179.798.959	28.784.348	-	(208.583.307)	-	Construction in progress - Annexe Building - Lot 25
Jumlah	176.813	2.742.757.284	39.622.727	-	-	2.782.380.011	Total
Akumulasi penyusutan:							Accumulated depreciation:
Pacific Place Mall		979.690.010	60.539.877	-	-	1.040.229.887	Pacific Place Mall
One Pacific Place		60.480.509	2.226.129	-	-	62.706.638	One Pacific Place
Gedung A - Lot 18		46.144.524	6.954.995	-	-	53.099.519	Building A - Lot 18
Gedung - Lot 4		11.120.524	2.383.701	-	-	13.504.225	Building - Lot 4
Revenue Tower		20.395.878	18.826.965	-	-	39.222.843	Revenue Tower
Gedung Tambahan - Lot 25		-	5.616.590	-	-	5.616.590	Annexe Building - Lot 25
Jumlah		1.117.831.445	96.548.257	-	-	1.214.379.702	Total
Nilai Tercatat		1.624.925.839				1.568.000.309	Net Book Value

Pendapatan sewa "Pacific Place Mall", "One Pacific Place", "Gedung A - Lot 18", "Gedung - Lot 4", "Revenue Tower" dan "Gedung Tambahan – Lot 25" yang diakui selama tahun 2022 dan 2021 masing-masing sebesar Rp 364.425.922 dan Rp 225.837.716, dilaporkan sebagai bagian dari "Pendapatan usaha" dalam laba rugi (Catatan 31). Beban penyusutan properti investasi selama tahun 2022 dan 2021 masing-masing sebesar Rp 68.726.649 dan Rp 96.548.257 disajikan sebagai bagian dari "Beban pokok penjualan" dalam laba rugi (Catatan 32).

Rental income from "Pacific Place Mall", "One Pacific Place", "Building A - Lot 18", "Building - Lot 4", "Revenue Tower" and "Annexe Building – Lot 25" recognized in 2022 and 2021 amounted to Rp 364,425,922 and Rp 225,837,716, respectively, which was reported as part of "Revenues" in profit or loss (Note 31). Depreciation of investment properties in 2022 and 2021 amounted to Rp 68,726,649 and Rp 96,548,257, respectively, which was recorded as part of "Cost of revenues" in profit or loss (Note 32).

Pacific Place Mall dan One Pacific Place diasuransikan secara gabungan dengan aset tetap (Catatan 13).

Pacific Place Mall and One Pacific Place are insured under blanket policy with property and equipment (Note 13).

Pada tanggal 31 Desember 2022 dan 2021, Gedung A telah diasuransikan kepada PT Arthagraha General Insurance (AGI), pihak berelasi, berupa "*Property all risks insurance*" dan *"Earthquake insurance"* dengan jumlah pertanggungan sebesar Rp 70.000.000.

As of December 31, 2022 and 2021, Building A has been insured to PT Arthagraha General Insurance (AGI), a related party, on "Property all risks insurance" and "Earthquake insurance" for Rp 70,000,000.

Pada tanggal 31 Desember 2022 dan 2021, Gedung - Lot 4 telah diasuransikan kepada AGI, pihak berelasi, berupa "*Property all risks insurance"* dan *"Earthquake insurance"* dengan jumlah pertanggungan sebesar Rp 40.000.000 serta *"Public liability insurance"* dengan jumlah pertanggungan sebesar Rp 2.000.000.

As of December 31, 2022 and 2021, Building - Lot 4 has been insured to AGI, a related party, on "Property all risks insurance" and "Earthquake insurance" amounting to Rp 40,000,000 and "Public liability insurance" amounting to Rp 2,000,000.

Pada tanggal 31 Desember 2022 dan 2021, Gedung Tambahan – Lot 25 telah diasuransikan kepada AGI, pihak berelasi, berupa "*Property all risks insurance*", dan "*Earthquake insurance*" dengan jumlah pertanggungan sebesar Rp 415.200.000 serta "*Public liability insurance*" pada tanggal 31 Desember 2022 dan 2021 dengan jumlah pertanggungan sebesar Rp 5.000.000.

As of December 31, 2022 and 2021, Annexe Building – Lot 25 has been insured to AGI, a related party, on "Property all risks insurance", and "Earthquake insurance" amounting to Rp 415,200,000 and on "Public liability insurance" as of December 31, 2022 and 2021 amounting to Rp 5,000,000.

Pada tanggal 31 Desember 2022 dan 2021, Revenue Tower telah diasuransikan kepada AGI, pihak berelasi, berupa "*Property all risks insurance"*, dan "*Earthquake insurance"* dengan jumlah pertanggungan sebesar Rp 583.500.000 serta *"Public Liability insurance"* dengan jumlah pertanggungan sebesar US$ 1.000.000.

As of December 31, 2022 and 2021, Revenue Tower has been insured to AGI, a related party, on "Property all risks insurance" and "Earthquake insurance" amounting to Rp 583,500,000 and on "Public liability insurance" amounting to US$ 1,000,000.

Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

Management believes that the insurance coverage is adequate to cover posible losses on the assets insured.

Nilai wajar dari Gedung - Lot 4 pada tahun 2022 dan 2021 masing-masing sebesar Rp 104.550.900 dan Rp 110.567.000 yang ditentukan berdasarkan laporan penilai independen masing-masing tertanggal 6 Maret 2023 dan 13 Oktober 2017.

The fair value of Building - Lot 4 in 2022 and 2021 amounted to Rp 104,550,900 and Rp 110,567,000, respectively, which was determined based on the report of independent appraiser, dated March 6, 2023 and October 13, 2017, respectively.

Nilai wajar dari "Pacific Place Mall" dan "One Pacific Place" pada tahun 2022 dan 2021 sebesar Rp 5.667.936.000 yang ditentukan berdasarkan laporan penilai independen tertanggal 21 Maret 2018.

The fair values of "Pacific Place Mall" and "One Pacific Place" in 2022 and 2021 amounted to Rp 5,667,936,000, which was determined based on report of independent appraiser, dated March 21, 2018.

Nilai wajar dari Gedung A pada tahun 2022 dan 2021 masing-masing sebesar Rp 236.602.000 dan Rp 239.786.000 yang ditentukan berdasarkan laporan penilai independen masing-masing tertanggal 8 Maret 2023 dan 13 Oktober 2017.

The fair value of Building A in 2022 and 2021 amounted to Rp 236,602,000 and Rp 239,786,000, respectively, which was determinted based on the report of independent appraiser, dated March 8, 2023 and October 13, 2017, respectively.

Nilai wajar dari tanah yang berlokasi di Sawangan pada tahun 2022 dan 2021 masing-masing sebesar Rp 91.261.500 dan Rp 97.345.600, yang ditentukan berdasarkan laporan penilai independen masing-masing tertanggal 28 Februari 2023 dan 15 November 2021.

The fair value of land located in Sawangan in 2022 and 2021 amounted to Rp 91,261,500 and Rp 97,345,600, respectively, which were determined based on report of independent appraiser, dated February 28, 2023 and November 15, 2021, respectively.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas properti investasi tersebut.

Management believes that there is no impairment in value of investment properties.

13. Aset Tetap / 13. Property and Equipment

	1 Januari 2022/ *January 1, 2022*	Perubahan Selama Tahun 2022/ *Changes during 2022* Penambahan/ *Additions*	Pengurangan/ *Deductions*	31 Desember 2022/ *December 31, 2022*	
Biaya Perolehan:					At cost:
Pemilikan langsung					Direct acquisitions
Tanah	435.254.604	-	-	435.254.604	Land
Bangunan	879.866.731	8.621.445	-	888.488.176	Buildings
Peralatan dan perabotan	946.995.228	45.531.377	(27.554.771)	964.971.834	Furniture, fixtures and equipment
Peralatan mekanis dan listrik	560.376.667	7.316.430	(4.631.779)	563.061.318	Mechanical and electrical equipment
Kendaraan bermotor	17.356.199	8.140.000	(2.935.561)	22.560.638	Motor vehicles
Prasarana telekomunikasi	249.065.481	2.313.409	(587.459)	250.791.431	Telecommunication infrastructure
Partisi kantor	35.588.665	171.891	-	35.760.556	Leasehold improvements
Aset dalam pembangunan	118.227	-	(118.227)	-	Construction in progress
Aset hak-guna					Right-of-use assets
Tanah	1.234.294	463.950	(121.523)	1.576.721	Land
Bangunan	7.684.626	236.677	(421.370)	7.499.933	Buildings
Jumlah	3.133.540.722	72.795.179	(36.370.690)	3.169.965.211	Total

	1 January 2022/ *January 1, 2022*	Perubahan Selama Tahun 2022/ *Changes during 2022* Penambahan/ *Additions*	Pengurangan/ *Deductions*	31 Desember 2022/ *December 31, 2022*	
Akumulasi penyusutan:					Accumulated depreciation:
Pemilikan langsung					Direct acquisitions
Tanah	1.013.580	-	-	1.013.580	Land
Bangunan	577.847.666	30.370.234	-	608.217.900	Buildings
Peralatan dan perabotan	859.253.864	49.557.476	(27.554.771)	881.256.569	Furniture, fixtures and equipment
Peralatan mekanis dan listrik	537.181.854	7.931.782	(4.631.779)	540.481.857	Mechanical and electrical equipment
Kendaraan bermotor	14.765.029	2.176.938	(2.906.063)	14.035.904	Motor vehicles
Prasarana telekomunikasi	126.206.367	22.462.945	(586.268)	148.083.044	Telecommunication infrastructure
Partisi kantor	32.845.879	1.718.057	-	34.563.936	Leasehold improvements
Aset hak-guna					Right-of-use assets
Tanah	561.026	462.269	(121.523)	901.772	Land
Bangunan	3.537.751	2.517.115	(421.370)	5.633.496	Buildings
Jumlah	2.153.213.016	117.196.816	(36.221.774)	2.234.188.058	Total
Nilai Tercatat	980.327.706			935.777.153	Net Book Value

	1 January 2021/ *January 1, 2021*	Perubahan Selama Tahun 2021/ *Changes during 2021* Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassification*	31 Desember 2021/ *December 31, 2021*	
Biaya Perolehan:						At cost:
Pemilikan langsung						Direct acquisitions
Tanah	435.254.604	-	-	-	435.254.604	Land
Bangunan	879.924.089	-	(57.358)	-	879.866.731	Buildings
Peralatan dan perabotan	923.807.439	26.662.416	(3.474.627)	-	946.995.228	Furniture, fixtures and equipment
Peralatan mekanis dan listrik	557.062.699	3.887.692	(573.724)	-	560.376.667	Mechanical and electrical equipment
Kendaraan bermotor	18.208.010	486.757	(1.338.568)	-	17.356.199	Motor vehicles
Prasarana telekomunikasi	140.558.146	286.074	-	108.221.261	249.065.481	Telecommunication infrastructure
Partisi kantor	35.306.355	282.310	-	-	35.588.665	Leasehold improvements
Aset dalam pembangunan	112.134.251	6.749.582	(10.000.000)	(108.765.606)	118.227	Construction in progress
Aset hak-guna						Right-of-use assets
Tanah	727.265	507.029	-	-	1.234.294	Land
Bangunan	4.797.529	2.887.097	-	-	7.684.626	Buildings
Jumlah	3.107.780.387	41.748.957	(15.444.277)	(544.345)	3.133.540.722	Total
Akumulasi penyusutan:						Accumulated depreciation:
Pemilikan langsung						Direct acquisitions
Tanah	1.013.580	-	-	-	1.013.580	Land
Bangunan	548.342.680	29.549.215	(44.229)	-	577.847.666	Buildings
Peralatan dan perabotan	808.882.648	53.838.633	(3.467.417)	-	859.253.864	Furniture, fixtures and equipment
Peralatan mekanis dan listrik	529.454.392	8.300.491	(573.029)	-	537.181.854	Mechanical and electrical equipment
Kendaraan bermotor	14.715.694	1.384.529	(1.335.194)	-	14.765.029	Motor vehicles
Prasarana telekomunikasi	105.163.640	21.042.727	-	-	126.206.367	Telecommunication infrastructure
Partisi kantor	29.572.190	3.273.689	-	-	32.845.879	Leasehold improvements
Aset hak-guna						Right-of-use assets
Tanah	199.388	361.638	-	-	561.026	Land
Bangunan	1.430.542	2.107.209	-	-	3.537.751	Buildings
Jumlah	2.038.774.754	119.858.131	(5.419.869)	-	2.153.213.016	Total
Nilai Tercatat	1.069.005.633				980.327.706	Net Book Value

Beban penyusutan pada tahun 2022 dan 2021 sebagai berikut:

Depreciation expense in 2022 and 2021 as follows:

	2022	2021	
Beban pokok penjualan	11.017.623	6.800.250	Cost of revenue
Beban umum dan administrasi	106.179.193	113.057.881	General and administrative expense
Jumlah	117.196.816	119.858.131	Total

Tanah merupakan hak atas tanah Perusahaan yang di atasnya terletak Hotel Borobudur Jakarta dengan Hak Guna Bangunan (HGB) No. 18/HGB/BPN.31/VI/2022 yang berlaku sampai tanggal 31 Mei 2053 dan hak atas tanah PPJ dengan Hak Guna Bangunan (HGB) No. 415 yang berlaku sampai tanggal 5 Juni 2035.

Land represents the Company's land on which Hotel Borobudur Jakarta is located and on which the Company has landrights (Hak Guna Bangunan) No. 18/HGB/BPN.31/VI/2022 which is valid until May 31, 2053 and PPJ's land with landrights (Hak Guna Bangunan) No. 415 which is valid until June 5, 2035.

Pada tanggal 31 Desember 2022 dan 2021, Perusahaan mengasuransikan aset tetapnya, kecuali tanah, kepada PT Arthagraha General Insurance (AGI), pihak berelasi, dengan nilai pertanggungan masing-masing sebesar Rp 1.741.268.000 dan Rp 1.739.007.000. Pada tanggal 31 Desember 2021, Perusahaan juga mengasuransikan aset tetapnya, kecuali tanah, kepada perusahaan asuransi pihak ketiga dengan nilai pertanggungan sebesar Rp 241.750.

As of December 31, 2022 and 2021, the Company has insured its property and equipment, except land, with PT Arthagraha General Insurance (AGI), a related party, amounting to Rp 1,741,268,000 and Rp 1,739,007,000, respectively. As of December 31, 2021, the Company has also insured its property and equipment, except land, with other third party insurance companies for Rp 241,750.

Pada tanggal 31 Desember 2022, entitas anak mengasuransikan properti investasi (Catatan 12) dan aset tetapnya, kecuali tanah, kepada perusahaan asuransi pihak ketiga, dengan nilai pertanggungan sebesar Rp 541.000 serta kepada AGI dengan nilai pertanggungan sebesar US$ 573.049.920 dan Rp 1.232.386.827.

As of December 31, 2022, the subsidiaries had insured their investment properties (Note 12) and property and equipment, except land, with other third party insurance companies, for Rp 541,000 and with AGI for US$ 573,049,920 and Rp 1,232,386,827.

Pada tanggal 31 Desember 2021, entitas anak mengasuransikan properti investasi (Catatan 12) dan aset tetapnya, kecuali tanah, kepada perusahaan asuransi pihak ketiga, dengan nilai pertanggungan sebesar Rp 1.698.200 serta kepada AGI dengan nilai pertanggungan sebesar US$ 573.215.480 dan Rp 1.161.797.733.

As of December 31, 2021, the subsidiaries had insured their investment properties (Note 12) and property and equipment, except land, with other third party insurance companies, for Rp 1,698,200 and with AGI for US$ 573,215,480 and Rp 1,161,797,733.

Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Pada tahun 2022 dan 2021, pengurangan aset dalam pembangunan masing-masing sebesar Rp 118.227 dan Rp 10.000.000 terutama merupakan penyesuaian atas nilai kontrak.

In 2022 and 2021, deduction of construction in progress amounting to Rp 118,227 and Rp 10,000,000, respectively, mainly represents contract value adjustment.

Pengurangan aset tetap yang merupakan penjualan aset tetap tertentu. Rincian penjualan aset tetap sebagai berikut:

Deductions in property and equipment mainly pertain to sale of certain property and equipment. Details of sales follows:

	2022	2021	
Penjualan aset tetap			Sale of property and equipment
Harga jual	294.800	18.200	Selling price
Nilai tercatat	(30.689)	(24.408)	Net book value
Keuntungan (kerugian) penjualan	264.111	(6.208)	Gain (loss) on sale

Keuntungan (kerugian) penjualan aset tetap disajikan sebagai bagian dari "Penghasilan (Beban) lain-lain - Lain-lain - bersih" dalam laba rugi.

Gain (loss) on sale of property and equipment is presented under "Other income (Expenses) - Others - net" in profit or loss.

Pada tahun 2021, reklasifikasi dari aset dalam pengembangan ke perangkat lunak sebesar Rp 544.345.

In 2021, reclassification from construction in progress to software amounted to Rp 544,345.

Pada tahun 2022, nilai wajar tanah dan bangunan sebesar Rp 6.140.065.000 yang ditentukan berdasarkan laporan penilai independen tertanggal 28 Maret 2023 dan 10 Maret 2017.

