2023 Laporan Tahunan
Annual Report

elnusa



Tahapan Baru **Mencapai Keunggulan**

New Journey **for Excellence**

elnusa



Tahapan Baru
Mencapai Keunggulan

New Journey **for Excellence**

Tahun 2023, usia PT Elnusa Tbk genap 54 tahun. Perseroan semakin mengukuhkan posisi sebagai perusahaan dengan keunggulan yang memiliki resiliensi dan penuh inovasi. Semua ini terbukti mampu memperkuat fundamental bisnis Elnusa ada di jalur yang tepat untuk menuju "Perusahaan Jasa Energi Terkemuka yang Memberikan Solusi Total".

In 2023, PT Elnusa Tbk will be 54 years old. The Company has further strengthened its position as a company with excellence, resilience and innovation. . All of this has proven to be able to strengthen Elnusa's business fundamentals on the right track to become a "Leading Energy Services Company that Provides Total Solutions".

DAFTAR ISI
Table of Contents

Kilas Kinerja 2021
2021 Performance Highlights

8 Ikhtisar Data Keuangan Penting
Key Financial Highlights

11 Ikhtisar Saham
Share Highlights

12 Aksi Korporasi
Corporate Action

12 Informasi tentang Obligasi, Sukuk, atau Obligasi Konversi
Information on Bonds, Sukuk, or Convertible Bonds

13 Penghentian Sementara Perdagangan Saham
Suspension of Share Trading/Delisting

14 Peristiwa Penting
Event Highlights

28 Penghargaan dan Sertifikasi
Awards and Certifications

Laporan Manajemen
Management Report

56 Laporan Dewan Komisaris
Board of Commissioners Report

46 Laporan Direksi
Board of Directors Report

56 Lembar Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2023 PT Elnusa Tbk
Statement of the Board of Commissioners of Responsibility for the 2023 Annual Report of PT Elnusa Tbk

57 Lembar Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Tahunan 2023 PT Elnusa Tbk
Statement of the Board of Directors of Responsibility for the 2023 Annual Report of PT Elnusa Tbk

Profil Perusahaan
Company Profile

58 Informasi Umum Perusahaan
Company General Information

60 Jejak Langkah
Milestones

62 Riwayat Singkat Perusahaan
Brief History of the Company

62 Informasi Perubahan Nama
Information on Name Change

63 Visi, Misi, dan Strategi Perusahaan
Corporate Vision, Mission, and Strategy

64 Budaya dan Nilai Perusahaan
Corporate Culture and Value

69 Makna Logo Perusahaan
The Meaning of Company Logo

70 Kegiatan dan Bidang Usaha
Activities and Line of the Business

73 Produk/Jasa Perseroan
Company Product/Services

76 Wilayah Operasional
Operational Area

82 Jaringan Kantor
Office Network

83 Keanggotaan dalam Asosiasi/Organisasi
Membership Association/Organizations

84 Struktur Organisasi
Organization Structure

86 Profil Dewan Komisaris
Board of Commissioners Profile

92 Profil Direksi
Board of Directors Profile

100 Profil Pejabat Eksekutif
Executive Officers Profile

105 Demografi Sumber Daya Manusia
Demographics of Human Resources

107 Struktur dan Komposisi Pemegang Saham
Structure and Composition of Shareholders

110 Struktur Grup Perseroan
Company Group Structure

111 Daftar Entitas Anak
List of Subsidiaries

113 Profil Entitas Anak
Profiles of Subsidiaries

119 Kronologi Pencatatan Saham
Chronology of Stock Listing

121 Kantor Akuntan Publik
Public Accounting Office

122 Daftar Lembaga dan Profesi Penunjang Perusahaan
List of Supporting Institutions and Professionals of the Company

123 Informasi *Website* Perusahaan
Company Website Information

Fungsi Pendukung Bisnis
Business Support Functions

126 Sumber Daya Manusia
Human Resources

146 Sistem Informasi
Information System

150 Rantai Pasok
Supply Chain

Analisis dan Pembahasan Manajemen
Management Discussion and Analysis

156 Tinjauan Perekonomian dan Industri
Economic and Industry Overview

162 Tinjauan Operasi per Segmen Usaha
Operating Overview per Business Segment

187 Tinjauan Keuangan
Financial Review

187 Standar Penyajian Informasi dan Kesesuaian terhadap Standar Akuntansi Keuangan
Information Reporting Standards and Compliance with Financial Accounting Standards

201 Struktur Modal dan Kebijakan Manajemen atas Struktur Modal
Capital Structure and Management Policy on Capital Structure

202 Ikatan yang Material untuk Investasi Barang Modal
Material Commitment for Capital Expenditure

203 Realisasi Penggunaan Dana Penawaran Umum
Realization of Proceeds from Public Offering

204 Informasi Material mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan/atau Restrukturisasi Utang/Modal
Material Information on Investment, Expansion, Divestment, Business Merger, Acquisition, and/or Debt/Capital Restructuring

204 Perbandingan antara Target Anggaran dengan Realisasi, dan Proyeksi Usaha
Comparison between Budget Targets and Realization, and Business Outlook

205 Informasi dan Fakta Material yang Terjadi setelah Tanggal Laporan Akuntan
Material Information and Facts Occurring after the Accountant's Report Date
205 Dampak Nilai Tukar Mata Uang Asing
Impact of Foreign Exchange Rates
205 Prospek Usaha
Business Prospect
206 Aspek Pemasaran
Marketing Aspect
208 Kebijakan Dividen dan Pembagiannya
Dividend Policy and Its Distribution
210 Kontribusi terhadap Negara melalui Perpajakan
Contribution to the Country through Taxation
210 Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/Pihak Berelasi
Information on Material Transactions Containing Conflicts of Interest and/or Transactions with Affiliated/Related Parties
213 Informasi Keuangan yang Mengandung Kejadian yang Bersifat Luar Biasa dan Jarang Terjadi
Financial Information Containing Extraordinary and Rare Events
214 Informasi Kelangsungan Usaha
Information on Business Sustainability
215 Tingkat Kesehatan Perusahaan
Company Soundness Level

Tata Kelola Perusahaan
Corporate Governance

218 Prinsip Tata Kelola Perusahaan
Principles of Corporate Governance
223 Struktur, Infrastruktur, dan *Softstructure* Tata Kelola Perusahaan
Structure, Infrastructure, and Softstructure of Corporate Governance
228 Rapat Umum Pemegang Saham (RUPS)
General Meeting of Shareholders (GMS)
245 Dewan Komisaris
Board of Commissioners
262 Direksi
Board of Directors
277 Transparansi Informasi Dewan Komisaris dan Direksi
Information Transparency on the Board of Commissioners and the Board Directors
278 Hubungan Afiliasi Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali
Affiliate Relationship between the Board of Commissioners, the Board of Directors, and/or Controlling Shareholder
279 Rapat Dewan Komisaris dan Direksi
Meetings of the Board of Commissioners and the Board of Directors
288 Keberagaman Komposisi Dewan Komisaris dan Direksi
Diversity in Members Composition of the Board of Commissioners and the Board of Directors
289 Penilaian Kinerja terhadap Dewan Komisaris dan Direksi
Performance Assessment for the Board of Commissioners and the Board of Directors
291 Nominasi dan Remunerasi Dewan Komisaris dan Direksi
Nomination and Remuneration of the Board of Commissioners and the Board of Directors
295 Komite Audit
Audit Committee
306 Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee
316 Komite Pemantau Risiko
Risk Monitoring Committee
325 Sekretaris Perusahaan
Corporate Secretary
335 Unit Audit Internal
Internal Audit Unit
342 Sistem Pengendalian Internal
Internal Control System
344 Sistem Manajemen Risiko
Risk Management System
358 Perkara Penting
Important Cases
361 Informasi Mengenai Sanksi Administratif
Information Regarding Administrative Sanctions
361 Kode Etik
Code of Ethics
361 Sistem Manajemen Anti Penyuapan
Anti-Bribery Management System
365 Sistem Manajemen Anti Penyuapan
Anti-Bribery Management System
366 Kebijakan Antikorupsi
Anti-Corruption Policy
367 Pengelolaan Benturan Kepentingan
Management of Conflict of Interest
368 Kompensasi Jangka Panjang
Long-term Compensation
369 Kebijakan Kepemilikan Saham dan Transaksi oleh Orang Dalam (Insider Trading)
Share Ownership and Insider Trading Policy
370 Sistem Pelaporan Pelanggaran
Violation Reporting System
372 Akses Informasi dan Data Perusahaan
Accesing Company's Information and Data
373 Penilaian atau Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik
Assessment or Evaluation of the Implementation of Good Corporate Governance
374 Kesesuaian Penerapan Tata Kelola Perusahaan Terhadap ASEAN *Corporate Governance Scorecard* (ACGS)
Suitability of the Implementation of Corporate Governance to ASEAN Corporate Governance Scorecard (ACGS)
378 Penerapan Aspek dan Prinsip Tata Kelola Perusahaan Sesuai Ketentuan Otoritas Jasa Keuangan
Implementation of the Aspects and Principles of Corporate Governance in Accordance with the Provisions of the Financial Service Authority

Tanggung Jawab Sosial dan Lingkungan
Social and Environmental Responsibility Social and Environmental Responsibility

386 Aspek Ekonomi
Economy Aspect
386 Aspek Lingkungan
Environment Aspect
387 Aspek Sosial
Social Aspect

Lampiran
Appendix

390 Referensi SEOJK No. 16/SEOJK.04/2021: Laporan Tahunan Emiten atau Perusahaan Publik
SEOJK No. 16/SEOJK.04/2021: Annual Report of Public Company
413 Laporan Keuangan
Financial Report

KESINAMBUNGAN TEMA
Theme Continuity



2019

LANGKAH UNTUK MEWUJUDKAN KAPASITAS NASIONAL
Lima dasawarsa perjalanan PT Elnusa Tbk telah dilalui hingga menjadi Perusahaan jasa energi nasional yang mampu memberikan solusi total seperti sekarang. Beragam krisis dan dinamika industri berhasil dilewati. Tidak sedikit pula ragam kreativitas dan inovasi sudah dihasilkan. Melewati 50 tahun ini, transformasi Elnusa tentu belum berhenti. Perusahaan ini akan terus menggeliat mengikuti perubahan jaman. Bukan sekedar untuk hidup, tetapi tetap kokoh di atas jalur yang dipilih untuk menjadi jalannya.

JOURNEY TO BRING NATIONAL CAPACITY
Five decades of the journey of PT Elnusa Tbk have been passed to become a national energy service company that is able to provide a total solution like now. Various crises and dynamics of the industry successfully passed. Not a little variety of creativity and innovation have been produced. Over the past 50 years, Elnusa's transformation has certainly not stopped. This company will continue to stretch following the changing times. Not just for life, but still firm above the path chosen to be the way.



2020

KETANGGUHAN MENUJU KEUNGGULAN
Tekanan bertubi menghantam industri migas bahkan berdampak pada perekonomian nasional dan dunia. Doa dan daya upaya yang dibarengi dengan inovasi dan strategi portofolio telah menyelamatkan perusahaan. Ketangguhan yang menunjukkan keunggulan perusahaan untuk terus berkontribusi bagi negeri.

RESILIENCE TO BE EXCELLENCE
The pressure has repeatedly hit the oil and gas industry and has impacted the national and global economies. Prayers and efforts following by innovation and portfolio strategy has saved the Company. Resilience that shows the excellence of the Company to continue contributing to the Country.



2021

BERSAMA MEMBANGUN KEUNGGULAN
Di tengah tantangan *triple shock*, semangat pantang menyerah dengan terusmaju bersama. Menyatukan Tekad & Tujuan untuk Satu Elnusa. Dengan penerapan nilai AKHLAK sebagai fondasi utama & untuk mencapai kinerja terbaikmenjadi perusahaan yang unggul.

UNITE TOWARD EXCELLENCE
In the middle of the triple shock challenges, spirit to never give up by moving forward together. Unifying Determination and Purpose for One Elnusa. With the implementation of the AKHLAK value as the main foundation and to achieve the best performance to be superior company.



2022

KETAHANAN DALAM MEMPERKUAT BISNIS INTI UNTUK PERTUMBUHAN YANG BERKELANJUTAN

Merayakan usia ke-53, Perseroan berhasil menaklukan berbagai tantangan di tengah kondisi ketidakpastian akibat gejolak global sepanjang tahun 2022 yang masih berlanjut dari tahun sebelumnya. Untuk memperkokoh daya tahan terhadap keuangan juga menjaga bisnis yang berkelanjutan ke depannya, Elnusa berupaya untuk memperkuat bisnis inti Perseroan dengan konsisten menerapkan kebijakan strategis Perusahaan dalam pengelolaan biaya yang tepat guna, optimal dan mengambil peluang dalam Pengembangan bisnis yang bukan hanya pada industri migas, namun juga non migas. Elnusa juga terus berkomitmen untuk senantiasa menjalankan prinsip-prinsip tata kelola yang baik (GCG) dalam setiap proses operasional dan bisnis Perusahaan.

RESILIENCE IN STRENGTHENING THE CORE

Celebrating its 53rd anniversary, the Company has successfully overcome various challenges in the midst of uncertainty due to global turmoil throughout 2022 which still lingers from the previous year. To strengthen financial resilience as well as maintain a sustainable business going forward, Elnusa strives to strengthen the Company's core business by consistently implementing the Company's strategic policies in managing costs that are appropriate, optimal and taking opportunities in business development not only in the oil and gas industry but also non-oil and gas. Elnusa also continues to be committed to always implementing the principles of good governance (GCG) in every operational and business process of the Company.

2023



TAHAPAN BARU MENCAPAI KEUNGGULAN

Tahun 2023, usia PT Elnusa Tbk genap 54 tahun. Perseroan semakin mengukuhkan posisi sebagai perusahaan dengan keunggulan yang memiliki resiliensi dan penuh inovasi. Semua ini terbukti mampu memperkuat fundamental bisnis Elnusa ada di jalur yang tepat untuk menuju "Perusahaan Jasa Energi Terkemuka yang Memberikan Solusi Total".

NEW JOURNEY FOR EXCELLENCE

In 2023, PT Elnusa Tbk will be 54 years old. The Company has further strengthened its position as a company with excellence, resilience and innovation. . All of this has proven to be able to strengthen Elnusa's business fundamentals on the right track to become a "Leading Energy Services Company that Provides Total Solutions".

KILAS KINERJA 2023
2023 Performance Highlights

8 Ikhtisar Data Keuangan Penting
Key Financial Highlights

11 Ikhtisar Saham
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12 Aksi Korporasi
Corporate Action

12 Informasi tentang Obligasi, Sukuk, atau Obligasi Konversi
Information on Bonds, Sukuk, or Convertible Bonds

13 Penghentian Sementara Perdagangan Saham
Suspension of Share Trading/Delisting

14 Peristiwa Penting
Event Highlights

28 Penghargaan dan Sertifikasi
Awards and Certifications


SAFETY
FIRST
pinusa

Ikhtisar Data Keuangan Penting
Key Financial Highlights

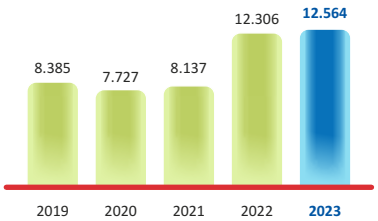
LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Consolidated Profit (Loss) and Other Comprehensive Income

Dalam jutaan Rupiah, kecuali dinyatakan lain | in million Rupiah, unless otherwise stated

Uraian	2023	2022	2021	2020	2019	Pertumbuhan/ (Penurunan) Growth/ (Decrease) 2022–2023 (%)	Description
Pendapatan	12.564.391	12.305.690	8.136.563	7.726.945	8.385.122	2	Revenue
Jasa Distribusi dan Logistik Energi	7.049.741	7.564.058	4.744.166	3.786.529	4.364.090	(12)	Energy Distribution and Logistic Services
Jasa Hulu Migas Terintegrasi	4.257.537	4.034.631	2.981.764	3.760.935	3.847.015	5	Integrated Upstream Oil and Gas Servics
Jasa Penunjang Migas	1.820.835	1.357.387	1.285.491	1.409.031	988.663	21	Oil and Gas Support Services
Beban Pokok Pendapatan	(11.394.689)	(11.393.357)	(7.491.069)	(6.984.472)	(7.514.040)	0)	Cost of Revenue
Laba Bruto	1.169.702	912.333	645.494	742.473	871.082	27	Gross Profit
Laba (Rugi) Operasi	669.652	498.015	315.228	437.247	533.681	38	Profit (Loss) of Operation
EBITDA	1.281.770	1.146.434	984.669	1.164.509	970.666	13	EBITDA
Beban Keuangan	(115.221)	(143.320)	(121.341)	(132.200)	(40.490)	(21)	Financial Costs*
Laba (Rugi) Tahun Berjalan	503.131	378.058	108.852	249.086	356.477	33	Profit (Loss) for the Year
Laba (Rugi) Komprehensif Tahun Berjalan	487.889	393.467	111.924	253.049	345.625	27	Comprehensive Profit (Loss) for the Year
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada:							Profit (Loss) for the Year Attributable to:
– Pemilik Entitas Induk	503.129	378.065	108.740	356.474	276.314	(56)	Owner of Parent Entity –
– Kepentingan Non Pengendali	2	(7)	112	3	2	3633	Non-controlling Interest –
Jumlah	503.131	378.058	108.852	356.477	276.316	(56)	Total
Laba (Rugi) Komprehensif yang Dapat Diatribusikan kepada:							Comprehensive Profit (Loss) Attributable to:
– Pemilik Entitas Induk	487.887	393.474	111.812	253.045	345.622	27	Owner of Parent Entity –
– Kepentingan Non Pengendali	2	7	112	3	3	(71)	Non-controlling Interest –
Jumlah	487.889	393.467	111.924	253.048	345.625	27	Total
Laba (Rugi) Bersih per Saham Dasar (Nilai Penuh)	69	52	15	49	38	33	Net Profit (Loss) per Share (Full Amount)

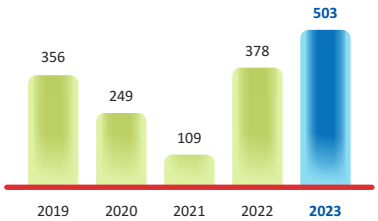
PENDAPATAN
Revenue

dalam miliar Rupiah | in billion Rupiah



LABA BERSIH
Net Profit

dalam miliar Rupiah | in billion Rupiah



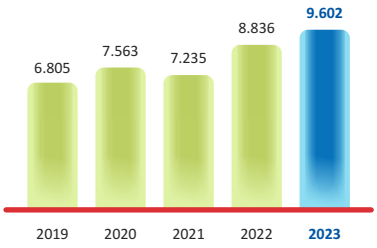
POSISI KEUANGAN KONSOLIDASIAN
Consolidated Financial Position

Dalam jutaan Rupiah, kecuali dinyatakan lain | in million Rupiah, unless otherwise stated

Uraian	2023	2022	2021	2020	2019	Pertumbuhan/ (Penurunan) Growth/ (Decrease) 2022–2023 (%)	Description
Aset Lancar	6.106.301	5.287.016	4.446.784	4.217.325	3.698.370	15	Current Assets
Aset Tetap dan Properti Investasi–Neto	1.940.150	1.773.917	1.877.948	1.872.101	1.884.942	9	Fixed Assets and Investment Property–Net
Jumlah Aset	9.601.482	8.836.089	7.234.857	7.562.822	6.805.037	8	Total Assets
Liabilitas Jangka Pendek	4.234.123	3.531.761	2.561.234	2.573.467	2.504.335	18	Current Liabilities
Liabilitas Jangka Panjang	951.291	1.187.117	895.489	1.248.409	724.004	(19)	Non-current Liabilities
Jumlah Liabilitas	5.185.414	4.718.878	3.456.723	3.821.876	3.228.339	9	Total Liabilities
Utang Berbunga	171.231	128.258	333.197	739.326	1.127.040	34	Interest Bearing Debt
Ekuitas	4.416.068	4.117.211	3.778.134	3.740.946	3.576.698	8	Equity
Modal Kerja – Neto	1.872.178	1.755.255	1.885.550	1.643.858	1.194.035	9	Working Capital–Net

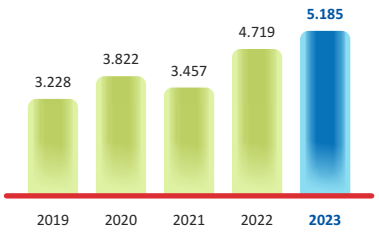
JUMLAH ASET
Total Assets

dalam miliar Rupiah | in billion Rupiah



JUMLAH LIABILITAS
Total Liabilities

dalam miliar Rupiah | in billion Rupiah



ARUS KAS KONSOLIDASIAN
Consolidated Statements of Cash Flow

Dalam jutaan Rupiah, kecuali dinyatakan lain | in million Rupiah, unless otherwise stated

Uraian	2023	2022	2021	2020	2019	Pertumbuhan/ (Penurunan) Growth/ (Decrease) 2022–2023 (%)	Description
Kas Bersih yang Diperoleh dari Aktivitas Operasi	1.389.990	1.461.281	1.104.623	928.178	575.797	(5)	Net Cash Provided by Operating Activities
Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Investasi	(487.739)	(387.541)	(361.321)	(483.159)	(671.113)	26	Net Cash Provided by (Used in) Investing Activities
Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	(477.631)	(587.419)	(833.108)	(70.996)	239.286	19	Net Cash Provided by (Used in) Financing Activities
Kas dan Setara Kas pada akhir tahun	2.077.725	1.656.975	1.144.769	1.231.867	856.122	25	Cash and Cash Equivalent at the End of the Year

RASIO-RASIO KEUANGAN
Financial Ratios

Dalam % | in %

Uraian	2023	2022	2021	2020	2019	Pertumbuhan/ (Penurunan) Growth/ (Decrease) 2022–2023 (%)	Description
Margin Laba Bruto	9,31	7,41	7,93	10,44	9,84	26	Gross Profit Margin
Margin Laba Operasi	5,33	4,05	3,87	5,66	6,36	32	Operating Profit Margin
Margin Laba Bersih*	4,00	3,07	1,34	3,22	4,25	30	Net Profit Margin*
Margin Laba Bersih Tanpa Laba (Rugi) Penjualan Aset Tetap**	5,24	4,28	1,50	3,29	5,24	22	Net Profit Margin Excluded Gain (Loss) Sale of Fixed Assets**
Margin EBITDA	10,20	9,32	12,10	15,07	11,58	10	EBITDA Margin
Rasio Lancar	1,45	1,50	1,74	1,64	1,48	-3	Current Ratio
Perputaran Total Aset	130,86	139,27	112,46	102,17	123,22	-6	Total Asset Turnover
Imbal Hasil Aset	5,24	4,28	1,50	4,71	4,06	22	EBITDA
Imbal Hasil Ekuitas	11,39	9,18	2,88	9,53	7,73	24	Return on Assets
Utang Berbunga/Ekuitas	0,04	0,03	0,09	0,20	0,32	24	Return on Equity
Utang Berbunga/Jumlah Aset	0,02	0,01	0,05	0,10	0,17	23	Interest Bearing Debt/Equity
Utang Berbunga/EBITDA	0,13	0,11	0,34	0,63	1,16	19	Interest Bearing Debt/Total Assets
EBITDA/ Beban Keuangan	11,12	8,00	8,11	8,81	23,97	39	EBITDA/Interest Expense
Jumlah Liabilitas/Ekuitas	1,2	1,1	0,9	1,0	0,9	2	Total Liabilities/Equity
Jumlah Liabilitas/Aset	0,54	0,53	0,48	0,51	0,47	1	Total Liabilities/Assets
Kas Neto yang Diperoleh dari Aktivitas Operasi/Laba Bersih	2,85	3,71	9,88	3,67	1,67	(23)	Net Cash Provided by Operating Activities/Net Income
Kas Neto yang Diperoleh dari Aktivitas Operasi/Kas dan Setara Kas akhir tahun	0,67	0,88	0,96	0,75	0,67	(24)	Net Cash Provided by Operating Activities/Cash and Cash Equivalents at the End of the Year
Kas dan Setara Kas pada akhir tahun/Utang Berbunga	12,13	12,92	3,44	1,67	0,76	(6)	Cash and Cash Equivalent at the End of the Year/Interest Bearing Debt
Laba Bersih/Jumlah Karyawan	478,36	358,70	92,94	281,58	156,64	33	Net Profit/Number of Employees

* Perhitungan margin laba bersih yang tercantum dalam laporan ini menggunakan Laba Tahun yang Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk.
Net profit margin in this reports is calculated using the Profit for the Current Year Attributable to Owners of the Parent Entity.

** Perhitungan Margin Laba Bersih Tanpa Laba (Rugi) Penjualan Aset Tetap yang tercantum dalam laporan ini menggunakan Laba Tahun Berjalan yang dapat Diatribusikan kepada Pemilik Entitas Induk - Tanpa Laba (Rugi) Penjualan Aset Tetap.
Net Profit Margin Excluded Gain (Loss) on Sale of Fixed Assets in this reports is calculated using the Profit for the Current Year Attributable to Owners of the Parent Entity Excluded Gain (Loss) on Sale of Fixed Assets.

Ikhtisar Saham
Share Highlights

Kuartal	Open	Highest	Lowest	Closing	Volume	Valuasi	Market Cap	Quarter
Kuartal 1 2023	312	340	286	312	27.170.910	7.298.500.000	2.277.132.000.000	Quarterly 1 2023
Kuartal 2 2023	322	348	304	334	34.555.431	7.298.500.000	2.437.699.000.000	Quarterly 2 2023
Kuartal 3 2023	334	438	334	418	48.855.626	7.298.500.000	3.050.773.000.000	Quarterly 3 2023
Kuartal 4 2023	418	460	370	388	29.644.743	7.298.500.000	2.831.818.000.000	Quarterly 4 2023
Kuartal 1 2022	276	360	250	294	82.492.544	7.298.500.000	2.145.759.000.000	Quarterly 1 2022
Kuartal 2 2022	296	340	274	302	56.520.591	7.298.500.000	2.204.147.000.000	Quarterly 2 2022
Kuartal 3 2022	300	366	280	308	64.146.552	7.298.500.000	2.247.938.000.000	Quarterly 3 2022
Kuartal 4 2022	308	400	306	312	84.145.609	7.298.500.000	2.277.132.000.000	Quarterly 4 2022

HARGA PENUTUPAN DAN VOLUME PERDAGANGAN ELSA 2022–2023
ELSA Closing Prices and Trading Volume in 2022–2023

Bulan	Harga Penutupan Closing Price (Rp)	Volume Perdagangan Trading Volume	Month
2023			**2023**
Januari	312	10.792.000	January
Februari	308	33.797.100	February
Maret	312	14.097.100	March
April	322	67.623.900	April
Mei	330	18.163.500	May
Juni	334	29.420.400	June
Juli	390	90.163.200	July
Agustus	390	11.502.600	August
September	418	40.624.900	September
Oktober	432	39.041.900	October
November	416	7.935.000	November
Desember	388	21.587.200	December
2022			**2022**
Januari	276	55.460.100	January
Februari	312	307.318.800	February
Maret	294	27.363.500	March
April	292	34.674.000	April
Mei	308	42.556.100	May
Juni	302	16.088.900	June
Juli	302	21.810.100	July
Agustus	318	47.329.500	August
September	308	52.430.400	September
Oktober	376	388.122.900	October
November	328	32.369.400	November
Desember	312	25.939.200	December

Aksi Korporasi
Corporate Action

Pada tahun 2023, tidak terdapat aksi korporasi seperti aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), saham bonus, maupun penurunan nilai nominal saham, dalam dua tahun terakhir.

In 2023, there were no corporate actions such asstock splits,reverse stock combinations, bonus shares, or a decrease in the nominal value of shares, in the last two years.

Informasi tentang Obligasi, Sukuk, atau Obligasi Konversi
Information about Bonds, Sukuk, or Convertion Bonds

Perseroan tidak mengeluarkan obligasi/sukuk/obligasi konversi sepanjang tahun 2023. Namun, pada Agustus 2020 Perseroan telah melakukan aksi korporasi dengan menerbitkan Sukuk Ijarah Berkelanjutan I Tahap Kesatu (Sukuk) senilai Rp700 miliar untuk jangka waktu 5 (lima) tahun yang seluruhnya telah direalisasikan di tahun 2021. Tetapi pada tanggal 23 Juli 2023 Perseroan telah melakukan penghentian penawaran umum berkelanjutan 1 Tahap 1 tahun 2020 PT Elnusa Tbk.

The Company did not issue any bonds/sukuk/convertible bonds throughout 2023. However, in August 2020 the Company took corporate action by issuing Sukuk Ijarah Berkelanjutan I Phase One (Sukuk) worth Rp700 billion for a period of 5 (five) years which was fully realized in 2021. However, on July 23, 2023 the Company has terminated the ongoing public offering 1 Phase 1 of 2020 PT Elnusa Tbk.

Penghentian Sementara Perdagangan Saham

Suspension of Share Trading/Delisting

Sepanjang tahun 2023, Perseroan tidak pernah dikenakan sanksi saham, baik berupa penghentian sementara perdagangan saham (suspension) maupun penghapusan pencatatan saham (delisting) di Bursa Saham Indonesia.

Throughout 2023, the Company has never been subjected to share sanctions, either in the form of a temporary suspension of share trading nor delisting of shares on the Indonesia Stock Exchange.



Peristiwa Penting
Event Highlights

11 Januari January



Perseroan mengawali tahun 2023 dengan gelaran Town Hall Meeting bertema "New Journey for Excellence".
The Company started 2023 with a Town Hall Meeting with the theme "New Journey for Excellence".

20 Januari January



Konsisten meningkatkan budaya HSSE, Perseroan menggelar *kick off meeting* "Management Walkthrough 2023".
Consistently improving the HSSE culture, the Company held the "Management Walkthrough 2023" kick off meeting.

26 Januari January



Kesuksesan Regional Indonesia Timur Subholding Upstream dalam menemukan sumber daya kontinjen gas dan kondensat dari sumur eksplorasi Kolibri 001 (KOL-001) pada akhir 2022 lalu tidak terlepas dari peran Elnusa dalam mendukung kegiatan eksplorasinya.
The success of the Eastern Indonesia Regional Upstream Subholding in discovering contingent gas and condensate resources from the Kolibri 001 (KOL-001) exploration well at the end of 2022 cannot be separated from Elnusa's role in supporting its exploration activities.

3 Februari February



Persiapkan pemimpin masa depan, Perseroan menggelar "Leader Development Program" perdana.
Preparing future leaders, the Company organized its first "Leader Development Program".

9 Februari February



Perseroan menggelar signing ceremony bersama dengan Bank BRI untuk perubahan dan perpanjangan atas fasilitas bank garansi/ standby letter of credit dan penangguhan jaminan impor dan kredit modal kerja lokal serta trust receipt sebesar USD23.000.000.
The Company held a joint signing ceremony with Bank BRI for changes and extensions to bank guarantee/standby letter of credit facilities and suspension of import guarantees and local working capital loan, as well as trust receipts amounting to USD23,000,000.

10 Februari February



Perseroan melaksanakan Virtual Management Walkthrough (VMWT) ke Project Full Tensor dengan metode Airborne Gravity Gradiometry and Magnetic Acquisition, Processing & Interpretation-Paket 1, Mamberamo–Papua. Proyek ini merupakan yang pertama di Elnusa, yakni menggunakan teknologi pesawat udara untuk keperluan survei pemetaan struktur bawah permukaan (sub surface) di area yang lebih luas dan akuisisi lebih cepat.
The Company carried out a Virtual Management Walkthrough (VMWT) to the Full Tensor Project using the Airborne Gravity Gradiometry and Magnetic Acquisition, Processing & Interpretation method-Package 1, Mamberamo–Papua. This project is the first at Elnusa, namely using aircraft technology for subsurface structure mapping surveys over a wider area and faster acquisition.

13 Februari February



Perseroan melaksanakan serangkaian kegiatan untuk menyemarakkan peringatan bulan K3 Nasional 2023 dengan tema "Terwujudnya Pekerjaan Layak yang Berbudaya K3 Guna Mendukung Keberlangsungan Usaha di Setiap Tempat Kerja". Pelaksanaan kegiatan berlangsung selama 1 (satu) bulan, dari 12 Januari hingga 12 Februari 2023.
The Company held a series of activities to celebrate the 2023 National OHS month with the theme "Creating Decent Work with an OHS Culture to Support Business Sustainability in Every Workplace". The activities lasted for 1 (one) month, from January 12 to February 12, 2023.

16–17 Februari February



Tingkatkan proteksi COVID-19, Perseroan menggelar vaksinasi *booster* ke-2 COVID-19 yang dilaksanakan di Ruang Udaya Graha Elnusa Jakarta.
Increasing protection from COVID-19, the Company held the 2nd COVID-19 booster vaccination, which was carried out at the Udaya Graha Elnusa Room, Jakarta.

22 Februari February



Perseroan memberangkatkan 85 Awak Mobil Tangki (AMT) dan pekerja berprestasi setelah 3 (tiga) tahun tertunda akibat dampak pandemi COVID-19. Pemberian *reward* perjalanan ibadah ini di selenggarakan secara hibrida di ruang Udaya, Graha Elnusa, Kantor Pusat EPN pada Rabu, 22 Februari 2023.
The Company dispatched 85 Tank Car Crew (AMT) and outstanding workers after a 3 (three) year delay due to the impact of the COVID-19 pandemic. This worship trip reward was held in hybrid in the Udaya room, Graha Elnusa, EPN Head Office on Wednesday, February 22, 2023.

24 Februari February



Perseroan mendukung program pemerintah dalam menekan emisi karbon, salah satunya melalui penerapan *green office* pada Gedung Graha Elnusa yang merupakan kantor pusat Perseroan. Graha Elnusa yang terletak di kawasan bisnis dan niaga Jakarta Selatan ini resmi menerima Sertifikat Greenship EB (*Existing Building*) V.1.1.
The Company supports government programs to reduce carbon emissions, one of which is through the implementation of a green office at the Graha Elnusa Building, which is the Company's head office. Graha Elnusa, which is located in the business and commercial area of South Jakarta, officially received the EB (Existing Building) V.1.1 Greenship Certificate.

14 Maret March



Perseroan menandatangani nota kesepahaman atau *Memorandum of Understanding* (MoU) dengan KHAN Co., Ltd. (KHAN) untuk kerja sama dan kolaborasi dalam *decommissioning, commissioning*, *Offshore Hook Up and Carry Over* (HUC), *Pipe Laying Construction* serta O&M/P&M.
The company signed a Memorandum of Understanding (MoU) with KHAN Co., Ltd. (KHAN) for cooperation and collaboration in decommissioning, commissioning, Offshore Hook Up and Carry Over (HUC), Pipe Laying Construction, and O&M/P&M.

16 Maret March



Direktur Eksplorasi Pertamina Hulu Energi (PHE) Muharram Jaya Panguriseng mengunjungi *Management Walk Through* (MWT) ke kapal seismik "Elsa Regent" milik Elnusa Trans Samudera (ETSA) dan *Workshop* Elnusa Fabrikasi Konstruksi (EFK) di Batam.
Director of Exploration of Pertamina Hulu Energi (PHE), Muharram Jaya Panguriseng visited the Management Walk Through (MWT) to the seismic vessel "Elsa Regent" of Elnusa Trans Samudera (ETSA) and the Elnusa Fabrikasi Konstruksi (EFK) Workshop in Batam.