In 2022, the fair value of land and building amounted to Rp 6,140,065,000 which was determined based on independent appraiser, dated March 28, 2023 and March 10, 2017.

Pada tahun 2021, nilai wajar tanah dan bangunan sebesar Rp 6.374.275.000 yang ditentukan berdasarkan laporan penilai independen tertanggal 21 Maret 2018 dan 10 Maret 2017.

In 2021, the fair value of land and building amounted to Rp 6,374,275,000 which was determined based on independent appraiser, dated March 21, 2018 and March 10, 2017.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas aset tetap.

Management believes that there is no impairment in value of property and equipment.

14. *Goodwill*

Akun ini merupakan *goodwill* yang timbul dari penyertaan saham oleh entitas anak, yakni penyertaan saham DA dalam GPS pada tahun 2006 dan transaksi penukaran saham PPJ, pada tahun 2005.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai atas *goodwill*.

14. Goodwill

Goodwill arose from acquisition of shares by the subsidiaries, which represent acquisition of shares in GPS by DA in 2006, and acquisition of shares in PPJ through shares swap transaction in 2005.

Management believes that there is no impairment in value of goodwill.

15. Aset Lain-lain / 15. Other Assets

	2022	2021	
Aset Lancar			Current Assets
Setoran jaminan	4.748.684	5.190.748	Security deposits
Uang muka pemasok (a)	963.329	1.158.147	Advances to suppliers (a)
Uang muka pembelian aset tetap	105.438	1.680.982	Advances for purchases of property and equipment
Lainnya	10.622.809	14.721.585	Others
Jumlah	16.440.260	22.751.462	Subtotal
Aset Tidak Lancar			Noncurrent Assets
Uang muka pengembangan bisnis (b)	820.755.882	813.858.671	Advances for business development (b)
Peralatan hotel	10.596.538	10.657.494	Hotel operating equipment
Setoran jaminan	6.404.112	6.402.841	Security deposits
Deposito berjangka yang dibatasi pencairannya (c)	1.893.670	1.797.757	Restricted time deposits (c)
Uang muka kepada PLN (d)	1.643.750	1.643.750	Advances to PLN (d)
Rekening giro yang dibatasi pencairannya (e)	788.563	704.446	Restricted cash in current accounts (e)
Uang muka investasi saham (f)	-	39.536.000	Advances for investment in shares (f)
Lainnya	101.597.839	69.116.218	Others
Jumlah	943.680.354	943.717.177	Subtotal
Jumlah	960.120.614	966.468.639	Total

a. Uang Muka Pemasok

Uang muka kepada pemasok merupakan uang muka kepada pemasok hotel dan lainnya sehubungan dengan pembelian yang dilakukan oleh Grup.

a. Advances to Suppliers

Advances to suppliers represent payments to hotel and other suppliers in relation to the Group's purchases.

b. Uang Muka Pengembangan Bisnis

Uang muka pengembangan bisnis merupakan uang muka yang dikeluarkan DA, entitas anak, sehubungan dengan pengembangan bisnis di luar KNTS (Catatan 40e).

b. Advance for Business Development

Advances for business development represent payments made by DA, a subsidiary, in relation to business development outside SCBD (Note 40e).

c. Deposito Berjangka yang Dibatasi Pencairannya

c. Restricted Time Deposits

	2022	2021	
Pihak ketiga			Third parties
Rupiah			Rupiah
PT Bank Mandiri (Persero) Tbk	638.968	638.968	PT Bank Mandiri (Persero) Tbk
PT Bank UOB Indonesia	262.837	259.724	PT Bank UOB Indonesia
Dolar Amerika Serikat (Catatan 42)			United States Dollar (Note 42)
PT Bank UOB Indonesia	991.865	899.065	PT Bank UOB Indonesia
Jumlah	1.893.670	1.797.757	Total
Suku bunga deposito berjangka per tahun:			Interest rates per annum on time deposits:
Rupiah	1,45% - 2,25%	1,50% - 2,50%	Rupiah
Dolar Amerika Serikat	0,15%	0,00%	United States Dollar

Pada tanggal 31 Desember 2022 dan 2021, AT, entitas anak, memiliki deposito berjangka di PT Bank Mandiri (Persero) Tbk (Mandiri), pihak ketiga, yang dibatasi pencairannya sehubungan dengan penerbitan bank garansi oleh Mandiri untuk perjanjian kerjasama antara AT dan pihak ketiga.

As of December 31, 2022 and 2021, AT, a subsidiary, has placement in time deposit with PT Bank Mandiri (Persero) Tbk (Mandiri), a third party, which is restricted in relation to bank guarantee issued by Mandiri in relation to cooperation agreement between AT and third party.

Pada tanggal 31 Desember 2022 dan 2021, PPJ, entitas anak, memiliki deposito berjangka di PT Bank UOB Indonesia, pihak ketiga, yang dibatasi pencairannya sebagai jaminan atas perjanjian kerjasama antara PPJ dan PT Perusahaan Gas Negara (Persero) Tbk.

As of December 31, 2022 and 2021, PPJ, a subsidiary, has placement in time deposits with PT Bank UOB Indonesia, a third party, which are restricted and are used as collateral in relation to cooperation agreement between PPJ and PT Perusahaan Gas Negara (Persero) Tbk.

d. Uang Muka Kepada PLN

d. Advances to PLN

Uang muka kepada PT Perusahaan Listrik Negara (Persero) (PLN) merupakan uang muka pembelian daya listrik untuk KNTS.

Advances to PT Perusahaan Listrik Negara (Persero) (PLN) represent advances in relation to electricity connection in SCBD.

e. Rekening Giro yang Dibatasi Pencairannya

e. Restricted Cash in Current Accounts

	2022	2021	
Pihak ketiga			Third party
PT Bank Mandiri (Persero) Tbk			PT Bank Mandiri (Persero) Tbk
Dolar Amerika Serikat (Catatan 42)	788.563	704.446	United States Dollar (Note 42)

Pada tanggal 31 Desember 2022 dan 2021, Hotel Borobudur Jakarta (HBJ) memiliki rekening giro di Mandiri yang dibatasi pencairannya sehubungan dengan penerbitan bank garansi oleh Mandiri atas perjanjian kerjasama antara HBJ dan PT Perusahaan Gas Negara (Persero) Tbk.

As of December 31, 2022 and 2021, Hotel Borobudur Jakarta (HBJ) has an existing current account with Mandiri which is restricted in relation to bank guarantee issued by Mandiri in relation to cooperation agreement between HBJ and PT Perusahaan Gas Negara (Persero) Tbk.

f. Uang Muka Investasi Saham

Uang muka investasi saham pada tanggal 31 Desember 2021 merupakan uang muka AP, entitas anak, kepada PT Kreasi Cipta Karsa (KCK), ventura bersama, sehubungan dengan peningkatan modal saham KCK. Pada bulan Desember 2022, uang muka tersebut telah direalisasi menjadi investasi pada saham KCK (Catatan 11).

f. Advances for Investment in Shares

Advances for investment in shares as of December 31, 2021 represents advances from AP, a subsidiary, to PT Kreasi Cipta Karsa (KCK), a joint venture, in relation to increase in KCK's paid-up capital. In December 2022, such advances was realized as investment in shares of KCK (Note 11).

Manajemen berpendapat bahwa tidak terdapat kemungkinan kerugian atas aset-aset tersebut, sehingga manajemen tidak membentuk cadangan kerugian penurunan nilai atas aset-aset tersebut.

Management believes that there are no potential losses on these assets, thus, no provision was made for impairment in value of such assets.

16. Utang Obligasi

16. Bonds Payable

Obligasi, yang dikenal dengan "Obligasi I Jakarta International Hotels & Development Tahun 1997 dengan Tingkat Bunga Tetap", diterbitkan dengan jumlah nominal sebesar Rp 600.000.000, dikenakan suku bunga tetap sebesar 16% per tahun yang dibayar tiap tengah tahun, dan sudah jatuh tempo pada tahun 2002.

The bonds, known as the "Jakarta International Hotels & Development Series I Bonds of 1997 with Fixed Interest Rate", with total nominal value of Rp 600,000,000, bear interest at a fixed rate of 16% per annum, payable semi-annually, and which have matured in 2002.

Saldo utang obligasi pada tanggal 31 Desember 2022 dan 2021 sebesar Rp 6.000.000.

Outstanding bonds payables as of December 31, 2022 and 2021 amounted to Rp 6,000,000.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, Perusahaan masih menunggu klaim dari para pemegang obligasi atas utang obligasi tersebut.

As of the date of completion of the consolidated financial statements, the Company is still awaiting claims from the bond holders on such bonds payable.

17. Utang Usaha / 17. Trade Accounts Payable

a. Rincian utang usaha menurut jenis mata uang sebagai berikut:

a. A summary of trade accounts payable classified based on its original currency follows:

	2022	2021	
Pihak berelasi (Catatan 38)			Related parties (Note 38)
Rupiah			Rupiah
PT Danatel Pratama	697.464	2.233.248	PT Danatel Pratama
PT Bakti Artha Reksa Sejahtera	609.409	3.191.817	PT Bakti Artha Reksa Sejahtera
Lain-lain (masing-masing kurang dari Rp 1 miliar)	94.949	824.867	Others (less than Rp 1 billion each)
Jumlah	1.401.822	6.249.932	Subtotal
Pihak ketiga			Third parties
Rupiah			Rupiah
Pemasok hotel			Hotel suppliers
PT Sukanda Jaya	1.870.757	1.580.382	PT Sukanda Jaya
PT Agro Boga Utama	1.768.254	151.644	PT Agro Boga Utama
PT Indoguna Utama	1.756.285	2.545.414	PT Indoguna Utama
PT Lentera Dunia	-	1.554.152	PT Lentera Dunia
Pemasok hotel - lain-lain (masing-masing kurang dari Rp 1 Miliar)	23.678.033	25.653.365	Hotel suppliers - others (less than Rp 1 billion each)
Thales DIS CPL Hong Kong Limit	3.976.524	-	Thales DIS CPL Hong Kong Limit
PT Bangun Anugerah Jaya	3.500.000	3.500.000	PT Bangun Anugerah Jaya
PT Telekomunikasi Indonesia	2.343.891	2.211.442	PT Telekomunikasi Indonesia
PT Energi Rajawali	1.440.000	1.440.000	PT Energi Rajawali
PT Mustika Memadata	-	14.275.000	PT Mustika Memadata
PT Perintis Dinamika Sejahtera	-	2.712.500	PT Perintis Dinamika Sejahtera
PT Freespective Universal Solusi	-	1.550.000	PT Freespective Universal Solusi
Lain-lain (masing-masing kurang Rp 1 miliar)	18.330.354	16.178.548	Others (less than Rp 1 billion each)
Jumlah	58.664.098	73.352.447	Subtotal
Mata Uang Asing (Catatan 42)			Foreign Currencies (Note 42)
PT Sarana Cendekia Abadi	3.831.779	3.475.663	PT Sarana Cendekia Abadi
PT Hamanroko	1.122.038	1.017.758	PT Hamanroko
Lain-lain (masing-masing kurang dari Rp 1 miliar)	178.145	161.588	Others (less than Rp 1 billion each)
Jumlah	5.131.962	4.655.009	Subtotal
Jumlah	63.796.060	78.007.456	Subtotal
Jumlah	65.197.882	84.257.388	Total

b. Jumlah utang usaha berdasarkan umur dihitung sejak tanggal faktur adalah sebagai berikut:

b. The aging analysis of trade accounts payable from the date of invoice follows:

	2022	2021	
Sampai dengan 1 bulan	36.181.408	29.763.935	Up to 1 month
> 1 bulan - 3 bulan	7.381.273	20.492.386	> 1 month - 3 months
> 3 bulan - 6 bulan	1.050.433	5.120.258	> 3 months - 6 months
> 6 bulan	20.584.768	28.880.809	> 6 months
Jumlah	65.197.882	84.257.388	Total

18. Utang Pajak / 18. Taxes Payable

	2022	2021	
Pajak penghasilan badan (Catatan 36)	17.567	10.018	Corporate income tax (Note 36)
Pajak penghasilan:			Income taxes:
Pasal 4(2) - Final	1.601.952	1.547.382	Article 4(2) - Final
Pasal 15	11.979	-	Article 15
Pasal 21	4.529.890	2.717.363	Article 21
Pasal 23	514.962	250.849	Article 23
Pasal 25	405.632	687.789	Article 25
Pasal 26	338.700	294.654	Article 26
Pajak Pertambahan Nilai - bersih	7.046.534	6.233.136	Value Added Tax - net
Pajak Hotel dan Restoran	12.718.937	8.433.802	Hotel and Restaurant Tax
Jumlah	27.186.153	20.174.993	Total

Besarnya pajak yang terutang ditetapkan berdasarkan perhitungan pajak yang dilakukan sendiri oleh wajib pajak (*self assessment).*

The filed tax returns are based on the Group's own calculation of tax liabilities (self-assessment).

19. Beban Akrual / 19. Accrued Expenses

	2022	2021	
Pihak berelasi (Catatan 38)			Related party (Note 38)
Bunga dan beban keuangan lainnya	43.592.799	21.237.029	Interest and other financial changes
Pihak ketiga			Third parties
Karyawan	14.165.179	13.909.124	Employees relation
Pemeliharaan	12.747.650	6.655.958	Maintenance
Listrik, air dan telepon	12.036.745	11.451.821	Electricity, water and telephone
Bunga dan beban keuangan lainnya	7.208.773	7.040.000	Interest and other financial charges
Biaya manajemen	2.526.731	2.211.014	Management fees
Pemasaran	2.215.496	391.854	Marketing
Jasa profesional	1.887.040	1.839.005	Professional fees
Sinking funds	600.915	1.344.563	Sinking funds
Lain-lain	27.779.665	23.883.703	Others
Jumlah	81.168.194	68.727.042	Subtotal
Jumlah	124.760.993	89.964.071	Total

20. Liabilitas Sewa / 20. Lease Liabilities

Mutasi dari liabilitas sewa adalah sebagai berikut:

The movement of lease liabilities follows:

	2022	2021	
Saldo awal tahun	3.863.433	2.778.341	Beginning balance
Penambahan tahun berjalan	700.627	3.394.126	Addition during the year
Pembayaran	(2.227.017)	(2.309.034)	Payments
Saldo akhir tahun	2.337.043	3.863.433	Ending balance

Nilai tunai pembayaran sewa minimum masa datang (*future minimum lease payments)* dalam perjanjian sewa adalah sebagai berikut:

Base on the respective finance lease agreements, future minimum lease payments follows:

	2022	2021	
Jatuh tempo:			Payments due in:
Sampai dengan 1 tahun	1.809.220	2.319.960	Until 1 year
Lebih dari 1 - 2 tahun	582.945	1.838.140	More than 1 - 2 years
Di atas 2 tahun	81.000	26.354	Over 2 years
Jumlah pembayaran sewa minimum	2.473.165	4.184.454	Total minimum lease payments
Dikurangi bunga	(136.122)	(321.021)	Less interest
Nilai tunai dari pembayaran sewa minimum	2.337.043	3.863.433	Present value of minimum lease payments
Bagian yang akan jatuh tempo dalam satu tahun	(1.689.351)	(2.093.872)	Less current portion
Bagian jangka panjang	647.692	1.769.561	Long-term portion

Beban bunga liabilitas sewa yang dibebankan pada laba rugi tahun 2022 dan 2021 masing-masing sebesar Rp 246.751 dan Rp 301.464.

Interest expense on lease liabilities charged to operations in 2022 and 2021 amounted to Rp 246,751 and Rp 301,464, respectively.

21. Pendapatan Diterima di Muka / 21. Unearned Revenues

	2022	2021	
Sewa dan pengelolaan kawasan	26.497.837	22.298.163	Rental and estate management
The Ritz-Carlton Pacific Place Residences	24.821.942	28.569.057	The Ritz-Carlton Pacific Place Residences
Revenue Tower	23.903.077	21.337.186	Revenue Tower
Pacific Place Mall	15.996.323	10.422.125	Pacific Place Mall
Jasa telekomunikasi	3.697.381	2.972.689	Telecommunication services
One Pacific Place	3.224.051	3.347.776	One Pacific Place
Lain-lain	27.464.131	34.242.631	Others
Jumlah	125.604.742	123.189.627	Total
Bagian yang direalisasi dalam satu tahun	117.373.952	114.772.796	Current portion
Bagian yang direalisasi lebih dari satu tahun	8.230.790	8.416.831	Long-term portion

Pendapatan diterima di muka "Pacific Place Mall", "The Ritz-Carlton Pacific Place Residences" dan "One Pacific Place" merupakan uang muka yang diterima oleh PPJ, entitas anak, atas sewa ruang pusat perbelanjaan, apartemen servis dan ruang perkantoran.

Unearned revenues from "Pacific Place Mall", "The Ritz-Carlton Pacific Place Residences" and "One Pacific Place" represent advances received by PPJ, a subsidiary, for lease of shop units, serviced apartments and office spaces.

Pendapatan diterima dimuka "Revenue Tower" merupakan uang muka yang diterima oleh AP, entitas anak, atas sewa ruangan perkantoran.