12 April April



Perseroan menandatangani nota kesepahaman dengan PT Bumi Laksamana Jaya (BLJ), Badan Usaha Milik Daerah (BUMD) Kabupaten Bengkalis, Riau, terkait pengembangan bisnis dan evaluasi atas peluang kerja sama di bidang minyak dan gas bumi yang merupakan bisnis inti usaha Perseroan.
The Company signed a memorandum of understanding with PT Bumi Laksamana Jaya (BLJ), a Regional Owned Enterprise (ROE) of Bengkalis Regency, Riau, regarding business development and evaluation of cooperation opportunities in the oil and gas sector, which is the Company's core business.

14 April April



Perseroan memberikan energi positif kepada para pemegang saham melalui keberhasilannya atas kenaikan peringkat dari idAA-/Stable di tahun 2022 menjadi "IdAA/Stable" pada tahun 2023.
The Company provides positive energy to shareholders through its success in increasing its rating from idAA-/Stable in 2022 to "IdAA/Stable" in 2023.

27 April April



Perseroan senantiasa memperhatikan aspek lingkungan dalam kegiatan operasia. Hal ini sejalan dengan peta jalan transisi energi hijau di Indonesia menuju *Net Zero Emission* (NZE) pada tahun 2060 atau lebih cepat. Perseroan melakukan berbagai langkah *green action*, salah satunya melalui aksi tanam pohon yang dilakukan Perseroan di berbagai wilayah di tanah air.
The Company always takes environmental aspects into consideraton in its operational activities. This is in line with the green energy transition roadmap in Indonesia towards Net Zero Emissions (NZE) in 2060 or sooner. The Company carries out various green action measures, one of which is through tree planting actions carried out by the Company in various regions in the country.

17 Mei May



Perseroan dan Pemerintah Kabupaten Sumenep menandatangani kesepakatan bersama terkait potensi pemanfaatan lahan Elnusa yang berlokasi di Desa Sukajeruk, Kecamatan Masalembu, Kabupaten Sumenep, Provinsi Jawa Timur. Penandatanganan dilakukan di Graha Elnusa, Jakarta pada 17 Mei 2023.
The Company and the Sumenep Regency Government signed a joint agreement regarding the potential use of Elnusa land located in Sukajeruk Village, Masalembu District, Sumenep Regency, East Java Province. The signing took place at Graha Elnusa, Jakarta on May 17, 2023.

25 Mei May



Perseroan terus berkolaborasi perusahaan di lingkungan Pertamina Group. Kegiatan terbaru, yaitu kontribusi Elnusa dalam mendukung temuan cadangan migas baru PT Pertamina Hulu Sanga Sanga (PHSS), anak perusahaan PT Pertamina Hulu Indonesia (PHI). Menggunakan *rig* milik sendiri, yaitu Elnusa Modular Rig 01 (EMR-01), Perseroan mengebor sumur eksplorasi Helios D-1 (HLX D-1) dan berhasil menemukan kandungan hidrokarbon baru di Wilayah Kerja (WK) Sanga Sanga yang berada di Desa Jawa, Kecamatan Sanga Sanga, Kabupaten Kutai Kartanegara, Kalimantan Timur.
The Company continues to collaborate with companies within the Pertamina Group. The most recent activity is Elnusa's contribution in supporting the discovery of new oil and gas reserves of PT Pertamina Hulu Sanga Sanga (PHSS), a subsidiary of PT Pertamina Hulu Indonesia (PHI). Using its own rig, namely Elnusa Modular Rig 01 (EMR-01), the Company drilled the Helios D-1 (HLX D-1) exploration well and succeeded in discovering new hydrocarbon content in the Sanga Sanga Working Area (WK) in Jawa Village, Sanga Sanga District, Kutai Kartanegara Regency, East Kalimantan.

29 Mei May



Perseroan turut berpartisipasi dalam acara *Business Support Day* Pertamina Internasional EP (PIEP) yang dilaksanakan pada 29–30 Mei 2023 di Gedung Patra Jasa lantai 11, Jakarta Selatan.
The Company participated in the Pertamina Internasional EP (PIEP) Business Support Day event, which was held on May 29–30, 2023, at the Patra Jasa Building, 11th floor, South Jakarta.

30 Mei May



Perseroan berhasil meraih capaian yang membanggakan dalam gelaran acara APQ Awards 2023. Inovasi para Perwira Elnusa mampu meraih 4 (empat) predikat "*GOLD*" dan 3 (tiga) predikat "*SILVER*" dalam ajang tersebut.
The Company succeeded in achieving encouraging achievements at the 2023 APQ Awards. The innovation of Elnusa officers received 4 (four) "GOLD" awards and 3 (three) "SILVER" awards in this event.

5 Juni June



Perseroan menggelar *kick off meeting* pemutakhiran *Business Process Model* (BPM) dan *Risk Control Matrix* (RCM) sebagai bagian dari penyempurnaan implementasi *Internal Control over Financial Reporting* (ICoFR) yang diadakan di ruang Executive Lounge lantai 17, Graha Elnusa pada Senin, 5 juni 2023.

The Company held a kick-off meeting for updating the Business Process Model (BPM) and Risk Control Matrix (RCM) as part of improving the implementation of Internal Control over Financial Reporting (ICoFR), which was held in the Executive Lounge room on the 17th floor, Graha Elnusa on Monday, June 5, 2023.

6 Juni June



Perseroan menggelar Rapat Umum Pemegang Saham Tahunan (RUPST) tahun buku 2022. Kegiatan ini menggunakan 2 (dua) mekanisme kehadiran yaitu hadir secara fisik dan secara elektronik melalui aplikasi eASY.KSEI.

The Company held the Annual General Meeting of Shareholders (AGMS) for the 2022 financial year. This activity uses 2 (two) attendance mechanisms, namely attending in-person and electronically via the eASY.KSEI application.

8 Juni June



Perseroan melalui anak usahanya, PT Elnusa Fabrikasi Konstruksi (EFK), secara resmi memulai program Sekolah Manajer Proyek (SMP) bagi Perwira EFK. Agenda pelatihan SMP dengan materi pembuka berlangsung pada Hari Kamis–Jumat, 8–9 Juni 2023 yang berlokasi di Jakarta.

The Company through its subsidiary, PT Elnusa Fabrikasi Konstruksi (EFK), officially started the Project Manager School (SMP) program for EFK officers. The SMP training agenda with opening materials took place on Thursday–Friday, Juni 8–9, 2023, located in Jakarta.

9 Juni June



Perseroan melalui anak usahanya, PT Elnusa Petrofin, bersama SNF SAS menandatangani perjanjian kerja sama distribusi eksklusif untuk proyek *Polymer Injection Enhanced Waterflooding* (PIEW) periode tahun 2023–2026.

The Company, through its subsidiary, PT Elnusa Petrofin, together with SNF SAS signed an exclusive distribution cooperation agreement for the Polymer Injection Enhanced Waterflooding (PIEW) project for the period of 2023–2026.

12 Juni June



Perseroan terus memperkuat tata kelola perusahaan dengan menggelar *sharing session* mengenai *fraud*, SMAP *awareness*, dan *Whistleblowing System*. *Sharing session* disampaikan oleh Deri Safari, QIA, CFE selaku Vice President Investigation Audit, WBS & Fraud Prevention PT Pertamina (Persero).

The Company continues to strengthen corporate governance by holding sharing sessions on fraud, SMAP awareness, and the Whistleblowing System. The sharing session was delivered by Deri Safari, QIA, CFE as Vice President of Investigation Audit, WBS & Fraud Prevention of PT Pertamina (Persero).

15 Juni June



Perseroan melalui anak usahanya, PT Elnusa Petrofin (EPN), menunjukkan dukungan nyata terhadap program pemerintah *Net Zero Emission* (NZE) melalui kegiatan *Corporate Social Responsibility* (CSR) "Petrofin Peduli" dengan aksi penanaman 1.000 bibit pohon trembesi di seluruh unit operasional EPN di Indonesia.

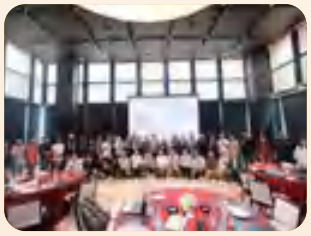
The Company, through its subsidiary, PT Elnusa Petrofin (EPN), demonstrates real support for the government's Net Zero Emission (NZE) program through the Corporate Social Responsibility (CSR) activity "Petrofin Peduli" by planting 1,000 monkey pod tree seedlings at all EPN operational units in Indonesia.

19 Juni June



Perseroan menerima kunjungan BPJS Kesehatan dalam rangka program kepemimpinan manajer pratama yang sedang dijalankan oleh BPJS Kesehatan. Pada kesempatan ini, EFK menjadi salah satu perusahaan *benchmark* bagi calon *leaders* BPJS Kesehatan. Kegiatan *benchmarking* ini berlangsung di Kantor EFK, Jalan Iskandarsyah, Jakarta Selatan.
The Company received a visit from BPJS Health for the Pratama Manager Leadership Program, which is being implemented by BPJS Health. On this occasion, EFK became one of the benchmark companies for prospective BPJS Health leaders. The benchmarking activity took place at the EFK Office, Jalan Iskandarsyah, South Jakarta.

21 Juni June



Perseroan terus memperkuat kolaborasi dengan menggelar "Pertapixel Customer Day" yang dilaksanakan di Hotel Grand Hyatt Jakarta. Acara ini digelar untuk mengenalkan layanan jasa pemetaan yang disediakan oleh Pertapixel kepada berbagai pihak, baik di lingkungan internal Pertamina Group maupun eksternal seperti Kementerian BUMN dan ESDM, serta perusahaan swasta dan BUMN Group.
The Company continues to strengthen collaboration by holding "Pertapixel Customer Day", which was held at the Grand Hyatt Hotel Jakarta. The event was held to introduce the mapping services provided by Pertapixel to various parties, both within the Pertamina Group and externally, such as the Ministry of SOEs and EMR, as well as private companies and SOE Groups.

22 Juni June



Perseroan menerima kunjungan Perseroan menggelar acara "Vendor Annual Meeting (VAM)" tahun 2023 di Ruang Udaya Gedung Graha Elnusa, Jakarta. Acara ini digelar sebagai upaya Elnusa dalam menjaga hubungan kerja sama yang harmonis dan meningkatkan aspek kolaboratif yang positif dengan mitra kerja.
The Company held the 2023 "Vendor Annual Meeting (VAM)" in the Udaya Room of the Graha Elnusa Building, Jakarta. The event was held as Elnusa's effort to maintain harmonious cooperative relations and increase positive collaborative aspects with work partners.

22 Juni June



Perseroan mengalokasikan belanja modalnya untuk membeli *Accomodation Work Barge* (AWB) *Offshore* jenis tongkang kerja yang siap dipergunakan dalam mendukung optimalisasi produksi migas melalui kegiatan *workover* dan *well intervention*.
The Company allocated its capital expenditure to purchase an Offshore Accommodation Work Barge (AWB) that is ready to be used to support the optimization of oil and gas production through workover and well intervention activities.

30 Juni June



Perseroan beserta seluruh anak usahanya menyembelih hewan kurban sebanyak 69 ekor sapi dan 158 ekor kambing. Dari total jumlah hewan kurban tersebut akan disalurkan kepada 20.884 penerima manfaat yaitu para *sahibul qurban* dan *mustahik* di sejumlah daerah di Indonesia.
The Company and all its subsidiaries slaughtered 69 cows and 158 goats as sacrificial animals. The sacrificial animals will all be distributed to 20,884 beneficiaries, namely *sahibul qurban* and *mustahik* in several regions in Indonesia.

6 Juli July



Perseroan terus berkomitmen mendukung program pemerintah untuk mencapai target produksi migas 1 juta barel tahun 2030. Salah satu kontribusi Elnusa dalam hal ini adalah pelaksanaan survei seismik, yaitu kegiatan survei geofisika melalui perekaman data lapisan bawah bumi untuk menemukan potensi migas yang ada di suatu wilayah. Survei seismik dapat dilakukan di darat (*onshore*) maupun di laut (*offshore*).
The Company continues to be committed to supporting the government's program to achieve the oil and gas production target of 1 million barrels by 2030. One of Elnusa's contributions is the implementation of seismic surveys, namely geophysical survey activities through recording of data from the lower layers of the earth to determine oil and gas potential in an area. Seismic surveys can be carried out on land (onshore) or at sea (offshore).

12 Juli July



Perseroan terus mendukung peningkatan pasokan energi dan merealisasikan satu per satu belanja modalnya dengan menambah armada mobil tangki yang merupakan salah satu *core* bisnis Elnusa pada jasa distribusi & logistik energi sebesar Rp200 miliar.
The Company continues to support the increase in energy supply and realizes its capital expenditure one by one by increasing the fleet of tank cars, which is one of Elnusa's core businesses in energy distribution & logistics services amounting to Rp200 billion.

15 Juli July



Perseroan melalui anak usahanya, PT Elnusa Fabrikasi Konstruksi (EFK), menanam mangrove sebagai salah satu wujud nyata rehabilitasi ekosistem karbon di Indonesia untuk menjaga kelestarian lingkungan. Sebanyak 41 bibit pohon mangrove ditanam di kawasan Taman Wisata Alam Angke Kapuk, Jakarta.
The Company, through its subsidiary, PT Elnusa Fabrikasi Konstruksi (EFK), planted mangroves as a concrete form of carbon ecosystem rehabilitation in Indonesia to preserve the environment. A total of 41 mangrove tree seedlings were planted in the Angke Kapuk Nature Tourism Park area, Jakarta.

1 Agustus August



Perseroan terus melakukan upaya meningkatkan implementasi pengelolaan Sistem Manajemen Anti Penyuapan dengan menggelar *opening audit* Re-Sertifikasi ISO 37001 yang dilaksanakan di ruang *meeting* lantai 17 Gedung Graha Elnusa. Kegiatan ini dihadiri oleh Direktur SDM dan Umum, Elnusa Hera Handayani, Direktur Operasi Elnusa, Charles Harianto Lumbantobing, serta jajaran manajemen Elnusa.
The Company continues to make efforts to improve the implementation of the Anti-Bribery Management System by holding an ISO 37001 Re-Certification opening audit, which was held in the meeting room on the 17th floor of the Graha Elnusa Building. The activity was attended by the Director of Human Resources and General Affairs of Elnusa, Hera Handayani, Director of Operations of Elnusa, Charles Harianto Lumbantobing, as well as Elnusa management.

1 Agustus August



Perseroan berhasil mempertahankan sertifikasi ISO 37001-Sistem Manajemen Anti Penyuapan (SMAP). Elnusa Pertama kali tersertifikasi ISO 37001 Sistem Manajemen Anti Penyuapan pada tahun 2020. Re-Sertifikasi ISO 37001 kali ini dilakukan dengan tujuan meningkatkan implementasi SMAP di lingkungan bisnis Perusahaan.
The Company successfully maintained ISO 37001-Anti-Bribery Management System (SMAP) certification. Elnusa was first certified with ISO 37001 Anti-Bribery Management System in 2020. The ISO 37001 re-certification was carried out with the aim of improving the implementation of SMAP in the Company's business environment.

5 Agustus August



Perseroan menjalin kerja sama resmi dengan PT Badak NGL (Badak LNG). Langkah kolaboratif ini ditandai oleh penandatanganan nota kesepahaman atau *Memorandum of Understanding* (MoU) pada Sabtu, 5 Agustus 2023.
The Company has established official cooperation with PT Badak NGL (Badak LNG). This collaborative step was marked by the signing of a memorandum of understanding (MoU) on Saturday, August 5, 2023.

9 Agustus August



Perseroan menggelar *workshop* Program Optimization Upstream (OPTIMUS) yang berlangsung di Executive Lounge Lantai 17 Gedung Graha Elnusa pada Rabu, 9 Agustus 2023.
The Company held the Upstream Optimization Program (OPTIMUS) workshop, which took place at the Executive Lounge on the 17th Floor of the Graha Elnusa Building on Wednesday, August 9, 2023.

16 Agustus August



Perseroan mewujudkan komitmen nyata pada *Corporate Social Responsibility* (CSR) dengan gencar melakukan program pembangunan masyarakat berkelanjutan melalui peluncuran "Desa Energi Berdikari Elnusa Sumengko". Dalam rangkaian perayaan HUT ke-54 Elnusa, *kick off* program DEBELKO secara resmi dilakukan pada 16 Agustus 2023 di Desa Sumengko Kalitidu, Kabupaten Bojonegoro, Jawa Timur.

The Company manifested its commitment to Corporate Social Responsibility (CSR) by intensively carrying out sustainable community development programs through the launch of the " Desa Energi Berdikari Elnusa Sumengko ". In the series of celebrations for Elnusa's 54th anniversary, the official kick off for the DEBELKO program was held on August 16, 2023, in Sumengko Kalitidu Village, Bojonegoro Regency, East Java.

12 September September



Perseroan pada 9 September 2023 berusia 54 tahun. Perjalanan Elnusa dimulai pada tahun 1969, saat PT Electronika Nusantara berdiri dan memasuki bidang *Marine Electronic Services*. Elnusa memiliki DNA *Resilience* dan Inovasi yang terbukti mampu memperkuat fundamental bisnis membawa inovasi dan memiliki visi sebagai "Perusahaan Jasa Energi Terkemuka yang Memberikan Solusi Total".

The Company will be 54 years old on September 9, 2023. Elnusa's journey began in 1969, when PT Electronika Nusantara was established and entered the Marine Electronic Services sector. Elnusa has a DNA of Resilience and Innovation, evidenced by its ability to strengthen business fundamentals, to bring innovation, and has a vision as a "Leading Energy Services Company that Provides Total Solutions".

13 September September



Perseroan turut berpartisipasi pada acara "Synergy Summit 2023" Regional 4 yang bertajuk "Elevating Synergy: The Spirit of One Pertamina" di Yudhistira Ballroom Patra Jasa Office Tower Ground Floor, Jakarta. Pada kesempatan ini, Elnusa juga menggandeng keempat Anak Perusahaan (AP) untuk turut berpartisipasi aktif dalam forum dan *booth session*.

The Company participated in the Regional 4 "Synergy Summit 2023" entitled "Elevating Synergy: The Spirit of One Pertamina" at the Yudhistira Ballroom of Patra Jasa Office Tower Ground Floor, Jakarta. On this occasion, Elnusa also collaborated with its four Subsidiaries to actively participate in forums and booth sessions.

14 September September



Salah satu fasilitas penyimpanan dan penyaluran Bahan Bakar Minyak (BBM) yang dibangun dan dikelola anak usaha Elnusa, yakni PT Elnusa Petrofin yang berada di Kabupaten Indragiri Hilir Provinsi Riau, *Fuel Terminal* (FT) Indragiri Hilir berhasil melakukan *Go Live* penyaluran perdana produk Pertalite, Pertamax dan Bio Solar dari tangki yang berada di lokasi tersebut.

One of the fuel (BBM) storage and distribution facilities built and managed by Elnusa's subsidiary, namely PT Elnusa Petrofin, located in Indragiri Hilir Regency, Riau Province, Indragiri Hilir Fuel Terminal (FT) successfully carried out the first Go Live distribution of Pertalite products, Pertamax and Bio Solar from the tank at that location.

22 September September



Perseroan dan PT Pertamina Hulu Rokan (PHR) yang tergabung dalam Subholding Upstream (SHU) Pertamina menandatangani perjanjian kerja sama implementasi teknologi stimulasi penggetaran *reservoir Enchance Oil Recovery* (EOR). Kedua pihak sepakat menerapkan teknologi canggih tersebut untuk produksi migas PHR di Wilayah Kerja (WK) Rokan demi mendukung pencapaian target 1 juta barel minyak per hari di tahun 2030.

The Company and PT Pertamina Hulu Rokan (PHR), which is part of Pertamina's Upstream Subholding (SHU), signed a cooperation agreement on the implementation of Enchance Oil Recovery (EOR) reservoir vibration stimulation technology. Both parties agreed to apply this advanced technology for PHR oil and gas production in the Rokan Working Area (WK) to support the achievement of the target of 1 million barrels of oil per day by 2030.

25 September September



Perseroan menyelenggarakan acara "Economic & Business Outlook 2024" bersama PT Bank Rakyat Indonesia (Persero) Tbk (BRI) di Ruang Udaya, Gedung Graha Elnusa, Jakarta.
The Company held the "Economic & Business Outlook 2024" event with PT Bank Rakyat Indonesia (Persero) Tbk (BRI) in the Udaya Room, Graha Elnusa Building, Jakarta.

26 September September



Perseroan lakukan *kick off meeting* survei seismik 3D Balam South East di kawasan WK Rokan Provinsi Riau. *Kick off meeting* tersebut dilakukan bersama Pertamina Hulu Rokan (PHR) sebagai ajang menyamakan komitmen terhadap aspek *Health, Safety, Security, Environment* (HSSE) dan *Operation Excellence*.
The Company held a kick off meeting for the Balam South East 3D seismic survey in the Rokan WK area, Riau Province. The kick off meeting was held with Pertamina Hulu Rokan (PHR) as a means of equalizing commitment to aspects Health, Safety, Security, Environment (HSSE) and Operation Excellence.

10 Oktober October



Perseroan gelar *Town Hall Meeting* kuartal 3 yang dilakukan secara hibrida langsung dari Graha Elnusa, Jakarta. *Townhall Meeting* yang bertema "New Journey for Excellence" ini disambut antusias oleh seluruh Perwira Elnusa Group dengan total kehadiran Perwira Elnusa Group sebanyak 723 Perwira yang hadir secara luring maupun daring.
The Company held its 3rd quarter Town Hall Meeting, which was held in a hybrid directly from Graha Elnusa, Jakarta. The Townhall Meeting with the theme "New Journey for Excellence" was enthusiastically welcomed by all Elnusa Group officers with a total of 723 Elnusa Group officers in attendance, both offline and online.

17 Oktober October



Perseroan telah menandatangani *Memorandum of Understanding* (MoU) bersama Daqing Oilfield Company, Ltd. (Daqing). Penandatanganan tersebut menjadi tanda awal kolaborasi antara kedua perusahaan dalam mewujudkan visi dan misi Elnusa untuk menjadi perusahaan layanan energi terkemuka yang menyediakan solusi total.
The Company signed a Memorandum of Understanding (MoU) with Daqing Oilfield Company, Ltd. (Daqing). This is the initial sign of collaboration between the two companies in realizing Elnusa's vision and mission to become a leading energy services company that provides total solutions.

17 Oktober October



Perseroan telah mempersiapkan diri dengan terus melakukan diversifikasi bisnis dan mengambil peran dalam mendukung transisi energi yang tengah menjadi program dan kebijakan pemerintah. Dalam mengantisipasi tantangan yang akan dihadapi ke depan, Elnusa terus adaptif dan melakukan pengembangan bisnis dengan memperluas lini bisnis pada bidang petrokimia.
The Company has prepared itself by continuously diversifying its business and taking a role in supporting the energy transition, which is currently a government program and policy. In anticipating the challenges that will be faced in the future, Elnusa continues to be adaptive and carry out business development by expanding its business lines in the petrochemical sector.

26 Oktober October



Perseroan secara konsisten menggelar aksi *Corporate Social Responsibility* (CSR) dengan melakukan kegiatan *drilling for water* di area yang terdampak kekeringan di Lebak, Banten dan CSR Goes to Community di Sekolah Menengah Pertama (SMP) & Sekolah Menengah Kejuruan (SMK) PGRI, Cileles Lebak Banten.
The Company consistently held its Corporate Social Responsibility (CSR) programs by carrying out drilling for water activities in areas affected by drought in Lebak, Banten and CSR Goes to Community at PGRI Junior High Schools (SMP) & Vocational High Schools (SMK), Cileles Lebak Banten.

6 November November



Perseroan turut berperan aktif dalam Proyek Penyisipan (*Segmental Partial Replacement*) *Main Oil Line* XAP ke MGS Balongan, yang terletak di wilayah Kerja X-Ray Jatibarang Field Lepas PT Pertamina EP Pantai Laut Jawa, Kabupaten Indramayu, Provinsi Jawa Barat. Pekerjaan ini merupakan upaya menjaga keandalan aset untuk menunjang produksi, dilakukan mulai dari 4 April 2023 sampai dengan 16 Agustus 2023 di luar fase persiapan dan *engineering*.

The Company plays an active role in the XAP Main Oil Line Insertion (Segmental Partial Replacement) Project to MGS Balongan, which is located in the X-Ray Jatibarang Field Offshore PT Pertamina EP Java Sea Coast, Indramayu Regency, West Java Province. This is an effort to maintain the reliability of assets to support production, carried out from April 4, 2023, to August 16, 2023, outside the preparation and engineering phases.

6 November November



Perseroan melaksanakan kegiatan safari *Management Walkthrough* (MWT) ke seluruh unit kerja. *Kick off* kegiatan tersebut dimulai pada tanggal 6 & 7 November 2023 di area *Warehouse* Balikpapan dan Elnusa Modular Rig 001 (EMR 001) di lapangan Samberah #169 Project PHSS.

The Company carries out Management Walkthrough (MWT) safari activities to all work units. The kick-off for this activity commenced on November 6 & 7, 2023 in the Balikpapan Warehouse area and Elnusa Modular Rig 001 (EMR 001) in the Samberah field #169 Project PHSS.

9 November November



Perseroan melakukan kegiatan Aksi Tebar Manfaat ke Sekolah Luar Biasa (SLB) yang diperuntukkan bagi Anak Berkebutuhan Khusus (ABK) Yayasan Nurasih yang berada di sekitar wilayah Anak Perusahan Elnusa yaitu PT Sigma Cipta Utama, PT Patra Nusa Data dan Warehouse Elnusa, Kecamatan Ciputat. Kota Tangerang Selatan.

The Company carries out Benefit Distribution Activities to Special Schools (SLB) intended for Children with Special Needs (ABK) of the Nurasih Foundation located in the vicinity of Elnusa Subsidiary area, namely PT Sigma Cipta Utama, PT Patra Nusa Data, and Elnusa Warehouse, Ciputat District, South Tangerang City.

10 November November



Perseroan mengadakan pertemuan strategis dengan IDX Channel, media terkemuka di dunia pasar keuangan Indonesia. Pertemuan berlangsung di Ruang Rapat BoD Gedung Graha Elnusa. Pertemuan tersebut bertujuan untuk membahas potensi perkembangan bisnis menghadapi tantangan dan peluang di tahun 2024.

The Company held a strategic meeting with IDX Channel, the leading media in Indonesian financial markets. The meeting took place in the BoD Meeting Room of the Graha Elnusa Building. The aim of the meeting was to discuss the potential for business development to face challenges and opportunities in 2024

16 November November



Perseroan turut berperan dalam pengembangan ekosistem Pendidikan guna melahirkan Sumber Daya Manusia (SDM) yang unggul. Elnusa dalam kegiatan ini tidak hanya melatih kandidat generasi muda untuk siap bekerja di sektor migas, namun juga di bidang industri lainnya.

The Company plays a role in developing the Education ecosystem to generate superior Human Resources (HR). In this activity, Elnusa not only trains young generation candidates to be ready to work in the oil and gas sector, but also in other industrial fields.

20 November November



Perseroan memastikan kembali berjalannya Sistem Manajemen Elnusa berbasis ISO Series dengan berlangsungnya *opening Audit* Re-Sertifikasi ISO yang dilaksanakan di ruang *meeting* BoD Gedung Graha Elnusa. Kegiatan ini dihadiri oleh Direktur Keuangan Elnusa, Bachtiar Soeria Atmadja, bersama dengan segenap Tim Manajemen Elnusa, dan juga Auditor dari Badan Sertifikasi SGS Indonesia.

The Company ensured that the Elnusa Management System that is based on the ISO Series was running by holding the opening of the ISO Re-Certification Audit, which was held in the BoD meeting room of the Graha Elnusa Building. This activity was attended by Director of Finance of Elnusa, Mr. Bachtiar Soeria Atmadja, along with the entire Elnusa Management Team, and Auditors from the Indonesian SGS Certification Agency.

21 November November



Perseroan melalui anak usahanya, PT Elnusa Fabrikasi Konstruksi (EFK) hadir sebagai narasumber pada agenda "Workshop Komite Sekolah dalam Pengembangan Kerjasama dengan Dunia Kerja" sebagai perusahaan yang memberikan pemahaman akan informasi pasca studi bagi komite dan siswa SMK Negeri 5 Pekanbaru.
The Company through its subsidiary, PT Elnusa Fabrikasi Konstruksi (EFK) was present as a speaker at the agenda of the "School Committee Workshop in Developing Cooperation with the World of Work" as a company that provides an understanding of post-study information for the committee and students of Pekanbaru State Vocational School 5.

23 November November



Perseroan mengambil langkah strategis dalam memperkuat fundamental SDM dengan melakukan penandatanganan MoU bersama Sekolah Tinggi Teknologi Minyak dan Gas Bumi (STT Migas) Balikpapan yang mencakup Pengembangan Sumber Daya Manusia Bidang Energi.
The Company took strategic measures to strengthen HR fundamentals by signing an MoU with the Balikpapan College of Oil and Gas Technology (STT Migas), which includes Human Resource Development in the Energy Sector.

23 November November



Perseroan melalui anak usahanya, PT Elnusa Petrofin (EPN), meresmikan Stasiun Pengisian Bahan Bakar Polisi (SPBP) di Kepolisian Daerah (Polda) wilayah Sumatera Barat. Pembangunan SPBP ini merupakan salah satu komitmen Elnusa Petrofin bersama Pertamina Patra Niaga untuk memperkuat ketahanan dan infrastruktur energi di wilayah Sumatera Barat.
The Company, through its subsidiary, PT Elnusa Petrofin (EPN), inaugurated the Police Fuel Filling Station (SPBP) at the West Sumatra Regional Police (Polda). The construction of this SPBP is one of Elnusa Petrofin's commitments together with Pertamina Patra Niaga to strengthen energy resilience and infrastructure in the West Sumatra region.

25 November November



Perseroan turut berkontribusi aktif dalam penemuan cadangan minyak baru pada kegiatan pengeboran sumur eksplorasi East Pondok Aren (EPN-001) yang tajak sumurnya telah dilakukan oleh PT Pertamina EP Regional Jawa Subholding Upstream Pertamina, di Kecamatan Tambelang, Kabupaten Bekasi, Jawa Barat pada 18 Agustus 2023 lalu. Elnusa melakukan pekerjaan untuk *Tubing Conveyed Perforation* (TCP) saat *Drill Stem Test* (DST) yang pertama pada tanggal 25 November 2023 lalu.
The Company actively contributed to the discovery of new oil reserves in the drilling activities of the East Pondok Aren exploration well (EPN-001), the well drilling of which was carried out by PT Pertamina EP Regional Java of Pertamina Upstream Subholding, in Tambelang District, Bekasi Regency, West Java on August 18, 2023. Elnusa carried out work for Tubing Conveyed Perforation (TCP) during the first Drill Stem Test (DST) on November 25, 2023.

26 November November



Perseroan berhasil mempertahankan sertifikasi Sistem Manajemen ISO Series dengan telah berakhirnya audit Re-Sertifikasi. Dalam misinya memenuhi dan menjaga kepuasan pelanggan, pada kesempatan ini Elnusa melaksanakan kegiatan audit Re-Sertifikasi yang meliputi Sistem Manajemen Mutu ISO 9001, Sistem Manajemen Lingkungan ISO 14001, Sistem Manajemen Kesehatan dan Keselamatan Kerja ISO 45001, dan Sistem Manajemen Aset ISO 55001.
The Company succeeded in maintaining its ISO Series Management System certification with the Re-Certification audit that ended. In its mission to meet and maintain customer satisfaction, on this occasion Elnusa carried out Re-Certification audit activities, which included the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 55001 Asset Management System.

28 November November



Perseroan melalui anak usahanya, PT Sigma Cipta Utama (SCU), bersinergi dengan PT Pertamina Geothermal Energy Tbk (PGE) turut berkontribusi dalam proses digitalisasi transisi energi terbarukan yang berkelanjutan. Hal tersebut diwujudkan melalui kerja sama pengembangan perangkat uji kapasitas produksi sumur geothermal untuk mendapatkan *real-time data* yang lebih akurat, efektif, dan efisien. Perangkat ini diberikan nama Geoflowtest.
The Company, through its subsidiary, PT Sigma Cipta Utama (SCU), in synergy with PT Pertamina Geothermal Energy Tbk (PGE) is contributing to the digitalization process of a sustainable renewable energy transition. This is manifested through cooperation in developing geothermal well production capacity test equipment to obtain real-time data that is more accurate, effective, and efficient. This device is given the name Geoflowtest.

30 November November



Perseroan menyampaikan paparan publik secara online dalam rangkaian *Public Expose Live* 2023 yang diselenggarakan PT Bursa Efek Indonesia (BEI). Perseroan menyampaikan *business outlook* 2023 dan ke depan, *Highlight* kinerja keuangan per September 2023, Inisiatif pengembangan bisnis Perseroan serta *strategic direction* untuk tahun 2024.
The Company delivered an online public exposure in the 2023 Public Expose Live series that was organized by the Indonesian Stock Exchange (BEI). The Company conveys its business outlook for 2023 and beyond, financial performance Highlights as of September 2023, the Company's business development initiatives and strategic direction for 2024.

5 Desember December



Perseroan melalui anak usahanya Elnusa Petrofin (EPN) berpartisipasi dalam *Workshop* Literasi dan Pelatihan Jurnalistik yang diselenggarakan oleh media Padang Ekspres di Auditorium Universitas Negeri Padang, Sumatera Barat. *Workshop* ini tidak hanya bertujuan untuk memperingati Hari Guru tetapi juga untuk meningkatkan kemampuan berkomunikasi secara efektif, terutama dalam literasi jurnalistik
The Company, through its subsidiary, Elnusa Petrofin (EPN) participated in the Literacy and Journalism Training Workshop that was held by the Padang Ekspres media at the Padang State University Auditorium, West Sumatra. The workshop was not only aimed at commemorating Teacher's Day, but also to improve the ability to communicate effectively, especially in journalistic literacy.

6 Desember December



Perseroan kali ketiga menggelar acara Elnusa Contractors HSSE Meeting (ENCORE) 2023 secara hibrida, di Ruang Udaya Graha Elnusa, Jakarta. ENCORE merupakan forum komunikasi mitra kerja Elnusa (vendor/subkontraktor) untuk menciptakan sinergi dan kolaborasi dalam mewujudkan performa HSSE Excellence melalui pemenuhan kriteria pelaksanaan *Contractor Safety Management System* (CSMS) oleh Mitra Kerja Elnusa.

The company held the Elnusa Contractors HSSE Meeting (ENCORE) 2023 hybrid event for the third time, in the Udaya Graha Elnusa Room, Jakarta. ENCORE is a communication forum for Elnusa's working partners (vendors/subcontractors) to create synergy and collaboration in realizing HSSE Excellence performance by meeting the criteria for implementing the Contractor Safety Management System (CSMS) by Elnusa's Working Partners.

7 Desember December



Perseroan terus mewujudkan komitmennya dalam menanamkan nilai budaya antikorupsi kepada para pekerjanya dengan menggelar acara Hari Antikorupsi Sedunia (Hakordia) 2023 secara hibrida, langsung di Ruang Udaya, Graha Elnusa. Acara ini mengangkat tema "Sinergi Berantas Korupsi Untuk Elnusa Maju", yang diadopsi dari tema nasional Hakordia yang bertujuan meningkatkan kesadaran semua elemen untuk bersinergi berantas korupsi.

The Company continues to realize its commitment to instilling anti-corruption cultural values in its workers by holding the 2023 World Anti-Corruption Day (Hakordia) event in a hybrid manner, directly in the Udaya Room, Graha Elnusa. This event raised the theme "Synergy to Eradicate Corruption for Advanced Elnusa", which was adopted from the Hakordia national theme, which aims to increase awareness of all elements to work together to eradicate corruption.

7 Desember December



Perseroan kembali mengadakan aksi kemanusiaan dengan menyelenggarakan aksi donor darah bersama Palang Merah Indonesia sebagai mitra yang turut serta dalam upaya meningkatkan persediaan darah di masyarakat. Kegiatan ini berlangsung di Ruang Udaya Graha Elnusa, Jakarta.

The Company held another humanitarian activity by organizing a blood drive with the Indonesian Red Cross as a participating partner in an effort to increase blood supplies in the community. This activity took place in the Graha Elnusa Udaya Room, Jakarta.

13 Desember December



Perseroan meraih penghargaan di ajang Anugerah CSR IDX Channel 2023. Penghargaan ini diperoleh atas keberhasilan program *Corporate Social Responsibility* (CSR) "Desa Energi Berdikari Elnusa Sumengko di Kalitidu, Bojonegoro" dalam kategori Economic Development Initiative. Acara penganugerahan dilaksanakan di Main Hall-Bursa Efek Indonesia-Gedung Bursa Efek Indonesia, Jakarta.

The Company received an award at the 2023 IDX Channel CSR Award. This award was for the success of the Corporate Social Responsibility (CSR) program "Elnusa Sumengko Independent Energy Village in Kalitidu, Bojonegoro" in the Economic Development Initiative category. The awarding ceremony was held at the Main Hall-Indonesian Stock Exchange-Indonesian Stock Exchange Building, Jakarta.

14 Desember December



Perseroan menggelar "Controller Academy Sharing from The Leader" di Ruang Udaya, Graha Elnusa. Melalui Divisi Controller, Elnusa mengadakan program yang berawal dari sebuah terobosan untuk meningkatkan kompetensi keuangan bagi Perwira Elnusa di setiap level.
The Company held a "Controller Academy Sharing from The Leader" in the Udaya Room, Graha Elnusa. Through the Controller Division, Elnusa is organizing a program that started as a breakthrough to increase financial competency for Elnusa officers at every level.

15 Desember December



Perseroan melalui anak usahanya, PT Sigma Cipta Utama (SCU), yang bergerak di bidang manajemen data dan layanan *Information, Communication*, & *Technology* (ICT), mendapatkan akreditasi AA (istimewa) yang diserahkan secara simbolis oleh Plt Kepala Arsip Nasional Republik Indonesia (ANRI), Imam Gunarto.
The Company, through its subsidiary, PT Sigma Cipta Utama (SCU), which operates in the field of data management and Information, Communication & Technology (ICT) services, received AA (special) accreditation, which was handed over symbolically by the Acting Head of the National Archives of the Republic of Indonesia (ANRI), Mr. Imam Gunarto.

15 Desember December



Perseroan melalui anak usahanya, PT Elnusa Petrofin (EPN), kembali mendapat amanah untuk mendukung Satuan Tugas (Satgas) Natal 2023 dan Tahun Baru 2024 (Nataru) PT Pertamina Patra Niaga. Satgas Nataru ini dimulai dari tanggal 15 Desember 2023 hingga 7 Januari 2024 mendatang.
The Company, through its subsidiary, PT Elnusa Petrofin (EPN), has received another mandate to support the 2023 Christmas and New Year 2024 (Nataru) Task Force of PT Pertamina Patra Niaga. The Nataru Task Force will start from December 15, 2023, to January 7, 2024.

22 Desember December



Perseroan menggelar *signing ceremony Memorandum of Understanding* (MoU) bersama dengan PT Huafu Hope Indonesia, bertujuan untuk meningkatkan kemampuan dan kapasitas kedua belah pihak terutama pada *market Water* & *Waste Treatment* di Indonesia.
The Company held a Memorandum of Understanding (MoU) signing ceremony together with PT Huafu Hope Indonesia, aimed at increasing the capabilities and capacity of both parties, especially in the Water & Waste Treatment market in Indonesia.

10 Januari January 2024

Berdasarkan perjanjian kredit tanggal 10 Januari 2024, PT Elnusa Peetrofin (EPN), entitas anak Perseroan, memperoleh *Line Facility* untuk Pembiayaan Investasi dengan skema musyarakah, yang bersifat *non-revolving* dengan jumlah limit pembiayaan maksimal sebesar Rp155.000 juta dari PT Bank Syariah Indonesia Tbk. Jangka waktu perjanjian *Line Facility* ini adalah 78 bulan sejak tanggal penandatanganan Perjanjian.

Fasilitas tersebut mengharuskan EPN untuk memelihara kondisi keuangan sebagaimana ditetapkan dalam perjanjian kredit:
- Minimal *Current Ratio* sebesar 1 (satu) kali.
- Minimal *Debt Service Coverage Ratio* sebesar 1 (satu) kali.
- Maksimal *Debt to Equity Ratio* sebesar 3 (tiga) kali.

Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

Pada tanggal 25 Januari 2024, EPN mengajukan permohonan realisasi pembiayaan sebesar Rp98.500 juta untuk pengadaan mobil tangki dengan jangka waktu 60 bulan.

Based on a loan agreement dated January 10, 2024, PT Elnusa Petrofin (EPN), a subsidiary of the Company, obtained a Line Facility for Investment Financing with a non-revolving musyarakah scheme with a maximum financing limit of Rp155,000 million from PT Bank Syariah Indonesia Tbk. The term of this Line Facility agreement is 78 months from the date of signing the Agreement.
This facility requires EPN to maintain financial conditions as stipulated in the loan agreement:
- Minimum Current Ratio is 1 (one) time.
- Minimum Debt Service Coverage Ratio of 1 (one) time.
- Maximum Debt to Equity Ratio of 3 (three) times.

This is a clean-basis facility.

On January 25, 2024, EPN submitted a request for realization of financing amounting to Rp98,500 million for the procurement of tank cars with a term of 60 months.

17 Januari January 2024

Perusahaan telah mengadakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang diadakan pada tanggal 17 Januari 2024. Pemegang saham telah menyetujui penunjukkan Nur Endro Buwono sebagai Komisaris Utama, Denie S. Tampubolon sebagai Komisaris Independen, Bachtiar Soeria Atmadja sebagai Direktur Utama, Arief Prasetyo Handoyo sebagai Direktur Pengembangan Usaha, Endro Hartanto sebagai Direktur Operasi, dan Stanley Iriawan sebagai Direktur Keuangan terhitung mulai tanggal 17 Januari 2024.

The Company has held an Extraordinary General Meeting of Shareholders (EGM), which was held on January 17, 2024. Shareholders have approved the appointment of Nur Endro Buwono as President Commissioner, Denie S. Tampubolon as Independent Commissioner, Bachtiar Soeria Atmadja as President Director, Arief Prasetyo Handoyo as Director of Business Development, Endro Hartanto as Director of Operations, and Stanley Iriawan as Director of Finance effective since January 17, 2024.

12 Februari February 2024

Pada tanggal 12 Februari 2024, PT Elnusa Fabrikasi Konstruksi (EFK), entitas anak Perseroan, menerima pengembalian lebih bayar pajak atas PPN untuk tahun pajak 2022. Setelah dikompensasikan dengan kurang bayar pajak untuk masa pajak yang sama, jumlah yang diterima sebesar Rp56.342 juta. EFK menyetujui ketetapan pajak lebih bayar atas pajak penghasilan badan tersebut dan mengakui selisih atas perbedaannya sebesar Rp7.501 juta sebagai pendapatan dalam laporan laba rugi dan penghasilan komprehensif lain periode berjalan.

On February 12, 2024, PT Elnusa Fabrikasi Konstruksi (EFK), a subsidiary of the Company, received a refund of tax overpayment on VAT for the 2022 tax year. After compensation for the tax underpayment for the same tax period, the amount received was Rp56,342 million. EFK approved the tax overpayment assessment for corporate income tax and recognized the difference amounting to Rp7,501 million as income in the statement of profit or loss and other comprehensive income for the current period.

Penghargaan dan Sertifikasi
Awards and Certifications

Penghargaan | Awards

1

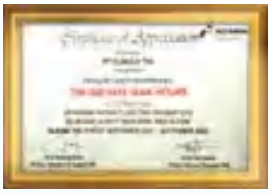


ELNUSA
10 Februari | February **2023**

Penghargaan 1,4 Million Safe Man Hours "Operation Without LTI 2D Seismic Survey Vibroseis Sub Volcanic Java" During the Period: September 2021–September 2022 dari Pertamina Hulu Energi.

1,4 Million Safe Man Hours award "Operation Without LTI 2D Seismic Survey Vibroseis Sub Volcanic Java" During the Period: Sep 2021-September 2022 from Pertamina Hulu Energi.

2



ELNUSA
11 Februari | February **2023**

Penghargaan 798.000 Safe Man Hours "Operation Without LTI 2D Seismic Survey Multizone Area Buto" During the Period: Agustus 2022–Januari 2023 dari Pertamina Hulu Energi.

798.000 Safe Man Hours award "Operation Without LTI 2D Seismic Survey Multizone Area Buto" During the Period: August 2022–January 2023 from Pertamina Hulu Energi.

3



ELNUSA
14 Februari | February **2023**

Wajib Patuh dengan Pemanfaatan Fasilitas Perpajakan Terbaik Tahun 2022 dari Direktorat Jenderal Pajak.

Must Comply with the the Best Tax Facilities Utilization in 2022 from Directorate General of Taxation.

4



ELNUSA
28 Februari | February **2023**

"Best Performance Chief Financial Officer 2023 in Accelerating Consistent Business Growth", Category: Energy dari Warta Ekonomi.

"Best Performance Chief Financial Officer 2023 in Accelerating Consistent Business Growth", Category: Energy from Warta Ekonomi.

5



ELNUSA
24 Maret | March **2023**

Elnusa memenangkan 2 (dua) kategori kompetisi Culture Amplifier Award. Juara 1 untuk Kategori Program Baru Culture Amplifier dengan nama program "AKHLAK Meter", Juara 2 untuk Kategori Program Existing Culture Amplifier dengan nama program "Aplikasi Proper" dari Sub Holding Upstream.

Elnusa won 2 (two) categories in the Culture Amplifier Award competition. 1st Place for the Culture Amplifier New Program Category with the program name "AKHLAK Meter", 2nd Place for the Existing Culture Amplifier Program with the program name "Aplikasi Proper" from Upstream Sub Holding.

6



ELNUSA
1 Mei | May **2023**

Silver Medal Istanbul International Invention Fair (ISIF) 2023 dari Istanbul International Invention Fair (ISIF) 2023.

Silver Medal in the 2023 Istanbul International Invention Fair (ISIF) from Istanbul International Invention Fair (ISIF) 2023.

7



ELNUSA
1 Mei | May **2023**

CIA AWARD-Invention & Innovation dari China Association of Inventions (CIA).

CIA AWARD-Invention & Innovation from China Association of Inventions (CIA).

8



ELNUSA
12 Mei | May **2023**

Silver Medal dari Internasional Invention, Innovation and Technology Exhibition (ITEX).

Silver Medal from Internasional Invention, Innovation and Technology Exhibition (ITEX).

9



ELNUSA
12 Mei | May **2023**

Excellence Invention dari National Research Council Thailand.

Excellence Invention from National Research Council Thailand.

10



ELNUSA
26 Mei | May **2023**

APQ Awards 2023 dari Pertamina.

APQ Awards 2023 from Pertamina.

11



ELNUSA
27 Juni | June **2023**

Indonesia Most Powerful Women 2023 dari SWA Media.

Indonesia most powerful women 2023 from SWA Media.

12



ELNUSA
28 Juni | June **2023**

The Best SPEx2 Company in Oil and Gas Services Industry dari Strategy and Performance Execution Excellence (SPEx2) Award.

The Best SPEx2 Company in Oil and Gas Services Industry from Strategy and Performance Execution Excellence (SPEx2) Award.

13



ELNUSA
5 Juli | July **2023**

The Best Leadership Development Focus on HC dari Human Capital On Resilience Excellence Award 2023.

The Best Leadership Development Focus on HC from Human Capital On Resilience Excellence Award 2023

14



ELNUSA
5 Juli | July **2023**

The Most Innovation and Adaptive HR, The Best Recruitment, The Best in Talent Management, The Most Resilience Company 2023 dari Human Capital On Resilience Excellence Award 2023.

The Most Innovation and Adaptive HR, The Best Recruitment, The Best in Talent Management, The Most Resilience Company 2023 from Human Capital On Resilience Excellence Award 2023.

15



ELNUSA
20 Juli | July **2023**

Reward Management & Talent Retention Strategy dengan predikat Very Good dari Indonesia Human Resources (HR) Excellence Award 2023 yang diselenggarakan oleh SWA Media.

Reward Management & Talent Retention Strategy dengan predikat Very Good from Indonesia Human Resources (HR) Excellence Award 2023 yang diselenggarakan oleh SWA Media.

16



ELNUSA
4 Agustus | August **2023**

Popular Companies & Institutions 2023 Government Category dari The Iconomics.

Popular Companies & Institutions 2023 Government Category from The Iconomics.

17



ELNUSA
11 Agustus | August **2023**

Media Relation Award dari Serikat Perusahaan Pers (SPS).

Media Relation Award from Serikat Perusahaan Pers (SPS).

18



ELNUSA
21 September | September **2023**

Penghargaan Utama kategori Produk & Model Bisnis untuk Inovasi Vibroseis for Enhance Oil Recovery (EOR) dari IDX Channel Anugerah Inovasi Indonesia 2023.

Prime award in the product and Business model category for Vibroseis for the Enhance Oil Recovery (EOR) innovation from 2023 IDX Channel Indonesian Innovation Award.

19



ELNUSA
4 Oktober | October **2023**

SDGs Innitiative, SDGs Implementation dan Corporate Social Responsibility (CSR)/ Tanggung Jawab Sosial Lingkungan (TJSL) Funds dari Top Sustainable Development Goals (SDGs) 2023 yang diselenggarakan oleh TRAS N CO Indonesia dan INFOBRAND.

SDGs Initiative, SDGs Implementation and Corporate Social Responsibility (CSR)/ Environmental and Social Responsibility (TJSL) Funds from 2023 Top Sustainable Development Goals (SDGs), that was organized by TRAS N CO Indonesia and INFOBRAND.

20



ELNUSA
27 Oktober | October **2023**

Bronze Winner Insan PR Indonesia 2023 Kategori Anak Usaha BUMN Subkategori Manager Public Relations dari Public Relation Indonesia.

Bronze Winner for 2023 Indonesian PR Personnel in the SOE Subsidiary Category, Public Relations Manager Sub-Category from Public Relation Indonesia.

21



ELNUSA
13 Desember | December **2023**

Economic Development Initiative dari Anugerah CSR IDX Channel 2023.

Economic Development Initiative from 2023 CSR IDX Channel Award.

22



ELNUSA
15 Desember | December **2023**

Best Corporate Secretary Awards 2023 dari The Iconomics.

Best Corporate Secretary Awards 2023 from The Iconomics.

23



ELNUSA
6 Juni | June **2023**

Best HSE Performance dari Pertamina EP Region 3 Zona 10 Bunyu Field.

Best HSE Performance from Pertamina EP Region 3 Zona 10 Bunyu Field.

24



ELNUSA
27 Oktober | October **2023**

The Most Anticipated High Engagement dari BUMN Track.

The Most Anticipated High Engagement from BUMN Track.

25



ELNUSA TRANS SAMUDERA
9 Januari | January **2023**

Zero LTI Pada Pekerjaan Pemanfaatan dan Perbaikan SPM Ex. MEPI Bangka Marine Terminal untuk Opeasional Lifting Crude Oil PT Pertamina EP Pangkalan Susu dari Pertamina EP Asset 1.

Zero LTI in Utilization and Repair of SPM of Formerly MEPI Bangka Marine Terminal for Operational Lifting Crude Oil of PT Pertamina EP Pangkalan Susu from Pertamina EP Asset 1.

26



ELNUSA TRANS SAMUDERA
28 Februari | February **2023**

Juara II Penghargaan Training Well Control-PHM dari Pertamina Hulu Mahakam.

Juara II Penghargaan Training Well Control-PHM from Pertamina Hulu Mahakam.

27



ELNUSA TRANS SAMUDERA
21 Mei | May **2023**

Zero LTI Well Driling & Well Intervention dari Pertamina Hulu Mahakam.

Zero LTI Well Driling & Well Intervention from Pertamina Hulu Mahakam.

28



ELNUSA FABRIKASI KONSTRUKSI
9 Juni | June **2023**

Penghargaan program pencegahan dan penanggulangan COVID-19 ditempat kerja dengan kategori GOLD dari Menteri Ketenagakerjaan.

Award for the COVID-19 prevention and control program in the workplace in the GOLD category from Minister of Manpower.

29



ELNUSA FABRIKASI KONSTRUKSI
9 Juni | June **2023**

Penghargaan program pencegahan dan penanggulangan HIV-AIDS ditempat kerja dengan kategori GOLD dari Menteri Ketenagakerjaan.

Award for the HIV-AIDS prevention and control program in the workplace in the GOLD category from Minister of Manpower.

30



ELNUSA FABRIKASI KONSTRUKSI
9 Juni | June **2023**

Penghargaan kecelakaan NIHIL (Zero Accident Award) 01 Januari 2020-31 Desember 2022 dari Menteri Ketenagakerjaan.

Zero Accident Award for the 01 January 2020-31 December 2022 Period from Minister of Manpower.

31



ELNUSA FABRIKASI KONSTRUKSI
9 Juni | June **2023**

Sistem manajemen keselamatan kerja (SMK3) dari Menteri Ketenagakerjaan.

Occupational safety management system (SMK3) from Minister of Manpower.

32



ELNUSA PETROFIN
27 Januari | January **2023**

Customer Marketing & Trading Terbaik tahun 2022 dari Customer Gathering PT Patra Trading.

Best Customer Marketing & Trading in 2022 from Customer Gathering PT Patra Trading.

33



ELNUSA PETROFIN
31 Januari | January **2023**

Indonesia Excellence Good Corporate Governance Ethics in Providing Integrated Chemical Commodities Supporting Upstream, untuk kategori Energy and Mining Industry dari Warta Ekonomi.

Indonesia Excellence Good Corporate Governance Ethics in Providing Integrated Chemical Commodities Supporting Upstream, for the Energy and Mining Industry category from Warta Ekonomi.

34



ELNUSA PETROFIN
16 February | February **2023**

Indonesia Best Companies in HSE Implementation 2023 dari SWA Media.

Indonesia Best Companies in HSE Implementation 2023 from SWA Media.

35



ELNUSA PETROFIN
25 February | February **2023**

The Best Mitra Kerja Sama Fungsi Supply & Distribution Sumbagsel dari PT Pertamina Patra Niaga (Subholding Commercial & Trading).

The Best Cooperation Partner for Supply & Distribution Functions in South Sumatra from PT Pertamina Patra Niaga (Subholding Commercial & Trading).

36



ELNUSA PETROFIN
1 Maret | March **2023**

Sebagai Handling Agent Pembangunan Fasilitas dan Instalasi VHS di Site Halmahera Timur dari "Zero Accident Award" dari PT Antam Tbk.

As Handling Agent for Facility Development and VHS Installation at the East Halmahera Site from "Zero Accident Award" dari PT Antam Tbk.

37



ELNUSA PETROFIN
15 Maret | March **2023**

Anak Usaha BUMN, Terbaik III Pengembangan Talenta & SDM Unggul Anugerah dari Ajang Anugerah BUMN.

SOE Subsidiary, Best III in the Talent Development and Superior Human Resources Award from SOE Award Event.

38



ELNUSA PETROFIN
20 Maret | March **2023**

Best of the Best Service dan Best Procurement Performance dari Pertamina Lubricants.

Best of the Best Service and Best Procurement Performance from Pertamina Lubricants.

39



ELNUSA PETROFIN
3 Mei | May **2023**

Apresiasi SATGAS RAFI 2023 dari Pertamina Patra Niaga Fuel Terminal Medan Group Atas Dedikasi Melayani Tanpa Henti Saat Satgas BBM Ramadhan Idul Fitri.

Appreciation of the 2023 RAFI Task Force from Pertamina Patra Niaga Fuel Terminal Medan Group for Non-Stop Fuel Service Dedication of the Task Force During the Ramadhan Idul Fitri.

40



ELNUSA PETROFIN
8 Mei | May **2023**

Apresiasi SATGAS RAFI 2023 dari Pertamina Patra Niaga Integrated Terminal Teluk Kabung atas Dedikasi Melayani Tanpa Henti saat Satgas BBM Ramadhan Idul Fitri.

Appreciation of the 2023 RAFI Task Force from Pertamina Patra Niaga Teluk Kabung Integrated Terminal for Non-Stop Fuel Service Dedication of the Task Force During the Ramadhan Idul Fitri.

41



ELNUSA PETROFIN
17 Mei | May **2023**

Apresiasi SATGAS RAFI 2023 dari Pertamina Patra Niaga Regional Sumatera Bagian Utara (Sumbagut) dalam Kegiatan Silaturahmi dan Penutupan Satgas RAFI 2023.

Appreciation of the 2023 RAFI Task Force from Pertamina Patra Niaga Regional Northern Sumatra (Sumbagut) in the 2023 RAFI Task Force Gathering and Closing Activities.

42



ELNUSA PETROFIN
23 Mei | May **2023**

The Best Transportir dari PT Pertamina Patra Niaga Region Sumbagsel Dalam Acara Vendor Day 2023.

The Best Transportir from PT Pertamina Patra Niaga Sumbagsel Region at the 2023 Vendor Day Event.

43



ELNUSA PETROFIN
14 Juli | July **2023**

Best of Pertamina Cooperation Project dari PPN Major Project Investment Summit 2023.

Best of Pertamina Cooperation Project from 2023 PPN Major Project Investment Summit.

44



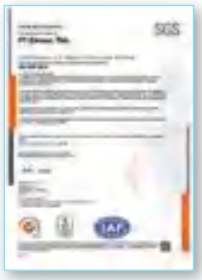
ELNUSA PETROFIN
23 Mei | May **2023**

Ketaatan perusahaan dalam melaporkan dan menyetor Pajak Bahan Bakar Kendaraan Bermotor (PBBKB) di wilayah Kalimantan Timur dari Pemprov Kalimantan Timur.

The Company's compliance in reporting and paying Motor Vehicle Fuel Tax (PBBKB) in the East Kalimantan region from East Kalimantan Provincial Government.

Sertifikasi | Certifications

1



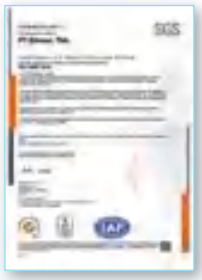
ISO 9001:2015 Sistem Manajemen Mutu dari SGS Indonesia.

Masa berlaku:
24 November 2023–1 Maret 2024

ISO 9001:2015 Quality Management System from SGS Indonesia.

Validity period:
November 24, 2023–March 1, 2024

2



ISO 14001:2015 Sistem Manajemen Lingkungan dari SGS Indonesia.

Masa berlaku:
24 November 2023–18 Februari 2024

ISO 14001:2015 Environmental Management System from SGS Indonesia.

Validity period:
November 24, 2023–February 18, 2024

3



ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) dari SGS Indonesia.

Masa berlaku:
2 Agustus 2023–12 Agustus 2026

ISO 37001:2016 Anti-Bribery Management System (SMAP) from SGS Indonesia.

Validity period:
August 2, 2023–August 12, 2026

4



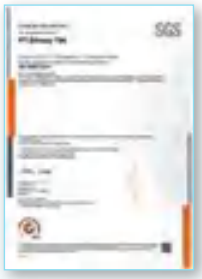
ISO 45001:2018 Sistem Manajemen Kesehatan dan Keselamatan Kerja dari SGS Indonesia.

Masa berlaku:
24 November 2024–26 Maret 2027

ISO 45001:2018 Occupational Health and Safety Management System from SGS Indonesia.

Validity period:
November 24, 2024–March 26, 2027

5



ISO 55001:2014 Sistem Manajemen Aset dari SGS Indonesia.

Masa berlaku:
7 Desember 2023–8 Januari 2024

ISO 55001:2014 Asset Management System from SGS Indonesia.

Validity period:
December 7, 2023–January 8, 2024

LAPORAN MANAJEMEN
Management Reports

56 Laporan Dewan Komisaris
Board of Commissioners Report

46 Laporan Direksi
Board of Directors Report

56 Lembar Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2023 PT Elnusa Tbk
Statement of the Board of Commissioners of Responsibility for the 2023 Annual Report of PT Elnusa Tbk

57 Lembar Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Tahunan 2023 PT Elnusa Tbk
Statement of the Board of Directors of Responsibility for the 2023 Annual Report of PT Elnusa Tbk



Laporan Dewan Komisaris

Board of Commissioners Report



Nur Endro Buwono
Komisaris Utama
President Commissioner

Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Dewan Komisaris memanjatkan puji syukur kepada Tuhan yang Maha Esa, yang telah menganugerahi upaya PT Elnusa Tbk ("Elnusa", "Perseroan") mencapai kinerja yang solid pada tahun 2023. Laporan ini merupakan penyampaian tugas dan tanggung jawab Dewan Komisaris atas pengelolaan Perseroan pada tahun buku tersebut.

Secara umum, Dewan Komisaris memandang bahwa Direksi telah menjalankan tugasnya dengan baik, sehingga mampu memberikan hasil yang maksimal kepada Perseroan maupun pemegang saham serta para pemangku kepentingan lainnya. Begitu juga dengan penerapan tata kelola perusahaan yang baik, telah diterapkan sepanjang tahun buku.

PERKEMBANGAN KONDISI EKSTERNAL

Dewan Komisaris memandang tahun 2023 masih diliputi dengan berbagai tantangan ekonomi global mulai dari potensi pelambatan ekonomi, peningkatan tensi geopolitik, risiko inflasi, hingga perubahan iklim. Namun ekonomi nasional tetap mencatatkan pertumbuhan yang mengesankan, yaitu 5,05% dibandingkan tahun sebelumnya (*year on year*/yoy).

Pertumbuhan tersebut menunjukkan kinerja impresif, yang antara lain ditopang oleh penguatan kinerja sejumlah komponen pada sektor lapangan usaha seperti lapangan usaha konstruksi yang tumbuh 4,91% (yoy). Dari sisi pengeluaran, komponen pengeluaran konsumsi rumah tangga tumbuh sebesar 4,82% (yoy), serta pembentukan modal tetap bruto yang mencapai 4,40% (yoy).

Dengan berbagai capaian kondisi perekonomian nasional tersebut, Indonesia mampu menjadi salah satu negara yang tumbuh kuat dan persisten di level yang tinggi dibandingkan dengan sejumlah negara lain. Pertumbuhan ekonomi nasional sepanjang tahun 2023 mampu melampaui beberapa negara *peers* seperti Malaysia (3,77%) dan Korea Selatan (1,36%), serta lebih tinggi dari pertumbuhan ekonomi negara G-20 seperti AS (2,5%), Perancis (0,9%) maupun Jerman yang mengalami kontraksi (-0,3%).

Sementara untuk kondisi sektor minyak dan gas bumi (migas), hingga saat ini masih menjadi salah satu komoditas terpenting bagi perekonomian Indonesia. Sektor migas dinilai masih menjadi salah satu penggerak utama perekonomian Indonesia karena memiliki efek pengganda (*multiplier*) yang cukup signifikan di dalam sistem perekonomian Indonesia.

Dear valued shareholders and stakeholders

The Board of Commissioners thanks God Almighty for blessing PT Elnusa Tbk ("Elnusa", "the Company") in its endeavors to achieve strong performance in 2023. The tasks and obligations of the Board of Commissioners in overseeing the Company's management for the fiscal year 2023 are outlined in this report.

In general, the Board of Commissioners feels that the Board of Directors has done a good job of fulfilling its responsibilities to give the Company, its shareholders, and other stakeholders the best possible outcomes. Similarly, throughout the fiscal year, the application of good corporate governance has implemented well.

EXTERNAL DEVELOPMENTS

The Board of Commissioners acknowledged that 2023 presented a number of global economic problems, including a likely economic recession, rising geopolitical tensions, inflation threats, and climate change. However, the national economy continued to grow at a remarkable rate, with a 5.05% increase over the previous year.

This growth demonstrates remarkable performance, which is aided, among other things, by the improved performance of numerous components in the business sector, such as the construction business sector, which increased by 4.91% year on year. The household consumption expenditure component climbed by 4.82% (year on year), while gross fixed capital creation increased by 4.40%.

With these achievements in national economic conditions, Indonesia has emerged as one of the countries with robust and consistent growth at a high level when compared to numerous other countries. National economic growth in 2023 was able to outpace several peer countries, including Malaysia (3.77%) and South Korea (1.36%), as well as the economic growth of G-20 countries such as the United States (2.5%), France (0.9%), and Germany (-0.3%).

Meanwhile, the oil and gas sector remains one of the most important commodities in Indonesia's economy. The oil and gas sector is still one of the main drivers of the Indonesian economy because it has a significant multiplier effect on the Indonesian economic system.

Capaian *lifting* minyak bumi 2023 sebesar 605,5 mbopd sementara capaian gas bumi 960 mboepd. Optimalisasi *lifting* migas terus dilakukan sehingga penurunan produksi minyak bumi berkurang menjadi hanya 1,2% pada tahun 2023 (rata-rata 3%–4%), sementara *lifting* gas meningkat 2,2%.

Begitu pun realisasi investasi hulu migas meningkat 13% dari tahun 2022 dan melampaui pertumbuhan investasi hulu migas global yang diperkirakan berada di kisaran 6,5%. Adapun harga rata-rata minyak mentah Indonesia (Indonesian *Crude Price*/ICP) pada Desember 2023 sebesar US$75,51 per barel, turun US$4,12 per barel dari November 2023 yang sebesar US$79,63 per barel.

Penurunan harga minyak mentah di pasar internasional disebabkan adanya peningkatan produksi minyak dan *stok distillate* dan *gasoline* (bensin) Amerika Serikat. Selain itu, ada sentimen negatif pasar yang pesimis terhadap kepatuhan negara-negara OPEC+ akan memangkas produksi dan potensi negara lain yang akan keluar dari keanggotaan OPEC mengikuti jejak Angola.

PENILAIAN TERHADAP KINERJA DIREKSI

Penilaian terhadap Kinerja Direksi

Dalam pandangan Dewan Komisaris, Direksi telah merespons tantangan tahun 2023 dengan baik. Respons tersebut didasarkan oleh pertimbangan setelah Direksi mencermati perkembangan industri serta potensi peluang yang dapat diraih untuk mendukung kinerja Perseroan agar tetap tumbuh.

Sepanjang tahun buku tersebut, kegiatan usaha yang dijalankan oleh Direksi juga sesuai dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2023 dan penerapan tata kelola perusahaan yang baik. Hasilnya, kinerja Perseroan tetap solid.

Dalam memberikan penilaian terhadap kinerja Direksi, Dewan Komisaris mempertimbangkan pencapaian target Perseroan (*Key Performance Indicator*) Direksi, baik yang bersifat kolegial dan/atau individual. Pertimbangan lainnya adalah penerapan nilai-nilai utama AKHLAK (AKHLAK Behavior) yang merupakan *core values* seperti ditetapkan oleh Kementerian BUMN. Sebagian besar indikator kinerja mengalami peningkatan, dengan beberapa indikator melampaui target yang ditetapkan meskipun dalam dinamikanya masih terdapat kinerja yang masih memerlukan perbaikan.

Namun yang pasti, penerapan 4 (empat) pilar strategi berhasil dijalankan dengan baik oleh Direksi dan jajaran manajemen. Upaya ini membuat Perseroan secara keseluruhan berhasil menjaga kinerja yang positif di 2023. Hal ini tercermin dari pencapaian rekor laba bersih konsolidasi sebesar Rp503,1 miliar, tumbuh 33,1% dibandingkan tahun sebelumnya.

Pengawasan Terhadap Implementasi Strategi Perusahaan

Pelaksanaan pengawasan terhadap implementasi strategi yang diterapkan oleh Direksi, dilakukan oleh Dewan Komisaris bekerja sama dengan Direksi maupun Perwira Elnusa. Kolaborasi ini juga dilakukan dalam merespons tantangan yang dihadapi sepanjang tahun 2023.

Oil lifting in 2023 was recorded at 605.5 mboepd, while natural gas lifting reached 960 mboepd. Optimization of oil and gas lifting continues to be carried out so that the decline in oil production is reduced to only 1.2% in 2023 (average 3-4%), while gas lifting increases by 2.2%.

Similarly, the realization of upstream oil and gas investment has climbed by 13% since 2022, exceeding the worldwide upstream oil and gas investment growth rate of 6.5%. In December 2023, the average price of Indonesian crude oil (Indonesian Crude Price/ICP) was US$ 75.51 per barrel, a decrease of US$4.12 per barrel from November 2023's US$79.63.

Crude oil prices fell on the worldwide market as oil production and distillate and gasoline inventories in the United States increased. Aside from that, market sentiment is gloomy about OPEC+ countries' compliance with production cuts, as well as the possibility that more countries would exit OPEC membership, following Angola's lead.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

Assessment of Directors' Performance

The Board of Commissioners believes that the Board of Directors has effectively addressed the problems of 2023. This response was based on considerations made after the Board of Directors reviewed industry developments and potential prospects to enhance the Company's performance and ensure its further growth.

Throughout the fiscal year, the Board of Directors' business actions were consistent with the 2023 Company Work Plan and Budget (RKAP) and the execution of strong corporate governance. As a result, the company's performance stays stable.

In providing an assessment of the performance of the Board of Directors, the Board of Commissioners considers the achievement of the Company's targets (Key Performance Indicators) for the Board of Directors, both collegial and/or individual. Another consideration is the application of the core values of AKHLAK (AKHLAK Behavior) which are core values as determined by the Ministry of SOE. Most performance indicators have improved, with several indicators exceeding the targets set, but performance still requires improvement in terms of dynamics.

However, what is certain is that the Board of Directors and management has successfully implemented the implementation of the 4 (four) strategic pillars. These efforts have resulted in the Company succeeding in maintaining positive performance in 2023. This is reflected in a record consolidated net profit of Rp503.1 billion, growing 33.1% compared to the previous year.

Supervision of the Implementation of Company Strategy

The Board of Commissioners supervises the implementation of initiatives approved by the Board of Directors in coordination with the Board of Directors and Elnusa personnel. This partnership is also being carried out in response to the issues faced in 2023.

Dewan Komisaris melakukan pengawasan atas pelaksanaan target RKAP 2023, mulai dari awal perumusan hingga implementasi strategi dan kebijakan Perseroan yang fokus pada 4 (empat) pilar strategi dan telah dieksekusi dengan baik oleh Direksi. Pilar tersebut, yakni: 1) *Optimize internal process*; 2) *Increasing learning and growth*; 3) *Strengthen the core*; dan 4) *Adjacent to the core*. Melalui eksekusi strategi dan sinergi dengan seluruh Elnusa Group, diharapkan dapat mendukung pencapaian visi dan misi Perseroan.

The Board of Commissioners oversees the implementation of the 2023 RKAP targets, from their initial development to the implementation of the Company's strategies and policies, which are based on four (four) strategic pillars and have been well executed by the Board of Directors. These pillars are: 1) Optimize internal processes; 2) Increase learning and growth; 3) Strengthen the core; and 4) Adjacent to the core. Through strategy execution and synergy with the entire Elnusa Group, it is hoped that it can support the achievement of the Company's vision and mission.

Mekanisme Pengawasan dan Pemberian Nasihat kepada Direksi

Tata cara pemberian nasihat, saran dan rekomendasi Dewan Komisaris kepada Direksi dilakukan tidak terbatas secara formal melalui forum rapat yang terdiri dari rapat Dewan Komisaris, rapat komite di bawah Dewan Komisaris, serta rapat Dewan Komisaris dengan mengundang Direksi. Selain itu, juga dilakukan secara informal serta melalui komite-komite di bawah Dewan Komisaris.