Unearned revenues from "Revenue Tower" represent advances received by AP, a subsidiary, for lease of office spaces.

Pendapatan diterima dimuka "Sewa dan pengelolaan kawasan" merupakan uang muka yang diterima oleh DA dan entitas anak atas sewa lahan dan pengelolaan KNTS.

Unearned revenues from "Rental and estate management" represent advances received by DA and its subsidiaries for rent and estate management of SCBD.

Pendapatan diterima di muka "Jasa telekomunikasi" merupakan uang muka yang diterima oleh AT, entitas anak, atas sewa ruang radio, antena dan menara.

Unearned revenues from "Telecommunication services" represent advances received by AT, a subsidiary, for rent of radio room, antenna and tower.

22. Utang Pihak Berelasi / Due to Related Parties

	2022	2021	
PT Cemerlang Pola Cahaya	3.148.571	3.148.571	PT Cemerlang Pola Cahaya
PT Lentera Duasatu Propertindo	1.790.290	895.145	PT Lentera Duasatu Propertindo
Lain-lain	195	195	Others
Jumlah	4.939.056	4.043.911	Total

23. Taksiran Liabilitas untuk Pembangunan Prasarana, Fasilitas Umum dan Sosial / Estimated Liability for Infrastructure Development, Public and Social Facilities

	2022 dan/ *and* 2021	
Pembangunan prasarana	24.862.500	Infrastructure development
Fasilitas umum dan sosial	117.958.507	Public and social facilities
Jumlah	142.821.007	Total

Taksiran liabilitas untuk biaya pembangunan prasarana meliputi jalan dan terowongan, jaringan telekomunikasi, lokasi pengolahan limbah, gardu listrik, pengalihan sungai dan penyediaan air di sekitar KNTS. DA, entitas anak, tidak melakukan penilaian kembali atas taksiran liabilitas untuk pembangunan prasarana pada tahun 2022 dan 2021 karena tidak ada penambahan prasarana yang signifikan.

The estimated liability for the infrastructure development cost pertains to infrastructure development for road and tunnels, telecommunication, sewage treatment plant, power station, river diversion and water supply around SCBD. In 2022 and 2021, the estimated liability for infrastructure development was not re-evaluated by DA, a subsidiary, since there was no significant infrastructure development during those years.

Taksiran liabilitas untuk fasilitas umum dan sosial merupakan tambahan biaya untuk menyelesaikan kewajiban DA sebagai pengembang yakni membangun beberapa fasilitas sosial dan fasilitas umum berdasarkan perjanjian penyelesaian kewajiban DA dan Pemerintah Provinsi Daerah Khusus Ibukota Jakarta (PEMDA DKI) tanggal 23 Juli 2004.

The estimated liability for public and social facilities represent additional costs for settlement of DA's obligation as developer to construct public and social facilities, in line with the agreement between DA and Provincial Government of Jakarta (PEMDA DKI) dated July 23, 2004 concerning the settlement of DA's obligations.

24. Pendapatan Ditangguhkan / Deferred Revenues

Akun ini merupakan bagian laba penjualan tanah DA, entitas anak, kepada PT First Jakarta International, pada tahun 1993, yang 9,31% sahamnya dimiliki oleh Perusahaan.

These represent portion of profit on sale of land of DA, a subsidiary, to PT First Jakarta International in 1993, which shares are 9.31% owned by the Company.

25. Liabilitas Lain-lain / Other Liabilities

	2022	2021	
Liabilitas Jangka Pendek			Current Liabilities
Setoran jaminan			Security deposits
Pacific Place Mall	113.915.925	149.611.942	Pacific Place Mall
The Ritz-Carlton Jakarta, Pacific Place	16.925.843	14.304.080	The Ritz-Carlton Jakarta, Pacific Place
Hotel Borobudur Jakarta	16.894.957	11.999.147	Hotel Borobudur Jakarta
Instalasi jaringan telepon	13.349.704	12.833.257	Telephone line installation
One Pacific Place	2.376.667	5.620.918	One Pacific Place
Sewa dan pengelolaan kawasan	1.573.401	1.572.768	Rental and estate management
Telepon	1.021.284	1.743.091	Telephone
Lain-lain	2.342.592	2.462.035	Others
Lain-lain			Others
PT Sumbercipta Griyautama	76.726.894	87.926.894	PT Sumbercipta Griyautama
Utang dividen kepada kepentingan nonpengendali	5.580.000	-	Dividend to non-controlling interest
Lain-lain	150.472.417	147.515.285	Others
Jumlah	401.179.684	435.589.417	Subtotal
Liabilitas Jangka Panjang			Noncurrent Liabilities
Jaminan yang dapat dikembalikan			Refundable deposit on
Signature Tower	366.629.000	366.629.000	Signature Tower
Setoran jaminan			Security deposits
Pacific Place Mall	68.150.998	33.000.599	Pacific Place Mall
Sewa dan pengelolaan kawasan	36.500.820	36.514.930	Rental and estate management
Revenue Tower	22.052.927	18.736.585	Revenue Tower
One Pacific Place	11.170.185	8.396.538	One Pacific Place
Gedung A 18 PARC	4.342.809	3.948.084	Building A 18 PARC
Telepon	1.433.059	866.708	Telephone
Lain-lain			Others
PT Trireka Jasa Sentosa	53.173.998	52.986.060	PT Trireka Jasa Sentosa
Bicapital Ventura International Ltd.	9.094.949	9.094.949	Bicapital Ventura International Ltd.
PT Bintang Dharmawangsa Perkasa	8.684.642	8.684.642	PT Bintang Dharmawangsa Perkasa
PT Honey Lady Utama	7.183.332	7.183.332	PT Honey Lady Utama
Jumlah	588.416.719	546.041.427	Subtotal
Jumlah	989.596.403	981.630.844	Total

Jaminan yang dapat dikembalikan Signature Tower dimaksud sebagai pra-partisipasi dalam proyek Signature Tower.

Refundable deposit on Signature Tower was made as initial intention to participate in Signature Tower project.

26. Utang Bank Jangka Panjang / 26. Long-Term Bank Loans

	2022	2021	
Pihak berelasi (Catatan 38)			Related party (Note 38)
PT Bank Artha Graha Internasional Tbk	138.524.000	140.974.000	PT Bank Artha Graha Internasional Tbk
Pihak ketiga			Third party
PT Bank Negara Indonesia (Persero) Tbk	126.579.864	133.229.864	PT Bank Negara Indonesia (Persero) Tbk
Jumlah	265.103.864	274.203.864	Total
Biaya transaksi yang belum diamortisasi	(1.806.347)	(2.251.018)	Unamortized transaction cost
Jumlah - Bersih	263.297.517	271.952.846	Total - Net
Dikurangi bagian yang akan jatuh tempo dalam satu tahun			Less current portion
Pihak berelasi (Catatan 38)			Related party (Note 38)
PT Bank Artha Graha Internasional Tbk	600.000	2.450.000	PT Bank Artha Graha Internasional Tbk
Pihak ketiga			Third party
PT Bank Negara Indonesia (Persero) Tbk	10.770.000	6.650.000	PT Bank Negara Indonesia (Persero) Tbk
Jumlah	11.370.000	9.100.000	Total
Biaya transaksi yang belum diamortisasi	(444.640)	(442.294)	Unamortized transaction cost
Jumlah - Bersih	10.925.360	8.657.706	Total - Net
Bagian yang akan jatuh tempo lebih dari satu tahun	252.372.157	263.295.140	Long-term portion

Seluruh utang bank jangka panjang adalah dalam mata uang Rupiah.

All long-term bank loans are denominated in Rupiah.

PT Bank Artha Graha Internasional Tbk (BAG)

Perusahaan

Pada tanggal 17 Maret 2016, Perusahaan memperoleh fasilitas pinjaman *Fixed Loan* dari BAG sebesar Rp 10.000.000 dengan jangka waktu lima (5) tahun. Pada tahun 2022 dan 2021, pinjaman tersebut dikenakan suku bunga sebesar 11% per tahun. Pada bulan Maret 2022, Perusahaan telah melunasi pinjaman *Fixed Loan* dari BAG.

PT Bank Artha Graha Internasional Tbk (BAG)

The Company

On March 17, 2016, the Company obtained Fixed Loan facility from BAG amounting to Rp 10,000,000 with a term of five (5) years. In 2022 and 2021, the loan bears interest of 11% per annum. In March 2022, the Company has settled its fixed loan facility from BAG.

Berdasarkan Perubahan Perjanjian Kredit tanggal 23 Maret 2020, fasilitas-fasilitas *revolving loan* Perusahaan sebesar Rp 65.000.000 telah direstrukturisasi menjadi *fixed loan* dengan jangka waktu tujuh (7) tahun dan dikenakan suku bunga sebesar 11% per tahun dengan penundaan pembayaran cicilan pokok dan bunga selama dua belas (12) bulan.

Based on Amendment of Loan Agreement dated March 23, 2020, the Company's revolving loan facilities amounting to Rp 65,000,000 has been restructed into fixed loan with a term of seven (7) years and bears interest at 11% per annum with postponement of principal and interest payments for twelve (12) months.

Perjanjian Kredit telah mengalami beberapa kali perubahan, terakhir pada tanggal 30 November 2021, Perusahaan memperoleh persetujuan restrukturisasi yang ke-3 terkait dengan pandemi Covid-19 atas fasilitas kredit yang diperoleh dari BAG diantaranya berupa penundaan pembayaran pokok pinjaman dimana pembayaran pokok pinjaman akan dibayarkan mulai April 2022 sampai dengan jatuh tempo pinjaman dan penundaan pembayaran bunga mulai November 2021 sampai dengan Maret 2023.

The Loan Agreement has been amended several times, the latest amendment is dated November 30, 2021, the Company obtained the third restructuring approval related to the Covid-19 pandemic on credit facilities obtained from BAG, among other the postponement of loan principal payments where in the principal of the loan will be paid from April 2022 until maturity date of the loan and the postponement of interest payment from November 2021 to March 2023.

Pinjaman ini dijamin dengan properti investasi milik Perusahaan berupa tanah yang terletak di Pondok Cabe, Sawangan (Catatan 12) dan jaminan fidusia atas piutang usaha milik Hotel Borobudur Jakarta (Catatan 6).

These loans are secured by the Company's investment properties which is land at Pondok Cabe, Sawangan (Note 12) and fiduciary on trade accounts receivable of Hotel Borobudur Jakarta (Note 6).

DA

DA

Berdasarkan Perubahan Perjanjian Kredit tanggal 28 Mei 2020, fasilitas-fasilitas *revolving loan* DA, entitas anak, sebesar Rp 73.974.000 telah direstrukturisasi menjadi *fixed loan* dengan jangka waktu tujuh (7) tahun dan dikenakan suku bunga sebesar 11% per tahun dengan penundaan pembayaran cicilan pokok dan bunga selama dua belas (12) bulan.

Based on Amendment of Loan Agreement dated May 28, 2020, revolving loan facilities DA, a subsidiary, amounting to Rp 73,974,000 has been restructured into fixed loan with a term of seven (7) years and bears interest at 11% per annum with postponement of principal and interest payments for twelve (12) months.

Pinjaman ini dijamin dengan persediaan tanah milik PT Nusagraha Adicitra, entitas anak, (Catatan 8).

This bank loan is secured by land of PT Nusagraha Adicitra, a subsidiary, (Note 8).

Perjanjian Kredit telah mengalami beberapa kali perubahan, terakhir pada tanggal 29 November 2021, DA, entitas anak, memperoleh persetujuan restrukturisasi yang ke-3 terkait dengan pandemi Covid-19 atas fasilitas kredit yang diperoleh dari BAG, diantaranya berupa penundaan pembayaran pokok pinjaman dimana pembayaran pokok pinjaman akan dibayarkan mulai April 2022 sampai dengan jatuh tempo pinjaman dan penundaan pembayaran bunga mulai November 2021 sampai dengan Maret 2023.

The Loan Agreement has been amended several times, the latest amendment is dated November 29, 2021, DA, a subsidiary, obtained the third restructuring approval related to the Covid-19 pandemic on credit facilities obtained from BAG, among other the postponement of loan principal payments where in the principal of the loan will be paid from April 2022 until maturity date of the loan and the postponement of interest payment from November 2021 to March 2023.

PT Bank Negara Indonesia (Persero) Tbk (BNI)

PT Bank Negara Indonesia (Persero) Tbk (BNI)

Pada tanggal 14 Maret 2019, DA, entitas anak, memperoleh fasilitas pinjaman Kredit Investasi dari PT Bank Negara Indonesia (Persero) Tbk untuk pembiayaan pembangunan Gedung Tambahan - Lot 25 dengan jumlah maksimum pinjaman sebesar Rp 134.520.000. Jangka waktu pinjaman 108 bulan terhitung sejak setiap tanggal penarikan termasuk 30 bulan masa tenggang *(grace period)*. Pada tanggal 31 Desember 2022 dan 2021 pinjaman ini dikenakan suku bunga masing-masing sebesar 8% dan 9% per tahun. DA telah mencairkan fasilitas ini sebesar Rp 134.504.864.

On March 14, 2019, DA, a subsidiary, obtained Investment Credit loan facility from PT Bank Negara Indonesia (Persero) Tbk, for financing the development of Annexe Building - Lot 25 with maximum facility of Rp 134,520,000. The term of loan facility is 108 months from each drawdown date including 30 months grace period. As of December 31, 2022 and 2021 the loan bears interest rate of 8% and 9% per annum, respectively. DA has withdrawn from the facility amounting to Rp 134,504,864.

Pinjaman ini dijamin dengan sebidang tanah di KNTS, milik DA, dan klaim asuransi atas *project cost* pembangunan Gedung Tambahan.

This bank loan is secured by land at SCBD owned by DA and insurance claims for the project cost for the development of Annexe Building.

Jadwal pembayaran pinjaman bank jangka panjang adalah sebagai berikut:

The payment schedule for the long-term bank loans follows:

	2022	2021	
Jatuh tempo dalam:			Due within:
Satu tahun	11.370.000	9.100.000	One year
Dua tahun	19.875.000	11.370.000	Two years
Tiga tahun	61.750.000	19.875.000	Three years
Empat tahun	85.050.000	61.750.000	Four years
Lima tahun	73.819.000	85.050.000	Five years
Enam tahun	13.239.864	73.819.000	Six years
Tujuh tahun	-	13.239.864	Seven years
Jumlah	265.103.864	274.203.864	Total
Biaya transaksi yang belum diamortisasi	(1.806.347)	(2.251.018)	Unamortized transaction cost
Jumlah - Bersih	263.297.517	271.952.846	Total - Net

Beban bunga utang bank bank jangka panjang dialokasikan sebagai berikut:

Interest expense on long-term bank loans is allocated as follows:

	2022	2021	
Properti investasi (Catatan 12)	-	3.965.497	Investment properties (Note 12)
Beban bunga dan keuangan lainnya	32.999.484	36.201.550	Interest and other financial charges
Jumlah	32.999.484	40.167.047	Total

Beban bunga yang belum dibayar pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp 43.761.572 dan Rp 21.237.029 dan dicatat sebagai bagian dari akun “Beban akrual” pada laporan posisi keuangan konsolidasian (Catatan 19).

Unpaid interest as of December 31, 2022 and 2021 amounted to Rp 43,761,572 and Rp 21,237,029, respectively, and recorded as part of “Accrued expenses” in the consolidated statements of financial position (Note 19).