Mechanism for Supervision and Providing Advice to the Board of Directors

The procedures for providing advice, suggestions, and recommendations from the Board of Commissioners to the Board of Directors are carried out not only formally through meeting forums such as Board of Commissioners meetings, committee meetings under the Board of Commissioners, and Board of Commissioners meetings that invite the Board of Directors. Aside from that, it is carried out informally and through committees established by the Board of Commissioners.

Selama tahun 2023, Dewan Komisaris mengeluarkan 27 rekomendasi tertulis kepada Direksi dan telah menyelenggarakan 22 kali rapat internal dengan rata-rata tingkat kehadiran anggota Dewan Komisaris 95% dan 16 rapat Dewan Komisaris bersama Direksi dengan rata-rata tingkat kehadiran anggota Dewan Komisaris 97%. Keputusan rapat diambil secara musyawarah mufakat dan tidak ada keputusan rapat dengan "*dissenting opinion*".

During 2023, the Board of Commissioners issued 27 written recommendations to the Board of Directors and held 22 internal meetings with an average attendance rate of members of the Board of Commissioners of 95% and 16 meetings between the Board of Commissioners and the Board of Directors with an average attendance rate of members of the Board of Commissioners of 97%. The decisions of the meeting were made by consensus and there were no decisions with "dissenting opinions".

Melalui rapat-rapat tersebut, Dewan Komisaris membahas berbagai hal, seperti memberikan arahan atas strategi dan rencana bisnis Perseroan, kinerja keuangan dan laporan komite-komite di bawah Dewan Komisaris. Pemberian nasihat dan saran kepada Direksi senantiasa mempertimbangkan masukan dari komite di bawah Dewan Komisaris.

Through these meetings, the Board of Commissioners discusses various matters, such as providing direction on the Company's strategy and business plans, financial performance and reports from committees under the Board of Commissioners. Providing advice and suggestions to the Board of Directors always considers input from committees under the Board of Commissioners.

Selama tahun 2023, komite di bawah Dewan Komisaris telah melakukan pengawasan terhadap bidang-bidang yang menjadi tanggung jawabnya masing-masing secara aktif. Dalam proses pengawasan, Dewan Komisaris juga melakukan kunjungan kerja untuk mendorong pencapaian target-target yang telah ditetapkan.

During 2023, committees under the Board of Commissioners have actively supervised the areas for which they are each responsible. In the supervision process, the Board of Commissioners also carries out work visits to encourage the achievement of the targets that have been set.

PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN OLEH DIREKSI DAN DASAR PERTIMBANGANNYA

Dewan Komisaris memandang bahwa prospek usaha Perseroan telah disusun oleh Direksi dengan baik, seperti tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) dan RKAP 2024. Prospek dan rancangan tersebut telah mempertimbangkan asumsi-asumsi dalam makro ekonomi global dan nasional serta selaras dengan arah dan tujuan Perseroan di industri migas.

VIEWS ON BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS AND THE BASIS FOR THEIR CONSIDERATIONS

The Board of Commissioners believes that the Board of Directors adequately prepared the Company's business prospects, as specified in the Long Term Plan (RJPP) and RKAP 2024. These prospects and plans take into account macroeconomic assumptions at both the global and national levels. They are in line with the Company's oil and gas industry strategy and objectives.

Memasuki tahun 2024, industri migas diperkirakan masih menghadapi beberapa tantangan yang sudah berlangsung sejak tahun-tahun sebelumnya. Namun demikian, dengan penguatan sinergi di lingkungan Elnusa Group maupun di Pertamina Group, Perseroan diperkirakan masih akan mencatat kinerja positif.

The oil and gas industry is projected to confront some long-standing issues in 2024. However, by improving synergies between the Elnusa and Pertamina Groups, the Company is likely to perform well.

Pencapaian kondisi keuangan dan bisnis Perseroan pada tahun 2023 yang kuat, memberikan optimisme bahwa kinerja tahun buku tersebut akan menjadi landasan pertumbuhan bisnis yang lebih tinggi ke depan. Hal itu seiring dengan pertimbangan bahwa iklim perekonomian dan perkembangan industri migas mulai pulih.

Dewan Komisaris meyakini bahwa Direksi mampu menjalankan seluruh strategi dengan baik dan memanfaatkan peluang yang ada dengan tetap mengedepankan prinsip kehati-hatian. Dengan memaksimalkan kekuatan yang dimiliki, kami yakin Perseroan tetap mampu bertumbuh lebih baik pada masa mendatang. Kendati demikian, Dewan Komisaris senantiasa mengingatkan Direksi untuk tetap mewaspadai dan melakukan upaya-upaya mitigasi risiko atas berbagai perubahan kondisi eksternal.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Pelaksanaan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG) menjadi salah satu fokus utama dalam pengawasan yang dilakukan Dewan Komisaris. Pada proses jalannya penerapan GCG di Elnusa, Dewan Komisaris senantiasa menjalankan fungsi pengawasan untuk memastikan bahwa kepengurusan Perseroan yang dilaksanakan oleh Direksi sesuai dengan peraturan perundangan yang berlaku.

Dalam pelaksanaan pengawasan tersebut, Dewan Komisaris juga memberikan nasihat yang dibutuhkan atas setiap tindakan strategis dalam rangka mencapai tujuan usaha Perseroan.

Dalam pandangan Dewan Komisaris, sepanjang tahun buku 2023 Elnusa telah menjalankan praktik GCG dengan baik, antara lain melakukan penyempurnaan kebijakan tata kelola perusahaan. Dewan Komisaris senantiasa mendorong Direksi agar terus melakukan perbaikan dan penyempurnaan GCG secara berkelanjutan selaras dengan kebutuhan bisnis.

Pandangan atas Pengelolaan *Whistleblowing System*

Perseroan telah memiliki dan menjalankan sistem pelaporan pelanggaran (*whistleblowing system*) dan Sistem Manajemen Anti Penyuapan (SMAP). Sistem tersebut merupakan sarana bagi pihak eksternal dan internal untuk dapat menyampaikan laporan mengenai dugaan pelanggaran terhadap prinsip-prinsip tata kelola perusahaan, nilai-nilai etika dan kebijakan atau prosedur yang berlaku di lingkungan Perseroan. Pelaporan tersebut harus berdasarkan bukti, data, informasi yang dapat dipertanggungjawabkan serta dengan niat baik untuk kepentingan Perseroan.

Peran aktif Dewan Komisaris dalam pelaksanaannya, antara lain dilakukan melalui penandatanganan pakta integritas. Dalam pakta tersebut, terdapat komitmen Dewan Komisaris untuk berperan aktif dalam upaya pencegahan dan pemberantasan fraud serta bersedia melakukan pelaporan dalam hal terjadi tindakan yang tidak sesuai dengan hukum maupun ketentuan Perseroan.

The Company's strong financial and business condition in 2023 provides optimism that the financial year's performance will be the basis for higher business growth. This is in line with the consideration that the economic climate and development of the oil and gas industry are recovering.

The Board of Commissioners believes that the Board of Directors can carry out all strategies well and take advantage of existing opportunities while prioritizing prudence. By maximizing its strengths, we are confident that the Company will still be able to grow better in the future. Nevertheless, the Board of Commissioners always reminds the Board of Directors to remain alert and mitigate risks due to changes in external conditions.

VIEWS ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE

Implementation of the principles of good corporate governance (GCG) is one of the main focuses in supervision carried out by the Board of Commissioners. In implementing GCG at Elnusa, the Board of Commissioners always has a supervisory function to ensure that the management of the Company, which the Board of Directors carries out, is in accordance with applicable laws and regulations.

In carrying out this supervision, the Board of Commissioners also provides necessary advice on every strategic action to achieve the Company's business objectives.

In the view of the Board of Commissioners, throughout the 2023 financial year, Elnusa has carried out good GCG practices, including improving corporate governance policies. The Board of Commissioners always encourages the Board of Directors to continue making continuous improvements to GCG in line with business needs.

Views on Whistleblowing System Management

The company has and uses a whistleblower system as well as an anti-bribery management system (SMAP). This system allows external and internal parties to report alleged infractions of corporate governance principles, ethical standards, and policies or processes that apply within the Company. The report must be based on verifiable proof, data, and information, and it must be written with good intentions for the Company's benefit.

The Board of Commissioners has an active part in its implementation, which includes signing an integrity pact. In this pact, there is a commitment by the Board of Commissioners to take an active role in efforts to prevent and eradicate fraud and be willing to report in the event of activities that are not in conformity with the law or the Company's rules.

Dewan Komisaris juga menerima dan mengkaji laporan yang disampaikan melalui Komite Audit secara berkala. Termasuk, memberikan arahan untuk tindak lanjut perbaikan atas isu yang signifikan berdasarkan laporan *whistleblowing system*.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dalam menjalankan tugas dan fungsinya, Dewan Komisaris dibantu oleh 3 (tiga) komite: Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Risiko.

Setiap tahun, Dewan Komisaris melakukan penilaian terhadap komite-komite tersebut. Komponen penilaian kinerja komite adalah *Key Performance Indicator* (KPI) dan nilai-nilai Utama AKHLAK (AKHLAK *Behavior*) yang merupakan *core values*, seperti telah ditetapkan oleh Kementerian BUMN.

Sepanjang tahun 2023, Dewan Komisaris menilai seluruh komite telah menjalankan tugasnya dengan baik, selaras dengan KPI dan AKHLAK *Behavior*. Selain itu, komite-komite tersebut juga terlibat aktif dalam pelaksanaan rapat-rapat yang diselenggarakan, begitu pun dengan rekomendasi yang disampaikan telah menjadi bahan pertimbangan Dewan Komisaris dalam memberikan saran dan pertimbangan kepada manajemen.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Sepanjang tahun 2023 hingga laporan tahunan ini terbit, telah terjadi perubahan komposisi Dewan Komisaris. Pada 17 Januari 2024, Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) memberhentikan Agus Prabowo selaku Komisaris Utama dan Hernawan Bekti Sasongko selaku Komisaris Independen.

Alasan terjadinya perubahan itu, sehubungan dengan arahan Kementerian Badan Usaha Milik Negara, sebagaimana mengacu pada Berita Acara Konsultasi Perwakilan Pertamina dengan Kementerian Badan Usaha Milik Negara Berita Acara Konsultasi Perwakilan Pertamina dengan Kementerian BUMN(KBUMN) No. BA-168/DSI.MBU.A/12/2023 dan No. BA-09/K00000/2023-S8 tanggal 15 Desember 2023 tentang Aspirasi Perubahan Pengurus Cucu Perusahaan/Perusahaan Afiliasi Pertamina Group.

Dengan demikian, komposisi Dewan Komisaris hingga terbitnya laporan tahunan adalah sebagai berikut:

The Audit Committee submits reports to the Board of Commissioners on a regular basis, which they review. This includes directing follow-up steps to address severe issues raised by whistleblower system reports.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In carrying out its duties and functions, the Board of Commissioners is assisted by 3 (three) committees: Audit Committee, Nomination and Remuneration Committee, and Risk Monitoring Committee.

Every year, the Board of Commissioners assesses these committees. The committee's performance assessment components include Key Performance Indicators (KPI) and AKHLAK Main Values (AKHLAK Behavior), which are core values established by the Ministry of BUMN.

Throughout 2023, the Board of Commissioners evaluates whether all committees performed their jobs effectively, in accordance with KPI and AKHLAK Behavior. Aside from that, these committees are actively involved in the implementation of the meetings held, and the proposals presented have become material for the Board of Commissioners to consider when making suggestions and considerations to management.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

Throughout 2023 until this annual report is published, there have been changes to the composition of the Board of Commissioners. On January 17, 2024, the Extraordinary General Meeting of Shareholders (EGMS) dismissed Agus Prabowo as President Commissioner and Hernawan Bekti Sasongko as Independent Commissioner.

The reason for this change is in connection with the direction of the Ministry of State-Owned Enterprises, as referred to in the Minutes of Consultation of Pertamina Representatives with the Ministry of State-Owned Enterprises Minutes of Consultation of Pertamina Representatives with the Ministry of BUMN (KBUMN) No. BA-168/DSI.MBU.A /12/2023 and No. BA-09/K00000/2023-S8 dated December 15, 2023 concerning Aspirations for Changes in the Management of Pertamina Group Affiliate Companies/Companies.

Thus, the composition of the Board of Commissioners until the publication of the annual report is as follows:

Jabatan	Nama | Name	Position
Komisaris Utama	Nur Endro Buwono	President Commissioner
Komisaris Independen	Lusiaga Levi Susila	Independent Commissioner
Komisaris Independen	Denie S. Tampubolon	Independent Commissioner
Komisaris	Wakhid Hasyim	Commissioner

APRESIASI DAN PENUTUP

Dewan Komisaris menyampaikan apresiasi kepada Direksi yang telah berupaya menjalankan Perseroan dengan baik, di tengah situasi yang penuh dengan tantangan pada tahun 2023. Dewan Komisaris juga memberikan apresiasi kepada Perwira Elnusa atas kontribusi, dedikasi dan kerja keras selama ini dalam mendukung pencapaian kinerja usaha Perseroan.

Kepada pemegang saham, Dewan Komisaris mengucapkan terima kasih atas kepercayaan yang diberikan untuk menjadi bagian penting dari perjalanan Elnusa. Begitu juga dengan regulator yang telah memberikan bimbingan kepada Perseroan dalam menjalankan kegiatan usaha, sehingga Elnusa membukukan kinerja usaha yang solid.

Dewan Komisaris juga menyampaikan apresiasi kepada seluruh pemangku kepentingan lainnya yang telah memberikan kepercayaan, dukungan dan kontribusi yang baik selama ini kepada Perseroan. Hubungan kerja sama di masa datang diharapkan akan terjalin lebih baik guna mendorong pertumbuhan Perseroan ke depannya.

Jakarta, April 2024
Atas Nama Dewan Komisaris,

APPRECIATION AND CLOSING

The Board of Commissioners thanked the Board of Directors for their efforts in managing the Company effectively in the face of numerous obstacles in 2023. The Board of Commissioners also thanked Elnusa personnel for their contributions, devotion, and hard work thus far in assisting the Company's business performance.

The Board of Commissioners would like to thank shareholders for entrusting them with an important part of Elnusa's development. Similarly, regulators have provided advice to the Company in carrying out commercial activities, resulting in Elnusa's strong business performance.

The Board of Commissioners also extended gratitude to all other stakeholders who have shown trust, support, and positive contributions to the Company.
It is hoped that future cooperative relations will be better established in support of the Company's future growth.

Jakarta, April 2024
On behalf of the Board of Commissioners,



Nur Endro Buwono
Komisaris Utama
President Commissioner

Dewan Komisaris
Board of Commissioners



Lusiaga Levi Susila
Komisaris Independen
Independent Commissioner

Wakhid Hasyim
Komisaris
Commissioner

Nur Endro Buwono
Komisaris Utama
President Commissioner

Denie S. Tampubolon
Komisaris Independen
Independent Commissioner

Laporan Direksi
Board of Directors Report



Bachtiar Soeria Atmadja
Direktur Utama
President Director

Pemegang saham dan pemangku kepentingan yang terhormat,

Di tengah situasi eksternal yang dinamis, PT Elnusa Tbk ("Elnusa", "Perseroan") akhirnya dapat melalui tahun buku 2023 dengan capaian kinerja yang baik, seperti yang kami sampaikan dalam Laporan Tahunan ini. Seluruh informasi yang disampaikan, khususnya terkait dengan kinerja operasional dan keuangan, sejalan dengan laporan keuangan yang telah diaudit oleh kantor akuntan publik sebagai auditor independen.

Secara umum, kinerja Perseroan pada tahun 2023 ini sangat baik. Perseroan berhasil membukukan laba bersih mencapai Rp503,1 miliar, lebih tinggi 33,1% dibandingkan tahun 2022 yang sebesar Rp378,1 miliar. Pendapatan Perseroan juga tumbuh 2,1%.

Laporan ini merupakan bagian dari pertanggungjawaban dan pelaksanaan keterbukaan informasi Perseroan kepada para pemangku kepentingan. Direksi berpandangan, penerapan tata kelola perusahaan yang baik, seperti keterbukaan informasi, akan mendukung kinerja usaha Perseroan secara berkelanjutan.

Sepanjang tahun 2023, Perseroan telah melakukan berbagai macam inovasi untuk mendukung kemajuan dan berkelanjutan bisnis Perseroan. Salah satu inovasi yang telah berhasil diwujudkan adalah pengembangan inovasi *rigless drilling/Hydraulic Drilling Unit* (HDU) menggunakan *asset Hydraulic Workover Unit* (HWU) yang dimiliki oleh Perseroan. Menggunakan unit HDU ini Perseroan sampai dengan akhir 2023 telah berhasil melakukan pengeboran 3 sumur *development* di area Pertamina Hulu Mahakam. Inovasi lain yang hingga saat ini dikembangkan oleh Perseroan adalah terobosan bisnis blending product BBM industri B35, bekerja sama dengan Pertamina Group dan pihak ke-3.

KONDISI EKONOMI DAN INDUSTRI

Sepanjang tahun 2023, kinerja perekonomian global belum bergerak lebih baik dibandingkan tahun sebelumnya. Bank Dunia memperkirakan ekonomi global hanya akan tumbuh sekitar 2,6%, lebih lambat dibandingkan tahun 2022 yang sebesar 3,0%.

Tekanan terhadap perekonomian global terutama akibat pemulihan ekonomi yang tidak merata antar negara. Bahkan perekonomian Cina harus berhadapan dengan krisis properti, sehingga menjadi beban pertumbuhan. Bank Dunia memperkirakan ekonomi Cina tumbuh 5,2%, masih berada di bawah potensinya. Tekanan perekonomian juga datang dari lemahnya konsumsi dan ekspor yang terjadi pada paruh kedua tahun 2023.

Dear valued shareholders and stakeholders,

Despite a turbulent external environment, PT Elnusa Tbk ("Elnusa", "the Company") was ultimately able to complete the 2023 fiscal year with good performance, as we will detail in this Annual Report. All information presented, particularly regarding operational and financial performance, is consistent with financial statements audited by a public accounting firm as an independent auditor.

Overall, the Company's performance in 2023 was exceptional. The Company achieved a net profit of Rp503.1 billion, 33.1% greater than in 2022, when it earned Rp378.1 billion. The Company's revenue also increased by 2.1%.

This report is part of the Company's accountability for information disclosure to stakeholders. The Board of Directors believes that implementing good corporate governance, such as information disclosure, will support the Company's sustainable business performance.

Throughout 2023, the Company has carried out various innovations to support the progress and sustainability of the Company's business. One of the innovations that has been successfully realized is the development of a rigless drilling/Hydraulic Drilling Unit (HDU) innovation using Hydraulic Workover Unit (HWU) assets owned by the Company. Using the HDU unit, the Company has, by the end of 2023, succeeded in drilling three development wells in the Pertamina Hulu Mahakam area. Another innovation currently being developed by the Company is the business breakthrough of blending B35 industrial fuel products in collaboration with Pertamina Group and 3rd parties.

ECONOMIC AND INDUSTRY CONDITIONS

Throughout 2023, global economic performance did not improve over the previous year. The World Bank predicted that the world economy will grow at a rate of roughly 2.6%, weaker than 3.0% in 2022.

Pressure on the global economy was primarily due to uneven economic recovery across countries. Even China's economy had to contend with a property crisis, which hampered growth. The World Bank estimates that China's GDP grew at 5.2%, which is still below its potential. In the second half of 2023, sluggish consumption and exports added to economic pressures.

Sementara untuk inflasi, Dana Moneter Internasional (International Monetary Fund/IMF) memperkirakan terjadi penurunan, yakni 6,9%. Tahun sebelumnya mencapai 8,7%.

Di tengah volatilitas perekonomian global, ekonomi nasional mampu menunjukkan daya tahan yang baik. Badan Pusat Statistik (BPS) mengungkapkan, ekonomi tumbuh 5,05%, walaupun sedikit lebih lambat dari tahun sebelumnya yang mencapai 5,31%.

Sementara tingkat inflasi berada di posisi yang rendah, yakni 2,6%. Stabilitas ekonomi ini memberikan dampak positif pada meningkatnya kebutuhan energi di Indonesia.

Di sektor minyak dan gas (migas), harga minyak mentah cukup stabil, walaupun sedikit mengalami kecenderungan menurun. Kendati demikian, nilai investasi di hulu migas terdapat peningkatan dan berdampak pada jumlah proyek migas, terutama pada kegiatan bor pengembangan, Kerja Ulang Pindah Lapisan (KUPL).

Gairah di sektor migas juga datang dari jasa perawatan sumur, baik yang baru maupun kelanjutan dari proyek sebelumnya, yang terus dijalankan sepanjang tahun 2023, yang menjadi aktivitas bisnis perusahaan jasa migas. Dengan kondisi ini, Perseroan dapat merencanakan keuangan dengan lebih baik dan mengelola risiko secara efektif.

PERKEMBANGAN KINERJA USAHA

Kendala dan Tantangan

Seiring dengan masih adanya ketidakpastian pada kondisi eksternal, Perseroan menghadapi beberapa tantangan dalam menjalankan kegiatan usaha. Di antaranya, kompetisi di bisnis jasa energi yang semakin ketat, stagnasi dan ketidakpastian di pasar hulu, walaupun masih terbukanya peluang pengembangan pasar.

Kondisi tersebut menandakan adanya kebutuhan peningkatan kompetensi guna menjadi pemain global. Untuk menghadapi beberapa tantangan tersebut, Perseroan telah merealisasikan rencana strategis yang meliputi beberapa program utama sebagai bagian dari strategi dan kebijakan strategis seperti diuraikan di bawah ini.

Strategi dan Kebijakan Strategis

Dalam rangka menghadapi tantangan serta upaya untuk mencapai target usaha, pada tahun buku 2023 Perseroan telah merealisasikan sejumlah strategi dan kebijakan strategi. Di antaranya, *optimize internal process*, *business development*, *increasing employee capabilities, competency* & *culture*

Untuk optimalisasi proses internal, Perseroan juga telah menjalankan sejumlah strategi, yakni: *strengthen project excellence*; *optimize asset productivity; boosting market intelligence; supply chain process excellence*; dan *boosting market intelligence*.

Perseroan juga mengembangkan bisnis ke arah *strengthen the core*, yakni memperkuat bisnis inti. Begitu juga dengan *adjacent to the core*, yakni pengembangan usaha ke jenis yang berdekatan.

Meanwhile, the International Monetary Fund (IMF) expects inflation to fall to 6.9%. The prior year it was 8.7%.

Despite global economic turbulence, the national economy demonstrated strong resiliency. The Central Statistics Agency (BPS) reported that the economy grew 5.05%, somewhat slower than the previous year's 5.31%.

Meanwhile, the inflation rate was low, at 2.6%. This economic stability has a good impact on Indonesia's growing energy demand.

Crude oil prices in the oil and gas sector remained reasonably constant, with only a slight downward trend. Nonetheless, the value of investment in upstream oil and gas has increased, influencing the number of oil and gas projects, particularly in development drilling and Layer Transfer Rework (KUPL).

Activities in the oil and gas sector also came from well maintenance services, both new and continuation of previous projects, which continued to be carried out throughout 2023 and which is a business activity for oil and gas service companies. With these conditions, the Company can plan its finances better and manage risks effectively.

DEVELOPMENT OF BUSINESS PERFORMANCE

Obstacles and Challenges

Along with the ongoing volatility in external conditions, the company faces a number of obstacles in its business operations. Among other things, competition in the energy services industry is tightening, with stagnation and uncertainty in the upstream sector, albeit there are still chances for market development.

This situation indicates the need for greater skill in order to become a global player. To address these issues, the Company has established a strategic plan that comprises many major programs as part of the overall strategy and strategic policies detailed below.

Strategy and Strategic Policy

The Company has put in place a number of initiatives and strategic plans for the 2023 fiscal year in order to address obstacles and work toward achieving corporate objectives. These include developing business, improving personnel capabilities, competency, and culture, and streamlining internal processes.

A number of measures for improving internal processes have also been put into place by the Company, including enhancing project excellence, improving asset productivity, enhancing market intelligence, supply chain process excellence, and enhancing market intelligence.

Along with growing its business to support its core operations, the Company is also expanding its business to include business development for related industries.

Pada saat bersamaan, Perseroan juga terus meningkatkan kompetensi dan budaya bagi Sumber Daya Manusia (SDM). Inisiatif ini direalisasikan dengan cara: mengukur dan mengurangi kesenjangan kompetensi; program pengembangan kepemimpinan budaya; dan internalisasi budaya AKHLAK.

Peran Direksi dalam Perumusan Strategi dan Kebijakan Strategis

Sesuai peraturan perundang-undangan yang berlaku, Direksi merupakan organ Perseroan yang bertanggung jawab terhadap jalannya kegiatan usaha. Keterlibatan Direksi dalam kegiatan usaha tersebut dimulai sejak dalam perencanaan atau perumusan strategi dan kebijakan strategis hingga pelaksanaannya.

Direksi memberikan arahan yang jelas dalam perumusan strategi kepada organisasi di bawahnya. Selain itu, Direksi turut memberikan masukan terkait program strategis yang perlu dijalankan, melakukan sosialisasi dan terlibat langsung dalam *monitoring* rutin.

Secara umum, Direksi terlibat aktif dalam perumusan strategi usaha Perseroan untuk menunjang pencapaian target yang telah ditetapkan. Keterlibatan Direksi dilakukan sejak mempersiapkan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan dalam implementasi kebijakan strategis, terutama pada pengambilan keputusan.

Direksi juga aktif memberikan arahan kepada organisasi di bawahnya untuk menjalankan strategi dan kebijakan strategis yang telah ditetapkan. Dengan demikian, penerapannya dijalankan dengan baik, yaitu sejalan dengan yang telah dirumuskan dan diharapkan.

Proses Direksi Memastikan Implementasi Strategi

Untuk memastikan seluruh strategi dan kebijakan strategis terimplementasi dengan baik, antara lain dilakukan melalui rapat kinerja atau *management meeting* rutin mingguan untuk seluruh segmen bisnis Perseroan hingga ke Anak Perusahaan. Pertemuan tersebut dilaksanakan secara reguler untuk membahas implementasi strategi, sekaligus memberikan arahan dalam menghadapi kendala-kendala yang mungkin dihadapi di lapangan untuk menyelaraskan kondisi bisnis dan pasar di tahun berjalan.

Pemantauan secara rutin yang dilakukan oleh Direksi, antara lain mencakup indikator pencapaian bisnis pada kinerja operasional, kinerja pemasaran, kinerja keuangan, keselamatan dan kesehatan kerja (HSSE), produktivitas perusahaan, sumber daya manusia, kontrak kerja, hingga risiko operasional. Fungsi Internal Audit dan Manajemen Risiko membantu Direksi dalam memberikan masukan untuk menindaklanjuti temuan audit yang muncul serta memitigasi dari risiko dalam menjalankan operasi.

Perbandingan Hasil dengan Target

Melalui penerapan strategi dan kebijakan strategis yang tepat, Perseroan berhasil melalui tahun 2023 dengan kinerja yang solid, bahkan secara umum berada di atas target. Laba bersih yang berhasil dibukukan mencapai Rp503,1 miliar, naik 33,1% dibandingkan tahun 2022 yang sebesar Rp378,1 miliar. Pencapaian laba bersih tersebut didukung oleh pendapatan yang tumbuh 2,1%, dari Rp12,3 triliun pada tahun 2022 menjadi Rp12,5 triliun di tahun 2023.

At the same time, the Company also continues to improve competency and culture for Human Resources (HR). This initiative is realized by measuring and reducing competency gaps, cultural leadership development programs, and internalization of AKHLAK culture.

The Role of the Board of Directors in Formulating Strategy and Strategic Policy

Conducting business is the responsibility of the Board of Directors, an organ of the corporation, in compliance with applicable rules and regulations. The Board of Directors participates in these business operations at every stage, from developing plans and strategic policies to putting them into action.

The Board of Directors provides explicit guidance to the organization in developing their strategy. In addition, the Board of Directors conducts outreach, participates directly in routine monitoring, and offers suggestions for strategic initiatives that should be put into action.

Generally speaking, the Board of Directors actively participates in developing the Company's business plan to help meet the established goals. The Board of Directors prepares the Company's Work Plan and Budget (RKAP) and implements strategic policies, especially in decision-making.

The Board of Directors also provides direction to the organizations under it to implement the established strategies and strategic policies. In this way, the implementation is carried out well and aligns with what has been formulated and expected.

Process by the Board of Directors to Ensure Strategy Implementation

The process to ensure proper implementation of all strategies and strategic policies is carried out, among other things, through regular weekly performance meetings or management meetings for all of the Company's business segments down to the Subsidiaries. These meetings are held regularly to discuss strategy implementation and provide direction in dealing with obstacles that may be faced in the field to align business and market conditions in the current year.

Routine monitoring carried out by the Board of Directors includes, among other things, business achievement indicators in operational performance, marketing performance, financial performance, occupational safety and health (HSSE), company productivity, human resources, employment contracts, and operational risks. The Internal Audit and Risk Management functions assist the Board of Directors in providing input to follow up on emerging audit findings and mitigate risks in carrying out operations.

Comparison of Results with Target

By implementing appropriate strategies and strategic policies, the Company succeeded in getting through 2023 with solid performance, even generally above target. The net profit recorded reached Rp503.1 billion, an increase of 33.1% compared to 2022, which amounted to Rp378.1 billion. This net profit achievement was supported by revenue, which grew 2.1%, from Rp12.3 trillion in 2022 to Rp12.5 trillion in 2023.

Pendapatan dari kegiatan usaha jasa distribusi dan logistik energi pada tahun 2023 mencapai Rp7,1 triliun. Dibandingkan tahun 2022 yang sebesar Rp7,6 triliun, terjadi penurunan 6,8%. Kegiatan usaha ini berkontribusi 53% terhadap total pendapatan.

Penurunan pendapatan tersebut disebabkan oleh berkurangnya penjualan BBM Inmar dan adanya penurunan penjualan bahan bakar ritel (SPBU) dan *lubricant*.

Pendapatan dari jasa hulu migas terintegrasi pada tahun 2023 mencapai Rp4,3 triliun, naik 5,5% dibandingkan tahun 2022 yang sebesar Rp4,0 triliun. Kegiatan usaha ini berkontribusi 34% terhadap total pendapatan. Kenaikan pendapatan tahun 2023 disebabkan oleh meningkatnya produktivitas pada peralatan di *well services* & *workover services* serta perbaikan profitabilitas pada bisnis EPC-OM.

Sedangkan pendapatan dari jasa penunjang migas pada tahun 2023 mencapai Rp1,8 triliun. Dibandingkan tahun 2022 yang sebesar Rp1,4 triliun, terjadi kenaikan 34,1%. Kegiatan usaha ini berkontribusi 13% terhadap total pendapatan. Kenaikan ini terjadi di seluruh bisnis jasa penunjang migas dalam Group Perseroan.

Pada tahun 2023, total beban pokok pendapatan Perseroan mencapai Rp11,4 triliun naik 0,01% dibandingkan tahun 2022 yang sebesar Rp11,4 triliun. Kenaikan terjadi seiring dengan pertumbuhan pendapatan di hampir semua lini bisnis. Kenaikan biaya terutama pada anggaran *direct labor*, subkontraktor dan *overhead*.

GAMBARAN PROSPEK USAHA PERUSAHAAN

Pada tahun 2023, sektor migas tengah menghadapi tantangan dari ketidakstabilan geopolitik global dan juga isu *climate change*. Meskipun demikian, sektor migas berhasil meningkatkan area kerja minyak dan gas untuk mendukung kebutuhan energi nasional. Efisiensi masih menjadi fokus utama dalam menghadapi dinamika industri yang pasang surut. Untuk mengoptimalkan kinerja dan meningkatkan profitabilitas, Perseroan menerapkan strategi berikut:

Baseline Strategy

Perseroan mempertahankan pasar eksisting dengan mengoptimalkan sinergi Pertamina Group, meningkatkan kapasitas dan kapabilitas Perseroan dan perbaikan pada *contract terms* & *conditions*, *price review*, serta peningkatan produktivitas dan utilitas aset dan peralatan, peningkatan produktivitas, dan penerapan teknologi dan inovasi.

Growth Strategy

Perseroan memperluas pangsa pasar dengan memasuki pasar baru secara selektif, memberikan solusi terhadap isu-isu pelanggan, meningkatkan *market intelligence* dan melakukan ekspansi ke sektor energi lainnya melalui investasi selektif dan perluasan ke bisnis yang berdekatan.

Sustainability Strategy

Perseroan memiliki program jangka pendek dan panjang untuk memperoleh pendapatan berkelanjutan. Ini meliputi pengembangan produk dan layanan baru, pengembangan kapabilitas dalam berbagai bidang, termasuk energi baru dan terbarukan, serta kerja sama dengan mitra teknologi untuk saling menguntungkan.

Revenue from energy distribution and logistics services business activities in 2023 reached Rp7.1 trillion. Compared to 2022, which amounted to Rp7.6 trillion, there was a decrease of 6.8%. This business activity contributed 53% to total revenue.

The decrease in revenue was caused by reduced sales of Inmar fuel and a decrease in sales of retail fuel (SPBU) and lubricants.

Revenue from integrated upstream oil and gas services in 2023 reached Rp4.3 trillion, an increase of 5.5% compared to 2022, which was Rp4.0 trillion. This business activity contributed 34% to total revenue. The increase in revenue in 2023 was due to increased productivity in equipment in well services & workover services, as well as improved profitability in the EPC-OM business.

Meanwhile, income from oil and gas supporting services in 2023 reached Rp1.8 trillion. Compared to 2022, which amounted to Rp1.4 trillion, there was an increase of 34.1%. This business activity contributes 13% to total revenue. This increase occurred in all oil and gas supporting services businesses in the Company Group.

In 2023, the Company's total cost of revenue amounted to Rp11.4 trillion, an increase of 0.01% compared to 2022, which was Rp11.4 trillion. The increase occurred in line with revenue growth in almost all business lines. Cost increases came especially in direct labor, subcontractor, and overhead budgets.

OVERVIEW OF THE COMPANY'S BUSINESS PROSPECTS

The oil and gas industry had to deal with issues related to climate change and worldwide geopolitical instability in 2023. Nevertheless, in order to meet the country's energy needs, the oil and gas industry has been successful in expanding its working area. When dealing with the ups and downs of industrial dynamics, efficiency remains the primary concern. The following strategies are used by the Company to maximize performance and boost profitability:

Baseline Strategy

The Company maintains the existing market by optimizing Pertamina Group synergies, increasing the Company's capacity and capabilities, improving contract terms & conditions and price reviews, increasing productivity and utility of assets and equipment, increasing productivity, and applying technology and innovation.

Growth Strategy

The Company expands its market share by selectively entering new markets, providing solutions to customer issues, increasing market intelligence, and expanding into other energy sectors through selective investment and expansion into adjacent businesses.

Sustainability Strategy

The Company has short and long-term programs to obtain sustainable income. This includes developing new products and services, developing capabilities in various fields, including new and renewable energy, and collaborating with technology partners for mutual benefit.

Dengan langkah-langkah ini, Perseroan optimis tidak hanya mampu mempertahankan pangsa pasar di iklim bisnis yang sangat kompetitif, namun dapat meningkatkan pangsa pasar yang lebih luas dengan selalu meningkatkan kapasitas dan kapabilitas yang merupakan kompetensi baru bagi Perseroan sehingga dapat menjaga keberlangsungan kinerja Perseroan secara jangka panjang.