27. Pengukuran Nilai Wajar

Tabel berikut menyajikan pengukuran nilai wajar aset dan liabilitas tertentu Grup:

27. Fair Value Measurement

The following table provides the fair value measurement of the Group's certain assets and liabilities:

	2022				
		Pengukuran nilai wajar menggunakan:/ *Fair value measurement using:*			
	Nilai Tercatat/ *Carrying Values*	Harga kuotasian dalam pasar aktif (Level 1)/ *Quoted prices in active markets (Level 1)*	Input signifikan yang dapat di observasi (Level 2)/ *Significant observable inputs (Level 2)*	Input signifikan yang tidak dapat diobservasi (Level 3)/ *Significant unobservable inputs (Level 3)*	
Aset yang nilai wajarnya disajikan:					***Assets for which fair values are disclosed:***
Properti investasi yang dicatat pada biaya perolehan (Catatan 12)	1.531.519.707	-	6.100.350.400	-	Investment properties carried at cost (Note 12)
Aset tetap yang dicatat pada biaya perolehan					**Property and equipment carried at cost**
Tanah dan bangunan (Catatan 13)	714.511.300	-	6.140.065.000	-	Land and buildings (Note 13)
Liabilitas yang nilai wajarnya disajikan:					
(termasuk bagian yang akan jatuh tempo dalam waktu satu tahun dan lebih dari satu tahun)					***Liabilities for which fair values are disclosed:*** (including current and noncurrent portion)
Utang bank jangka panjang (Catatan 26)	263.297.517	-	263.297.517	-	Long-term bank loan (Note 26)
Setoran jaminan (Catatan 25)	678.680.171	-	666.054.631	-	Security deposits (Note 25)

	2021				
		Pengukuran nilai wajar menggunakan:/ *Fair value measurement using:*			
	Nilai Tercatat/ *Carrying Values*	Harga kuotasian dalam pasar aktif (Level 1)/ *Quoted prices in active markets (Level 1)*	Input signifikan yang dapat di observasi (Level 2)/ *Significant observable inputs (Level 2)*	Input signifikan yang tidak dapat diobservasi (Level 3)/ *Significant unobservable inputs (Level 3)*	
Aset yang nilai wajarnya disajikan:					***Assets for which fair values are disclosed:***
Properti investasi yang dicatat pada biaya perolehan (Catatan 12)	1.568.000.309	-	6.115.634.600	-	Investment properties carried at cost (Note 12)
Aset tetap yang dicatat pada biaya perolehan					**Property and equipment carried at cost**
Tanah dan bangunan (Catatan 13)	736.260.089	-	6.374.275.000	-	Land and buildings (Note 13)
Liabilitas yang nilai wajarnya disajikan:					
(termasuk bagian yang akan jatuh tempo dalam waktu satu tahun dan lebih dari satu tahun)					***Liabilities for which fair values are disclosed:*** (including current and noncurrent portion)
Utang bank jangka panjang (Catatan 26)	271.952.846	-	271.952.846	-	Long-term bank loan (Note 26)
Setoran jaminan (Catatan 25)	668.239.682	-	655.614.143	-	Security deposits (Note 25)

Nilai wajar instrumen keuangan yang tidak diperdagangkan di pasar aktif ditentukan menggunakan teknik penilaian. Teknik penilaian ini memaksimalkan penggunaan data pasar yang dapat diobservasi yang tersedia dan sesedikit mungkin mengandalkan estimasi spesifik yang dibuat oleh entitas. Jika seluruh input signifikan yang dibutuhkan untuk menentukan nilai wajar dapat diobservasi, maka instrumen tersebut termasuk dalam hirarki Level 2.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on entity's specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

28. Modal Saham

Susunan kepemilikan saham Perusahaan pada tanggal 31 Desember 2022 dan 2021 berdasarkan laporan yang dibuat oleh PT Raya Saham Registra, Biro Administrasi Efek, sebagai berikut:

28. Capital Stock

As of December 31, 2022 and 2021, the shares ownership in the Company, based on the records of PT Raya Saham Registra, shares' registrar, as follows:

Nama Pemegang Saham	2022 Jumlah Saham/ *Number of Shares*	2022 Persentase Kepemilikan/ *Percentage of Ownership* %	2022 Jumlah Modal Disetor/ *Total Paid-up Capital Stock*	Names of Stockholders
Pemegang Saham Indonesia				**Indonesian Stockholders**
PT Kresna Aji Sembada	932.401.192	40,03	466.200.596	PT Kresna Aji Sembada
Tn. Tomy Winata	306.243.700	13,15	153.121.850	Mr. Tomy Winata
PT Catur Kusuma Abadi Sejahtera	164.604.361	7,07	82.302.181	PT Catur Kusuma Abadi Sejahtera
Tn. Sukardi Tandijono Tang	140.880.000	6,05	70.440.000	Mr. Sukardi Tandijono Tang
Tn. Tony Soesanto	917.200	0,04	458.600	Mr. Tony Soesanto
Nn. Lanny Pujilestari Liga	30.000	0,00	15.000	Miss. Lanny Pujilestari Liga
Pemegang saham Indonesia lainnya (masing-masing dengan kepemilikan kurang dari 5%)	392.091.274	16,83	196.045.637	Other Indonesian stockholders (with ownership interest of less than 5% each)
Jumlah	1.937.167.727	83,17	968.583.864	Total
Pemegang Saham Asing (masing-masing dengan kepemilikan kurang dari 5%)	391.872.755	16,83	195.936.377	**Foreign Stockholders** (with ownership interest of less than 5% each)
Jumlah	2.329.040.482	100,00	1.164.520.241	Total

Nama Pemegang Saham	2021 Jumlah Saham/ *Number of Shares*	2021 Persentase Kepemilikan/ *Percentage of Ownership* %	2021 Jumlah Modal Disetor/ *Total Paid-up Capital Stock*	Names of Stockholders
Pemegang Saham Indonesia				**Indonesian Stockholders**
PT Kresna Aji Sembada	932.401.192	40,03	466.200.596	PT Kresna Aji Sembada
Tn. Tomy Winata	306.243.700	13,15	153.121.850	Mr. Tomy Winata
PT Catur Kusuma Abadi Sejahtera	164.604.361	7,07	82.302.181	PT Catur Kusuma Abadi Sejahtera
Tn. Sukardi Tandijono Tang	140.880.000	6,05	70.440.000	Mr. Sukardi Tandijono Tang
Tn. Tony Soesanto	917.200	0,04	458.600	Mr. Tony Soesanto
Nn. Lanny Pujilestari Liga	30.000	0,00	15.000	Miss. Lanny Pujilestari Liga
Pemegang saham Indonesia lainnya (masing-masing dengan kepemilikan kurang dari 5%)	369.343.574	15,86	184.671.786	Other Indonesian stockholders (with ownership interest of less than 5% each)
Jumlah	1.914.420.027	82,20	957.210.013	Total
Pemegang Saham Asing (masing-masing dengan kepemilikan kurang dari 5%)	414.620.455	17,80	207.310.228	**Foreign Stockholders** (with ownership interest of less than 5% each)
Jumlah	2.329.040.482	100,00	1.164.520.241	Total

Perusahaan telah mencatatkan seluruh sahamnya pada Bursa Efek Indonesia.

All of the shares of the Company are listed in the Indonesia Stock Exchange.

Manajemen Permodalan

Tujuan utama dari pengelolaan modal Grup adalah untuk memastikan bahwa Grup mempertahankan rasio modal yang sehat dalam rangka mendukung bisnis dan memaksimalkan nilai pemegang saham.

Grup mengelola struktur modal dan membuat penyesuaian terhadap struktur modal sehubungan dengan perubahan kondisi ekonomi. Grup memantau modalnya dengan menggunakan analisa *gearing ratio* (rasio utang terhadap modal), yakni membagi utang bersih (terdiri dari utang obligasi dan utang bank) terhadap jumlah ekuitas.

Rasio utang bersih terhadap modal pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Capital Management

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. The Group monitors its capital using gearing ratios, by dividing net debt (consisting of bonds payable and bank loans) by total equity.

Ratio of net debt to equity as of December 31, 2022 and 2021 follows:

	2022	2021	
Jumlah pinjaman dan utang	269.297.517	277.952.846	Total loans and payables
Dikurangi: kas dan setara kas	324.480.649	299.602.293	Less: cash and cash equivalents
Utang bersih	(55.183.132)	(21.649.447)	Net debt
Ekuitas	4.725.855.356	4.773.260.748	Total Equity
Rasio pinjaman dan utang bersih terhadap modal	-	-	Net Debt-to-Equity Ratio

29. Tambahan Modal Disetor - Bersih

Akun ini merupakan tambahan modal disetor sehubungan dengan:

29. Additional Paid-in Capital - Net

This account represents additional paid-in capital in connection with the following:

	Jumlah/*Amount*	
Agio modal saham yang berasal dari:		Premium on capital stock from:
Penawaran Umum Saham Perdana (1984)	6.472.000	Initial Public Offering (1984)
Penawaran Umum Saham Kedua (1988)	16.585.000	Second Public Offering (1988)
Pencatatan Saham Pendiri (1989)	2.026.000	Listing of Founders' Shares (1989)
Pencatatan Saham *Private Placement* (1991)	460.000	Listing of Private Placements of Shares (1991)
Pencatatan Saham Pendiri (1992)	653.998.355	Listing of Founders' Shares (1992)
Pencatatan Saham yang berasal dari Penukaran Waran (1992)	538.200.000	Listing of Shares from Conversion of Warrants (1992)
Penawaran Umum Terbatas I (1996)	275.030.586	Rights Issue I (1996)
Pencatatan Saham yang berasal dari Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu (2011)	299.250.962	Listing of Shares from Additional Capital Stock without Pre-emptive Rights (2011)
Konversi tambahan modal disetor ke saham bonus (1994)	(257.338.560)	Conversion of additional paid-in capital to bonus shares (1994)
Biaya emisi saham	(17.191.895)	Stock issuance costs
Selisih nilai transaksi restrukturisasi entitas sepengendali	(868.563.770)	Difference in value of restructuring transactions among entities under common control
Tambahan modal disetor dari program pengampunan pajak (2016)	6.976.229	Additional paid-in capital from tax amnesty program (2016)
Tambahan modal disetor dari program pengampunan pajak (2017)	16.454	Additional paid-in capital from tax amnesty program (2017)
Saldo pada tanggal 31 Desember 2022 dan 2021	655.921.361	Balance as of December 31, 2022 and 2021

Biaya emisi saham merupakan biaya sehubungan dengan Penawaran Umum Terbatas I pada bulan Juli 1996 dan Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu pada bulan Juni 2011.

Stock issuance cost represents the cost related to the Company's Right Issue I in July 1996 and Additional Capital Stock without Pre-emptive Right in June 2011.

30. Kepentingan Nonpengendali / 30. Non-controlling Interests

a. Kepentingan nonpengendali atas aset (liabilitas) bersih entitas anak / a. Non-controlling interests in net assets (liabilities) of the subsidiaries

	2022	2021	
PT Danayasa Arthatama	667.203.983	653.231.676	PT Danayasa Arthatama
PT Pacific Place Jakarta	372.102.664	423.484.673	PT Pacific Place Jakarta
PT Artharaya Bintang Semesta	172.190.723	195.005.671	PT Artharaya Bintang Semesta
PT Dharma Harapan Raya	4.526.292	4.256.019	PT Dharma Harapan Raya
PT Trinusa Wiragraha	24.614	24.614	PT Trinusa Wiragraha
PT Citra Wiradaya	918	889	PT Citra Wiradaya
PT Panduneka Abadi	201	201	PT Panduneka Abadi
PT Pusatgraha Makmur	191	191	PT Pusatgraha Makmur
PT Esagraha Puripratama	187	187	PT Esagraha Puripratama
PT Intigraha Arthayasa	163	166	PT Intigraha Arthayasa
PT Artharaya Unggul Abadi	159	163	PT Artharaya Unggul Abadi
PT Nusagraha Adicitra	158	162	PT Nusagraha Adicitra
PT Artha Telekomindo	145	131	PT Artha Telekomindo
PT Grahaputra Sentosa	81	75	PT Grahaputra Sentosa
PT Grahamas Adisentosa	67	76	PT Grahamas Adisentosa
PT Adimas Utama	52	52	PT Adimas Utama
PT Citra Adisarana	(49)	(49)	PT Citra Adisarana
PT Graha Sampoerna	(18.816)	(13.759)	PT Graha Sampoerna
PT Majumakmur Arthasentosa	(2.102.022)	(1.897.301)	PT Majumakmur Arthasentosa
PT Andana Utamagraha	(9.900.260)	(9.039.735)	PT Andana Utamagraha
Jumlah	1.204.029.451	1.265.054.102	Total

b. Kepentingan nonpengendali atas jumlah penghasilan (rugi) komprehensif entitas anak / b. Non-controlling interests in total comprehensive income (loss) of the subsidiaries

	2022	2021	
PT Pacific Place Jakarta	82.717.991	(2.720.394)	PT Pacific Place Jakarta
PT Artharaya Bintang Semesta	36.745.052	(1.232.696)	PT Artharaya Bintang Semesta
PT Danayasa Arthatama	13.972.307	(3.629.813)	PT Danayasa Arthatama
PT Dharma Harapan Raya	270.273	551.334	PT Dharma Harapan Raya
PT Citra Wiradaya	29	(26)	PT Citra Wiradaya
PT Artha Telekomindo	14	1	PT Artha Telekomindo
PT Grahaputra Sentosa	6	(89)	PT Grahaputra Sentosa
PT Intigraha Arthayasa	(3)	(4)	PT Intigraha Arthayasa
PT Artharaya Unggul Abadi	(4)	(6)	PT Artharaya Unggul Abadi
PT Nusagraha Adicitra	(4)	(7)	PT Nusagraha Adicitra
PT Grahamas Adisentosa	(9)	(10)	PT Grahamas Adisentosa
PT Graha Sampoerna	(5.057)	(2.398)	PT Graha Sampoerna
PT Majumakmur Arthasentosa	(204.721)	(643.489)	PT Majumakmur Arthasentosa
PT Andana Utamagraha	(860.525)	(628.078)	PT Andana Utamagraha
Jumlah	132.635.349	(8.305.675)	Total

31. Pendapatan Usaha / Revenues

Rincian pendapatan usaha Grup menurut bidang usahanya sebagai berikut:

The details of the Group's revenues classified based on line of business follows:

	2022	2021	
Real estat	557.559.728	388.651.879	Real estate
Usaha hotel	469.518.758	296.875.199	Hotel
Jasa telekomunikasi	237.454.339	215.607.897	Telecommunication services
Jasa manajemen perhotelan	2.445.217	1.804.293	Hotel management services
Jumlah	1.266.978.042	902.939.268	Total

Pendapatan real estat terutama berasal dari pendapatan sewa "Pacific Place Mall" dan "Revenue Tower".

Real estate revenues mostly pertain to rental of "Pacific Place Mall" and "Revenue Tower".

Pada tahun 2022 dan 2021, tidak terdapat pendapatan usaha dari pihak tertentu yang melebihi 10% dari jumlah pendapatan usaha.

In 2022 and 2021, there were no revenues from certain parties which exceeded 10% of the total revenues.

32. Beban Pokok Penjualan / Cost of Revenues

Rincian dari beban pokok penjualan Grup sebagai berikut:

The details of the Group's cost of revenues follows:

	2022	2021	
Usaha hotel	209.505.304	150.062.728	Hotel
Real estat	84.645.282	106.320.228	Real estate
Jumlah	294.150.586	256.382.956	Total

Tidak terdapat pembelian kepada pihak tertentu yang melebihi 10% dari jumlah pendapatan usaha.

There were no purchases from certain parties which exceeded 10% of the total revenues.

33. Beban Umum dan Administrasi / General and Administrative Expenses

	2022	2021	
Real estat	466.005.435	406.424.207	Real estate
Usaha hotel	218.958.731	204.178.463	Hotel
Jasa telekomunikasi	192.528.419	196.580.650	Telecommunication services
Jasa manajemen perhotelan	14.567.306	14.186.828	Hotel management services
Jumlah	892.059.891	821.370.148	Total

34. Pendapatan Sewa dan Pengelolaan Kawasan

Rincian pendapatan sewa dan pengelolaan kawasan adalah sebagai berikut:

34. Revenues from Rental and Estate Management

Rental revenues and estate management were generated from the following tenants:

	2022		
	Jumlah Pendapatan/ *Total Revenues*	Persentase dari Jumlah Pendapatan Terkait/ *Percentage to Total Related Revenue* %	
PT Electronic City Indonesia Tbk	29.231.276	15,97	PT Electronic City Indonesia Tbk
PT Lucky Strategis	17.456.137	9,53	PT Lucky Strategis
PT Karunia Arthaprima	14.441.148	7,89	PT Karunia Arthaprima
PT Kawasan Mandiri Bersama	12.727.374	6,95	PT Kawasan Mandiri Bersama
Lain-lain (masing-masing kurang dari 5%)	109.221.877	59,66	Others (less than 5% each)
Jumlah	183.077.812	100,00	Total

	2021		
	Jumlah Pendapatan/ *Total Revenues*	Persentase dari Jumlah Pendapatan Terkait/ *Percentage to Total Related Revenue* %	
PT Electronic City Indonesia Tbk	29.555.697	17,68	PT Electronic City Indonesia Tbk
PT Lucky Strategis	17.055.674	10,20	PT Lucky Strategis
PT Kawasan Mandiri Bersama	14.837.750	8,88	PT Kawasan Mandiri Bersama
Lain-lain (masing-masing kurang dari 5%)	105.701.866	63,24	Others (less than 5% each)
Jumlah	167.150.987	100,00	Total

35. Imbalan Kerja Jangka Panjang

Besarnya imbalan kerja jangka panjang dihitung berdasarkan peraturan yang berlaku.

Program pensiun iuran pasti

Imbalan kerja jangka panjang The Ritz-Carlton Jakarta, Pacific Place (RCPP) didanai melalui program dana pensiun iuran pasti. Dana tersebut dikelola oleh DPLK Manulife Financial. Iuran pensiun yang ditanggung RCPP berkisar antara 3% - 7% dari gaji pokok bulanan karyawan dan tergantung kepada masa kerja karyawan tersebut. Selama tahun 2022 dan 2021, iuran yang ditanggung oleh RCPP masing-masing sebesar Rp 2.285.184 dan Rp 2.067.468.

35. Long-term Employee Benefits

The amount of long-term employee benefits is determined based on the outstanding regulation.

Defined contribution pension plan

The Ritz-Carlton Jakarta, Pacific Place (RCPP) provides defined contribution pension plan, which is managed by DPLK Manulife Financial. Portion of contribution borne by RCPP, ranging from 3% - 7% of the employees' gross monthly salaries and was based on years of service. During 2022 and 2021, portion of contribution borne by the RCPP amounted to Rp 2,285,184 and Rp 2,067,468, respectively.