PENERAPAN TATA KELOLA PERUSAHAAN

Perseroan meyakini bahwa pencapaian kinerja Perseroan yang gemilang di tahun 2023 tidak terlepas dari komitmen Perseroan untuk terus menjalankan prinsip-prinsip GCG, sehingga memberikan nilai tambah bagi Perseroan maupun para pemangku kepentingan. Perseroan juga membangun hubungan yang harmonis dengan para pemangku kepentingan. Melalui hubungan tersebut, diharapkan terbentuk hubungan bisnis yang menghindari cara-cara menciptakan keuntungan sesaat, dan lebih mengedepankan dimensi sosial dan lingkungan di sekitarnya.

Penerapan tata kelola perusahaan yang baik atau *Good Corporate Governance* (GCG) Elnusa, antara lain mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran Otoritas Jasa Keuangan (OJK) No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan terbuka. Regulasi ini menekankan adanya 5 (lima) aspek dalam GCG, yakni: Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-hak Pemegang Saham; Fungsi dan Peran Dewan Komisaris; Fungsi dan Peran Direksi; Partisipasi Pemangku Kepentingan; dan Keterbukaan Informasi.

Perseroan berkomitmen untuk terus berupaya meingkatkan praktik tata kelola perusahaan yang baik dengan menerapkan ASEAN CG *Scorecard*. Seperti tahun sebelumnya, penilaian atas penerapan ASEAN CG *Scorecard* dilakukan oleh Indonesia Institute for Corporate Directorship (IICD) dan menunjukkan hasil capaian skor sebesar 95,40 dengan predikat kategori "*Very Good*" yang artinya implementasi tata kelola korporasi Perseroan sudah mematuhi standar internasional sebagaimana disyaratkan oleh ACGS.

PENGEMBANGAN SUMBER DAYA MANUSIA

Direksi memandang bahwa SDM merupakan aset yang sangat penting dalam mendukung pencapaian usaha serta visi dan misi Perseroan. Karena itu, Perseroan senantiasa mengedepankan pendekatan human capital, yaitu dengan memosisikan SDM sebagai aset yang sangat berharga bagi Perseroan.

Bagi Perseroan, SDM adalah mitra strategis yang harus dikelola dan dikembangkan dalam mendukung kinerja Perseroan. Untuk keperluan tersebut, manajemen menghitung tingkat produktivitas SDM yang mengacu pada pendapatan, laba operasi dan laba bersih.

Pada tahun 2023, secara umum produktivitas SDM terus mengalami peningkatan selama 3 (tiga) tahun terakhir. Ditinjau dari sisi pendapatan per jumlah SDM, pada tahun 2023 tumbuh sebesar 2,6% dibandingkan tahun sebelumnya. Sedangkan dari segi laba bersih, per jumlah SDM meningkat 34,2%.

With these strategies, the Company is optimistic that it will not only be able to maintain its market share in a very competitive business climate but can increase its market share to a broader market by constantly increasing capacity and capability, which is a new competency for the Company so that it can maintain the long-term sustainability of the Company's performance.

IMPLEMENTATION OF CORPORATE GOVERNANCE

The Company believes that the Company's achievement of brilliant performance in 2023 cannot be separated from the Company's commitment to continuing to implement GCG principles, thereby providing added value for the Company and its stakeholders. The Company also builds harmonious relationships with stakeholders. Through this relationship, it is hoped that a business relationship will be formed that avoids ways of creating instant profits, and prioritizes the social and environmental dimensions around it.

Elnusa's implementation of good corporate governance (GCG), among other things, refers to the Financial Services Authority Regulation (POJK) Number 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines and Financial Services Authority (OJK) Circular Letters. Number 32/SEOJK.04/2015 concerning Public Company Governance Guidelines. This regulation emphasizes 5 (five) aspects of GCG, namely: Public Company Relations with Shareholders in Guaranteeing Shareholder Rights; Functions and Roles of the Board of Commissioners; Functions and Roles of the Board of Directors; Stakeholder Participation; and Information Disclosure.

The Company is committed to continuing to strive to improve good corporate governance practices by implementing the ASEAN CG Scorecard ACGS). Like the previous year, the assessment of the implementation of the ASEAN CG Scorecard was carried out by the Indonesia Institute for Corporate Directorship (IICD) and showed a score of 95.40 with the category "Very Good" which means that the implementation of the Company's corporate governance has complied with international standards as required by ACGS.

HUMAN RESOURCE DEVELOPMENT

According to the Board of Directors, human resources play a critical role in advancing the Company's vision and goal as well as its financial performance. Because of this, the Company consistently places a high priority on its human capital strategy, which involves presenting HR as a very significant asset.

In order to assist the company's performance, HR is viewed as a strategic partner that needs to be managed and developed. Management determines the HR productivity level by referring to revenue, operational profit, and net profit.

HR productivity has generally keep rising in 2023 compared to the previous three years. Revenue divided by the total number of human resources increased by 2.6% in 2023 over the previous year. In the meantime, there was a 34.2% growth in terms of net profit divided by total number of HR.

Perseroan berupaya menjaga kesinambungan kinerja yang positif tersebut. Untuk itu, Divisi Human Capital telah menyusun strategi dalam menciptakan *professional people*, yaitu SDM yang memiliki pengetahuan dan keterampilan dalam melakukan peran spesifiknya. Strategi tersebut mencakup: *organization development, people management, corporate culture, digitalized system* dan *data analytics*, dan *quality management*.

PENCAPAIAN DI BIDANG TEKNOLOGI INFORMASI

Perseroan telah melakukan standardisasi sistem Teknologi Informasi (TI) di lingkungan Perseroan dan entitas anak. Kebijakan ini bertujuan untuk meningkatkan efektivitas dan efisiensi dalam menjalankan aktivitas bisnis.

Seiring dengan meningkatnya ancaman serangan siber, khususnya pada perusahaan-perusahaan yang bergerak di sektor energi dan pendukungnya, Perseroan juga telah meningkatkan sistem keamanan informasi di lingkungan Perseroan. Inisiatif tersebut bertujuan agar informasi yang ada di lingkungan Perseroan Group tetap aman dan terlindungi dari serangan siber yang dapat merugikan Perseroan.

Di lingkungan Perseroan, pengembangan TI juga diharapkan menghasilkan *revenue stream* yang baru, selain menjalankan tugas dan fungsi yang ada. Fungsi yang telah berjalan itu, misalnya melayani kebutuhan sistem *Enterprise Resource Planning* (ERP), pengelolaan aset TI, pengembangan aplikasi, penyediaan alat kerja TI, pengelolaan *server* dan perangkat pendukung *data center*, serta infrastruktur TI .

Pada tahun 2023, salah satu produk inovasi adalah *Whatsapp Chatbot Automation*. Dengan memanfaatkan aplikasi Whatsapp sebagai perantara pengguna dengan platform eQuanta, diharapkan proses pertukaran informasi, data dan transaksi bisa berjalan secara efektif dan efisien. Produk inovasi tersebut diharapkan dapat dilakukan proses komersialisasi untuk melanjutkan dukungan diversifikasi bisnis perusahaan. Sedangkan untuk mendukung kegiatan operasional, departemen TI juga turut mengembangkan infrastruktur TI, *tracking* dan *monitoring* pengeboran.

Di bidang tata kelola TI, Perseroan juga telah memiliki sistem yang mencakup: mekanisme identifikasi disrupsi, strategi keamanan sistem siber, strategi/proses pemulihan bencana, dan sistem pelaporan.

PENGAKUAN PIHAK EKSTERNAL

Selama tahun 2023 atas hasil kinerja yang maksimal dari Manajemen dan didukung oleh seluruh Perwira Perseroan baik yang berada di seluruh area operasi maupun di *office*, Perseroan meraih pengakuan dari berbagai pihak eksternal atas daya upaya tersebut. Beberapa di antaranya terdapat pada sub Bab Penghargaan dan Sertifikasi pada Bab Kilas Kinerja.

Pencapaian ini merupakan buah kerja bersama atas semua komponen seperti Dewan Komisaris, Direksi dan keluarga besar Elnusa Group.

The Company works hard to keep up this successful performance. Because of this, the Human Capital Division has devised a plan to produce professional human resources with the know-how and abilities to do their designated tasks. Organizational development, people management, corporate culture, data analytics, digitalized systems, and quality management are all included in this strategy.

ACHIEVEMENTS IN THE FIELD OF INFORMATION TECHNOLOGY

The Company has standardized the Information Technology (IT) system within the Company and its subsidiaries. This policy aims to increase effectiveness and efficiency in carrying out business activities.

In line with the increasing threat of cyber attacks, especially on companies operating in the energy and supporting sectors, the Company has also improved the information security system within the Company. This initiative aims to ensure that information within the Company Group remains safe and protected from cyber attacks that could harm the Company.

Within the Company, IT development is also expected to generate new revenue streams, in addition to carrying out existing duties and functions. The functions that are already running include, for example, serving the needs of the Enterprise Resource Planning (ERP) system, managing IT assets, developing applications, providing IT work tools, managing servers and data center supporting devices, as well as IT infrastructure.

In 2023, one of the innovation products was the WhatsApp Chatbot Automation. By utilizing the WhatsApp application as an intermediary between users and the eQuanta platform, it is hoped that the process of exchanging information, data and transactions can run effectively and efficiently. It is hoped that this innovative product can undergo a commercialization process to continue supporting the Company's business diversification. Meanwhile, to support operational activities, the IT department is also developing IT infrastructure, drilling tracking and monitoring.

In the field of IT governance, the Company also has a system that includes: disruption identification mechanisms, cyber system security strategies, disaster recovery strategies/processes, and reporting systems.

EXTERNAL RECOGNITION

During 2023, with maximum performance results from Management and support from all Company Officers both in all operational areas and in the office, the Company received recognition from various external parties for these efforts. Some of them are presented in the Awards and Certification sub-chapter in the Performance Overview Chapter.

This achievement is the result of the joint work of all components such as the Board of Commissioners, Directors and the extended Elnusa Group family.

PERUBAHAN KOMPOSISI DIREKSI DAN ALASAN PERUBAHAN

Sepanjang tahun 2023 hingga laporan tahunan ini terbit, telah terjadi 2 (dua) kali perubahan komposisi Direksi. Pertama, Rapat Umum Pemegang Saham Tahunan (RUPST) yang diselenggarakan pada 6 Juni 2023 memberhentikan dengan hormat Tenny Elfrida selaku Direktur SDM & Umum, sekaligus menyetujui pengangkatan Hera Handayani selaku Direktur SDM & Umum Perseroan.

Kedua, RUPS Luar Biasa tanggal 17 Januari 2024, RUPS Luar Biasa (RUPSLB) memberhentikan dengan hormat John Hisar Simamora selaku Direktur Utama, Bachtiar Soeria Atmadja selaku Direktur Keuangan, Charles Harianto Lumbantobing selaku Direktur Operasi, dan Ratih Esti Prihatini selaku Direktur Pengembangan Usaha. Pada saat yang sama, RUPSLB menyetujui pengangkatan anggota Direksi yang baru, dengan komposisi sebagai berikut:

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

Throughout 2023 until this annual report is published, there have been 2 (two) changes to the composition of the Board of Directors. First, the Annual General Meeting of Shareholders (AGMS) which was held on 6 June 2023 honorably dismissed Tenny Elfrida as Director of Human Resources & General Affairs, while also approving the appointment of Hera Handayani as Director of Human Resources & General Affairs of the Company.

Second, the Extraordinary GMS on 17 January 2024 honorably dismissed John Hisar Simamora as President Director, Bachtiar Soeria Atmadja as Finance Director, Charles Harianto Lumbantobing as Operations Director, and Ratih Esti Prihatini as Business Development Director. At the same time, the EGMS approved the appointment of new members of the Board of Directors, with the following composition:

Jabatan	Nama | Name	Position
Direktur Utama	Bachtiar Soeria Atmadja	President Director
Direktur Operasi	Endro Hartanto	Director
Direktur Keuangan	Stanley Iriawan	Director
Direktur Pengembangan Usaha	Arief Prasetyo Handoyo	Director
Direktur SDM & Umum	Hera Handayani	Director

Perubahan komposisi Direksi tersebut mengacu pada Berita Acara Konsultasi Perwakilan PT Pertamina (Persero), pemegang saham pengendali Perseroan, dengan Kementerian Badan Usaha Milik Negara tentang Aspirasi Perubahan Pengurus Cucu Perusahaan/ Perusahaan Afiliasi Pertamina Group.

The change in the composition of the Board of Directors refers to the Minutes of Consultation between Representatives of PT Pertamina (Persero), the controlling shareholder of the Company, with the Ministry of State-Owned Enterprises regarding Aspirations for Changes in Management of the Company's Subsidiary/Affiliated Companies of the Pertamina Group.

PENUTUP

Direksi menyampaikan terima kasih atas kepercayaan yang diberikan oleh pemegang saham serta arahan dan masukan Dewan Komisaris dalam mendukung jalannya kegiatan usaha Perseroan. Direksi juga mengucapkan terima kasih atas dedikasi dan kerja sama Manajemen dan seluruh Perwira Perseroan dalam meraih kinerja positif pada tahun 2023.

Apresiasi yang tinggi juga disampaikan kepada para pemangku kepentingan lain, baik regulator, mitra kerja, dan pihak lainnya. Terima kasih atas dukungan yang telah diberikan, baik untuk kinerja Perseroan maupun dalam rangka penerapan tata kelola perusahaan yang baik di lingkungan Perseroan.

Jakarta, April 2024
Atas Nama Direksi

CLOSING

The Board of Directors conveyed its appreciation for the confidence that the shareholders had placed in the Company, as well as for the guidance and suggestions provided by the Board of Commissioners in assisting the Company's operations. In addition, the Board of Directors conveyed its appreciation to Management and all Company Personnel for their commitment and collaboration in achieving successful results in 2023.

Other stakeholders, such as business partners, regulators, and other parties, were also highly appreciated. Regarding the success of the Company as well as the implementation of excellent corporate governance inside the Company, we appreciate the support that has been given.

Jakarta, April 2024
On behalf of the Board of Directors

Bachtiar Soeria Atmadja
Direktur Utama | President Director

Direksi
Board of Directors



Endro Hartanto
Direktur Operasi
Operation Director

Bachtiar Soeria Atmadja
Direktur Utama
President Director



Stanley Iriawan
Direktur Keuangan
Finance Director

Arief Prasetyo Handoyo
Direktur Pengembangan Usaha
Business Development Director

Hera Handayani
Direktur SDM & Umum
Independent Commissioner

Lembar Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2023 PT Elnusa Tbk

Statement of the Board of Commissioners of Responsibility for the 2023 Annual Report of PT Elnusa Tbk

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT Elnusa Tbk tahun 2023 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, April 2024

We the undersigned hereby declare that all the information contained within the 2023 Annual Report of PT Elnusa Tbk has been presented completely. We are fully responsible for the truthfulness of the content of the Annual Report.

This statement has been made truthfully.

Jakarta, April 2024



Nur Endro Buwono
Komisaris Utama
President Commissioner



Lusiaga Levi Susila
Komisaris Independen
Independent Commissioner



Komisaris Independen
Independent Commissioner



Wakhid Hasyim
Komisaris
Commissioner

Lembar Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Tahunan 2023 PT Elnusa Tbk

Statement of the Board of Directors of Responsibility for the 2023 Annual Report of PT Elnusa Tbk

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Jakarta, April 2024



Bachtiar Soeria Atmadja
Direktur Utama
President Director



Stanley Iriawan
Direktur Keuangan
Director of Finance



Endro Hartanto
Direktur Operasi
Director of Operations



Arief Prasetyo Handoyo
Direktur Pengembangan Usaha
Director of Business Development



Hera Handayani
Direktur SDM dan Umum
Director of Human Capital and General Affairs

PROFIL PERUSAHAAN
Company Profile

58 Informasi Umum Perusahaan
Company General Information

60 Jejak Langkah
Milestones

62 Riwayat Singkat Perusahaan
Brief History of the Company

62 Informasi Perubahan Nama
Information on Name Change

63 Visi, Misi, dan Strategi Perusahaan
Corporate Vision, Mission, and Strategy

64 Budaya dan Nilai Perusahaan
Corporate Culture and Value

69 Makna Logo Perusahaan
The Meaning of Company Logo

70 Kegiatan dan Bidang Usaha
Activities and Line of the Business

73 Produk/Jasa Perseroan
Company Product/Services

76 Wilayah Operasional
Operational Area

82 Jaringan Kantor
Office Network

83 Keanggotaan dalam Asosiasi/Organisasi
Membership Association/Organizations

84 Struktur Organisasi
Organization Structure

86 Profil Dewan Komisaris
Board of Commissioners Profile

92 Profil Direksi
Board of Directors Profile

100 Profil Pejabat Eksekutif
Executive Officers Profile

105 Demografi Sumber Daya Manusia
Demographics of Human Resources

107 Struktur dan Komposisi Pemegang Saham
Structure and Composition of Shareholders

110 Struktur Grup Perseroan
Company Group Structure

111 Daftar Entitas Anak
List of Subsidiaries

113 Profil Entitas Anak
Profiles of Subsidiaries

119 Kronologi Pencatatan Saham
Chronology of Stock Listing

121 Kantor Akuntan Publik
Public Accounting Office

122 Daftar Lembaga dan Profesi Penunjang Perusahaan
List of Supporting Institutions and Professionals of the Company

123 Informasi *Website* Perusahaan
Company Website Information


elnusa

Informasi Umum Perusahaan
Company General Information

Nama Perusahaan **Company Name**	**PT Elnusa Tbk**	
Keterangan Perubahan Nama **Information of Name Amandement**	Pada tahun 1984, nama Perseroan berubah dari PT Elektronika Nusantara menjadi PT Elnusa berdasarkan Akta Notaris No 18 tanggal 8 Juni 1984 yang di buat di hadapan Sinta Susikto, Notaris, di Jakarta. Perubahan tersebut memiliki landasan yang kuat yaitu dengan nama Elnusa, Perseroan telah memiliki kemampuan yang tidak hanya menjadi perusahaan jasa di bidang migas terbesar di Indonesia, sumber daya manusia yang dimiliki pun telah memenuhi standar internasional di bidang yang digeluti.	In 1984, the Company's name was amended from PT Elektronika Nusantara to PT Elnusa based on Notarial Deed No. 18 dated June 8, 1984 made in the presence of Sinta Susikto, Notary, in Jakarta. The Company has a firm foundation under the name of Elnusa. The Company has the competency to become the largest oil and gas service company in Indonesia with international standards human resources in the respective field.
Tanggal Pendirian **Date of Establishment**	25 Januari 1969	January 25, 1969
Tanggal Peresmian **Date of Inauguration**	9 September 1969	September 9, 1969
Lama Berdiri **Length of Period of Establishment**	54 tahun per 31 Desember 2023	54 years as of December 31, 2023
Dasar Hukum Pendirian **Legal Basis of Establishment**	Akta Pendirian No. 18 tanggal 25 Januari 1969 yang di buat di hadapan Tan Thong Kie, Notaris, di Jakarta, sebagaimana diubah melalui Akta No. 10 tanggal 13 Februari 1969 dari notaris yang sama. Akta pendirian ini, telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. J.A.5/18/24 tanggal 19 Februari 1969, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 35, Tambahan No. 58 tanggal 2 Mei 1969.	Deed of Establishment No. 18 dated January 25, 1969 made in the presence of Tan Thong Kie, Notary, in Jakarta, as amended through Deed No. 10 dated February 13, 1969 from the same notary. This deed of establishment has been approved by the Minister of Justice of the Republic of Indonesia through Decree No. J.A.5/18/24 dated February 19, 1969, and has been announced in the State Gazette of the Republic of Indonesia No. 35, Supplement No. 58 dated May 2, 1969.
Status Perusahaan **Status of Company**	Perusahaan Terbuka (Tbk)	Public Listed Company (Tbk)
Maksud dan Tujuan Pendirian **The Objective and Purpose of the Establishment**	Berusaha dalam bidang jasa (aktivitas profesional; informasi dan komunikasi; real estat; aktivitas ketenagakerjaan, dan usaha penunjang lainnya); perdagangan besar dan eceran; pertambangan dan penggalian; pembangunan (konstruksi); perindustrian; dan pengelolaan air; pengelolaan air limbah.	Running business in the field of services (professional activities; information and communication; real estate; employment activities and other supporting businesses); wholesale and retail trade; mining and excavation; development (construction); industry; and water management; wastewater management.
Kegiatan Bisnis Utama Sesuai Anggaran Dasar **Main Business Activities According to the Articles of Association**	a. Bidang jasa (aktivitas profesional, informasi dan komunikasi, real estat, aktivitas ketenagakerjaan, dan usaha penunjang lainnya). b. Bidang perdagangan besar dan eceran. c. Bidang pertambangan dan penggalian. d. Menjalankan usaha dalam bidang pembangunan (konstruksi). e. Menjalankan usaha dalam bidang perindustrian.	a. Services sector (professional activities, information and communication, real estate, employment activities, and other supporting businesses). b. Wholesale and retail trade. c. Mining and quarrying. d. Running a business in the field of development (construction). e. Running a business in the industrial sector.
Kegiatan Bisnis Penunjang sesuai Ketentuan Anggaran Dasar **Supporting Business Activities in Accordance with the Articles of Association**	a. Jasa (aktivitas penunjang pertambangan minyak bumi dan gas). b. Pengelolaan air, pengelolaan air limbah (aktivitas penunjang pengelolaan air, pengelolaan dan pembuangan air limbah tidak berbahaya, pengelolaan dan pembuangan air limbah berbahaya). c. Perdagangan (perdagangan eceran bahan bakar kendaraan di stasiun pengisian bahan bakar umum [SPBU]). d. Pertambangan (aktivitas penunjang pertambangan dan penggalian lainnya). e. Pembangunan (konstruksi bangunan pengolahan dan penampungan barang minyak dan gas). f. Perindustrian lainnya (industri mesin penambangan, penggalian dan konstruksi).	a. Services (oil and gas mining support activities). b. Water management, waste water management (supporting activities for water management, non-hazardous waste water management and disposal, hazardous waste water management and disposal) c. Trading (retail trade in vehicle fuel at public gas stations [SPBU]). d. Mining (mining and other excavation support activities). e. Construction (construction of oil and gas goods processing and storage buildings). f. Other industries (mining, quarrying and construction machinery industry).

Kepemilikan Saham **Share Ownership**	Kepemilikan Saham Perseroan per 31 Desember 2023: • PT Pertamina Hulu Energi (PHE) dengan kepemilikan 51,1% saham. • Publik (< 5% Individu), dengan kepemilikan 48,9% saham.	Share Ownership of the Company as of December 31, 2023: • PT Pertamina Hulu Energi (PHE) with 51.1% share ownership. • Public (< 5% Individual), with 48.9% share ownership
Modal Dasar **Authorized Capital**	Rp2.250.000.000.000	Rp2,250,000,000,000
Modal Ditempatkan dan Disetor Penuh **Issued and Paid-up Capital**	Rp729.850.000.000	Rp729,850,000,000
Pencatatan Saham di Bursa Saham **Listing of Shares on Stock Exchange**	Bursa Efek Indonesia (d/h Bursa Efek Jakarta dan Bursa Efek Surabaya), 6 Februari 2008	Indonesia Stock Exchange (formerly Jakarta Stock Exchange and Surabaya Stock Exchange), February 6, 2008
Kode Saham **Share Code**	ELSA	ELSA
Jumlah Karyawan **Number of Employees**	1.052 orang (2023)	1,052 employees (2023)
Alamat Perusahaan **Company's Address**	Graha Elnusa, Lantai 16 Jl. TB Simatupang Kav. 1B Jakarta 12560, Indonesia	Graha Elnusa, 16th Floor Jl. TB Simatupang Kav. 1B Jakarta 12560, Indonesia
Telepon **Telephone**	(+62 21) 7883 0850	(+62 21) 7883 0850
Faksimile **Facsimile**	(+62 21) 7883 0907	(+62 21) 7883 0907
Surel **E-mail**	corporate@elnusa.co.id marketing@elnusa.co.id	corporate@elnusa.co.id marketing@elnusa.co.id
Media Sosial **Social Media**	Linkedin : PT Elnusa Tbk Instagram : @elnusaofficial Youtube : Elnusa	Linkedin : PT Elnusa Tbk Instagram : @elnusaofficial Youtube : Elnusa
Area Operasi 2023 **2023 Operational Area**	Indonesia	Indonesia
Keikutsertaan dalam Asosiasi **Participation in Associations**	• Himpunan Ahli Geofisika Indonesia (HAGI) • World Safety Organization (WSO) • Indonesia Corporate Secretary Association (ICSA) • Perhimpunan Hubungan Masyarakat Indonesia (PERHUMAS)	• Indonesian Association of Geophysicists (HAGI) • World Safety Organization (WSO) • Indonesia Corporate Secretary Association (ICSA) • Indonesia Public Relations Association (PERHUMAS)

Jejak Langkah
Milestones



1969

Didirikan dengan nama PT Elektronika Nusantara yang bergerak di bidang elektronika pelayaran sebagai marine elektronika services.

Established under the name of PT Elektronika Nusantara, engaged in marine electronic service provider.

1972

Membentuk Divisi Seismic Data Processing (Cikal bakal PT Elnusa Geosains Services).

Established the Seismic Data Processing Division (the forerunner of PT Elnusa Geosains Services).

1984

Pembentukan PT Elnusa Workover Services (EWS).

Establishment of PT Elnusa Workover Services (EWS).



1996

Menjadi Investment Holding dengan lebih dari 10 Portofolio.

Become an Investment Holding with more than 10 Portfolios.



2004

Mendirikan PT Elnusa Drillling Services (EDS).

Established PT Elnusa Drillling Services (EDS).

2007

- Menetapkan fokus usaha.
- Melakukan restrukturisasi bisnis dan portofolio (Merger) serta menjadi operating Holding.

- Determined the business focus.
- Conducted business and portfolio restructuring (Merger) to became an operating holding.

2008

- Melakukan Restrukturisasi Permodalan.
- IPO & menjadi Public Listed Company.

- Conducted Capital Restructuring.
- Conducted IPO & became a Public Listed Company.

2011

Melakukan program Turnaround: "stop the bleeding program", "re-financing program", dan "perubahan budaya manusia" untuk perbaikan struktur biaya, struktur pendanaan, model bisnis, budaya perusahaan & intervensi bisnis.

Conducted Turnaround program: "stop the bleeding program", "re-financing program", and "change in human culture" to improve cost structure, funding structure, business model, corporate culture & business intervention.



2013

- Mengubah visi menjadi Energy Services Company.
- Perubahan Logo & Corporate Identity Perusahaan.
- Year of Human Resources.

- Changed the vision to become an Energy Services Company.
- Changed the Company's Logo & Corporate Identity.
- Year of Human Resources.

2014

Menetapkan 2014 sebagai Year of Development, memperkuat tatanan operational organisasi dan fungsi pengendalian internal serta melakukan evaluasi dan mendefinisikan ulang produk/jasa Perseroan.

Established the year 2014 as the Year of Development, strengthening the operational order of the organization and internal control functions as well as evaluating and redefining the Company's products/services.

2016

Memantapkan penguatan core business dan melakukan diversifikasi portofolio pada jasa distribusi dan logistik energi.

Strengthened the core business and diversified the portfolio in energy distribution and logistics services.

2017

Penguatan posisi kompetitif bisnis inti sebagai prioritas utama di samping pengkayaan portofolio bisnis dan pengembangan bisnis baru yang selaras dengan pengembangan zaman dan kebutuhan klien.

Strengthening the competitive position of the core business as a top priority in addition to enriching the business portfolio and developing new businesses in line with the progress and client needs.

2018

Mengembangkan Metode, Memperkuat Keseimbangan Portofolio. Mencatatkan pendapatan tertinggi sepanjang sejarah berdiri melalui penguatan diversifikasi portofolio.

Developing the Methods, Strengthened the Portfolio Balance. Recorded the highest revenue ever by strengthening portfolio diversification.

2019

Membuktikan kemampuannya untuk turut membangun kapasitas nasional sebagai perusahaan jasa energi yang mengusung Total Solution di usianya yang telah menginjak 50 tahun, Elnusa.

Proving its capability to help building national capacity as an energy service company that carries Total Solution at the age of 50, Elnusa.

2020

Membuktikan kemampuannya untuk turut membangun kapasitas nasional sebagai perusahaan jasa energi yang mengusung Total Solution di usianya yang telah menginjak 50 tahun, Elnusa.

Proving its capability to help building national capacity as an energy service company that carries Total Solution at the age of 50, Elnusa.

2021

Meningkatkan kompetensi dan kapabilitas melalui berbagai aliansi strategi serta sinergi dan berkolaborasi untuk mendukung kinerja operasional Subholding Upstream Pertamina sebagai Pemegang saham pengendali

Improving competences and capabilities through strategic alliances, synergy and collaboration, in order to support the operational performance of Upstream Subholding Pertamina as the controlling shareholder.

2022

Merayakan usia ke 53, Perseroan berhasil menaklukan berbagai tantangan ditengah kondisi ketidakpastian akibat gejolak global sepanjang tahun 2022 yang masih berlanjut dari tahun sebelumnya. Untuk memperkokoh daya tahan terhadap keuangan juga menjaga bisnis yang berkelanjutan ke depannya, Elnusa berupaya untuk memperkuat bisnis inti Perseroan dengan konsisten menerapkan kebijakan strategis Perusahaan dalam pengelolaan biaya yang tepat guna, optimal dan mengambil peluang dalam Pengembangan bisnis yang bukan hanya pada industri migas namun juga non migas. Elnusa juga terus berkomitmen untuk senantiasa menjalankan prinsip-prinsip tata kelola yang baik (GCG) dalam setiap proses operasional dan bisnis Perusahaan.

Celebrating its 53rd year, the Company has succeeded in conquering various challenges amid conditions of uncertainty due to global turmoil throughout 2022 which continued from the previous year. To strengthen financial resilience as well as maintain a sustainable business going forward, Elnusa seeks to strengthen the Company's core business by consistently implementing the Company's strategic policies in managing costs that are appropriate, and optimal and taking opportunities in business development not only in the oil and gas industry but also in non-oil and gas industries. oil and gas Elnusa also continues to be committed to always implementing the principles of good governance (GCG) in every operational and business process of the Company.

2023

- Tahun 2023 merupakan tahun pengembangan serta penguatan Elnusa dalam perjalanan baru menuju keunggulan untuk mencapai pertumbuhan positif yang berkelanjutan. Capaian tersebut tercermin dari kinerja operasional maupun keuangan Elnusa melalui penguatan bisnis inti juga pengembangan bisnis yang mampu menopang keberlanjutan pertumbuhan usaha Perseroan.
- Melalui langkah-langkah strategis di sisi internal maupun eksternal dari perjalanan baru Elnusa serta pengalokasian investasi yang tepat guna, Perseroan mampu menavigasi perjalanan atas arah tujuan yang telah ditetapkan. Atas hal tersebut, Perseroan menunjukkan daya saingnya yang pada akhirnya menciptakan nilai yang bukan hanya memberikan dampak positif bagi Perseroan dan *stakeholder,* namun juga untuk meningkatkan kontribusi pada pembangunan serta pengembangan bangsa yang berkelanjutan.

- The year 2023 is a year of development and strengthening of Elnusa in a new journey towards excellence to achieve sustainable positive growth. This achievement is reflected in Elnusa's operational and financial performance through strengthening the core business as well as business development that is able to sustain the Company's business growth.
- Through strategic steps on the internal and external sides of Elnusa's new journey and the allocation of appropriate investment, the Company is able to navigate the journey in the direction of the goals set. For this reason, the Company shows its competitiveness which ultimately creates value that not only has a positive impact on the Company and stakeholders but also to increase contributions to the sustainable development and development of the nation.

Riwayat Singkat Perusahaan
Brief History of the Company

PT Elnusa Tbk ("Elnusa", "Perseroan") didirikan dengan nama PT Electronika Nusantara berdasarkan Akta Notaris No. 18 tanggal 25 Januari 1969 dari Tan Thong Kie, S.H., sebagaimana diubah melalui Akta Notaris No. 10 tanggal 13 Februari 1969 dari notaris yang sama. Akta pendirian ini, yang merupakan Anggaran Dasar Perseroan, telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. J.A.5/18/24 tanggal 19 Februari 1969, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 35, Tambahan No. 58 tanggal 2 Mei 1969.

Entitas induk Perseroan adalah PT Pertamina Hulu Energi (PHE), dengan entitas induk terakhirnya adalah PT Pertamina (Persero). Perseroan mengawali kiprahnya sebagai pendukung operasi PT Pertamina (Persero), terutama dalam memberikan pelayanan termasuk pemeliharaan dan perbaikan, di bidang peralatan komunikasi elektronik, peralatan navigasi dan sistem radar yang digunakan oleh kapal-kapal milik Pertamina maupun kapal-kapal minyak asing yang memiliki perjanjian kerja sama dengan Badan Usaha Milik Negara (BUMN) di bidang migas.

Pada tahun 1984, nama Perseroan berubah menjadi PT Elnusa berdasarkan Akta Notaris No. 23 tanggal 8 Juni 1984 yang dibuat di hadapan Sinta Susikto, Notaris, di Jakarta. Hingga akhirnya pada tahun 2008, Perseroan secara resmi terdaftar di Bursa Efek Indonesia (Kode saham: ELSA) pada 6 Februari 2008 dan menggunakan nama PT Elnusa Tbk. Melalui lika-liku perjalanan panjangnya yang berawal sebagai perusahaan jasa elektornika perkapalan kini Perseroan bertransformasi menjadi perusahaan jasa energi terkemuka di Indonesia yang siap menjadi kepercayaan dari klien nasional maupun internasional.

PT Elnusa Tbk ("Elnusa", "Company") was established under the name PT Electronika Nusantara based on Notarial Deed No. 18 dated January 25, 1969 from Tan Thong Kie, S.H., as amended by Notarial Deed No. 10 dated February 13, 1969 from the same notary. This deed of establishment, which constitutes the Company's Articles of Association, was approved by the Minister of Justice of the Republic of Indonesia through Decree No. J.A.5/18/24 dated February 19, 1969, and was published in the State Gazette of the Republic of Indonesia No. 35, Supplement No. 58 dated May 2, 1969.

The Company's parent entity is PT Pertamina Hulu Energi (PHE), with the ultimate parent entity being PT Pertamina (Persero). The Company began its work as support to the operations of PT Pertamina (Persero), especially in providing services including maintenance and repairs, in the field of electronic communications equipment, navigation equipment and radar systems used by vessels owned by Pertamina and foreign oil vessels with cooperation agreement with State-Owned Enterprises (BUMN) in the oil and gas sector.

In 1984, the Company's name changed to PT Elnusa based on Notarial Deed No. 23 dated June 8, 1984 made in the presence of Sinta Susikto, Notary, in Jakarta. Until finally in 2008, the Company was officially registered on the Indonesia Stock Exchange (stock code: ELSA) on February 6, 2008 by the name of PT Elnusa Tbk. Through the twists and turns of its long journey which started as a shipping electronics services company, the Company has now transformed into a leading energy services company in Indonesia that is ready to become the trust of national and international clients.

Informasi Perubahan Nama
Information on Name Change

Sebagaimana yang telah diuraikan dalam riwayat singkat Perseroan, bahwa pada tahun 1984, nama Perseroan berubah dari PT Elektronika Nusantara menjadi PT Elnusa berdasarkan Akta Notaris No. 18 tanggal 8 Juni 1984 yang di buat di hadapan Sinta Susikto, Notaris, di Jakarta. Perubahan tersebut memiliki landasan yang kuat yaitu dengan nama Elnusa, Perseroan telah memiliki kemampuan yang tidak hanya menjadi perusahaan jasa di bidang migas terbesar di Indonesia, sumber daya manusia yang dimiliki pun telah memenuhi standar internasional di bidang yang digeluti.