Program pensiun manfaat pasti

Imbalan kerja jangka panjang Perusahaan sebagian didanai melalui program dana pensiun manfaat pasti.

Dana Pensiun tersebut dikelola oleh Dana Pensiun Jakarta International Hotels & Development (DAPEN JIHD) yang pendiriannya telah disetujui oleh Menteri Keuangan Republik Indonesia berdasarkan surat No. KEP-366/KM.17/2000 tanggal 2 Oktober 2000. Selama tahun 2022 dan 2021, iuran pensiun yang ditanggung oleh Perusahaan sebesar 20,64% dari gaji pokok bulanan karyawan.

Perhitungan aktuaria terakhir atas dana pensiun dan liabilitas imbalan kerja jangka panjang Perusahaan tersebut dilakukan oleh Kantor Konsultan Aktuaria Agus Setyadi, FSAI, aktuaris independen, tertanggal 16 Maret 2023.

Jumlah karyawan Grup yang berhak atas imbalan kerja jangka panjang tersebut masing-masing sebanyak 1.333 dan 1.453 karyawan (tidak diaudit) pada tahun 2022 dan 2021.

Jumlah-jumlah yang diakui di laporan laba rugi dan penghasilan komprehensif lain konsolidasian sehubungan dengan imbalan pasti adalah sebagai berikut:

Defined post-employment benefits

The Company provides post-employment benefits through defined benefits pension plan.

The pension fund is managed by Dana Pensiun Jakarta International Hotels & Development (DAPEN JIHD), which Deed of Establishment was approved by the Ministry of Finance of the Republic of Indonesia No. KEP-366/KM.17/2000 dated October 2, 2000. During 2022 and 2021, portion of contributions borne by the Company is 20.64% of the employees gross monthly salaries.

The latest actuarial valuation upon the pension fund and the long-term employee benefits liability reserve of the Company was prepared by Kantor Konsultan Aktuaria Agus Setyadi, FSAI, an independent actuary, dated March 16, 2023.

Number of the Group eligible employees is 1,333 and 1,453 employees (unaudited) in 2022 and 2021, respectively.

Amounts recognized in the consolidated statements of profit or loss and other comprehensive income in respect of this benefit plans follows:

	2022	2021	
Beban jasa kini	9.711.894	11.012.889	Current service costs
Beban jasa lalu	(1.653.758)	(23.269.690)	Past service costs
Beban bunga	7.310.605	8.791.908	Interest costs
Hasil keuntungan dari aset program	(1.817.088)	(2.007.783)	Return on plan assets
Keuntungan atas penyelesaian	(771.194)	-	Gain on settlement
Komponen biaya (penghasilan) imbalan pasti yang diakui di laba rugi	12.780.459	(5.472.676)	Components of defined benefit costs (income) recognized in profit or loss
Pengukuran kembali liabilitas imbalan pasti - keuntungan aktuarial diakui dalam penghasilan komprehensif lain	(16.892.141)	(9.863.911)	Remeasurement of the defined benefits liability - actuarial gain recognized in other comprehensive income
Jumlah	(4.111.682)	(15.336.587)	Total

Alokasi beban (penghasilan) imbalan kerja jangka panjang sebagai berikut:

Allocation of long-term employee benefit expense (income) follows:

	2022	2021	
Beban pokok penjualan	1.694.485	4.406.692	Cost of revenues
Beban umum dan administrasi	11.577.779	135.708	General and administrative expenses
Penghasilan lain-lain - bersih	(491.805)	(10.015.076)	Other income - net
Jumlah	12.780.459	(5.472.676)	Total

Mutasi liabilitas imbalan kerja jangka panjang adalah sebagai berikut:

Movements of long-term employee benefits liability follows:

	2022	2021	
Saldo awal tahun	80.774.288	106.629.843	Balance at the beginning of the year
Beban (penghasilan) imbalan kerja jangka panjang tahun berjalan	12.780.459	(5.472.676)	Long-term employee benefits expense (income) during the year
Iuran pensiun	(4.567.569)	(5.290.254)	Pension contribution
Pembayaran selama tahun berjalan	(3.037.059)	(5.228.714)	Payments made during the year
Aset program	3.089.934	-	Plan assets
Pengukuran kembali liabilitas imbalan pasti	(16.892.141)	(9.863.911)	Remeasurement of the defined benefits liability
Saldo akhir tahun	72.147.912	80.774.288	Balance at the end of the year

Asumsi-asumsi aktuarial utama yang digunakan dalam perhitungan imbalan kerja jangka panjang:

Principal actuarial assumptions used in valuation of the long-term employee benefits liability follows:

	2022	2021	
Tabel mortalita	TMI - 2019	TMI - 2019	Mortality table
Usia pensiun normal	50-55 tahun/years	50-55 tahun/years	Normal pension age
Tingkat diskonto per tahun	6,21% - 7,23%	4,48% - 7,13%	Discount rate per annum
Tingkat kenaikan gaji per tahun	5,00% - 8,50%	5,00% - 8,50%	Future salary increases per annum

Analisa sensitivitas liabilitas imbalan pasti di bawah ini ditentukan berdasarkan kemungkinan perubahan asumsi yang terjadi pada tanggal 31 Desember 2022 dan 2021, dengan asumsi lainnya dianggap tetap:

The sensitivity analysis on the defined benefits liability set out below have been determined based on reasonably possible changes of the respective assumptions occurring at December 31, 2022 and 2021, while holding all other assumptions constant:

	2022			
	Dampak terhadap Liabilitas Imbalan Pasti Kenaikan (Penurunan)/ *Impact on Defined Benefit Liability Increase (Decrease)*			
	Perubahan asumsi/ *Change in Assumptions*	Kenaikan asumsi/ *Increase in Assumptions*	Penurunan asumsi/ *Decrease in Assumptions*	
Tingkat diskonto	1%	(5.125.451)	6.250.755	Discount rate
Tingkat pertumbuhan gaji	1%	5.274.019	(5.831.503)	Salary growth rate

	2021			
	Dampak terhadap Liabilitas Imbalan Pasti Kenaikan (Penurunan)/ *Impact on Defined Benefit Liability Increase (Decrease)*			
	Perubahan asumsi/ *Change in Assumptions*	Kenaikan asumsi/ *Increase in Assumptions*	Penurunan asumsi/ *Decrease in Assumptions*	
Tingkat diskonto	1%	(6.690.233)	7.631.017	Discount rate
Tingkat pertumbuhan gaji	1%	6.428.100	(7.532.950)	Salary growth rate

36. Pajak Penghasilan / 36. Income Tax

a. Beban pajak Grup terdiri dari: / a. Tax expense of the Group consists of the following:

	2022	2021	
Pajak kini	11.169.751	10.125.619	Current tax
Pajak tangguhan	6.309.784	645.611	Deferred tax
Jumlah	17.479.535	10.771.230	Total

b. Pajak Kini / b. Current Tax

Rekonsiliasi antara laba (rugi) sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan laba kena pajak (rugi fiskal) Perusahaan adalah sebagai berikut:

A reconciliation between profit (loss) before tax per consolidated statements of profit or loss and other comprehensive income and the taxable income (fiscal loss) of the Company follows:

	2022	2021	
Laba (rugi) sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	150.054.919	(102.847.189)	Profit (loss) before income tax per consolidated statements of profit or loss and other comprehensive income
Laba sebelum pajak entitas anak	(237.323.040)	(6.871.854)	Profit before tax of the subsidiaries
Rugi sebelum pajak Perusahaan	(87.268.121)	(109.719.043)	Loss before tax of the Company
Penyesuaian untuk pendapatan yang telah dikenakan pajak final	(2.780.995)	(2.155.407)	Adjustment for income already subjected to final tax
Rugi sebelum pajak penghasilan	(90.049.116)	(111.874.450)	Loss before income tax
Perbedaan temporer:			Temporary differences:
Perbedaan penyusutan antara fiskal dan komersial	15.653.133	18.426.784	Difference between fiscal and commercial depreciation
Imbalan kerja jangka panjang - bersih	(2.236.791)	(1.577.174)	Long-term employee benefits - net
Cadangan untuk penggantian peralatan usaha	4.207.653	1.026.540	Reserve for replacement of operating equipment
Aset hak-guna	750.761	125.303	Right-of-use assets
Cadangan (pemulihan) kerugian penurunan nilai	1.189.521	(10.300.213)	Provision for (recovery from) impairment
Jumlah	19.564.277	7.701.240	Total

	2022	2021	
Perbedaan tetap:			Permanent differences:
Beban umum dan administrasi	16.538.081	17.047.639	General and administrative expense
Kesejahteraan karyawan	11.476.668	10.553.533	Employees' benefit
Representasi	942.443	573.130	Representation
Ekuitas pada rugi bersih entitas asosiasi	9.009.732	7.824.926	Share in net loss of an associate
Jumlah	37.966.924	35.999.228	Total
Rugi fiskal Perusahaan	(32.517.915)	(68.173.982)	Fiscal loss of the Company

Perhitungan beban dan utang pajak kini Grup adalah sebagai berikut:

The current tax expense and tax payable of the Group are computed as follows:

	2022	2021	
Beban pajak kini			Current tax expense
Perusahaan	-	-	The Company
Entitas Anak	11.169.751	10.125.619	Subsidiaries
Jumlah beban pajak kini	11.169.751	10.125.619	Total current tax expense
Dikurangi pembayaran pajak di muka			Less prepaid income taxes
Perusahaan	-	-	The Company
Entitas Anak	11.867.781	10.831.198	Subsidiaries
Jumlah	11.867.781	10.831.198	Subtotal
Pajak dibayar dimuka	(698.030)	(705.579)	Prepaid taxes
Terdiri dari:			Consists of:
Perusahaan (Catatan 18)	-	-	The Company (Note 18)
Entitas Anak (Catatan 18)	17.567	10.018	Subsidiaries (Note 18)
Entitas Anak (Catatan 9)	(715.597)	(715.597)	Subsidiaries (Note 9)
Jumlah	(698.030)	(705.579)	Total

c. Pajak Tangguhan

c. Deferred Tax

Rincian aset (liabilitas) pajak tangguhan Grup adalah sebagai berikut:

The details of deferred tax assets (liabilities) of the Group are as follows:

	1 Januari 2021/ *January 1, 2021*	Dikreditkan (dibebankan) ke/ *Credited (charged) to* Laba rugi/ *Profit or loss*	Penghasilan komprehensif lain/ *Other comprehensive income*	31 Desember 2021/ *December 31, 2021*	Dikreditkan (dibebankan) ke/ *Credited (charged) to* Laba rugi/ *Profit or loss*	Penghasilan komprehensif lain/ *Other comprehensive income*	31 Desember 2022/ *December 31, 2022*	
Aset pajak tangguhan								Deferred tax assets
Aset tetap	181.888.926	(11.202.886)	-	170.686.040	(10.500.453)	-	160.185.587	Property and equipment
Liabilitas imbalan kerja jangka panjang	16.462.948	(2.817.300)	(1.423.924)	12.221.724	953.374	(3.211.718)	9.963.380	Long-term employee benefits liability
Rugi fiskal	14.658.691	11.145.307	-	25.803.998	(1.536.545)	-	24.267.453	Fiscal loss
Cadangan piutang tak tertagih	6.312.280	(2.266.047)	-	4.046.233	215.905	-	4.262.138	Allowance for doubtful account
Aset lain-lain	-	180.425	-	180.425	34.116	-	214.541	Other assets
Cadangan untuk penggantian peralatan operasional	2.121.804	225.839	-	2.347.643	925.684	-	3.273.327	Reserve for replacement of operating equipment
Aset hak-guna	33.593	35.158	-	68.751	154.446	-	223.197	Right-of-use assets
Jumlah	221.478.242	(4.699.504)	(1.423.924)	215.354.814	(9.753.473)	(3.211.718)	202.389.623	Total
Liabilitas pajak tangguhan								Deferred tax liability
Aset tetap	(69.089.491)	4.053.893	-	(65.035.598)	3.443.689	-	(61.591.909)	Property and equipment
Aset pajak tangguhan - bersih	152.388.751	(645.611)	(1.423.924)	150.319.216	(6.309.784)	(3.211.718)	140.797.714	Deferred tax assets - net

Pada tanggal 31 Maret 2020, Pemerintah Indonesia menerbitkan Peraturan Pemerintah No. 1/2020 yang telah disahkan menjadi UU No. 2 tanggal 16 Mei 2020 tentang Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan untuk Penanganan Pandemi *Corona Virus Disease* (Covid-19) yang antara lain mengubah tarif pajak penghasilan badan dari sebelumnya 25% menjadi 22% untuk tahun-tahun pajak 2020 dan 2021, dan menjadi 20% mulai tahun pajak 2022.

On March 31, 2020, the Government issued Government Regulation No. 1/2020 which has passed into UU No. 2 dated May 16, 2020 relating to State Financial Policies and Financial System Stability in Response to Corona Virus Disease (Covid-19) outbreak in which among others, changed the corporate income tax rate from previously 25% to 22% for fiscal years 2020 and 2021, and further decrease to 20% in fiscal year 2022.

Pada tanggal 7 Oktober 2021, Dewan Perwakilan Rakyat Republik Indonesia mengesahkan Undang-Undang Harmonisasi Peraturan Perpajakan, yang antara lain menetapkan tarif pajak penghasilan badan sebesar 22% untuk tahun pajak 2022 dan seterusnya. Grup telah menerapkan perubahan tarif pajak penghasilan badan yang baru tersebut dalam perhitungan pajaknya.

On October 7, 2021, the House of Representatives of the Republic of Indonesia passed the Law on the Harmonization of Tax Regulations, which stipulates a corporate income tax rate of 22% for the fiscal year 2022 onwards, among others. The Group has adopted the change of new corporate income tax rate in computing its income taxes.

Rincian aset (liabilitas) pajak tangguhan masing-masing entitas adalah sebagai berikut:

The details of deferred tax assets (liabilities) for each entity are as follows:

	2022	2021	
Aset pajak tangguhan - bersih			Deferred tax assets - net
PT Pacific Place Jakarta	132.290.475	146.175.172	PT Pacific Place Jakarta
PT Artha Telekomindo	9.799.194	8.953.492	PT Artha Telekomindo
PT Danayasa Arthatama	4.889.614	3.940.637	PT Danayasa Arthatama
PT Dharma Harapan Raya	477.585	470.986	PT Dharma Harapan Raya
Jumlah	147.456.868	159.540.287	Total
Liabilitas pajak tangguhan - bersih			Deferred tax liabilities - net
Perusahaan	(6.659.154)	(9.221.071)	The Company
Bersih	140.797.714	150.319.216	Net

Rekonsiliasi antara beban pajak yang dihitung dengan menggunakan tarif pajak yang berlaku dengan laba (rugi) akuntansi sebelum pajak seperti yang tercantum dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

A reconciliation between total tax expense and the amounts computed by applying the effective tax rates to profit (loss) before tax per consolidated statements of profit or loss and other comprehensive income is as follows:

	2022	2021	
Laba (rugi) sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	150.054.919	(102.847.189)	Profit (loss) before income tax per consolidated statements of profit or loss and other comprehensive income
Laba sebelum pajak entitas anak	(237.323.040)	(6.871.854)	Profit before tax of the subsidiaries
Rugi sebelum pajak Perusahaan	(87.268.121)	(109.719.043)	Loss before tax of the Company
Penyesuaian untuk pendapatan yang telah dikenakan pajak final	(2.780.995)	(2.155.407)	Adjustment for income already subjected to final tax
Rugi sebelum pajak penghasilan	(90.049.116)	(111.874.450)	Loss before income tax
Penghasilan pajak dengan tarif pajak yang berlaku	(19.810.805)	(24.612.379)	Tax benefit at effective tax rate
Pengaruh pajak atas perbedaan tetap:			Tax effect of permanent differences:
Beban umum dan administrasi	3.638.378	3.750.480	General and administrative expense
Kesejahteraan karyawan	2.524.867	2.321.777	Employees' Benefits
Representasi	207.338	126.089	Representation
Ekuitas pada rugi bersih entitas asosiasi	1.982.141	1.721.484	Share in net loss of an associate
Bersih	8.352.724	7.919.830	Net
Jumlah beban pajak Perusahaan	(11.458.081)	(16.692.549)	Total tax of expense of the Company
Aset pajak tangguhan yang tidak diakui	7.153.941	14.998.276	Unrecognized deferred tax assets
Penyesuaian aset pajak tangguhan	45.790	-	Adjustment on deffered taxes assets
Jumlah beban pajak entitas anak	21.737.885	12.465.503	Total tax expense of the subsidiaries
Jumlah Beban Pajak	17.479.535	10.771.230	Total Tax Expense

37. Laba (Rugi) per Saham

Perhitungan rugi per saham sebagai berikut:

37. Earnings (Loss) per Share

The calculation of loss per share follows:

	2022	2021	
Laba (rugi) tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	3.871.071	(104.238.585)	Profit (loss) for the year attributable to owners of the Parent Company
Rata-rata tertimbang jumlah saham beredar selama tahun berjalan	2.329.040.482	2.329.040.482	Weighted average number of shares outstanding during the year
Laba (rugi) per saham (dalam Rupiah penuh)	1,66	(44,76)	Earnings (loss) per share (in full Rupiah)