As explained in the Company's brief history, in 1984, the Company's name changed from PT Elektronika Nusantara to PT Elnusa based on Notarial Deed No. 18 dated June 8, 1984 which was made before Sinta Susikto, Notary, in Jakarta. This change has a strong basis, namely with the name Elnusa, the Company has the capability to not only become the largest service company in the oil and gas sector in Indonesia, but its human resources also meet international standards in the field they are engage in.

Visi, Misi, dan Strategi Perusahaan

Corporate Vision, Mission, and Strategy

Elnusa senantiasa melakukan kajian secara berkala terhadap Visi, Misi, Nilai, dan Budaya Perusahaan untuk memastikan kesesuaiannya dengan perkembangan lingkungan bisnis Perseroan. Perumusan Visi, Misi, Nilai, dan Budaya Perusahaan dilakukan dengan melibatkan seluruh pihak yang terkait yaitu Dewan Komisaris, Direksi, dan Karyawan, serta memperhatikan kepentingan dari para Pemangku Kepentingan lainnya.

Sejalan dengan perkembangan lingkungan bisnis dan tantangan yang dihadapi, Perseroan masih menetapkan visi-misi pada tahun sebelumnya karena dinilai masih cukup relevan untuk dilanjutkan Perseroan dalam menghadapi dinamika dan tantangan bisnis ke depan.

Elnusa always carries out regular reviews of the Company's Vision, Mission, Values and Culture to ensure its suitability to developments in the Company's business environment. The formulation of the Company's Vision, Mission, Values and Culture is carried out by involving all related parties, namely the Board of Commissioners, the Board of Directors and Employees, as well as taking into account the interests of other Stakeholders.

In line with the development of the business environment and the challenges it faces, the Company still sets its vision and mission of the previous year as they are still considered quite relevant for the Company to continue in facing future business dynamics and challenges.

VISI VISION



Perusahaan Jasa Energi Terkemuka yang Memberikan Solusi Total

Reputable Energy Services Company by Providing Total Solutions

Terkemuka | Leading
Bereputasi baik berarti perusahaan yang menjadi pilihan utama dan terpercaya untuk mendominasi pasar.
Reputable means the company is the first choice and a trusted one that can dominate the market.

Perusahaan Jasa Energi | Energy Services Company
Untuk menciptakan bisnis yang berkelanjutan (dengan menyeimbangkan portofolio dari dinamika bisnis yang berbeda) dan mencapai tingkat pertumbuhan yang lebih tinggi.
To create a sustainable business (by balancing a portfolio of different business dynamics) and achieve higher growth rates.

Memberikan Solusi Total | Providing Total Solution
Elnusa akan memberikan solusi atau system yang komprehensif untuk memecahkan masalah yang disesuaikan dengan kebutuhan pelanggan dan dinamika pasar.
Elnusa will provide a comprehensive solution or system to solve problems tailored to customer needs and market dynamics.

MISI MISSION

- Meningkatkan bisnis yang berkelanjutan dan menguntungkan dalam industri energi dalam negeri dan internasional untuk memenuhi harapan pemegang saham.
- Memenuhi dan menjaga kepuasan pelanggan dengan memberikan solusi total melalui sinergi, *operational excellence*, HSSE, dan prinsip-prinsip GCG.
- Meningkatkan kesejahteraan dan kesempatan untuk berkembang bagi karyawan.
- Membangun hubungan yang harmonis dan saling menguntungkan dengan pemerintah, mitra, dan masyarakat

- Improve business sustainability and profitability in local and international energy industries to meet shareholders' Expectations
- Fulfill and maintain customer satisfaction by providing Total Solution through synergy, operational excellence, HSSE and GCG principles
- Improve employees' welfare and growth opportunities.
- Establish harmonious and mutually beneficial relationships with governments, partners, and communities.

Budaya dan Nilai Perusahaan
Corporate Culture and Value

Elnusa memiliki budaya dan tata nilai perusahaan yang menjadi fundamental dan wajib dipatuhi serta diterapkan dalam pelaksanaan kerja sehari-hari oleh segenap jajaran di Perseroan. Budaya perusahaan memegang peranan penting dalam pengelolaan Sumber Daya Manusia (SDM) dalam upaya mewujudkan visi, misi, serta target Perseroan. Perwira Elnusa diwajibkan untuk mengetahui, memahami dan menerapkan tata nilai serta budaya Perusahaan sebagai pedoman dalam bekerja keseharian.

Pada 1 Juli 2020, Kementerian BUMN mengeluarkan Surat Edaran No. SE-7/MBU/07/2020 tentang Nilai-nilai Utama (*Core Values*) SDM BUMN. Surat Edaran ini diterbitkan dengan tujuan agar setiap SDM di lingkungan BUMN mengetahui, mengimplementasikan dan menginternalisasikan Nilai-nilai Utama (*Core Values*) tersebut secara sungguh-sungguh, konsisten, dan konsekuen. Dengan demikian, dapat melahirkan perilaku keseharian dan membentuk budaya kerja BUMN yang selaras dengan *core values* tersebut. Setiap BUMN wajib menerapkan *Core Values* SDM BUMN menjadi Budaya Perusahaan (*Corporate Culture*) dan menjadi dasar pembentukan karakter SDM di lingkungan BUMN, Anak Perusahaan, serta Perusahaan Afiliasi terkonsolidasi.

Mengacu Surat Edaran Kementerian BUMN No. SE-7/MBU/07/2020 tersebut, Direktur Utama PT Pertamina (Persero) mengeluarkan Surat Keputusan Tanggal 8 September 2020 No. KPTS-33/C0000/2020-S0 tentang Penerapan *Core Values* 'AKHLAK' di Pertamina, Anak Perusahaan serta Afiliasi terkonsolidasi serta Surat Perintah Direktur SDM dan Penunjang Bisnis PT Pertamina Hulu Energi No. Prin-003/ PHE50000/2020-S8 tentang Tim Implementasi Tata Nilai 'AKHLAK' dan Program Budaya Inti 135 Sub Holding Upstream tanggal 5 Oktober 2020; dengan maksud untuk menyelaraskan proses Internalisasi Tata Nilai dan Budaya Pertamina dengan *Core Values* 'AKHLAK' beserta panduan perilakunya sebagai *Core Values* SDM. Melalui surat keputusan dan surat perintah tersebut menetapkan penyelarasan Transformasi Budaya Pertamina dengan *Core Values* Sumber Daya Manusia BUMN yaitu 'AKHLAK' beserta panduan perilakunya sehingga dapat mendukung upaya internalisasi dan implementasinya di masing-masing Perusahaan Pertamina Group.

Setiap Perwira Perseroan wajib menerapkan *Core Values* SDM BUMN, 'AKHLAK', beserta panduan perilakunya menjadi Budaya Perusahaan dan menjadi dasar pembentukan karakter SDM di masing-masing Perusahaan. Proses Transformasi Tata Nilai dan Budaya di Elnusa dilaksanakan dengan menyelaraskan internalisasi penerapan *Core Values* SDM BUMN, 'AKHLAK', beserta panduan perilakunya yang terdiri dari 18 contoh panduan perilaku AKHLAK yang wajib diketahui dan diterapkan oleh seluruh Perwira.

Elnusa retains the corporate culture and values that are fundamental and must be adhered to and applied in the implementation of daily work by all levels of the Company's organization. Corporate culture plays an important role in managing human resources in an effort to realize the Company's Vision, Mission, and Targets. Elnusa officers are obligated to comprehend and apply Elnusa's values and culture as guidelines in their daily work.

On 1 July 2020, the Ministry of State-Owned Enterprises (BUMN/SOE) issued Circular Letter No. SE-7/ MBU/07/2020 concerning the Core Values of Human Capital (HC) of BUMN. The purpose of issuing this Circular Letter was to ensure that every BUMN's HR implements and internalizes the Core Values of BUMN's HR sincerely, consistently and consequently, thus bring forth daily behaviors and form a BUMN work culture that is in line with its core values. Each BUMN is obligated to apply the Core Values of BUMN's HR into Corporate Culture and become the basis to forming the character of human resources within BUMN, Subsidiaries, and Consolidated Affiliated Companies.

Referring to the Circular Letter of the Ministry of SOE No. SE-7/ MBU/07/2020, the President Director of PT Pertamina (Persero) issued a Decree dated September 8, 2020 No. KPTS-33/C0000/2020-S0 regarding the Implementation of the Core Values of AKHLAK in Pertamina, its Subsidiaries and Consolidated Affiliates as well as an Instruction of the Director of HR and Business Support of PT Pertamina Hulu Energi No. Prin-003/ PHE5000/2020 -S8 on the Implementation Team of AKHLAK Values and the 135 Sub Holding Upstream Core Culture Program on October 5, 2020; The purpose and objective of these Decrees and Orders is to harmonize the Internalization process of Pertamina's Values and Culture with the Core Values of AKHLAK and their behavioral guidelines as the Core Values of Human Capital. These decrees and warrants stipulate the alignment of Pertamina's Cultural Transformation with the BUMN's Core Values of Human Capital, namely AKHLAK along with behavioral guidelines so that they can support internalization and implementation efforts in each Pertamina Group Company.

Each Company Officer is required to apply the Core Values of BUMN's Human Capital, AKHLAK, along with behavioral guidelines to become Corporate Culture and become the basis for forming the character of human resources in each Company. The process of Transforming Values and Culture at Elnusa is carried out by aligning the internalization of the implementation of the Core Values of BUMN's Human Capital, AKHLAK, along with behavioral guidelines which consist of 18 examples of AKHLAK behavior guidelines that must be acknowledged and applied by all officers.

AKHLAK

AMANAH | TRUST
KOMPETEN | COMPETENT
HARMONIS | HARMONIOUS
LOYAL | LOYAL
ADAPTIF | ADAPTIVE
KOLABORATIF | COLLABORATIVE

	Definisi Definition	Panduan Perilaku AKHLAK AKHLAK Behavioral Guidelines
A	Memegang teguh kepercayaan yang diberikan Holding firm to the trust given	1. Memenuhi janji dan komitmen. Fulfilling promises and commitments. 2. Bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan. Being responsible for duties, decisions, and actions performed. 3. Berpegang teguh kepada nilai moral dan etika. Holding firm to moral and ethical values.
K	Terus belajar dan mengembangkan kapabilitas Continuing to learn and develop capabilities	1. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah. Increasing self-competence to answer ever-changing challenges. 2. Membantu orang lain belajar. Helping others to learn. 3. Menyelesaikan tugas dengan kualitas terbaik. Completing tasks in the highest quality.
H	Saling peduli dan menghargai perbedaan Caring for each other and appreciate differences	1. Menghargai setiap orang apapun latar belakangnya. Respecting everyone regardless of background. 2. Suka menolong orang lain. Like to help others. 3. Membangun lingkungan kerja yang kondusif. Building a conducive work environment.
L	Berdedikasi dan mengutamakan kepentingan bangsa dan negara Dedicated and prioritizing the interests of the Nation and State	1. Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara. Maintaining the name of fellow employees, leaders, SOE, and the State. 2. Rela berkorban untuk mencapai tujuan yang lebih besar. Willing to sacrifice to achieve greater goals. 3. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika. Obeying the leadership as long as it does not conflict with law and ethics.
A	Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan Willing to sacrifice to achieve greater goals	1. Cepat menyesuaikan diri untuk menjadi lebih baik. Quickly adapting to get better. 2. Constantly making improvements following technological developments. Willing to sacrifice to achieve greater goals. 3. Bertindak proaktif. Acting proactively.
K	Membangun kerjasama yang sinergis Building synergistic cooperation	1. Memberi kesempatan kepada berbagai pihak untuk berkontribusi. Giving opportunities for different parties to contribute. 2. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah. Being transparent in working together to generate added values. 3. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama. Driving the utilization of various resources for common.

Contoh-contoh Perilaku Spesifik di Elnusa & Grup

Examples of Specific Behavior in Elnusa & Group



Amanah
Trust

1. Tidak melakukan tindakan yang melanggar etika Perusahaan seperti **melakukan korupsi, menerima & memberi suap**, dan lain-lain.
   Not talking actions that violate Company ethics such as **committing corruption and accepting bribes** etc.
2. Menyelesaikan **komitmen pekerjaan** yang sesuai kualitas dan **deadline** yang telah disepakati.
   Accomplish **work commitments** in accordance with the agreed quality and **deadline**.



Kompeten
Competent

1. Secara **aktif mengikuti aktivitas pengembangan** yang disediakan Perusahaan (*training/coaching/mentoring* dan lain-lain) dalam **upaya memenuhi *gap competency***.
   Actively **participating in development activities** provided by the Company (training, coaching, mentoring/etc.) in **the effort to meet gap competency**.
2. Berupaya untuk **menyelesaikan pekerjaan** dengan **kualitas terbaik**.
   Strive to **accomplish the job** with **the best quality**.



Harmonis
Harmonious

1. **Menolong rekan kerja** untuk menyelesaikan pekerjaan tanpa membeda-bedakan latar belakangnya.
   Helping colleagues to get works completed without discriminating their background.
2. **Menghargai perbedaan pendapat** dalam forum diskusi/*meeting*.
   Respect differences opinion in discussion forums/meetings.



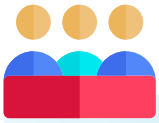
Loyal
Loyal

1. Tidak **Menjelek-jelekan** program/kebijakan Elnusa & Grup Pertamina di Media Sosial.
   Not **vilifying** the policy program of Elnusa & Pertamina Group.
2. **Mengikuti arahan atasan** dalam menyelesaikan tugas pekerjaan.
   Following direction by superior to complete the work tasks.



Adaptif
Adaptive

1. **Menggunakan aplikasi-aplikasi yang tersedia** di Elnusa untuk mendukung pekerjaan (equanta, ESS, dan lain-lain).
   Using the applications available in Elnusa to support employment (equanta, ESS, etc.).
2. Secara **proaktif mendukung program transformasi** yang ada sesuai lingkup jabatannya.
   Proactively supporting the existing transformation programs according to the position scope.



Kolaboratif
Collaborative

1. **Berkoordinasi secara baik** dengan fungsi lain/**mitra kerja** sesuai dengan lingkup pekerjaan yang dibutuhkan untuk penyelesaian pekerjaan.
   Coordinating well with other functions/work colleague following the scope of work needed for the work completion.
2. **Menyediakan sumber daya yang dimiliki** untuk membantu rekan kerja dalam **upaya pemenuhan kebutuhan pelanggan**.
   Providing available resources to assist colleagues in the effort to **meet customers needs**.

SOSIALISASI DAN INTERNALISASI TATA NILAI

Program internalisasi Tata Nilai AKHLAK terus dijalankan secara rutin di Elnusa Group sejak tahun 2021 dan terus berlanjut hingga tahun 2023. Pelaksanaan program tersebut mengacu pada dimensi program *Living Core Values* yang ditetapkan oleh PT Pertamina (Persero), sesuai dengan Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-01/C00000/2022-S0 tentang pengelolaan Program *Living Core Values* (LCV) di Lingkungan Pertamina Group. Dimensi *Living Core Values* yang dimaksud adalah:

1. *People: Role modeling*;
2. *Process: Fostering understanding and conviction*;
3. *System: Developing talent & skills, and reinforcing with formal mechanism*

Mengacu pada 3 (tiga) dimensi tersebut, upaya Perseroan meningkatkan internalisasi dan sosialisasi Tata Nilai AKHLAK direalisasikan melalui sejumlah program yang mencakup:

1. **Change Management Campaign "SATU ELNUSA: Change & collaboration to exceed the target"**
   Pada bulan Juni 2022, Elnusa meluncurkan *change management campaign* SATU ELNUSA: "*Change* & *collaboration to exceed the target*" sebagai tindak lanjut perubahan organisasi di Perseroan. Program ini diharapkan dapat mendorong perubahan melalui implementasi Tata Nilai AKHLAK, khususnya nilai "Kolaboratif" dan "Adaptif" pada aktivitas pekerjaan sehari-hari agar dapat meningkatkan produktivitas serta kinerja Perseroan. Beberapa aktivitas yang dijalankan dalam *change management campaign* selama tahun 2023, antara lain:

SOCIALIZATION AND INTERNALIZATION OF VALUES

The AKHLAK Values internalization program is carried out regularly at Elnusa Group since 2021 and will continue until 2023. The implementation of this program refers to the dimensions of the Living Core Values program set by PT Pertamina (Persero), in accordance with the Decree of the President Director of PT Pertamina (Persero) No. Kpts-01/C00000/2022-S0 concerning the management of the Living Core Values (LCV) Program in Pertamina Group Environment. These dimensions of the Living Core Values are as follows:

1. People: Role modeling;
2. Process: Fostering understanding and conviction;
3. System: Developing talent & skills, and reinforcing with formal mechanism

Referring to these 3 (three) dimensions, the Company's efforts to increase internalization and socialization of AKHLAK Values are realized through a number of programs which include the following:

1. **Change Management Campaign "ONE ELNUSA: Change & collaboration to exceed the target"**
   In June 2022, Elnusa launched the SATU ELNUSA (ONE ELNUSA) change management campaign: "Change & collaboration to exceed the target" as a follow-up to organizational changes in the Company. This program is expected to encourage change through the implementation of the AKHLAK Values, especially the "Collaborative" and "Adaptive" values in daily work activities in order to increase the Company's productivity and performance. Several activities carried out in the change management campaign during 2023, among others, include the following:

a. Implementasi visual *standard guide/template* "SATU ELNUSA" untuk media komunikasi Perseroan seperti Elsa News, template presentasi, *broadcast* dan lainnya.
b. Publikasi *e-flyer* "AKHLAK Campaign Series", AKHLAK Corner, dan BIMA (Bacaan Mingguan Berhadiah).
c. Penyelenggaraan Hari Antikorupsi Sedunia (Harkodia) dengan tema "Sinergi Berantas Korupsi, untuk Elnusa Maju".
d. Elnusa *Leadership Development Program*.
e. *Leader's Sharing Session* "ELSA TALKS" .
f. Kegiatan-kegiatan perayaan ulang tahun Elnusa ke-54 dengan tema "*New Journey for Excellence*" antara lain: pertandingan olah raga En-Lympic, perlombaan esai ELSA JOURNO (Elnusa *Employee Journalism*), Employee *Excellence Award*, CLSR & AKHLAK *Video Competition*, dan lainnya.

2. **Program-program *Agent of Change***
Agent of Change (AoC) Elnusa Group sebagai pengelola kegiatan budaya di Perseroan, berpartisipasi dan menjalankan program-program budaya, antara lain:
a. Rekrutmen *agent of change* yang dilakukan di awal tahun 2023.
b. Program-program *upskilling agent of change* (AoC), antara lain: Penyusunan *project charter* menggunakan *design thinking* dan *design sprint* (1 Maret 2023), *upskilling agent of change* 2023 "*Excellence Through Collaboration*" yang diselenggarakan oleh *Culture* & *Change Management Subholding Upstream* (12–14 Juli 2023), *Lightning Decision Jam* (LDJ) sebagai *tools decision making* (28 Juli 2023), *workshop Living Core Values* AKHLAK (1 September 2023), dan *upskilling* AoC yang diselenggarkan oleh *Culture & Change Management* PT Pertamina (Persero) (11–12 Desember 2023).
c. Pertemuan konsolidasi dan koordinasi AoC yang rutin dilaksanakan sebulan sekali dihadiri oleh perwakilan dan koordinator AoC seluruh Elnusa Group.

3. ***Culture Summit* dan *Culture Amplifier* 2023**
Elnusa berpartisipasi dalam acara "*Culture Summit dan Culture Amplifier*" tahun 2023 yang diselenggarkaan oleh Subholding Upstream. Dalam acara ini, Elnusa memperoleh juara pertama untuk kategori program baru (AKHLAK Meter) dan Elnusa Trans Samudera memperoleh juara kedua untuk kategori program *existing* (Aplikasi Proper).

4. **Sosialisasi Tata Nilai AKHLAK**
Sosialisasi Tata Nilai AKHLAK dilakukan hampir di seluruh fungsi, entitas Anak Perusahaan, dan lokasi proyek Perseroan. Fungsi Corporate Secretary juga berperan dalam sosialisasi AKHLAK, khususnya dalam pembuatan puluhan video AKHLAK *Moment*. Sosialisasi AKHLAK dan video AKHLAK *Moment* disampaikan pada pembukaan acara-acara pertemuan, *meeting*, rapat Direksi, rapat koordinasi, dan *event-event* Perseroan, seperti *town hall meeting*, Elnusa *Contractor* HSSE *Meeting* (Encore), *vendor annual meeting*, dan lain-lain.

a. Implementation of the "ONE ELNUSA" visual standard guide/template for the Company's communication media such as Elsa News, presentation template, broadcast and others.
b. Publication of e-flyers "AKHLAK Campaign Series", AKHLAK Corner, and BIMA (Weekly Readings with Prizes).
c. Organizatioin of the World Anti-Corruption Day (Harkodia) with the theme "Synergy to Eradicate Corruption, for Advanced Elnusa".
d. Elnusa Leadership Development Program.
e. Leader's Sharing Session "ELSA TALKS".
f. Activities celebrating Elnusa's 54th anniversary with the theme "New Journey For Excellence" including: En-Lympic sports competition, ELSA JOURNO (Elnusa Employee Journalism) essay competition, Employee Excellence Award, CLSR & AKHLAK Video Competition, and others .

2. **Agent of Change Programs**
Agent of Change (AoC) Elnusa Group as manager of cultural activities in the Company, participates in and carries out cultural programs, including the following:
a. Recruitment of agents of change will be carried out in early 2023.
b. Upskilling agent of change (AoC) programs among others are: Preparation of project charters using design thinking and design sprint (March 1, 2023), upskilling agent of change 2023 "Excellence Through Collaboration" organized by Culture & Change Management of Upstream Subholding (July 12–14, 2023), Lightning Decision Jam (LDJ) as a decision making tool (July 28, 2023), AKHLAK Living Core Values workshop (September 1, 2023), and upskilling AoC organized by Culture & Change Management of PT Pertamina (Persero) (December 11–12, 2023).
c. The AoC consolidation and coordination meeting, routinely held once a month, is attended by AoC representatives and coordinators throughout the Elnusa Group.

3. **Culture Summit and Culture Amplifier 2023**
Elnusa participated in the 2023 "Culture Summit and Culture Amplifier" event organized by Upstream Subholding. In this event, Elnusa won first place in the new program category (AKHLAK Meter) and Elnusa Trans Samudera won second place in the existing program category (Proper Application).

4. **Socialization of AKHLAK Values**
Socialization of AKHLAK Values is carried out in almost all functions, subsidiary entities and project locations of the Company. The Corporate Secretary function also plays a role in socializing AKHLAK, especially in producing tens of AKHLAK Moment videos. AKHLAK socialization and AKHLAK Moment videos are delivered at the opening of gatherings, meetings, Board of Directors meetings, coordination meetings, and Company events, such as town hall meetings, Elnusa Contractor HSSE Meeting (Encore), vendor annual meetings, etc.

5. **Learning and System**
   Untuk meningkatkan pemahaman Tata Nilai AKHLAK pada setiap pekerja, Perseroan mengimplementasikan beberapa modul pelatihan dan sistem mengenai Tata Nilai AKHLAK, antara lain:
   a. Mandatory AKHLAK Course menggunakan modul *learning management system* yang dikelola oleh Pertamina Corporate University.
   b. Modul AKHLAK pada *induction online* untuk pekerja baru maupun untuk *refreshment.*
   c. Pengembangan AKHLAK Meter, sebuah aplikasi memonitor dan mengukur indikator-indikator perilaku yang mencerminkan AKHLAK.
   d. Modul *Code of Conduct* pada *Compliance Online System* (COMPOLS), yang di dalamnya terdapat klausul komitmen menjalankan Tata Nilai AKHLAK.

6. ***Assessment Living Core Values* AKHLAK**
   Tahun 2023, Elnusa Group berpartisipasi dan mengelola program *Living Core Values* (LCV) AKHLAK (sesuai dengan Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-01/C00000/2022-S0 tentang pengelolaan Program *Living Core Values* (LCV) di lingkungan Pertamina Group yang dimulai 1 Oktober 2022 hingga 30 September 2023. Program LCV AKHLAK diikuti oleh 18 leader level BOD-1 dan Direktur Anak Perusahaan.

   Dalam asesmen LCV AKHLAK tahun 2023, Elnusa Group memperoleh rata-rata skor 346, yang berarti "AKHLAK *Maturity Level*" pada level "*engagement*". Adapun kegiatan-kegiatan program LCV, antara lain:
   a. Program Safari LCV kepada para *leader*.
   b. Penyusunan *project charter* budaya setiap fungsi dan entitas Anak Perusahaan.
   c. Pengelolaan program budaya sesuai dengan *project charter*.
   d. Pengelolaan komunikasi dan sosialisasi Tata Nilai AKHLAK di lingkungan pekerjaan.
   e. Pengumpulan *evidence* LCV dan program internalisasi AKHLAK .
   f. Survei Budaya HSSE dan Survei Implementasi Tata Nilai AKHLAK.
   g. Survei *employee engagement* dan survei *practice pulse check*.

IDENTITAS PERUSAHAAN

Logo ELNUSA mengalami perubahan pada tahun 2013 dalam rangka menunjang *business repositioning*, sejalan dengan visi-misi baru Elnusa menjadi Energy Services dan memberikan penekanan sekaligus *positive image* kepada seluruh pemegang saham terhadap perubahan budaya Elnusa. Perubahan logo tersebut efektif berlaku sejak tanggal 9 September 2013 atau bertepatan dengan Hari Ulang Tahun ke-44 Elnusa

Sehubungan dengan perubahan logo, tidak terdapat dampak secara langsung terhadap kegiatan operasional maupun kinerja keuangan Perusahaan. Perubahan logo ini menunjukkan *image* baru terhadap Elnusa sebagai korporasi.

5. **Learning and System**
   To enhance the understanding of AKHLAK Values of each employee, the Company implements several training modules and systems regarding AKHLAK Values, among others as follows:
   a. Mandatory AKHLAK Course uses a learning management system module managed by Pertamina Corporate University.
   b. AKHLAK module in online induction for new workers and for refreshment
   c. Development of AKHLAK Meter, an application to monitor and measure behavioral indicators that reflect AKHLAK.
   d. Code of Conduct module in the Compliance Online System (COMPOLS), which contains a commitment clause to implement AKHLAK Values.

6. **Assessment of AKHLAK Living Core Values**
   In 2023 Elnusa Group participated and also managed the AKHLAK Living Core Values (LCV) program (in accordance with the Decree of the President Director of PT Pertamina (Persero) No. Kpts-01/C00000/2022-S0 regarding the management of the Living Core Values (LCV) Program within Pertamina Group) starting from October 1, 2022 to September 30, 2023. The LCV AKHLAK program was attended by 18 BOD-1 level leaders and Subsidiary Directors.

   In the 2023 AKHLAK LCV assessment, Elnusa Group obtained an average score of 346 or assessed as "AKHLAK Maturity Level" at "engagement" level. The LCV program activities include the following:
   a. LCV Safari Program for leaders.
   b. Preparation of cultural project charters for each Subsidiary function and entity.
   c. Cultural programs Management in accordance with the project charter.
   d. Communication management and socialization of AKHLAK Values in the working environment.
   e. LCV evidence collection and AKHLAK internalization program.
   f. HSSE Culture Survey and AKHLAK Values Implementation Survey.
   g. Employee engagement survey and practice pulse check survey.

CORPORATE IDENTITY

The ELNUSA logo underwent a change in 2013 to support business repositioning, in line with Elnusa's new vision and mission to become Energy Services and to provide emphasis as well as a positive image to all shareholders regarding changes in Elnusa's culture. The logo change was effective from September 9, 2013, which coincided with Elnusa's 44th anniversary.

In connection with the logo change, there was no direct impact on the Company's operational activities or on financial performance. This logo change showed a new image of Elnusa as a corporation.

Makna Logo Perusahaan
The Meaning of Company Logo

GAGASAN DASAR LOGOGRAM

Gagasan dasar logogram adalah "Circular Energy" yang divisualisasikan membentuk huruf "e" sebagai huruf awal nama Perseroan (Elnusa) dan ruang lingkup bisnis Perseroan (Energi).

BASIC IDEAS OF THE LOGOGRAM

The fundamental idea behind the logogram is "Circular Energy", visualized in the form of letter "e", the initial letter of the Company's name (Elnusa) and the scope of the Company's business (Energy).

Makna Struktur Logogram **The Significance of the Logogram Structure**	• Struktur bentuk logo bulat, bermakna dinamis dan sempurna, Elnusa sebagai perusahaan jasa, memiliki semangat dan kekuatan besar yang secara dinamis berperilaku responsif, adaptif, dan inovatif untuk memenuhi kebutuhan dan kepuasan pelanggan. Kesempurnaan adalah komitmen dan integritas Elnusa untuk membangun negeri melalui bisnis *energy services*. • Konfigurasi gradasi ketebalan garis menciptakan impresi kecepatan berputar yang mengartikulasikan: *continuous improvement*, dalam penguasaan teknologi, peningkatan mutu sumber daya insani, yang menghasilkan profesionalisme yang terpercaya guna mengakselerasi pertumbuhan bisnis dan pengembangan usaha.	• The structure of the logo is round, which means dynamic and perfection, Elnusa as a service company, has great enthusiasm and strength which dynamically behave responsively, adaptively and innovatively to meet customer needs and satisfaction. Perfection is Elnusa's commitment and integrity to develop the country through energy services business. • The line thickness gradation configuration creates an impression of rotating speed that articulates: continuous improvement, in mastering technology, improving the quality of human resources, which generate trusted professionalism to accelerate business growth and business development
Makna Logotype **The Significance of the Logotype**	Tulisan 'elnusa' sebagai '*logotype* Elnusa' menggunakan huruf Frutiger SAIN Bd v.1, memberi kesan ramah (*lowercase*/huruf kecil) dan tegas (*bold*/tebal).	The word 'elnusa' as the 'Elnusa logotype' uses the Frutiger SAIN Bd v.1 font, portraying the impression of friendliness (lowercase) and firm (bold)
Makna Struktur Logogram **The Significance of the Logogram Structure**	Komposisi warna yang terdiri dari biru, merah, dan hijau merupakan cerminan karakteristik dan nilai Elnusa. • **Hijau**: CLEAN, humanis dan ramah lingkungan. • **Merah**: RESPECTFUL dan semangat. • **Biru**: SYNERGY, teknologi, dan modern.	The composition of the colors that consists of blue, red and green which represent the characteristic and value of Elnusa: • **Green**: CLEAN, humanist and environmentally friendly. • **Red**: RESPECTFUL and passionate. • **Blue**: SYNERGY, technology and modern.

Kegiatan dan Bidang Usaha
Activities and Line of the Business

KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR TERAKHIR

Berdasarkan Akta Perubahan terakhir Perseroan No. 8 tanggal 17 Oktober 2022 dibuat di hadapan Aulia Taufani, S.H., Notaris di Jakarta yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia RI dengan Surat Keputusan No. AHU-0082444.AH.01.02 Tahun 2022 tanggal 15 November 2022, terdapat penyusunan kembali Pasal 3 Anggaran Dasar Perseroan yaitu:

1. Maksud dan tujuan Perseroan ini berusaha dalam bidang Jasa (Aktivitas Profesional; Ilmiah dan Teknis; Informasi dan Komunikasi; Real Estat; Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi, Ketenagakerjaan dan Usaha Penunjang Lainnya); Perdagangan Besar dan Eceran; Reparasi dan Perawatan Mobil dan Sepeda Motor; Pertambangan dan Penggalian; Pembangun (Konstruksi); Industri Pengolahan; Pengadaan Listrik, Gas, Uap/Air Panas dan Udara Dingin; *Treatment* Air, *Treatment* Air Limbah, *Treatment* dan Pemulihan Material Sampah dan Aktivitas Remediasi.
2. Untuk mencapai maksud dan tujuan tersebut di atas, Perseroan dapat melaksanakan kegiatan usaha sebagai berikut:
   a. Aktivitas profesional; ilmiah dan teknis:
      – Aktivitas keinsinyuran dan konsultasi teknis yang berhubungan dengan itu.
      – Aktivitas konsultasi *management industry.*
   b. Informasi dan komunikasi:
      – Aktivitas pengolahan data.
      – Aktivitas penyediaan identitas digital.
      – Aktivitas penyediaan sertifikat elektronik dan layanan yang menggunakan sertifikat elektronik.
      – Aktivitas konsultasi dan perancangan *internet of things* (IOT).
      – Aktivitas konsultasi komputer dan manajemen fasilitas komputer lainnya.
      – Aktivitas teknologi informasi dan jasa komputer lainnya.
   c. Real estat; aktivitas penyewaan dan sewa guna usaha tanpa hak opsi, ketenagakerjaan, agen perjalanan dan usaha penunjang lainnya), antara lain:
      – Aktivitas konsultasi manajemen lainnya.
      – Aktivitas penyeleksian dan penempatan tenaga kerja.
      – Real estat yang dimiliki sendiri atau disewa.
      – Penyewaan *venue* penyelenggaraan aktivitas *mice* dan *event* khusus.
      – Aktivitas penyeleksian dan penempatan tenaga kerja dalam negeri.
      – Aktivitas penyeleksian dan penempatan tenaga kerja luar negeri.
      – Aktivitas penyedia gabungan jasa penunjang fasilitas.

BUSINESS ACTIVITIES BASED ON THE LATEST ARTICLES OF ASSOCIATION

Based on the Company's latest Deed of Amendment No. 8 dated October 17, 2022 made before Aulia Taufani, S.H., Notary in Jakarta as approved by the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0082444.AH.01.02 of 2022 dated November 15, 2022, there was an amendment to Article 3 of the Company's Articles of Association, namely as described below:

1. The purpose and objective of this Company is to engage in the business of Services (Professional; Scientific and Technical; Information and Communication; Real Estate; Rental and Leasing Activities without Option Rights, Employment and Other Supporting Businesses); Wholesale and Retail Trade; Repair and Maintenance of Cars and Motorcycles; Mining and Quarrying; Builders (Construction); Processing Industry; Procurement of Electricity, Gas, Steam/Hot Water and Cold Air; Water Treatment, Wastewater Treatment, Treatment and Recovery of Waste Materials and Remediation Activities.
2. To achieve the aforementioned purposes and objectives, the Company may carry out the following business activities:
   a. Professional ativities; scientific and technical:
      – Engineering and related technical consulting activities.
      – Consulting management industry activities.
   b. Information and communication:
      – Data processing activities.
      – Digital identity activities.
      – Provision of electronic certificates and services that use electronic certificate.
      – Internet of Things (IOT) consulting and design activities.
      – Other computer consulting and computer facility management activities.
      – Information technology activities and other computer services.
   c. Real estate; leasing and leasing activities without option rights, employment, travel agency and other supporting businesses, such as:
      – Other management consulting activities.
      – Labor selection and placement activities.
      – Self-owned or leased real estate.
      – Venue rental for mice activities and special events.
      – Domestic labor selection and placement activities.
      – Overseas labor selection and placement activities.
      – Activities of providing combined facility support services.

d. Menjalankan usaha dalam perdagangan besar dan eceran; reparasi dan perawatan mobil dan sepeda motor antara lain:
   – Perdagangan besar bahan bakar padat, cair, dan gas dan produk yang berhubungan dengan itu.
   – Perdagangan besar atau balas jasa (*fee*) atau kontrak .
   – Perdagangan besar peralatan telekomunikasi.
e. Menjalankan usaha dalam bidang pertambangan dan penggalian antara lain:
   – Aktivitas penunjang pertambangan minyak bumi dan gas alam.
   – Aktivitas penunjang pertambangan dan penggalian lainnya.
f. Menjalankan usaha dalam bidang pembangunan (konstruksi), antara lain:
   – Konstruksi bangunan sipil minyak dan gas bumi.
   – Konstruksi bangunan sipil pertambangan.
   –- Konstruksi bangunan sipil panas bumi.
   – Instalasi minyak dan gas.
   – Konstruksi sentral telekomunikasi.
g. Menjalankan usaha dalam bidang perindustrian, antara lain:
   – Industri mesin penambangan, penggalian, dan konstruksi.
   – Industri bahan bakar dari pemurnian dan pengilangan minyak bumi.
   – Industri produk dari hasil kilang minyak bumi.
   – Pembangkitan tenaga listrik (termasuk juga energi alternatif).
   – Industri kapal dan perahu.
h. Menjalankan usaha dalam bidang industri pengolahan
   – Industri bahan bakar dari pemurnian dan pengilangan minyak bumi.
   – Industri produk dari hasil kilang minyak bumi.
   – Industri kapal dan perahu.
i. Pengadaan listrik, gas, uap/air panas dan udara dingin
   – Pembangkitan tenaga listrik.
   – Pembangkit, transmisi, distribusi dan penjualan tenaga listrik dalam suatu kesatuan usaha.
   – Pembangkit, distribusi, dan penjualan tenaga listrik dalam satu kesatuan usaha.
   – Pengoperasian instalasi penyediaan tenaga listrik.

3. Untuk mencapai maksud dan tujuan tersebut di atas serta menunjang kegiatan usaha utama Perseroan tersebut di atas, Perseroan melaksanakan juga kegiatan usaha penunjang di bidang:
   a. Industri pengolahan: industri mesin penambangan, penggalian dan konstruksi.
   b. Industri *treatment* air, *treatment* air limbah, *treatment* dan pemulihan material sampah dan aktivitas remediasi:
      – Aktivitas penunjang *treatment* air
      – *Treatment* dan pembuangan air limbah tidak berbahaya.
      – *Treatment* dan pembuangan air limbah berbahaya.
   c. Perdagangan besar dan eceran; reparasi dan perawatan mobil dan sepeda motor: perdagangan eceran bahan bakar minyak, bahan bakar gas (BBG), dan *liquefied petroleum gas* (LPG) di sarana pengisian bahan bakar transportasi darat, laut, dan udara.

d. Conduct business in wholesale and retail trade; repair and maintenance of cars and motorcycles, such as:
   – Wholesale trading of solid, liquid, and gas fuels and related products.
   – Wholesale or fee or contract trading.
   – Wholesale trading of telecommunication equipment.
e. Conducting business in the field of Mining and Quarrying, such as:
   – Activities supporting petroleum and natural gas mining.
   – Other mining and quarrying supporting activities .
f. Conduct business in the field of development (construction), such as:
   – Construction of oil and gas civil buildings
   – Construction of mining civil buildings
   – Geothermal civil building construction
   – Oil and gas installation.
   – Construction of telecommunication centers.
g. Conduct business in Industrial field, such as:
   – Mining, quarrying, and construction machinery industry.
   – Fuel industry from petroleum refining and refining.
   – Petroleum refinery products industry.
   – Electric power generation (including alternative energy).
   – Ship and boat industry.
h. Conducting a business in the field of processing industry
   – Fuel industry from petroleum refining and refining.
   – Industry of products from petroleum refineries
   – Ship and boat industry
i. Procurement of Electricity, Gas, Steam/Hot Water and Cold Air
   – Electric power generator.
   – Generating, transmission, distribution and sale of electricity in one business unit.
   – Generating, distribution and sale of electricity in one business unit.
   – Operation of electricity supply installation.

3. To achieve the above purposes and objectives and to support the Company's main business activities mentioned above, the Company also carries out supporting business activities in the fields of:
   a. Processing industry: mining, quarrying and construction machinery industry
   b. Water treatment industry, wastewater treatment, treatment and recovery of waste materials and remediation activities:
      – Water treatment support activities
      – Treatment and disposal of non-hazardous wastewater
      – Treatment and disposal of hazardous wastewater
   c. Wholesale and retail trade; repair and maintenance of automobiles and motorcycles: retail trade in fuel oil, fuel gas (BBG), and liquefied petroleum gas (LPG) at land, sea, and air transportation refueling facilities.

KEGIATAN USAHA DIJALANKAN PADA TAHUN BUKU

Berdasarkan Pernyataan Standar Akuntansi Keuangan (PSAK) 5 (Revisi 2009) tentang "Segmen Operasi", segmen usaha Perseroan dikelompokkan menurut kegiatan usaha yaitu, Jasa Hulu Migas, Jasa Distribusi & Logistik Energi, serta Jasa Penunjang Migas, dengan keterangan sebagai berikut:

BUSINESS ACTIVITIES CARRIED OUT IN THE FINANCIAL YEAR

Based on the Statement of Financial Accounting Standards (PSAK) 5 (Revised 2009) on "Operation Segments", the Company's business segments are grouped according to business activities, namely, Upstream Oil and Gas Services, Energy Distribution & Logistics Services, and Oil and Gas Support Services, with the following information:

Jasa Hulu Migas **Upstream Oil & Gas Services**	Menyediakan jasa pengukuran data geofisika/seismik, jasa pemboran migas, jasa *oilfield* dan jasa *operation* & *maintenance* (O&M) dan *engineering, procurement*, & *construction* (EPC).	Providing geophysical/seismic data measurement services, oil and gas drilling services, oilfield services, and operation & maintenance (O&M) and engineering, procurement, & construction (EPC) services.
Jasa Distribusi & Logistik Energi **Energy Distribution & Logistics Services**	Menyediakan jasa penyimpanan, perdagangan, pendistribusian, serta pemasaran produk minyak dan gas di Indonesia.	Providing storage, trading, distribution and marketing services for oil and gas products in Indonesia.
Jasa Penunjang Migas **Oil and Gas Support Services**	Menyediakan jasa penguliran, perdagangan pipa *Open Cycle Gas Turbine* (OCGT) dan fabrikasi, pembuatan ulir (*threading*) untuk pemboran migas, jasa pengelolaan data dan informasi energi dan sumber daya mineral (khususnya eksplorasi dan eksploitasi minyak dan gas bumi), jasa pengelolaan data migas, jasa pembangunan sistem teknologi informasi terpadu, jasa telekomunikasi, jasa penyediaan jaringan, telekomunikasi satelit, dan sistem komunikasi *Very-Small-Aperture Terminal* (VSAT).	Providing threading services, trading Open Cycle Gas Turbine (OCGT) pipelines and fabrication, thread making (threading) for oil and gas drilling, data management services and information on energy and mineral resources (especially exploration and exploitation of oil and gas), oil and gas data management services, integrated information technology system development services, telecommunications services, network services provider, satellite telecommunications and the Very-Small-Aperture Terminal (VSAT) communication system.

Produk/Jasa Perseroan
Company Product/Services

Berdasarkan maksud dan tujuan serta kegiatan usaha yang dilakukan, Perseroan mengembangkan produk dan jasa melalui 3 (tiga) segmen usaha, yang juga dijalankan oleh kelompok usaha Perseroan, dengan penjelasan sebagai berikut:

Based on the purpose and objectives as well as business activities carried out, the Company develops products and services through 3 (three) business segments, also carried out by the Company's business group, with description as follows:

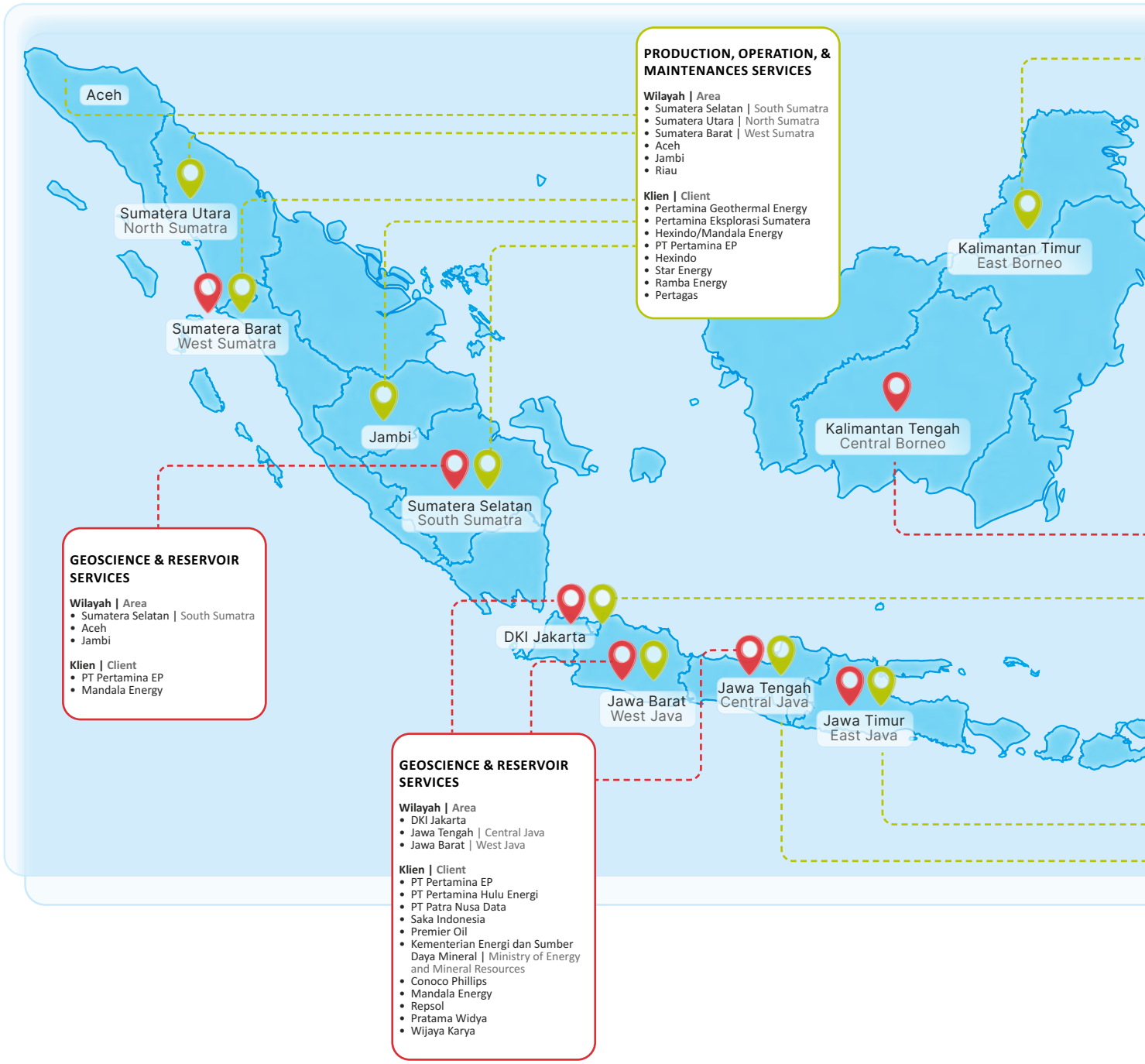
Segmen Usaha Business Segment	**Divisi/Entitas Anak** Division/Subsidiary	**Aktivitas Pokok** Main Activities	**Aktivitas Bisnis** Business Activities
Jasa Hulu Migas Upstream Oil and Gas Services	Divisi: Divisi Geoscience & Reservoir Services (GRS) Entitas Anak: PT Elnusa Geosains Indonesia (EGI) Division: Geoscience & Reservoir Services (GRS) Division Subsidiary: PT Elnusa Geosains Indonesia (EGI)	Jasa Akuisisi Data Geofisika/ Survei Seismik Migas Geophysical Data Acquisition/Oil and Gas Seismic Survey Services	1. Seismic Data Acquisition (Land, Marine and Transition Zone/TZ) 2. Non-Seismic Data Acquisition 3. Seismic Data Processing 4. Geology, Geophysics & Reservoir
	Divisi: Divisi Oilfield Services (OFS) Entitas Anak: PT Elnusa Oilfield Services (EOS) Division: Divisi Oilfield Services (OFS) Subsidiary: PT Elnusa Oilfield Services (EOS)	Jasa Pengeboran dan Pemeliharaan Lapangan Migas Oil and Gas Field Drilling and Maintenance Services	1. Drilling Services 2. Hydraulic Workover & Snubbing Services 3. Coiled Tubbing Services 4. Electric Wireline Logging Services 5. Well Testing Services 6. Cementing & Pumping Services 7. Drilling Fluid Services 8. Surface Testing & Drill Steam Testing Services 9. Mud Logging & H2S Services 10. Enhance Oil Recovery 11. Well Plug & Abandonment 12. Artificial Lift
	Divisi: Divisi EPC-OM (Engineering, Production and Cosntruction-Operation & Maintenance) Division: EPC-OM (Engineering, Production and Construction-Operation & Maintenance)	Jasa Operation & Maintenance (O&M) dan Engineering, Procurement, & Construction (EPC) Operation & maintenance (O&M) and Engineering Services, Procurement, & Construction (EPC)	1. Engineering, Procurement, & Construction 2. Operation & Maintenance
Jasa Distribusi & Logistik Energi Energy Distribution & Logistics Services	Entitas Anak: PT Elnusa Petrofin (EPN) Subsidiary: PT Elnusa Petrofin (EPN)	Jasa penyimpanan BBM, pendistribusian BBM, perdagangan BBM industri & *marine*, perdagangan *chemicals*, perdagangan pelumas & aspal, serta pengelolaan SPBU & SPBE Fuel storage services, fuel distribution, Industrial & Marine fuel trading, chemicals trading, lubricants & asphalt trading, and SPBU & SPBE management	1. Manajemen depot BBM milik swasta, mulai dari kegiatan administrasi pembelian BBM, pengangkutan BBM, penyimpanan BBM dan penyaluran BBM di lokasi pelanggan. EPN juga memiliki depot BBM sendiri dengan kapasitas 4.400 KL di Plumpang-Semper, Jakarta Utara untuk menyimpan Pertadex Pertamina. 2. Manajemen distribusi BBM, distribusi BBM dari depot Pertamina ke SPBU, Agen Premium Minyak Solar (APMS) dan stasiun pengisian bahan bakar bunker (SPBB). 3. Pengelolaan SPBU dan SPBE. 4. Perdagangan Bahan Kimia. 5. Perdagangan BBM Industri-Marine. 6. Perdagangan Pelumas dan Aspal.

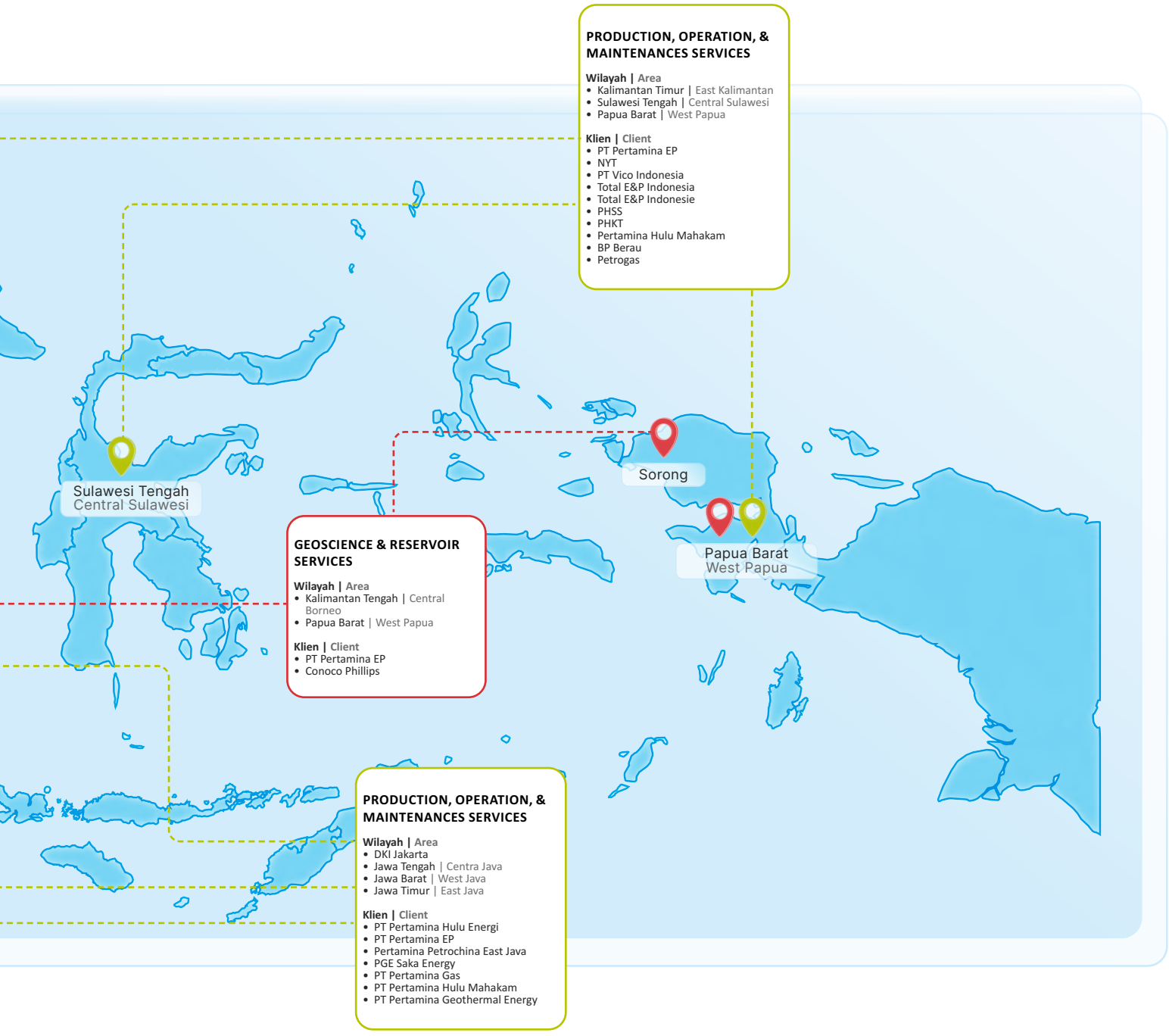
Segmen Usaha Business Segment	Divisi/Entitas Anak Division/Subsidiary	Aktivitas Pokok Main Activities	Aktivitas Bisnis Business Activities
			1. Management of privately-owned fuel depots, starting from administration activities for fuel purchases, fuel transportation, fuel storage and fuel distribution at customer locations. EPN also has its own fuel depot with a capacity of 4,400 KL in Plumpang-Semper, North Jakarta to store Pertamina's Pertadex. 2. Fuel distribution management, fuel distribution from Pertamina depots to gas stations, Premium Solar Oil Agent (APMS) and bunker refueling stations (SPBB). 3. Management of SPBU and SPBE. 4. Chemical Trading. 5. Industry-Marine fuel trade. 6. Lubricants and Asphalt Trading.
Jasa Penunjang Migas Oil and Gas Support Services	Entitas Anak: PT Elnusa Fabrikasi Konstruksi (EFK) Subsidiary: PT Elnusa Fabrikasi Konstruksi (EFK)	Jasa fabrikasi, penguliran dan perdagangan pipa *Oil Country Tubular Goods* (OCTG), proyek EPC dan *Maintenance Services* Fabrication, threading and trading services for Oil Country Tubular Goods (OCTG) pipes, EPC projects and Maintenance Services	1. Pengolahan bahan mentah dan bahan baku. 2. Pembuatan serta perbaikan alat-alat perminyakan. 3. Perdagangan umum, termasuk ekspor, impor, regional dan lokal. 4. Penyediaan jasa untuk bidang minyak dan gas bumi, yaitu OCTG dan penguliran pipa. Berperan sebagai agen dari perusahaan dari dalam maupun luar negeri. 5. Jasa pemeliharaan mesin dan peralatan migas. 6. Layanan jasa desain, engineering, pengawasan, dan pelaksanaan konstruksi. 1. Processing of raw materials and raw materials. 2. Manufacture and repair of petroleum equipment. 3. General trade, including export, import, regional and local. 4. Provision of services for the oil and natural gas sector, namely OCTG and pipelines. Acting as an agent for companies from within and outside the country. 5. Oil and gas machinery and equipment maintenance services. 6. Design, engineering, supervision, and construction implementation services.
	Entitas Anak: PT Patra Nusa Data (PND) Subsidiary: PT Patra Nusa Data (PND)	Jasa Pengelolaan Data Migas Meliputi, Data Fisik (*Report/Paper*, Media Simpan Data, Fluida, Batuan) dan Data Digital, Jasa Alih Media, Jasa Remastering, Jasa *Prospect Evaluation*, Jasa Aplikasi IT *Data Management*, Bisnis *Design* & Implementasi Data *Governance*, *Data Warehouse Digital, Advance Well Data Management*. Oil and Gas Data Management Services including, Physical Data (Report/Paper, Data Storage Media, Fluid, Rocks) and Digital Data, Media Transfer Services, Remastering Services, Prospect Evaluation Services, IT Data Management Application Services, Business Design & Implementation of Data Governance, Digital Data Warehouse, Advance Well Data Management.	1. Pengelolaan data migas (fisik & digital) nasional untuk menarik investasi migas nasional. 2. Bisnis *Farm in Farm Out*. 3. Bisnis pengelolaan data migas korporat (*Corporate Data Repository*). 4. Bisnis pengelolaan data non migas 5. Pembangunan *System Digital Oilfield Management*. 6. Pembangunan, pengembangan dan pengelolaan *Advance well data management* (*Online Welldata monitoring*). 7. *Design* & implementasi *data governance*. 8. Bisnis *data warehouse digital* dan *Corporate Dashboard System*. 1. National oil and gas data management (physical & digital) to attract national oil and gas investment. 2. Farm in Farm out Business. 3. The business of managing corporate oil and gas data (Corporate Data Repository). 4. Non-oil and gas data management business 5. Development of a Digital Oilfield Management System. 6. Development, development and management of Advance well data management (Online Well data monitoring). 7. Design & implementation of data governance. 8. Digital warehouse data business and Corporate Dashboard System.

Segmen Usaha Business Segment	**Divisi/Entitas Anak** Division/Subsidiary	**Aktivitas Pokok** Main Activities	**Aktivitas Bisnis** Business Activities
	Entitas Anak: PT Sigma Cipta Utama (SCU) Subsidiary: PT Sigma Cipta Utama (SCU)	Jasa penyimpanan data fisik, pengelolaan data elektronik & sistem informasi, penyimpanan contoh batuan migas, telekomunikasi radio, jasa aplikasi sistem IT. Physical data storage services, electronic data management & information systems, storage of oil and gas samples, radio telecommunications, IT system application services.	1. Penyimpanan dan pengelolaan berbagai jenis dokumen meliputi *Magnetic Tape Storage*, *Document Hardcopy Storage, Geological Sample Storage, General Warehousing, Geological Sample Maintenance Services, Data Assesment, Data Storage* & *Library Servicing, Magnetic Media Transferring, dan Hardcopy Scanning*. 2. *Information* & *Communication Technology* (ICT), meliputi *Data Center* & *Disaster Recovery Services, IT Solution, IT Service Management* (ITSM), *Knowledge Management System* (KMS), *Radio* (*Trunking and Conventional*) *Telecommunication Solution, Equipment Monitoring Control, Vessel Tracking Monitoring System*, dan GPS *Tracking*. 3. Pembuatan duplikat *data master* dalam berbagai media dan mengubah format data. 4. Proses perlindungan data untuk kepentingan *backup* dan *recovery* data elektronik. 1. Storage and management of various types of documents including Magnetic Tape Storage, Document Hardcopy Storage, Geological Sample Storage, General Warehousing, Geological Sample Maintenance Services, Data Assessment, Data Storage & Library Servicing, Magnetic Media Transferring, Hardcopy Scanning. 2. Information & Communication Technology (ICT), including Data Center & Disaster Recovery Services, IT Solution, IT Service Management (ITSM), Knowledge Management System (KMS), Radio (Trunking and Conventional) Telecommunication Solution, Equipment Monitoring Control, Vessel Tracking Monitoring System, GPS Tracking. 3. Duplication master data in various media and change the data format. 4. Data protection process for the purposes of electronic data backup and recovery.
	Entitas Anak: PT Elnusa Trans Samudera (ETSA) Subsidiary: PT Elnusa Trans Samudera (ETSA)	Jasa pendukung layanan *marine* migas Supporting services for marine oil and gas	1. Jasa penyewaan kapal untuk keperluan operasional lapangan minyak, seperti penyewaan *tug boat, crew boat*, AWB dan, *multipurpose barges*. 2. Jasa penyewaan kapal untuk keperluan seismik survei. 3. Jasa penyewaan kapal untuk keperluan operasional bisnis lain selain migas. 1. Boat rental services for oil field operations, such as tug boat rental, crew boat, AWB and multipurpose barges. 2. Ship charter services for seismic survey purposes. 3. Ship charter services for business operations other than oil and gas.

Wilayah Operasional
Operational Area

Wilayah Operasi Jasa Hulu Migas
Operational Area of Upstream Oil & Gas Services




PRODUCTION, OPERATION, & MAINTENANCES SERVICES
Wilayah | Area
• Kalimantan Timur | East Kalimantan
• Sulawesi Tengah | Central Sulawesi
• Papua Barat | West Papua
Klien | Client
• PT Pertamina EP
• NYT
• PT Vico Indonesia
• Total E&P Indonesia
• Total E&P Indonesie
• PHSS
• PHKT
• Pertamina Hulu Mahakam
• BP Berau
• Petrogas
Sulawesi Tengah
Central Sulawesi
Sorong
Papua Barat
West Papua
GEOSCIENCE & RESERVOIR SERVICES
Wilayah | Area
• Kalimantan Tengah | Central Borneo
• Papua Barat | West Papua
Klien | Client
• PT Pertamina EP
• Conoco Phillips
PRODUCTION, OPERATION, & MAINTENANCES SERVICES
Wilayah | Area
• DKI Jakarta
• Jawa Tengah | Centra Java
• Jawa Barat | West Java
• Jawa Timur | East Java
Klien | Client
• PT Pertamina Hulu Energi
• PT Pertamina EP
• Pertamina Petrochina East Java
• PGE Saka Energy
• PT Pertamina Gas
• PT Pertamina Hulu Mahakam
• PT Pertamina Geothermal Energy

Wilayah Operasi Jasa Distribusi & Logistik Energi

Operational Area of Energy Distribution & Logistics Services



TRANSPORTASI BBM
Fuel Fleet Management

Sumatera
1. Aceh
2. Sumatera Utara | North Sumatra
3. Riau
4. Jambi
5. Bangka Belitung
6. Sumatera Selatan | South Sumatra
7. Bengkulu
8. Sumatera Barat | West Sumatra

Sulawesi
1. Sulawesi Utara | North Sulawesi
2. Sulawesi Tengah | Central Sulawesi
3. Sulawesi Tenggara | Southeast Sulawesi
4. Sulawesi Selatan | South Sulawesi
5. Gorontalo

Kalimantan
1. Kalimantan Barat | West Borneo
2. Kalimantan Timur | East Borneo
3. Kalimantan Selatan | South Borneo

Bali
1. Bali

Nusa Tenggara
1. Nusa Tenggara Barat | West Nusa Tenggara
1. Nusa Tenggara Timur | East Nusa Tenggara

Papua & Maluku
1. Papua
2. Maluku

PENGELOLAAN DEPOT
Depot Management

Sumatera
1. Aceh
2. Jambi
3. Sumatera Selatan | South Sumatra

Jawa
1. DKI Jakarta

Kalimantan
1. Kalimantan Tengah | Central Borneo
2. Kalimantan Timur | East Borneo
3. Kalimantan Selatan | South Borneo

Papua
1. Papua

PENGELOLAAN DPPU
DPPU Management

Sumatera
1. Sumatera Utara | North Sumatra
2. Lampung

Jawa
1. Jawa Timur | East Java



PERDAGANGAN *CHEMICAL*
Chemical Trading

Sumatera
1. Sumatera Utara | North Sumatra
2. Sumatera Selatan | South Sumatra
3. Kepulauan Riau | Riau Islands
4. Sumatera Bagian Tengah | Central Sumatra

Jawa
1. Jawa Barat | West Java
2. Jawa Tengah | Central Java
3. Jawa Timur | East Java

Kalimantan
1. Kalimantan Timur | East Borneo
2. Kalimantan Selatan | South Borneo

PERDAGANGAN BBM INMAR
Fuel Inmar Trading

Sumatera
1. Sumatera | Sumatra

Jawa
1. DKI Jakarta & Jawa | DKI Jakarta & Java

Kalimantan
1. Kalimantan Tengah | Central Borneo
2. Kalimantan Timur | East Borneo
3. Kalimantan Barat | West Borneo
4. Kalimantan Selatan | South Borneo

Bali & Nusa Tenggara
1. Bali
2. Nusa Tenggara

Sulawesi
1. Sulawesi

Wilayah Operasi Jasa Jasa Penunjang
Operational Area of Support Services



DATA MANAGEMENT

Geo IT Business
1. Jambi
2. Sumatera Selatan | South Sumatra
3. DKI Jakarta

Geodata Business

Sumatera
1. Aceh
2. Sumatera Utara | North Sumatra
3. Kepulauan Riau | Riau Islands
4. Sumatera Selatan | South Sumatra
5. Lampung
6. Sumatera Barat | West Sumatra

Kalimantan
1. Kalimantan Utara | North Borneo
2. Kalimantan Timur | East Borneo
3. Kalimantan Selatan | South Borneo

Jawa & Bali | Java & Bali
1. Jawa Barat | West Java
2. Jawa Tengah | Central Java
3. Jawa Timur | East Java
4. Bali
5. Banten

Sulawesi
1. Sulawesi Selatan | South Sulawesi

Nusa Tenggara
1. Nusa Tenggara Barat | West Nusa Tenggara
1. Nusa Tenggara Timur | East Nusa Tenggara

Papua & Maluku
1. Papua
2. Maluku

PHYSICAL & DIGITAL DATA MANAGEMENT BUSINESS

Digital Data Management

Sumatera
1. Sumatera Utara | North Sumatra
2. Kepulauan Riau | Riau Islands
3. Bangka Belitung
4. Bengkulu
5. Sumatera Selatan | South Sumatra

Jawa | Java
1. DKI Jakarta
2. Banten
3. Jawa Barat | West Java
4. Jawa Tengah | Central Java
5. Jawa Timur | East Java

Bali & Nusa Tenggara Barat
Bali & West Nusa Tenggara
1. Bali
2. Nusa Tenggara Barat | West Nusa Tenggara

Kalimantan
1. Kalimantan Timur | East Borneo

Sulawesi
1. Sulawesi Tenggara | Southeast Sulawesi

Papua & Maluku
1. Papua Barat | West Papua
2. Maluku

Physical Data Management
1. Jambi
2. Sumatera Selatan | South Sumatra
3. Banten
4. DKI Jakarta
5. Jawa Barat | West Java



Sumatera
1. Aceh
2. Sumatera Selatan | South Sumatra
3. Riau
4. Sumatera Utara | North Sumatra

Jawa | Java
1. DKI Jakarta
2. Banten
3. Jawa Barat | West Java
4. Jawa Tengah | Central Java
5. Jawa Timur | East Java

Kalimantan & Sulawesi
1. Kalimantan Timur | East Borneo
2. Sulawesi Selatan | South Sulawesi

Sumatera
1. Aceh
2. Sumatera Selatan | South Sumatra

Jawa | Java
1. Jawa Barat | West Java
2. Jawa Timur | East Java

Kalimantan, Sulawedi, & Maluku
1. Kalimantan Timur | East Borneo
2. Kalimantan Barat | West Kalimantan
3. Sulawesi Tengah | Cental Sulawesi
4. Sulawesi Tenggara | Southeast Sulawesi
5. Maluku Utara | North Maluku

Jaringan Kantor
Office Network

Kantor Office	Alamat Address
Kantor Pusat | Head Office	
PT Elnusa Tbk	Graha Elnusa 16th floor Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7883 0850 (Hunting) Fax. : +62 21-7883 0907 E-mail : corporate@elnusa.co.id marketing@elnusa.co.id Web : www.elnusa.co.id
Lini Bisnis | Line of Business	
Geoscience & Reservoir Services	Graha Elnusa 15th floor, Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7883 0850 (Hunting) Fax. : +62 21-7883 1072
Production, Operation & Maintenance Services	Graha Elnusa 15th floor Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7883 0850 (Hunting) Fax. : +62 21-7884 5507
Alamat Entitas Anak Perusahaan | Address of the Subsidiaries	
PT Elnusa Geosains Indonesia	Graha Elnusa 15th floor Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7883 0850 (Hunting) Fax. : +62 21-7883 1072
PT Elnusa Oilfield Services	Graha Elnusa 15th floor Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel.: +62 21-7883 0850 (Hunting) Fax.: +62 21-7883 5507
PT Elnusa Fabrikasi Konstruksi Head Office	Graha Elnusa 2nd floor Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7884 5519 Fax. : +62 21-7884 5528
PT Elnusa Petrofin	Graha Elnusa 14th floor, Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7883 0860 (Hunting) Fax. : +62 21-7883 0853 E-mail : marketing-epn@elnusa.co.id epn.corporate@elnusa.co.id Web : www.elnusapetrofin.co.id

Kantor Office	Alamat Address
Kantor Cabang atau Kantor Perwakilan Branch Office or Representative Office	
Balikpapan Representative Office	Jl. Mulawarman No. 91, Batakan Balikpapan 76116 – Indonesia Tel. : +62 542-770 139; 770 169 Fax. : +62 542-770 230
Cirebon Representative Office	Jl. Moh. Toha No. 59, Kebon Baru, Kejaksaan Cirebon 45124 – Indonesia Tel. : +62 231-246 157 Fax. : +62 231-207 258
PT Sigma Cipta Utama	Graha Elnusa 2nd floor Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7883 0856 (Hunting) Fax. : +62 21-7883 0857 E-mail : marketing-scu@elnusa.co.id Web : www.scu.co.id
Head Office	Taman Tekno BSD Tekno I Blok B5–B7 Sektor XI Tangerang 15314 – Indonesia Tel. : +62 21-7587 1955 Fax. : +62 21-7587 1933; 7587 1755
PT Patra Nusa Data	Graha Elnusa 2nd floor Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7816 770 Fax. : +62 21-7816 775 E-mail : marketing@patranusa.com pnd@patranusa.com Web: www.patranusa.co.id
Head Office	Taman Tekno BSD XI Blok G2/1 Tangerang 15314 – Indonesia Tel. : +62 21-7588 2510 Fax. : +62 21-7588 2511
PT Elnusa Trans Samudera	Gedung Elnusa Trans Samudera Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7884 6667 Fax. : +62 21-7884 6669 Email : info-etsa@elnusa.co.id Web : www.etsa.co.id
Ventura Bersama/Kerja Sama Operasi (KSO) Joint Venture/Joint Operation (JO)	
KSO Elnusa-Raga	Graha Elnusa 2nd floor Jl. TB Simatupang Kav. 1B Jakarta 12560 – Indonesia Tel. : +62 21-7883 0850 (Hunting)