38. Sifat dan Transaksi Pihak Berelasi

Sifat Pihak Berelasi

a. Perusahaan Asosiasi dan Ventura Bersama:

- PT Bina Mulia Unika
- PT First Jakarta International
- PT Golden Pasifik Mas
- PT Kreasi Cipta Karsa
- PT Lentera Duasatu Propertindo

b. Berikut adalah perusahaan yang pemegang sahamnya baik secara langsung maupun tidak langsung sama dengan Grup:

- Artha Graha Peduli
- PT Arthagraha General Insurance
- PT Bakti Artha Reksa Sejahtera
- PT Bank Artha Graha Internasional Tbk
- PT Buanagraha Arthaprima
- PT Cemerlang Pola Cahaya
- PT Danatel Pratama
- PT Electronic City Indonesia Tbk
- PT Graha Artha Sentosa Sejahtera
- PT Kharisma Arya Paksi
- PT Manggala Prima Artha

Transaksi dengan Pihak Berelasi

Dalam kegiatan usahanya, Grup melakukan transaksi tertentu dengan pihak-pihak berelasi, yang meliputi antara lain:

38. Nature of Relationship and Transactions with Related Parties

Nature of Relationship

a. Associates and Joint Ventures:

b. The following are the related parties which, directly or indirectly, have the same stockholders with that of the Group:

Transactions with Related Parties

In the normal course of business, the Group entered into certain transactions with related parties, involving the following:

a. Rincian jenis transaksi yang signifikan dengan pihak berelasi adalah sebagai berikut:

a. A summary of accounts relating to significant transactions with related parties as follows:

	Jumlah/*Total*		Persentase terhadap Jumlah Aset/Liabilitas/ *Percentage to Total Assets/Liabilities*		
	2022	2021	2022	2021	
			%	%	
Aset					**Assets**
Aset Lancar					**Current Assets**
Kas dan setara kas					Cash and cash equivalents
PT Bank Artha Graha Internasional Tbk					PT Bank Artha Graha Internasional Tbk
Bank	46.525.914	30.021.708	0,71	0,45	Cash in banks
Deposito berjangka	172.122.700	132.658.103	2,61	2,01	Time deposits
Jumlah	218.648.614	162.679.811	3,32	2,46	Total
Piutang usaha					Trade accounts receivable
PT Kharisma Arya Paksi	3.324.492	3.542.975	0,05	0,05	PT Kharisma Arya Paksi
PT Bank Artha Graha Internasional Tbk	1.179.132	2.064.898	0,02	0,03	PT Bank Artha Graha Internasional Tbk
Lain-lain	2.448.836	2.512.497	0,04	0,04	Others
Jumlah	6.952.460	8.120.370	0,11	0,12	Total
Cadangan kerugian penurunan nilai	(388.537)	(697.591)	(0,01)	(0,01)	Allowance for impairment
Jumlah - Bersih	6.563.923	7.422.779	0,10	0,11	Total - Net
Piutang lain-lain					Other accounts receivable
PT Bank Artha Graha Internasional Tbk	106.130	115.102	0,00	0,00	PT Bank Artha Graha Internasional Tbk
PT Kharisma Arya Paksi	49.760	25.162	0,00	0,00	PT Kharisma Arya Paksi
Jumlah	155.890	140.264	0,00	0,00	Total
Biaya dibayar di muka					Prepaid expenses
PT Arthagraha General Insurance	4.777.750	4.670.271	0,07	0,07	PT Arthagraha General Insurance
PT Buanagraha Arthaprima	126.760	304.427	0,00	0,00	PT Buanagraha Arthaprima
PT First Jakarta International	124.407	124.407	0,00	0,00	PT First Jakarta International
PT Bakti Artha Reksa Sejahtera	11.556	-	0,00	-	PT Bakti Artha Reksa Sejahtera
Jumlah	5.040.473	5.099.105	0,07	0,07	Total
Aset lancar lain-lain					Other current assets
PT Buanagraha Arthaprima	732.285	732.285	0,01	0,01	PT Buanagraha Arthaprima
PT First Jakarta International	292.221	292.221	0,00	0,00	PT First Jakarta International
PT Bank Artha Graha Internasional Tbk	1.000	1.000	0,00	0,00	PT Bank Artha Graha Internasional Tbk
Jumlah	1.025.506	1.025.506	0,01	0,01	Total
Aset Tidak Lancar					**Noncurrent Assets**
Piutang lain-lain					Other accounts receivable
PT Lentera Duasatu Propertindo	17.710.000	17.710.000	0,27	0,27	PT Lentera Duasatu Propertindo
PT Kharisma Arya Paksi	1.020.000	1.020.000	0,02	0,02	PT Kharisma Arya Paksi
Jumlah	18.730.000	18.730.000	0,29	0,29	Total
Cadangan kerugian penurunan nilai	(9.245.897)	(8.715.078)	(0,14)	(0,13)	Allowance for impairment
Jumlah - Bersih	9.484.103	10.014.922	0,15	0,16	Total - Net
Investasi saham					Investments in shares of stock
PT Kreasi Cipta Karsa	260.597.467	212.702.453	3,96	3,22	PT Kreasi Cipta Karsa
PT First Jakarta International	48.212.556	57.223.487	0,73	0,87	PT First Jakarta International
PT Lentera Duasatu Propertindo	40.813.045	39.632.629	0,62	0,60	PT Lentera Duasatu Propertindo
PT Bina Mulia Unika	5.767.994	5.626.979	0,09	0,09	PT Bina Mulia Unika
PT Golden Pasifik Mas	984.000	984.000	0,01	0,01	PT Golden Pasifik Mas
Jumlah	356.375.062	316.169.548	5,41	4,79	Total
Aset pengampunan pajak					Tax amnesty assets
PT First Jakarta International	3.057.773	3.057.773	0,05	0,05	PT First Jakarta International
PT Manggala Prima Artha	5.000	5.000	0,00	0,00	PT Manggala Prima Artha
Jumlah	3.062.773	3.062.773	0,05	0,05	Total

	Jumlah/*Total*		Persentase terhadap Jumlah Aset/Liabilitas/ *Percentage to Total Assets/Liabilities*		
	2022	2021	2022	2021	
			%	%	
Aset					**Assets**
Aset tidak lancar lain-lain					Other noncurrent assets
Uang muka					Advance payments
PT Bina Mulia Unika	1.400.000	1.200.000	0,02	0,02	PT Bina Mulia Unika
Setoran jaminan					Security deposits
PT Buanagraha Arthaprima	1.132.021	1.132.021	0,02	0,02	PT Buanagraha Arthaprima
PT Graha Artha Sentosa Sejahtera	5.000	5.000	0,00	0,00	PT Graha Artha Sentosa Sejahtera
Jumlah	1.137.021	1.137.021	0,02	0,02	Total
Uang muka investasi saham					Advance for investment in shares
PT Kreasi Cipta Karsa	-	39.536.000	-	0,60	PT Kreasi Cipta Karsa
Liabilitas					**Liabilities**
Liabilitas Jangka Pendek					**Current Liabilities**
Utang usaha					Trade accounts payable
PT Danatel Pratama	697.464	2.233.248	0,04	0,12	PT Danatel Pratama
PT Bakti Artha Reksa Sejahtera	609.409	3.191.817	0,03	0,17	PT Bakti Artha Reksa Sejahtera
Lain-lain	94.949	824.867	0,01	0,04	Others
Jumlah	1.401.822	6.249.932	0,08	0,33	Total
Liabilitas sewa					Lease liabilities
PT Buanagraha Arthaprima	151.911	142.433	0,01	0,01	PT Buanagraha Arthaprima
PT First Jakarta International	151.106	52.954	0,01	0,00	PT First Jakarta International
Jumlah	303.017	195.387	0,02	0,01	Total
Beban akrual					Accrued expenses
PT Bank Artha Graha Internasional Tbk	43.592.799	21.237.029	2,35	1,16	PT Bank Artha Graha Internasional Tbk
Pendapatan diterima di muka					Unearned revenues
PT Electronic City Indonesia Tbk	13.848.000	11.540.000	0,75	0,63	PT Electronic City Indonesia Tbk
Liabilitas jangka pendek lain-lain					Other current liabilities
PT Arthagraha General Insurance	2.547.475	3.867.482	0,14	0,21	PT Arthagraha General Insurance
PT Bank Artha Graha Internasional Tbk	1.879.343	1.714.658	0,10	0,09	PT Bank Artha Graha Internasional Tbk
PT First Jakarta International	1.000	1.000	0,00	0,00	PT First Jakarta International
Lain-lain	603.409	177.609	0,03	0,01	Others
Jumlah	5.031.227	5.760.749	0,27	0,31	Total
Utang bank					Bank loan
PT Bank Artha Graha Internasional Tbk	421.214	2.255.751	0,02	0,12	PT Bank Artha Graha Internasional Tbk
Liabilitas Jangka Panjang					**Noncurrent Liabilities**
Utang bank					Bank loan
PT Bank Artha Graha Internasional Tbk	137.182.494	137.667.532	7,40	7,50	PT Bank Artha Graha Internasional Tbk
Liabilitas sewa					Lease liabilities
PT First Jakarta International	178.417	58.534	0,01	0,00	PT First Jakarta International
PT Buanagraha Arthaprima	26.284	178.194	0,00	0,01	PT Buanagraha Arthaprima
Jumlah	204.701	236.728	0,01	0,01	Total
Utang pihak berelasi					Due to related parties
PT Cemerlang Pola Cahaya	3.148.571	3.148.571	0,17	0,17	PT Cemerlang Pola Cahaya
PT Lentera Duasatu Propertindo	1.790.290	895.145	0,10	0,05	PT Lentera Duasatu Propertindo
Lain-lain	195	195	0,00	0,00	Others
Jumlah	4.939.056	4.043.911	0,27	0,22	Total
Pendapatan ditangguhkan					Deferred revenues
PT First Jakarta International	7.618.438	7.618.438	0,41	0,41	PT First Jakarta International
Liabilitas jangka panjang lain-lain					Other noncurrent liabilities
PT First Jakarta International	366.629.000	366.629.000	19,79	19,97	PT First Jakarta International
PT Electronic City Indonesia Tbk	7.988.960	7.966.272	0,43	0,43	PT Electronic City Indonesia Tbk
PT Lentera Duasatu Propertindo	443.170	443.170	0,02	0,02	PT Lentera Duasatu Propertindo
PT Buanagraha Arthaprima	416.511	380.589	0,02	0,02	PT Buanagraha Arthaprima
PT Bina Mulia Unika	7.674	7.674	0,00	0,00	PT Bina Mulia Unika
PT Bank Artha Graha Internasional Tbk	7.423	7.423	0,00	0,00	PT Bank Artha Graha Internasional Tbk
Jumlah	375.492.738	375.434.128	20,26	20,44	Total

	Jumlah/*Total*		Persentase terhadap Jumlah Pendapatan/ Beban yang Bersangkutan/ *Percentage to Total Respective Revenue/Expenses*		
	2022	2021	2022	2021	
			%	%	
Pendapatan dan Beban Usaha					**Operating Revenues and Expenses**
Pendapatan usaha					Revenues
PT Bank Artha Graha Internasional Tbk	7.640.054	7.572.487	0,60	0,84	PT Bank Artha Graha Internasional Tbk
PT Kharisma Arya Paksi	1.051.237	1.912.154	0,08	0,21	PT Kharisma Arya Paksi
PT First Jakarta International	872.508	710.395	0,07	0,08	PT First Jakarta International
Lain-lain	2.773.176	698.069	0,22	0,08	Others
Jumlah	12.336.975	10.893.105	0,97	1,21	Total
Beban umum dan administrasi					General and administrative expenses
PT Bakti Artha Reksa Sejahtera	42.695.314	64.270.813	4,80	7,82	PT Bakti Artha Reksa Sejahtera
PT Arthagraha General Insurance	15.526.138	20.880.993	1,73	2,54	PT Arthagraha General Insurance
PT Buanagraha Arthaprima	6.642.549	8.512.819	0,74	1,04	PT Buanagraha Arthaprima
Artha Graha Peduli	3.578.747	10.260.052	0,40	1,25	Artha Graha Peduli
PT First Jakarta International	1.772.183	1.340.802	0,20	0,16	PT First Jakarta International
Lain-lain	386.862	332.431	0,04	0,04	Others
Jumlah	70.601.793	105.597.910	7,91	12,85	Total
Penghasilan (beban) lain-lain					**Other income (expenses)**
Pendapatan sewa dan pengelolaan kawasan					Revenue from rental and estate management
PT Electronic City Indonesia Tbk	29.231.276	29.555.697	15,97	17,68	PT Electronic City Indonesia Tbk
PT First Jakarta International	7.233.718	6.666.921	3,95	3,99	PT First Jakarta International
PT Buanagraha Arthaprima	2.243.269	1.928.729	1,23	1,15	PT Buanagraha Arthaprima
PT Bina Mulia Unika	2.119.443	2.008.205	1,16	1,20	PT Bina Mulia Unika
PT Lentera Duasatu Propertindo	960.593	854.616	0,52	0,51	PT Lentera Duasatu Propertindo
Jumlah	41.788.299	41.014.168	22,83	24,53	Total
Pendapatan bunga					Interest income
PT Bank Artha Graha Internasional Tbk	2.604.282	2.370.003	39,95	43,32	PT Bank Artha Graha Internasional Tbk
Beban bunga					Interest expense
PT Bank Artha Graha Internasional Tbk	21.833.194	28.145.479	64,30	72,15	PT Bank Artha Graha Internasional Tbk

b. Pada tanggal 31 Desember 2022 dan 2021, Grup mengasuransikan properti investasi dan aset tetap, kecuali tanah, kepada PT Arthagraha General Insurance (AGI) (Catatan 12 dan 13).

c. AT, entitas anak, mengadakan perjanjian kerja sama di bidang telekomunikasi dengan PT First Jakarta International dan PT Buanagraha Arthaprima (Catatan 40c).

d. Jumlah remunerasi yang diberikan kepada Dewan Komisaris dan Direksi Perusahaan pada tahun 2022 dan 2021 masing-masing sebesar Rp 8.153.555 dan Rp 7.642.071.

b. As of December 31, 2022 and 2021, the Group insured its investment properties and property and equipment except land, with PT Arthagraha General Insurance (AGI) (Notes 12 and 13).

c. AT, a subsidiary, entered into several telecommunication agreements with PT First Jakarta International and PT Buanagraha Arthaprima (Note 40c).

d. The total remuneration of the Company's Board of Commissioners and Directors in 2022 and 2021 amounted to Rp 8,153,555 and Rp 7,642,071, respectively.

39. Tujuan dan Kebijakan Manajemen Risiko Keuangan

Aktivitas Grup terpengaruh berbagai risiko keuangan: risiko mata uang asing, risiko suku bunga, risiko kredit dan risiko likuiditas. Program manajemen risiko Grup secara keseluruhan difokuskan pada pasar keuangan yang tidak dapat diprediksi dan Grup berusaha untuk meminimalkan dampak yang berpotensi merugikan kinerja keuangan Grup.

Direksi bertugas menentukan prinsip dasar kebijakan manajemen risiko Grup secara keseluruhan serta kebijakan pada area tertentu seperti risiko mata uang asing, risiko suku bunga, risiko kredit dan risiko likuiditas.

Risiko Mata Uang Asing

Grup terpengaruh risiko nilai tukar mata uang asing yang timbul dari berbagai eksposur mata uang, terutama terhadap Dolar Amerika Serikat. Risiko nilai tukar mata uang asing timbul dari transaksi komersial di masa depan serta aset dan liabilitas yang diakui. Eksposur Grup yang terpengaruh risiko nilai tukar terutama berhubungan dengan kas dan setara kas dan liabilitas lain-lain.

Transaksi umum yang dilakukan Grup (seperti penjualan, pembelian dan beban usaha) sebagian besar menggunakan mata uang Rupiah. Manajemen melakukan reviu berkala atas eksposur mata uang asing (Catatan 42).

Pada tanggal 31 Desember 2022 dan 2021, jika mata uang Rupiah melemah/menguat sebesar 5% terhadap Dolar Amerika Serikat dengan variabel lain konstan, laba sebelum pajak untuk tahun-tahun yang berakhir pada tanggal tersebut akan lebih tinggi/rendah masing-masing sebesar Rp 752.188 dan Rp 542.203.

Risiko Suku Bunga

Risiko suku bunga adalah risiko dimana nilai wajar atau arus kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan suku bunga pasar. Eksposur Grup yang terpengaruh risiko suku bunga terutama terkait dengan utang bank.

39. Financial Risk Management Objectives and Policies

The Group activities are exposed to a variety of financial risks: foreign exchange risk, interest rate risk, credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance.

The Directors have the responsibility to determine the basic principles of the Group's risk management as well as principles covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and liquidity risk.

Foreign Exchange Risk

The Group is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the United States Dollar. Foreign exchange risk arises from future commercial transactions and recognized assets and liabilities. The Group's exposures to the foreign exchange risk relates primarily to cash and cash equivalents and other liabilities.

The Group's major transaction (i.e. sales, purchases and operating expenses) are mostly denominated in Indonesia currency. The management regularly reviews its foreign currency exposure (Note 42).

As of December 31, 2022 and 2021, if the Rupiah currency had weakened/strengthened by 5%, against the U.S. Dollar with all other variables held constant, the profit before tax for the years then ended would have been Rp 752,188 and Rp 542,203 higher/lower, respectively.

Interest Rate Risk

Interest rate risk is the risk that the fair value or contractual future cash flows of a financial instrument will be affected due to changes in market interest rates. The Group's exposure to the interest rate risk relates primarily to bank loans.

Manajemen Grup melakukan penelaahan atas suku bunga yang ditawarkan oleh kreditur untuk mendapatkan suku bunga yang telah ditetapkan. Apabila suku bunga pasar turun secara signifikan, manajemen Grup akan melakukan negosiasi untuk menurunkan suku bunga tersebut.

The Group's management also assesses rates and if market interest rate decreased significantly, management of the Group would negotiate to decrease the interest rate on its obligations.

Tabel berikut adalah nilai tercatat berdasarkan jatuh temponya, atas liabilitas keuangan konsolidasian Grup yang terkait risiko suku bunga:

The following table sets out the carrying amount, by maturity of the Group's consolidated financial liabilities that are exposed to interest rate risk:

	2022					
	Suku Bunga/ *Interest Rate*	Jatuh Tempo dalam Satu Tahun/ *Within One Year*	Jatuh Tempo dalam 1 - 2 tahun/ *Within 1st - 2nd Years*	Jatuh Tempo dalam 3 - 5 tahun/ *Within 3rd - 5th Years*	Jatuh Tempo lebih dari 5 tahun/ *More than 5th Years*	Jumlah/ *Total*
	%					
Liabilitas/*Liabilities*						
Utang bank jangka panjang/ *Long-term bank loans*	8% - 11%	10.925.360	19.443.260	219.694.798	13.234.099	263.297.517

	2021					
	Suku Bunga/ *Interest Rate*	Jatuh Tempo dalam Satu Tahun/ *Within One Year*	Jatuh Tempo dalam 1 - 2 tahun/ *Within 1st - 2nd Years*	Jatuh Tempo dalam 3 - 5 tahun/ *Within 3rd - 5th Years*	Jatuh Tempo lebih dari 5 tahun/ *More than 5th Years*	Jumlah/ *Total*
	%					
Liabilitas/*Liabilities*						
Utang bank jangka panjang/ *Long-term bank loans*	9% - 11%	8.657.706	10.927.200	165.489.952	86.877.988	271.952.846

Pada tanggal 31 Desember 2022 dan 2021, jika suku bunga atas pinjaman lebih tinggi/rendah 1% dan variabel lain dianggap tetap, laba sebelum pajak untuk tahun-tahun yang berakhir pada tanggal tersebut akan lebih rendah/tinggi masing-masing sebesar Rp 2.632.975 dan Rp 2.719.528 terutama sebagai akibat tingginya/rendahnya beban bunga dari pinjaman dengan suku bunga mengambang.

As of December 31, 2022 and 2021, if interest rates on borrowings had been 1% higher/lower with all other variables held constant, profit before tax for the years then ended would have been Rp 2,632,975 and Rp 2,719,528 lower/higher, respectively, mainly as a result of higher/lower interest expense on floating rate borrowings.

Risiko Kredit

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan akibat gagal memenuhi utang kontraktualnya. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan. Grup mengendalikan risiko kredit dengan cara melakukan hubungan usaha dengan pihak lain yang memiliki kredibilitas, menetapkan kebijakan verifikasi dan otorisasi kredit, serta memantau kolektibilitas piutang secara berkala untuk mengurangi jumlah piutang tak tertagih.

Credit Risk

Credit risk is the risk that the Group will incur a loss arising from the customers or counterparties which fail to fulfill their contractual obligations. Management believes that there are not significant concentrations of credit risk. The Group manages and controls the credit risk by dealing only with recognized and credit worthy parties, setting internal policies on verifications and authorizations of credit, and regularly monitoring the collectability of receivables to reduce the exposure to bad debts.

Berikut adalah eksposur maksimum yang terkait risiko kredit pada tanggal 31 Desember 2022 dan 2021:

The table below shows the maximum exposure related to credit risk as of December 31, 2022 and 2021:

	2022		2021		
	Jumlah Bruto/ *Gross Amounts*	Jumlah Neto/ *Net Amounts*	Jumlah Bruto/ *Gross Amounts*	Jumlah Neto/ *Net Amounts*	
Kas dan setara kas	322.466.706	322.466.706	298.240.892	298.240.892	Cash and cash equivalents
Piutang usaha	68.148.514	44.947.091	66.681.315	44.991.787	Trade accounts receivable
Piutang lain-lain	35.104.854	24.712.367	37.370.241	27.677.514	Other accounts receivable
Aset lain-lain					Other assets
Setoran jaminan	11.152.796	11.152.796	11.593.589	11.593.589	Security deposits
Deposito berjangka yang dibatasi pencairannya	1.893.670	1.893.670	1.797.757	1.797.757	Restricted time deposits
Rekening giro	788.563	788.563	704.446	704.446	Current accounts
Jumlah	439.555.103	405.961.193	416.388.240	385.005.985	**Total**

Risiko Likuiditas

Risiko likuiditas adalah risiko kerugian yang timbul karena Grup tidak memiliki arus kas yang memadai untuk memenuhi liabilitasnya.

Dalam pengelolaan risiko likuiditas, manajemen memantau dan menjaga jumlah kas dan setara kas yang dianggap memadai untuk membiayai operasional Grup dan untuk mengatasi dampak fluktuasi arus kas. Manajemen juga melakukan evaluasi berkala atas proyeksi arus kas dan arus kas aktual, termasuk jadwal jatuh tempo utang, dan terus-menerus melakukan penelaahan pasar keuangan untuk mendapatkan sumber pendanaan yang optimal.

Berikut adalah jadwal jatuh tempo liabilitas keuangan Grup berdasarkan pembayaran kontraktual yang tidak didiskontokan (tidak termasuk pembayaran bunga) pada tanggal 31 Desember 2022 dan 2021:

Liquidity Risk

Liquidity risk is a risk arising when the cash flows position of the Group is not enough to cover the liabilities which become due.

In the management of liquidity risk, management monitors and maintains a level of cash and cash equivalents deemed adequate to finance the Group's operations and to mitigate the effects of fluctuation in cash flows. Management also regularly evaluates the projected and actual cash flows, including loan maturity profiles, and continuously assesses conditions in the financial markets for opportunities to obtain optimal funding sources.

The table below summarizes the maturity profile of the Group's financial liabilities based on contractual undiscounted payments (excluding interest payment) as of December 31, 2022 and 2021:

	31 Desember 2022/*December 31, 2022*						
	<= 1 tahun/ *<= 1 year*	1- 2 tahun/ *1 - 2 years*	3 - 5 tahun/ *3 - 5 years*	> 5 tahun/ *> 5 years*	Jumlah/ *Total*	Nilai Tercatat/ *As Reported*	
Liabilitas							**Liabilities**
Utang bank jangka panjang	11.370.000	19.875.000	220.619.000	13.239.864	265.103.864	263.297.517	Long-term bank loans
Utang obligasi	6.000.000	-	-	-	6.000.000	6.000.000	Bonds payable
Utang usaha	65.197.882	-	-	-	65.197.882	65.197.882	Trade accounts payable
Beban akrual	124.760.993	-	-	-	124.760.993	124.760.993	Accrued expenses
Utang pihak berelasi	4.939.056	-	-	-	4.939.056	4.939.056	Due to related parties
Liabilitas sewa	1.809.220	582.945	81.000	-	2.473.165	2.337.043	Lease liabilities
Liabilitas lain - lain	399.913.309	74.631.889	56.094.358	457.690.472	988.330.028	988.330.028	Other liabilities
Jumlah	613.990.460	95.089.834	276.794.358	470.930.336	1.456.804.988	1.454.862.519	**Total**

	31 Desember 2021/*December 31, 2021*						
	<= 1 tahun/ *<= 1 year*	1- 2 tahun/ *1 - 2 years*	3 - 5 tahun/ *3 - 5 years*	> 5 tahun/ *> 5 years*	Jumlah/ *Total*	Nilai Tercatat/ *As Reported*	
Liabilitas							**Liabilities**
Utang bank jangka panjang	9.100.000	11.370.000	166.675.000	87.058.864	274.203.864	271.952.846	Long-term bank loans
Utang obligasi	6.000.000	-	-	-	6.000.000	6.000.000	Bonds payable
Utang usaha	84.257.388	-	-	-	84.257.388	84.257.388	Trade accounts payable
Beban akrual	89.964.071	-	-	-	89.964.071	89.964.071	Accrued expenses
Utang pihak berelasi	4.043.911	-	-	-	4.043.911	4.043.911	Due to related parties
Liabilitas sewa	2.319.960	1.838.140	26.354	-	4.184.454	3.863.433	Lease liabilities
Liabilitas lain - lain	435.071.578	68.965.404	14.551.199	462.524.825	981.113.006	981.113.006	Other liabilities
Jumlah	630.756.908	82.173.544	181.252.553	549.583.689	1.443.766.694	1.441.194.655	**Total**

40. Perjanjian Penting dan Komitmen

a. Perjanjian dengan International Hotel Licensing Company (IHLC)

Pada tanggal 31 Maret 2006, PT Pacific Place Jakarta mengadakan perjanjian dengan IHLC yang berlaku untuk jangka waktu dua puluh (20) tahun terhitung sejak tanggal dimulainya kegiatan operasional (22 November 2007) dan dapat diperpanjang kembali untuk jangka waktu sampai sepuluh (10) tahun.

b. Perjanjian dengan Conrad International Investment Corporation (Conrad) dan Perusahaan Afiliasinya

Pada tahun 1994, DA, entitas anak dan Conrad menandatangani perjanjian sehubungan dengan pendirian perusahaan patungan dengan nama PT Jakarta International Artha (JIA). Selanjutnya, berdasarkan Perjanjian Penghentian (*Termination Agreement*) tanggal 22 Juli 2005, DA, Conrad dan JIA menyetujui untuk menghentikan perjanjian kerjasama tersebut dengan beberapa persyaratan yang disepakati oleh para pihak tersebut.

c. Perjanjian Kerjasama

AT, entitas anak, telah menandatangani perjanjian kerjasama dengan berbagai pihak berkaitan dengan sarana telekomunikasi.

40. Significant Contracts and Commitments

a. Agreements with International Hotel Licensing Company (IHLC)

On March 31, 2006, PT Pacific Place Jakarta entered into an operating agreement with IHLC which is valid for twenty (20) years starting from commencement date (November 22, 2007) and can be extended up to ten (10) years.

b. Agreements with Conrad International Investment Corporation (Conrad) and Affiliated Companies

In 1994, DA, a subsidiary, and Conrad signed an agreement in relation to the establishment a joint venture company under the name PT Jakarta International Artha (JIA). Further, based on Termination Agreement dated July 22, 2005, DA, Conrad and JIA, agreed to terminate the aforementioned cooperation agreement with some requirements which have been agreed by the parties.

c. Cooperation Agreements

AT, a subsidiary, has signed cooperation agreements with various parties, to provide telecommunication facilities.

d. Perjanjian Pembangunan, Pengelolaan dan Penyerahan Kembali

DA, entitas anak, mengadakan Perjanjian Pembangunan, Pengelolaan dan Penyerahan Kembali (*Build, Operate and Transfer*/BOT) dengan PT Bukit Lentera Sejahtera (BLS), dimana BLS akan membangun hotel bintang lima di atas lahan milik DA yang berlokasi di Lot 11 Kawasan Niaga Terpadu Sudirman. Hotel tersebut akan diberi nama *Alila Suites.* Jangka waktu BOT adalah dua puluh lima (25) tahun sejak tanggal diterbitkannya Ijin Mendirikan Bangunan (IMB), dan dapat diperpanjang selama lima (5) tahun dengan persetujuan DA. Seluruh biaya proyek menjadi tanggungan BLS. Setelah jangka waktu BOT berakhir, BLS wajib menyerahkan hotel tersebut kepada DA. Perjanjian BOT ini telah didokumentasikan dengan Akta No. 76 tanggal 10 Maret 2011 dari Sutjipto, S.H., M.Kn., notaris di Jakarta.

d. Build, Operate and Transfer Agreement

DA, a subsidiary, entered into a Build, Operate and Transfer (BOT) Agreement with PT Bukit Lentera Sejahtera (BLS) for the later to build a five-star hotel on land owned by DA, which is located on Lot 11 Sudirman Central Business District. The hotel will be named Alila Suites. The term of BOT is twenty-five (25) years starting from the issuance date of Building Construction Permit (IMB), and can be extended for five (5) years with prior approval from DA. All of the hotel construction costs are borne by BLS. Upon the expiration of BOT agreement, BLS is required to transfer the hotel to DA. This BOT agreement is documented in Notarial Deed No. 76 dated March 10, 2011 of Sutjipto, S.H., M.Kn., public notary in Jakarta.

e. Perjanjian Kerjasama Pengembangan Bisnis

Pada tanggal 14 Februari 2013, DA, entitas anak dan PT Sanggata Lestari Utama (SLU), pihak ketiga, menandatangani Perjanjian Kerjasama, dimana DA menugaskan SLU untuk mencari lahan yang dapat dijadikan sebagai lahan pengembangan bagi DA. Terkait dengan tujuan ini, DA akan memberikan sejumlah uang muka kepada SLU. Kedua belah pihak setuju bahwa penyerahan lahan akan dilakukan dengan proses balik nama kepada DA atau dengan penyertaan saham SLU oleh DA.

e. Cooperation Agreement for Business Development

On February 14, 2013, DA, a subsidiary, and PT Sanggata Lestari Utama (SLU), a third party, have entered into a Cooperation Agreement, wherein DA assigned SLU to look for land that can be used as land for the development for DA. In relation to this purpose, DA will provide advances to SLU. Both parties agreed that the transfer of land will be done by the transfer of title to DA or by investing in shares of SLU by DA.

41. Segmen Operasi

Segmen operasi dilaporkan sesuai dengan pelaporan internal kepada pembuat keputusan operasional, yang bertanggung jawab atas alokasi sumber daya ke masing-masing segmen yang dilaporkan serta menilai kinerja masing-masing segmen tersebut. Grup memiliki empat (4) segmen yang dilaporkan meliputi hotel, real estat, jasa telekomunikasi dan jasa manajemen perhotelan.

41. Operating Segments

Operating segments are reported in accordance with the internal reporting provided to the chief operating decision maker, which is responsible for allocating resources to the reportable segments and assesses its performance. The Group has four (4) reportable segments namely hotel, real estate, telecommunication services, and hotel management services.

	31 Desember 2022/*December 31, 2022*						
	Hotel/ *Hotel*	Real Estat/ *Real Estate*	Jasa Telekomunikasi/ *Telecommunication Services*	Jasa Manajemen Perhotelan/ *Hotel Management Services*	Eliminasi/ *Elimination*	Konsolidasi/ *Consolidated*	
Pendapatan usaha	469.518.758	559.168.148	238.271.189	14.906.333	(14.886.386)	1.266.978.042	Revenues
Hasil segmen	258.405.035	474.522.865	238.271.189	14.906.333	(13.277.966)	972.827.456	Segment result
Laba (rugi) usaha	94.533.416	(128.996.562)	25.701.896	334.432	600.000	(7.826.818)	Income (loss) from operations
Pendapatan sewa dan pengelolaan kawasan	-	183.077.812	-	-	-	183.077.812	Revenues from rental and estate management
Pendapatan bunga	1.165.391	3.015.402	2.336.210	2.510	-	6.519.513	Interest income
Beban bunga dan beban keuangan lainnya	(196.418)	(33.531.557)	(221.222)	(4.746)	-	(33.953.943)	Interest expenses and other financial charges
Lain-lain - bersih	(1.739.810)	86.712.843	4.252.762	493.401	(87.480.841)	2.238.355	Others - net
Penghasilan (beban) lain-lain	(770.837)	239.274.500	6.367.750	491.165	(87.480.841)	157.881.737	Other income (expense)
Laba (rugi) sebelum pajak	93.762.579	110.277.938	32.069.646	825.597	(86.880.841)	150.054.919	Profit (loss) before tax
Beban pajak	-	10.121.332	7.041.091	317.112	-	17.479.535	Tax expense
Laba (rugi) tahun berjalan	93.762.579	100.156.606	25.028.555	508.485	(86.880.841)	132.575.384	Profit (loss) for the year
Pengukuran kembali liabilitas imbalan pasti	10.699.879	3.908.221	2.639.889	167.199	(3.734.765)	13.680.423	Remeasurement of defined benefit liability
Bagian rugi - komprehensif lain dari entitas asosiasi yang dicatat dengan metode ekuitas	-	(1.199)	-	-	-	(1.199)	Equity accounted investee - share of other comprehensive loss
Jumlah penghasilan (rugi) komprehensif	104.462.458	104.063.628	27.668.444	675.684	(90.615.606)	146.254.608	Total comprehensive income (loss)
Aset segmen	184.914.304	5.566.067.772	347.273.108	14.496.463	(84.724.761)	6.028.026.886	Segment assets
Aset yang tidak dialokasikan	-	184.034.998	9.916.589	477.585	(3.448)	194.425.724	Unallocated assets
Investasi saham	-	3.619.510.023	-	984.000	(3.264.118.961)	356.375.062	Investment in shares of stock
Jumlah aset	184.914.304	9.369.612.793	357.189.697	15.958.048	(3.348.847.170)	6.578.827.672	Total assets
Liabilitas segmen	238.756.227	1.588.212.146	64.815.773	4.449.185	(77.106.322)	1.819.127.009	Segment liabilities
Liabilitas yang tidak dialokasikan	14.517.959	17.128.843	2.005.373	193.132	-	33.845.307	Unallocated liabilities
Jumlah Liabilitas	253.274.186	1.605.340.989	66.821.146	4.642.317	(77.106.322)	1.852.972.316	Total Liabilities

	31 Desember 2021/*December 31, 2021*						
	Hotel/ *Hotel*	Real Estat/ *Real Estate*	Jasa Telekomunikasi/ *Telecommunication Services*	Jasa Manajemen Perhotelan/ *Hotel Management Services*	Eliminasi/ *Elimination*	Konsolidasi/ *Consolidated*	
Pendapatan usaha	296.875.199	389.466.941	217.065.216	12.899.933	(13.368.021)	902.939.268	Revenues
Hasil segmen	145.997.409	283.146.712	217.065.217	12.899.932	(12.552.958)	646.556.312	Segment result
Laba (rugi) usaha	7.087.157	(250.711.000)	4.225.645	(1.294.084)	600.000	(240.092.282)	Income (loss) from operations
Pendapatan sewa dan pengelolaan kawasan	-	167.150.987	-	-	-	167.150.987	Revenues from rental and estate management
Pendapatan bunga	1.216.583	1.821.073	2.431.684	1.058	-	5.470.398	Interest income
Beban bunga dan beban keuangan lainnya	(223.339)	(38.704.757)	(78.125)	(3.547)	-	(39.009.768)	Interest expenses and other financial charges
Lain-lain - bersih	20.144.420	(20.599.535)	2.351.897	1.736.694	-	3.633.476	Others - net
Penghasilan lain-lain	21.137.664	109.667.768	4.705.456	1.734.205	-	137.245.093	Other income
Laba (rugi) sebelum pajak	28.224.821	(141.043.232)	8.931.101	440.121	600.000	(102.847.189)	Profit (loss) before tax
Beban pajak	-	3.092.625	7.297.243	381.362	-	10.771.230	Tax expense
Laba (rugi) tahun berjalan	28.224.821	(144.135.857)	1.633.858	58.759	600.000	(113.618.419)	Profit (loss) for the year
Pengukuran kembali liabilitas imbalan pasti	1.614.352	4.721.235	784.825	1.319.575	-	8.439.987	Remeasurement of defined benefit liability
Bagian penghasilan - komprehensif lain dari entitas asosiasi yang dicatat dengan metode ekuitas	-	1.145	-	-	-	1.145	Equity accounted investee - share of other comprehensive income
Jumlah penghasilan (rugi) komprehensif	29.839.173	(139.413.477)	2.418.683	1.378.334	600.000	(105.177.287)	Total comprehensive income (loss)
Aset segmen	198.499.509	8.800.898.494	333.182.707	14.230.166	(3.273.122.710)	6.073.688.166	Segment assets
Aset yang tidak dialokasikan	-	210.064.964	8.977.365	470.985	-	219.513.314	Unallocated assets
Investasi saham	-	315.185.548	-	984.000	-	316.169.548	Investment in shares of stock
Jumlah aset	198.499.509	9.326.149.006	342.160.072	15.685.151	(3.273.122.710)	6.609.371.028	Total assets
Liabilitas segmen	220.986.365	1.566.628.394	77.477.168	4.964.235	(63.341.946)	1.806.714.216	Segment liabilities
Liabilitas yang tidak dialokasikan	9.311.597	17.849.912	2.153.686	80.869	-	29.396.064	Unallocated liabilities
Jumlah Liabilitas	230.297.962	1.584.478.306	79.630.854	5.045.104	(63.341.946)	1.836.110.280	Total Liabilities

42. Aset dan Liabilitas Moneter Bersih dalam Mata Uang Asing

Tabel berikut mengungkapkan jumlah aset dan liabilitas moneter Grup:

42. Net Monetary Assets and Liabilities Denominated in Foreign Currencies

The following table shows the Group's foreign currency denominated monetary assets and liabilities:

	2022		2021		
	Mata uang asing/ *Original currency* Ekuivalen/ *Equivalent* US$	Ekuivalen/ *Equivalent* Rp	Mata uang asing/ *Original currency* Ekuivalen/ *Equivalent* US$	Ekuivalen/ *Equivalent* Rp	
Aset					**Assets**
Kas dan setara kas					Cash and cash equivalents
Pihak berelasi	2.703.358	42.526.531	2.492.303	35.562.696	Related parties
Pihak ketiga	1.761.364	27.708.022	1.752.780	25.010.441	Third parties
Piutang usaha - bersih					Trade accounts receivable - net
Pihak ketiga	58.702	923.434	64.046	913.871	Third parties
Piutang lain-lain					Other accounts receivable
Pihak berelasi	743	11.681	370	5.286	Related parties
Pihak ketiga	825	12.974	1.160	16.556	Third parties
Aset lain-lain					Other assets
Pihak ketiga	182.427	2.869.752	220.624	3.148.086	Third parties
Jumlah Aset	4.707.419	74.052.394	4.531.283	64.656.936	**Total Assets**
Liabilitas					**Liabilities**
Utang usaha					Trade accounts payable
Pihak ketiga	326.232	5.131.962	326.232	4.655.009	Third parties
Beban akrual					Accrued expenses
Pihak ketiga	504.758	7.940.348	504.583	7.199.891	Third parties
Liabilitas lain-lain					Other liabilities
Pihak berelasi	134.933	2.122.624	134.933	1.925.354	Related parties
Pihak ketiga	2.785.182	43.813.696	2.805.567	40.032.630	Third parties
Jumlah Liabilitas	3.751.105	59.008.630	3.771.315	53.812.884	**Total Liabilities**
Aset Bersih	956.314	15.043.764	759.968	10.844.052	**Net Assets**

Pada tanggal 31 Desember 2022 dan 2021, kurs konversi yang digunakan Grup diungkapkan pada Catatan 2 atas laporan keuangan konsolidasian.

As of December 31, 2022 and 2021, the conversion rates used by the Group were disclosed in Note 2 to consolidated financial statements.

43. Kondisi Ekonomi Saat Ini

Selama tahun 2022, pandemi Covid-19 masih mempengaruhi Indonesia, Pemerintah Indonesia, bagaimanapun, telah mengambil tindakan untuk memitigasi dampak lebih lanjut dari pandemi di Indonesia yang meliputi, antara lain, meningkatkan program vaksinasi nasional, membuka kembali kegiatan bisnis dan mengizinkan kegiatan sosial, serta membuat peraturan yang mengarah pada perbaikan kondisi perekonomian di Indonesia. Manajemen berkeyakinan tidak terdapat dampak buruk dari pandemi terhadap operasi Grup dan keseluruhan rencana bisnis. Namun demikian, durasi dan besarnya dampak pandemi Covid-19, jika ada, bergantung pada perkembangan di masa mendatang yang tidak dapat ditentukan secara akurat pada saat ini. Manajemen akan terus memantau perkembangan pandemi Covid-19 dan terus mengevaluasi dampaknya terhadap bisnis, posisi keuangan, dan hasil operasi Grup.

43. Current Economic Condition

During 2022, Covid-19 pandemic continues to affect Indonesia. The Government of Indonesia, however, has initiated actions to mitigate further adverse impact of the pandemic in Indonesia which include, among others, ramping up its national vaccination programme, reopening businesses and allowing social activities, as well as came up with regulations geared toward improvement in the economic condition in Indonesia. Management believes that there would be no adverse impact of this pandemic on the Group's operations and overall business plans. However, the duration and extent of the impact of the Covid-19 pandemic, if any, depends on future developments that cannot be accurately determined at this point in time. Management will closely monitor the development of the Covid-19 pandemic and continue to evaluate its impact on the Group's businesses, financial position and operating results.

44. Rekonsiliasi Liabilitas Konsolidasian yang Timbul dari Aktivitas Pendanaan

Tabel berikut menjelaskan perubahan pada liabilitas Grup yang timbul dari aktivitas pendanaan, yang meliputi perubahan terkait kas dan nonkas. Liabilitas yang timbul dari aktivitas pendanaan adalah aktivitas arus kas, atau arus kas masa depan, yang diklasifikasikan dalam laporan arus kas konsolidasian Grup sebagai arus kas dari aktivitas pendanaan.

44. Reconciliation of Consolidated Liablities Arising from Financing Activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	1 Januari 2022/ *January 1, 2022*	Arus kas Pendanaan/ *Financing Cash Flows*	Perubahan Non Kas/ *Non-Cash Changes*		31 Desember 2022/ *December 31, 2022*	
			Amortisasi biaya transaksi/ *Amortization of transaction cost*	Penambahan liabilitas sewa/*Addition of lease liabilities*		
Liabilitas sewa	3.863.433	(2.227.017)	-	700.627	2.337.043	Lease liabilities
Utang bank jangka panjang	274.203.864	(9.100.000) *)	-	-	265.103.864	Long-term bank loans
Biaya transaksi yang belum diamortisasi	(2.251.018)	-	444.671	-	(1.806.347)	Unamortized transaction cost
Utang bank jangka panjang - bersih	271.952.846	(9.100.000)	444.671	-	263.297.517	Long-term bank loans - net
Jumlah	275.816.279	(11.327.017)	444.671	700.627	265.634.560	Total

	1 Januari 2021/ *January 1, 2021*	Arus kas Pendanaan/ *Financing Cash Flows*	Perubahan Non Kas/ *Non-Cash Changes* Amortisasi biaya transaksi/ *Amortization of transaction cost*	Penambahan liabilitas sewa/*Addition of lease liabilities*	31 Desember 2021/ *December 31, 2021*	
Liabilitas sewa	2.778.341	(2.309.034)	-	3.394.126	3.863.433	Lease liabilities
Utang bank jangka panjang	262.342.563	11.861.301 *)	-	-	274.203.864	Long-term bank loans
Biaya transaksi yang belum diamortisasi	(2.994.017)	(247.257) **)	990.256	-	(2.251.018)	Unamortized transaction cost
Utang bank jangka panjang - bersih	259.348.546	11.614.044	990.256	-	271.952.846	Long-term bank loans - net
Jumlah	262.126.887	9.305.010	990.256	3.394.126	275.816.279	Total

*) Arus kas dan utang bank jangka panjang merupakan jumlah bersih dari penerimaan pinjaman dan pembayaran kembali pinjaman dalam laporan arus kas konsolidasian.

**) Disajikan sebagai bagian dari pembayaran bunga dan beban keuangan lainnya.

*) The cash flow from long-term bank loans represents the net amount of proceeds from borrowings and repayments of borrowings in the consolidated statements of cash flows.

**) Presented as part of payments of interest and other financial charges.

45. Pengungkapan Tambahan Laporan Arus Kas Konsolidasian

Aktivitas investasi dan pendanaan Grup yang tidak mempengaruhi kas dan setara kas:

45. Supplemental Disclosures for Consolidated Statements of Cash Flows

The following are the non-cash investing and financing activities of the Group:

	2022	2021	
Peningkatan investasi pada ventura bersama, melalui realisasi uang muka investasi saham	39.536.000	-	Increase in investment in joint ventures, through the realization of advances for investment in share
Utang dividen entitas anak kepada kepentingan nonpengendali	5.580.000	-	Dividend payable of subsidiaries to non-controlling interest
Penambahan aset tetap dari realisasi uang muka	1.054.615	236.000	Additional property and equipment from realization of advances
Penambahan aset hak-guna dan liabilitas sewa	700.627	3.394.126	Addition of right-of-use assets and lease liabilities
Liabilitas yang timbul dari perolehan aset tetap	33.580	2.889.185	Liability arising from acquisition of property and equipment
Liabilitas yang timbul dari perolehan properti investasi	-	7.800.000	Liability arising from acquisition of investment properties
Kapitalisasi beban bunga pada properti investasi (Catatan 12)	-	4.379.113	Interest expenses capitalized to investment properties (Note 12)

46. Standar Akuntansi Keuangan Baru

Diterapkan pada tahun 2022

Penerapan standar akuntansi keuangan revisi berikut, yang berlaku efektif 1 Januari 2022, relevan bagi Grup namun tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Grup dan tidak berdampak material terhadap jumlah-jumlah yang dilaporkan dalam laporan keuangan konsolidasian tahun berjalan maupun sebelumnya:

- Amandemen PSAK No. 22: "Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual"
- Amandemen PSAK No. 57: "Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak yang Memberatkan – Biaya Pemenuhan Kontrak"
- Amandemen PSAK No. 71: "Instrumen Keuangan", dan
- Penyesuaian Tahunan PSAK No. 73: "Sewa"

Terkait siaran pers DSAK IAI mengenai "Atribusi Imbalan pada Periode Jasa" pada April 2022, Grup telah mengubah kebijakan atas atribusi imbalan pensiun pada periode jasa sesuai dengan ketentuan pada PSAK No. 24 untuk pola fakta umum dari program pensiun berdasarkan PP 35/2021. Dampak dari perubahan perhitungan tidak material terhadap Grup, sehingga dampak atas perubahan dibukukan pada laporan keuangan konsolidasian tahun berjalan.

Telah diterbitkan namun belum berlaku efektif

Amandemen atas PSAK yang telah diterbitkan yang bersifat wajib untuk tahun buku yang dimulai pada atau setelah:

1 Januari 2023

- Amandemen PSAK No. 1, "Penyajian Laporan Keuangan" tentang Pengungkapan Kebijakan Akuntansi yang Mengubah Istilah "Signifikan" menjadi "Material" dan Memberi Penjelasan mengenai Kebijakan Akuntansi Material

46. New Financial Accounting Standards

Adopted during 2022

The application of the following revised financial accounting standards, which are effective from January 1, 2022 and relevant for the Group, but did not result in substantial changes to the Group's accounting policies and had no material impact on the amounts reported in the current or prior years consolidated financial statements:

- Amendment to PSAK No. 22: "Business Combinations regarding Reference to Conceptual Framework"
- Amendment to PSAK No. 57: "Provision, Contingent Liabilities and Contingent Assets Related to Onerous Contracts-Cost of Fulfilling the the Contract"
- Amendment to PSAK No. 71: "Financial Instruments", and
- Annual Improvement of PSAK No. 73: "Leases"

Regarding the DSAK IAI press release "Attributing Compensation in the Service Period" in April 2022, the Group changed the policy related to attribution of pension compensation in the service period in accordance with the provisions in PSAK No. 24 for the general fact pattern of pension programs based on the PP 35/2021. The impact of the change in the calculation is not considered material to the Group, thus, the impact of the changes is recorded in the consolidated financial statements for the current year.

Issued but not yet effective

Amendments to financial accounting standards issued that are mandatory for the financial year beginning or after:

January 1, 2023

- Amendment to PSAK No. 1, "Presentation of Financial Statements" regarding Disclosure of Accounting Policies that Change the Term "Significant" to "Material" and Provide Explanations of Material Accounting Policies

- Amandemen PSAK No. 16, Aset Tetap: Hasil sebelum Penggunaan yang Diintensikan
- Amandemen PSAK No. 25, Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan: Definisi Estimasi Akuntansi
- Amandemen PSAK No. 46, Pajak Penghasilan: Pajak Tangguhan terkait Aset dan Liabilitas yang Timbul dari Transaksi Tunggal

- Amendments to PSAK No. 16, Property, Plant and Equipment: Proceeds before Intended Use
- Amendments to PSAK No. 25, Accounting Policies, Changes in Accounting Estimates and Erros: Definition of Accounting Estimates
- Amendments to PSAK No. 46, Income Taxes: Deferred Tax related to Assets and Liabilities Arising from a Single Transaction

1 Januari 2024

- Amandemen PSAK No. 1, "Penyajian Laporan Keuangan" terkait Liabilitas Jangka Panjang dengan Kovenan
- Amandemen PSAK No. 73, "Sewa" terkait Liabilitas Sewa pada Transaksi Jual dan Sewa balik

Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, Grup masih mempelajari dampak yang mungkin timbul dari penerapan amandemen PSAK tersebut dan dampak dari penerapan amandemen PSAK tersebut pada laporan keuangan konsolidasian belum dapat ditentukan.

January 1, 2024

- Amendment to PSAK No. 1, "Presentation of Financial Statements" regarding Long-term Liabilities with the Covenant
- Amendments to PSAK No. 73. "Leases" regarding Lease Liabilities in Sale-and-lease Back Transaction

As at the date of authorization of these consolidated financial statements, the Group is still evaluating the potential impact of the above amendments to PSAKs and has not yet determined the related effects on the consolidated financial statements.

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2022

Laporan Tahunan & Keberlanjutan

Annual Report & Sustainability Report

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