Keanggotaan dalam Asosiasi/Organisasi

Membership in Association/Organizations

- Gabungan Perusahaan Nasional Rancangbangun Indonesia (GAPENRI)
- Asosiasi Pemboran Minyak, Gas dan Panas Bumi Indonesia (APMI)
- Asosiasi Perusahaan Jasa Pemborongan Non Konstruksi (APJANSI)
- Asosiasi Perusahaan Teknik Mekanikal Elektrikal (APTEK)
- Asosiasi Perusahaan dan Konsultan Telematika Indonesia (ASPEKTI)
- Asosiasi Rekanan Pengadaan Barang dan Distributor Indonesia (ARDIN) Provinsi DKI Jakarta
- Asosiasi Perusahaan Survei Pemetaan dan Informasi Geospasial (APSPIG)
- Asosiasi Kontraktor Terintegrasi Indonesia (AKTI)
- Gabungan Pelaksana Konstruksi Nasional Indonesia (GAPENSI)
- Asosiasi Pelaksana Konstruksi Nasional (ASPEKNAS)

- Indonesian National Design Company Association (GAPENRI)
- Indonesian Oil, Gas and Geothermal Drilling Association (APMI)
- Association of Non-Construction Contracting Service Companies (APJANSI)
- Association of Mechanical-Electrical Engineering Companies (APTEK)
- Association of Indonesian Telematics Companies and Consultants (ASPEKTI)
- Association of Indonesian Procurement Partners and Distributors (ARDIN) DKI Jakarta Province
- Association of Mapping Survey and Geospatial Information Companies (APSPIG)
- Indonesian Integrated Contractor Association (AKTI)
- Indonesian National Construction Implementers Association (GAPENSI)
- National Construction Executors Association (ASPEKNAS)



Struktur Organisasi
Organizational Structure



Bachtiar Soeria Atmadja
Direktur Utama
President Director

Asmal Salam
Sekretaris Perusahaan
Corporate Secretary

Tugimin
Chief Audit Executive



Endro Hartanto
Direktur Operasi
Director of Operation



Arief Prasetyo Handoyo
Direktur Pengembangan Usaha
Director of Business Development

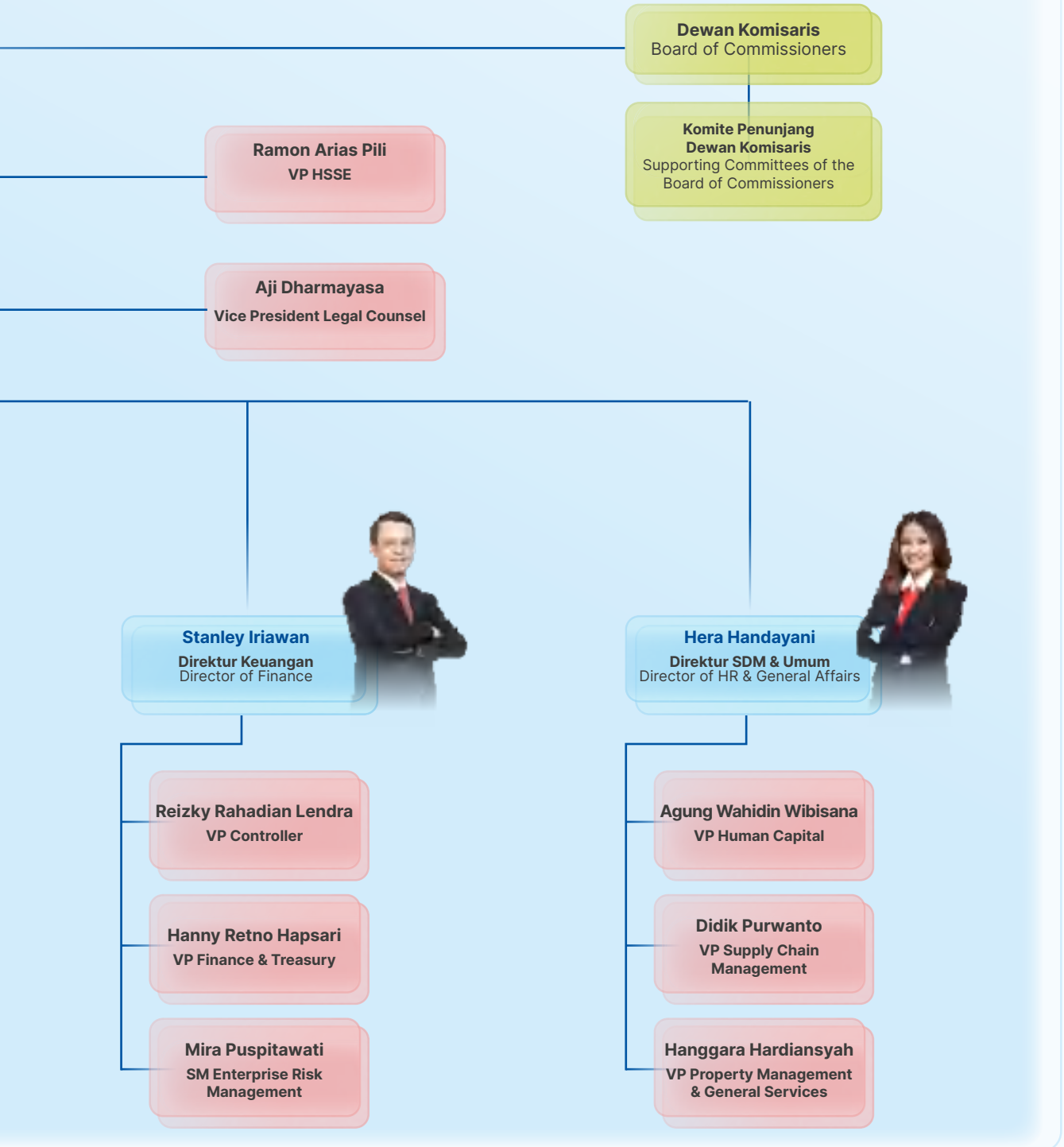
Lulut Sugianto
VP Upstream Services

Mochamad Haithami Achmad
VP EPC & OM Services

Nur Kholis
VP Asset Reliability & Productivity

Novrizal
VP Business Development & Marketing

Vacant
VP Strategic Planning & Corporate Management


Dewan Komisaris
Board of Commissioners
Komite Penunjang
Dewan Komisaris
Supporting Committees of the
Board of Commissioners
Ramon Arias Pili
VP HSSE
Aji Dharmayasa
Vice President Legal Counsel
Stanley Iriawan
Direktur Keuangan
Director of Finance
Hera Handayani
Direktur SDM & Umum
Director of HR & General Affairs
Reizky Rahadian Lendra
VP Controller
Hanny Retno Hapsari
VP Finance & Treasury
Mira Puspitawati
SM Enterprise Risk
Management
Agung Wahidin Wibisana
VP Human Capital
Didik Purwanto
VP Supply Chain
Management
Hanggara Hardiansyah
VP Property Management
& General Services

Profil Dewan Komisaris
Profile of the Board of Commissioners



NUR ENDRO BUWONO
Komisaris Utama | President Commissioner

Menjabat sebagai Komisaris Utama sejak 17 Januari 2024
Served as President Commissioner since January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 58 tahun per 31 Desember 2023 | Age 58 years old as of December 31, 2023
Kelahiran Jakarta, 1 Mei 1965 | Born Jakarta, May 1, 1965
Domisili Depok, Jawa Barat | Domicile Depok, West Java

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Komisaris Utama Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No. 33 tanggal 17 Januari 2024.	First appointed as the President Commissioner of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 33 dated January 17, 2024.
Pendidikan Education	S1 Teknik Mesin, Institut Teknologi Bandung, Indonesia (1991)	Bachelor (S1) in Mechanical Engineering, Institut Teknologi Bandung, Indonesia (1991)
Pengalaman Kerja Work Experience	• Komisaris Utama PT Pertamina Drilling Services Indonesia (Februari 2021–Januari 2024) • Project Leader Santos/Ophir Development Indonesia (2008–2019) • Head of Commissioning, Mukhaizna Field Development–Occidental Oman (2007–2008) • Engineering Team Leader and Operation Lead for Indonesia Deep Water (Houston) Chevron (2006–2007) • Engineering Team Leader and Operation Engineer for Indonesia Deep Water (Houston) Unocal (2005–2006) • Lead Facility Engineer Unocal (Balikpapan) (2003–2005) • Senior Facility Engineer Unocal (Balikpapan) (2001-–2003) • Senior Mechanical Engineer VICO (1999–2001) • Plant Engineer Arco Indonesia (1992–1999) • Measurement While Drilling Engineer Anadrill Schlumberger (1991–1992)	• President Commissioner of PT Pertamina Drilling Services Indonesia (February 2021–January 2024) • Project Leader of Santos/Ophir Development Indonesia (2008–2019) • Head of Commissioning of Mukhaizna Field Development–Occidental Oman (2007–2008) • Engineering Team Leader and Operation Lead for Indonesia Deep Water (Houston) of Chevron (2006–2007) • Engineering Team Leader and Operation Engineer for Indonesia Deep Water (Houston) of Unocal (2005–2006) • Lead Facility Engineer of Unocal (Balikpapan) (2003–2005) • Senior Facility Engineer of Unocal (Balikpapan) (2001–2003) • Senior Mechanical Engineer of VICO (1999–2001) • Plant Engineer of Arco Indonesia (1992–1999) • Measurement While Drilling Engineer Anadrill of Schlumberger (1991–1992)
Rangkap Jabatan Concurrent Position	• Tidak ada jabatan sebagai Komite • Tidak memiliki jabatan rangkap pada Perusahaan lain	• No position as member of Committee • No concurrent position in other companies
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Commissioners, the Board of Directors, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter



AGUS PRABOWO

Komisaris Utama | President Commissioner

Menjabat sebagai Komisaris Utama untuk periode kedua sejak 6 Juni 2023–17 Januari 2024
Served as President Commissioner for the second period since June 6, 2023–January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 65 tahun per 31 Desember 2023 | Age 65 years old as of December 31, 2023
Kelahiran Yogyakarta, 15 Oktober 1958 | Born Yogyakarta, October 15, 1958
Domisili Jakarta Selatan, DKI Jakarta | Domicile South Jakarta, DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	• Pertama kali ditunjuk sebagai Komisaris Utama Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Tahunan No. 15 tanggal 8 Juli 2020. • Ditunjuk kedua kali sebagai Komisaris Utama Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Tahunan No. 8 tanggal 6 Juni 2023.	• First appointed as the President Commissioner of Elnusa through the Deed of Statement of the Annual GMS Resolutions No. 15 dated 8 July 2020. • Appointed for the second time as the President Commissioner of Elnusa through the Deed of Statement of the Annual GMS Resolutions No. 8 dated 6 June 2023.
Pendidikan Education	• Doctor of Engineering, Urban Redevelopment, Hokkaido University, Jepang (1996) • Master of Engineering, Urban & Regional Planning, Hokkaido University, Jepang (1993) • S1 Arsitektur, Institut Teknologi Bandung, Indonesia (1984)	• Doctor of Engineering, Urban Redevelopment, Hokkaido University, Japan (1996) • Master of Engineering, Urban & Regional Planning, Hokkaido University, Japan (1993) • Bachelor (S1) in Architecture, Institut Teknologi Bandung, Indonesia (1984)
Pengalaman Kerja Work Experience	• Komisaris PT Surabaya Industrial Estate Rungkut (2020–2021) • Komite Audit PT Pertamina (Persero) (2020) • Kepala Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah (2015–2018) • Deputi Bidang Pengembangan dan Pembinaan Sumber Daya Manusia, Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah (2011–2015)	• Commissioner of PT Surabaya Industrial Estate Rungkut (2020–2021) • Audit Committee of PT Pertamina (Persero) (2020) • Head of the Institute for Government Procurement of Goods/Services Policy (2015–2018) • Deputy for Human Resources Development and Coaching, Institute for Government Procurement of Goods/Services Policy (2011–2015)
Rangkap Jabatan Concurrent Position	• Tidak ada jabatan sebagai Komite • Staf Khusus Menteri PUPR Bidang Pengadaan (2019–sekarang)	• No position as member of Committee • Special Staff to the Minister of Public Works and Housing for Procurement (2019–present)
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Commissioners, the Board of Directors, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter



LUSIAGA LEVI SUSILA

Komisaris Independen | Independent Commissioner

Menjabat sebagai Komisaris Independen untuk periode kedua sejak 21 Juli 2021
Served as Independent Commissioner for the second period since July 21, 2021

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 67 tahun per 31 Desember 2023 | Age 67 years old as of December 31, 2023
Kelahiran Cianjur, 21 April 1956 | Born Cianjur, April 21, 1956
Domisili Tangerang Selatan, Banten | Domicile South Tangerang, Banten

Dasar Hukum Penunjukan Legal Basis of Appointment	• Pertama kali ditunjuk sebagai Komisaris Independen Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Tahunan No. 25 tanggal 14 Mei 2018 • Ditunjuk kedua kali sebagai komisaris Independen Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Tahunan No. 4 tanggal 21 Juli 2021	• First appointed as Independent Commissioner of Elnusa through the Deed of Statement of the Annual GMS Resolutions No. 25 dated May 14, 2018 • Appointed for the second time as Independent Commissioner of Elnusa through the Deed of Statement of the Annual GMS Resolutions No. 4 dated July 21, 2021
Pendidikan Education	S1 Fisika, Institut Teknologi Bandung, Indonesia (1976)	Bachelor (S1) in Physics, Institut Teknologi Bandung, Indonesia (1976)
Pengalaman Kerja Work Experience	• Direktur Operasi PT Elnusa Tbk (2013–2015) • Direktur Operasi PT Pilar Anggaraksa (2010–2013) • Direktur Operasi PT Permata Drilling International (2008–2010) • Direktur Operasi PT Saripari Pertiwi Abadi (2005–2008) • Field Engineer di Schlumberger (1981–2005)	• Director of Operation of PT Elnusa Tbk (2013–2015) • Director of Operation of PT Pilar Anggaraksa (2010–2013) • Director of Operation of PT Permata Drilling International (2008–2010) • Director of Operation of PT Saripari Pertiwi Abadi (2005–2008) • Field Engineer of Schlumberger (1981–2005)
Rangkap Jabatan Concurrent Position	• Ketua Komite Nominasi dan Remunerasi Perseroan • Anggota Komite Pemantau Risiko Perseroan • Tidak memiliki jabatan rangkap pada perusahaan lain	• Chairman of the Nomination and Remuneration Committee • Member of the Company's Risk Monitoring Committee • No concurrent position in other companies
Pernyataan Independensi Statement of Independency	Surat pernyataan independensi disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Statement letter of independency is available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Commissioners, the Board of Directors, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter



DENIE S. TAMPUBOLON

Komisaris Independen | Independent Commissioner

Menjabat sebagai Komisaris Independen sejak 17 Januari 2024
Served as Independent Commissioner since January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 59 tahun per 31 Desember 2023 | Age 59 years old as of December 31, 2023
Kelahiran Bandung, 30 November 1964 | Born Bandung, November 30, 1964
Domisili Bogor, Jawa Barat | Domicile Bogor, West Java

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Komisaris Independen Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No. 33 tanggal 17 Januari 2024.	First appointed as Independent Commissioner of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 33 dated January 17, 2024.
Pendidikan Education	S1 Teknik Geodesi, Institut Teknologi Bandung, Indonesia (1988)	Bachelor (S1) in Geodetic Engineering, Institut Teknologi Bandung, Indonesia (1988)
Pengalaman Kerja Work Experience	• Direktur Utama PT Pertamina Internasional EP (2018–2020) • Komisaris PT Pertamina Irak Eksplorasi Produksi (2018–2021) • Komisaris PT Pertamina Internasional Eksplorasi dan Produksi (2018) • Direktur Etablissments Maurel et Prom (M&P) (2016–2020) • Komisaris PT Pertamina EP Cepu (2017) • SVP Upstream Business Development PT Pertamina (Persero) (2013–2018) • VP Upstream Business Development PT Pertamina (Persero) (2012–2013) • Staf Ahli Direktur Utama PT Pertamina (Persero) (2011–2012) • Staff Khusus Menteri ESDM (2010–2011) • Manager Upstream Business Intelligence PT Pertamina (Persero) (2009–2010) • Staff Ahli Wakil Direktur Utama PT Pertamina (Persero) (2007–2009)	• President Director of PT Pertamina Internasional EP (2018–2020) • Commissioner of PT Pertamina Iraq Production Exploration (2018–2021) • Commissioner of PT Pertamina Internasional Exploration and Production (2018) • Director of Etablissments Maurel et Prom (M&P) (2016–2020) • Commissioner of PT Pertamina EP Cepu (2017) • SVP Upstream Business Development of PT Pertamina (Persero) (2013–2018) • VP Upstream Business Development of PT Pertamina (Persero) (2012–2013) • Special Staff to President Director of PT Pertamina (Persero) (2011–2012) • Special Staff to Minister of Energy and Mineral Resources (ESDM) (2010–2011) • Manager in Upstream Business Intelligence of PT Pertamina (Persero) (2009–2010) • Special Staff to Vice President Director of PT Pertamina (Persero) (2007–2009)
Rangkap Jabatan Concurrent Position	• Ketua Komite Audit Perseroan • Tidak memiliki jabatan rangkap pada perusahaan lain	• Chairman of the Company's Audit Committee • No concurrent position in other companies
Pernyataan Independensi Statement of Independency	Surat pernyataan independensi disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Statement letter of independency is available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Commissioners, the Board of Directors, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter



HERNAWAN BEKTI SASONGKO

Komisaris Independen | Independent Commissioner

Menjabat sebagai Komisaris Independen sejak 20 Juli 2022–17 Januari 2024
Served as Independent Commissioner during the period of July 20, 2022–January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 61 tahun per 31 Desember 2023 | Age 61 years old as of December 31, 2023
Kelahiran Jakarta, 4 Mei 1962 | Born Jakarta, May 4, 1962
Domisili Jakarta Selatan, DKI Jakarta | Domicile South Jakarta, DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Komisaris Independen Perseroan melalui Akta Pernyataan Keputusan Rapat RUPS Tahunan Nomor 30 tanggal 20 Juli 2022.	First appointed as Independent Commissioner of the Company through the Deed of Statement of the Annual GMS Resolutions No. 30 dated July 20, 2022.
Pendidikan Education	• Master of Business Administration, Royal Melbourne, Institute of Technology, Australia (1995) • Sarjana Ekonomi, Universitas Kristen Indonesia, Jakarta (1986)	• Master of Business Administration, Royal Melbourne, Institute of Technology, Australia (1995) • Bachelor (S1) in Economics, Universitas Kristen Indonesia, Jakarta (1986)
Pengalaman Kerja Work Experience	Otoritas Jasa Keuangan • Deputi Komisioner Internasional dan Riset (2020–2022) • Advisor Senior/Deputi Komisioner Strategic Committee (2017–2020) • Deputi Komisioner Manajemen Strategis (2016–2017)	Financial Services Authority • Deputy Commissioner for International and Research (2020–2022) • Senior Advisor/Deputy Commissioner of Strategic Committee (2017–2020) • Deputy Commissioner of Strategic Management (2016—017)
Rangkap Jabatan Concurrent Position	• Ketua Komite Audit Perseroan • Anggota Badan Supervisi Otoritas Jasa Keuangan (2023–sekarang) • Komisaris Utama PT Kliring Berjangka Indonesia (2022–sekarang)	• Chairman of Company's Audit Committee • Member of the Financial Services Authority Supervisory Board (2023–present) • President Commissioner of PT Kliring Berjangka Indonesia (2022–present)
Pernyataan Independensi Statement of Independency	Surat pernyataan independensi disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Statement letter of independency is available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Commissioners, the Board of Directors, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter



WAKHID HASYIM

Komisaris | Commissioner

Menjabat sebagai Komisaris sejak 21 Juli 2021
Serves as Commissioner since July 21, 2021

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 56 tahun per 31 Desember 2023 | Age 56 years old as of December 31, 2023
Kelahiran Blora, 1 April 1967 | Born Blora, April 1, 1967
Domisili Blora, Jawa Tengah | Domicile Blora, Central Java

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Komisaris Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Tahunan No. 4 tanggal 21 Juli 2021.	First appointed as Commissioner of Elnusa through the Deed of Statement of the Annual GMS Resolutions No. 4 dated July 21, 2021.
Pendidikan Education	• Magister Teknik Kimia Universitas Gadjah Mada, Yogyakarta, Indonesia (2005) • Sarjana Teknik Kimia Universitas Gadjah Mada, Yogyakarta, Indonesia (1991)	• Master (Magister) in Chemical Engineering from Universitas Gadjah Mada, Yogyakarta, Indonesia (2005) • Bachelor (Sarjana) in Chemical Engineering from Universitas Gadjah Mada, Yogyakarta, Indonesia (1991)
Pengalaman Kerja Work Experience	• Kepala Pusat Pengembangan Sumber Daya Manusia Minyak dan Gas Bumi, Badan Pengembangan Sumber Daya Manusia Energi dan Sumber Daya Mineral (2016–2021) • Kepala Bagian Administrasi Akademik dan Kemahasiswaan, Sekolah Tinggi Energi dan Mineral (STEM) Akamigas, Badan Pendidikan dan Pelatihan Energi dan Sumber Daya Mineral, Kementerian Energi dan Sumber Daya Mineral (2015–2016) • Kepala Bagian Tata Usaha Pusat Pendidikan dan Pelatihan Minyak dan Gas Bumi, Badan Pendidikan dan Pelatihan Energi dan Sumber Daya Mineral, Kementerian Energi dan Sumber Daya Mineral (2013–2015) • Direktur Teknik dan Lingkungan Minyak dan Gas Bumi, Direktorat Jenderal Minyak dan Gas Bumi, Kementerian Energi dan Sumber Daya Mineral (2021–2022)	• Head of the Oil and Gas Human Resources Development Center, Energy and Mineral Resources Human Resources Development Agency (2016–2021) • Head of the Academic and Student Administration Section, Akamigas College of Energy and Mineral (STEM), Energy and Mineral Resources Education and Training Agency, Ministry of Energy and Mineral Resources (2015–2016) • Head of the Administration Division of the Natural Oil and Gas Education and Training Center, Energy and Mineral Resources Education and Training Agency, Ministry of Energy and Mineral Resources (2013–2015) • Director of Oil and Gas Engineering and Environment, Directorate General of Oil and Gas, Ministry of Energy and Mineral Resources (2021–2022)
Rangkap Jabatan Concurrent Position	• Ketua Komite Pemantau Risiko Perseroan • Sekretaris Jendral, Badan Pengembangan Sumber Daya Manusia Energi dan Sumber Daya Mineral, Kementerian Energi dan Sumber Daya Mineral (2022–sekarang)	• Chairman of the Company's Risk Monitoring Committee • Secretary General, Agency for Human Resources Development of Energy and Mineral Resources, Ministry of Energy and Mineral Resources (2022–present)
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Commissioners, the Board of Directors, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Dewan Komisaris" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Commissioners" under the "Corporate Governance" chapter

Profil Direksi
Profile of the Board of Directors



BACHTIAR SOERIA ATMADJA
Direktur Utama | President Director

Menjabat sebagai Direktur Utama sejak 17 Januari 2024
Served as President Director since January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 57 tahun per 31 Desember 2023 | Age 57 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Direktur Utama Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No. 33 tanggal 17 Januari 2024.	First appointed as the President Director of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 33 dated January 17, 2021.
Pendidikan Education	• Magister Teknik Perminyakan, University of Tulsa, Oklahoma (1994) • Sarjana Teknik Perminyakan, Universitas Trisakti, Jakarta (1991)	• Master (Magister) of Petroleum Engineering, University of Tulsa, Oklahoma, US (1994) • Bachelor (Sarjana) of Petroleum Engineering, Universitas Trisakti, Jakarta (1991)
Pengalaman Kerja Work Experience	• Direktur Keuangan PT Elnusa Tbk (2021–2024) • Senior Vice President, Greater China Business Corporate Banking Bank ICBC Indonesia (2015–2021) • Vice President Corporate Banking BII Maybank (2011–2015) • Finance Director PT Bina Rasano Engineering (2007–2011) • Finance Director PT Deka Petrindo (2006–2007) • Finance Director PT Telekomindo Nusantoro (2005) • Deputy Director Bank Persyarikatan Indonesia (2002–2004) • Structured Financed Head, Merchant Banking Group–Bank Universal (2000–2002) • Retail & Commercial Banking Division Head–Bank Putera Multikarsa (1997–2000)	• Director of Finance of PT Elnusa Tbk (2021–2024) • Senior Vice President, Greater China Business Corporate Banking Bank ICBC Indonesia (2015—2021) • Vice President Corporate Banking of BII Maybank (2011–2015) • Finance Director of PT Bina Rasano Engineering (2007–2011) • Finance Director of PT Deka Petrindo (2006–2007) • Finance Director of PT Telekomindo Nusantoro (2005) • Deputy Director of Bank Persyarikatan Indonesia (2002–2004) • Structured Financed Head, Merchant Banking Group–Bank Universal (2000–2002) • Retail & Commercial Banking Division Head–Bank Putera Multikarsa (1997–2000)
Rangkap Jabatan Concurrent Position	Komisaris Elnusa Petrofin	Commissioner of Elnusa Petrofin
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Directors, the Board of Commissioners, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Direksi" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Director" under the "Corporate Governance" chapter



JOHN HISAR SIMAMORA

Direktur Utama | President Director

Menjabat sebagai Direktur Utama 31 Desember 2021–17 Januari 2024
Served as President Director during the period of December 31, 2021–January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 57 tahun per 31 Desember 2023 | Age 57 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Ditunjuk pertama kali sebagai Direktur Utama Elnusa melalui Akta pernyataan keputusan RUPS Luar Biasa No. 84 tanggal 31 Desember 2021.	First appointed as the President Director of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 84 dated December 31, 2021.
Pendidikan Education	• Magister Administrasi Bisnis, Universitas Gadjah Mada, Yogjakarta (1998) • Sarjana Teknik Perminyakan, Institut Teknologi Bandung, Bandung (1989)	• Master (Magister) in Business Administration, Universitas Gadjah Mada, Yogjakarta (1998) • Bachelor (Sarjana) in Petroleum Engineering, Institut Teknologi Bandung, Bandung (1989)
Pengalaman Kerja Work Experience	• Direktur Perencanaan Stategis & Pengembangan Bisnis PT Pertamina Hulu Energi (2020–2021) • Development Director Pertamina EP Jakarta (2017–2020) • Direktur PEPC ADK, Jakarta (2015–2017) • VP Production PT Pertamina EP Cepu (2013–2015) • VP Project & Planning di Kantor Pusat EP Cepu (2013)	• Director of Strategic Planning & Business Development of PT Pertamina Hulu Energi (2020–2021) • Development Director of Pertamina EP Jakarta (2017–2020) • Director of PEPC ADK, Jakarta (2015–2017) • VP Production of PT Pertamina EP Cepu (2013–2015) • VP Project & Planning at EP Cepu Head Office (2013)
Rangkap Jabatan Concurrent Position	Tidak memiliki jabatan rangkap pada perusahaan lain	No concurrent position in other companies.
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Directors, the Board of Commissioners, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Direksi" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Director" under the "Corporate Governance" chapter



ENDRO HARTANTO

Direktur Operasi | Director of Operation

Menjabat sebagai Direktur Operasi sejak 17 Januari 2024
Served as Director of Operation since January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 56 tahun per 31 Desember 2023 | Age 56 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Direktur Operasi Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No. 33 tanggal 17 Januari 2024.	First appointed as Director of Operation of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 33 dated January 17, 2024.
Pendidikan Education	• Sarjana Teknik Geologi Umum, Universitas Pembangunan Nasional Veteran Yogyakarta, Yogyakarta (1992) • Magister Teknik Geofisika, University of Tulsa, Oklahoma, USA (1995) • Magister Administrasi Bisnis, Institut Teknologi Bandung, Bandung (2006)	• Bachelor (Sarjana) in General Geological Engineering, Universitas Pembangunan Nasional Veteran Yogyakarta, Yogyakarta (1992) • Master (Magister) in Geophysical Engineering, University of Tulsa, Oklahoma, USA (1995) • Master (Magister) in Business Administration, Institut Teknologi Bandung, Bandung (2006)
Pengalaman Kerja Work Experience	• Direktur Utama PT Pertamina EP Cepu (2022–2023) • VP Subsurface Development & Resources Evaluation PT Pertamina Hulu Energi (2020–2022) • VP Development PT Pertamina Hulu Indonesia (2019–2020) • VP Exploration & Development PT Pertamina Hulu Indonesia (2019) • Manager Business Ventures III PT Pertamina (Persero) (2018–2019) • Manager Eurasia & America Ventures PT Pertamina (Persero) (2016–2018)	• President Director of PT Pertamina EP Cepu (2022–2023) • VP Subsurface Development & Resources Evaluation of PT Pertamina Hulu Energi (2020–2022) • VP Development of PT Pertamina Hulu Indonesia (2019–2020) • VP Exploration & Development of PT Pertamina Hulu Indonesia (2019) • Manager Business Ventures III of PT Pertamina (Persero) (2018–2019) • Manager Eurasia & America Ventures of PT Pertamina (Persero) (2016–2018)
Rangkap Jabatan Concurrent Position	Tidak memiliki jabatan rangkap pada perusahaan lain	No concurrent position in other companies.
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Directors, the Board of Commissioners, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Direksi" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Director" under the "Corporate Governance" chapter



CHARLES HARIANTO LUMBANTOBING

Direktur Operasi | Director of Director

Menjabat sebagai Direktur Operasi 31 Desember 2021–17 Januari 2024
Served as Director of Operation during the period of December 31, 2021–January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 57 tahun per 31 Desember 2023 | Age 57 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Direktur Operasi Elnusa melalui Akta pernyataan keputusan rapat RUPS Luar Biasa No. 84 tanggal 31 Desember 2021.	First appointed as Director of Operation of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 84 dated December 31, 2021.
Pendidikan Education	• Magister Ekonomi Bidang Manajemen, Universitas Sumatera Utara, Medan (2008) • Sarjana Teknik Mesin, Universitas Sumatera Utara, Medan (1989)	• Master (Magister) in Economics-Management, Universitas Sumatera Utara, Medan (2008) • Bachelor (Sarjana) in Mechanical Engineering, Universitas Sumatera Utara, Medan (1989)
Pengalaman Kerja Work Experience	• General Manager Gas Project JTB (Jambaran Tiung Biru) Pertamina EP Cepu Unititasi JTB (2020–2021) • Matindok Gas Development Project Manager Pertamina EP (2017–2019) • Asset 5 Surface Facilities Manager Pertamina EP (2013–2015) • Manager Teknik & Proses Fasilitas Region Kawasan Timur Indonesia, Jakarta (2011–2013) • Kepala Pemeliharaan PT Pertamina EP Sumatera, Pangkalan Susu (2006)	• General Manager of JTB (Jambaran Tiung Biru) Gas Project of Pertamina EP Cepu Unititasi JTB (2020–2021) • Matindok Gas Development Project Manager of Pertamina EP (2017–2019) • Asset 5 Surface Facilities Manager of Pertamina EP (2013–2015) • Manager of Engineering & Process of Eastern Indonesia Regional Facility, Jakarta (2011–2013) • Head of Maintenance of PT Pertamina EP Sumatera, Pangkalan Susu (2006)
Rangkap Jabatan Concurrent Position	Tidak memiliki jabatan rangkap pada perusahaan lain	No concurrent position in other companies.
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Directors, the Board of Commissioners, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Direksi" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Director" under the "Corporate Governance" chapter



STANLEY IRAWAN

Direktur Keuangan | Director of Finance

Menjabat sebagai Direktur Keuangan sejak 17 Januari 2024
Served as Director of Finance since January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 59 tahun per 31 Desember 2023 | Age 59 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Direktur Keuangan Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No. 33 tanggal 17 Januari 2024.	First appointed as Director of Finance of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 33 dated January 17, 2024.
Pendidikan Education	Sarjana Bisnis Manajaemen, Southern Oregon University, Oregon, USA (1988)	Bachelor in Business Management, Southern Oregon University, Oregon, USA (1988)
Pengalaman Kerja Work Experience	• Direktur Keuangan & Penunjang Bisnis PT Patra Drilling Contractor (2022–2023) • Direktur Utama PT PPA Kapital (2021–2022) • SVP Division Head Investment & Advisory PT PPA Kapital (2017–2020) • Direktur PT Bumi Asri Prima Pratama (2015–2016) • Komisaris PT Bumi Asri Prima Pratama (2014) • Chief Financial Officer Minang Jordanindo Group (2009–2013) • Chief Executive Officer PT Smart Energi Indonesia (2007–2008)	• Director of Finance & Business Support of PT Patra Drilling Contractor (2022– 2023) • President Director of PT PPA Kapital (2021–2022) • SVP Division Head Investment & Advisory PT PPA Kapital (2017–2020) • Director of PT Bumi Asri Prima Pratama (2015–2016) • Commissioner of PT Bumi Asri Prima Pratama (2014) • Chief Financial Officer Minang Jordanindo Group (2009–2013) • Chief Executive Officer PT Smart Energi Indonesia (2007–2008)
Rangkap Jabatan Concurrent Position	Tidak memiliki jabatan rangkap pada perusahaan lain	No concurrent position in other companies.
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Directors, the Board of Commissioners, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Direksi" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Director" under the "Corporate Governance" chapter



ARIEF PRASETYO HANDOYO

Direktur Pengembangan Usaha | Director of Business Development

Menjabat sebagai Direktur Pengembangan Usaha sejak 17 Januari 2024
Served as Director of Business Development since January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 51 tahun per 31 Desember 2023 | Age 51 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Direktur Keuangan Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No. 33 tanggal 17 Januari 2024.	First appointed as Director of Finance of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 33 dated January 17, 2024.
Pendidikan Education	• Sarjana Teknik Geologi Umum, Universitas Gadjah Mada, Yogyakarta (1998) • Magister Bisnis Administrasi, Institut Teknologi Bandung, Bandung (2006)	• Bachelor (Sarjana) in General Geological Engineering, Universitas Gadjah Mada, Yogyakarta (1998) • Master (Magister) in Business Administration, Institut Teknologi Bandung, Bandung (2006)
Pengalaman Kerja Work Experience	• VP Development & Drilling PT Pertamina Hulu Indonesia (2021–2023) • Asset 1 Exploitation Senior Manager PT Pertamina EP (2019–2021) • Prabumulih & Limau Exploitation Manager PT Pertamina EP (2018–2019) • Tambun & Subang Exploitation Manager PT Pertamina EP (2017–2018) • Aset 3 G&G Manager PT Pertamina EP (2015–2017) • Senior G&G Engineer PT Pertamina EP (2015) • Ahli Geologi & Geofisika PT Pertamina EP (2011–2013)	• VP Development & Drilling of PT Pertamina Hulu Indonesia (2021–2023) • Asset 1 Exploitation Senior Manager of PT Pertamina EP (2019–2021) • Prabumulih & Limau Exploitation Manager of PT Pertamina EP (2018–2019) • Tambun & Subang Exploitation Manager of PT Pertamina EP (2017–2018) • Asset 3 G&G Manager of PT Pertamina EP (2015–2017) • Senior G&G Engineer of PT Pertamina EP (2015) • Ahli Geologi & Geofisika PT Pertamina EP (2011–2013)
Rangkap Jabatan Concurrent Position	Tidak memiliki jabatan rangkap pada perusahaan lain	No concurrent position in other companies.
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Directors, the Board of Commissioners, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Direksi" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Director" under the "Corporate Governance" chapter



RATIH ESTI PRIHATINI

Direktur Pengembangan Usaha | Director of Business Development

Menjabat sebagai Direktur Pengembangan Usaha 31 Desember 2021–17 Januari 2024
Served as Director of Business Development December 31, 2021–January 17, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 57 tahun per 31 Desember 2023 | Age 57 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Direktur Pengembangan Usaha Elnusa melalui Akta Pernyataan Keputusan Rapat RUPS Luar Biasa No. 84 tanggal 31 Desember 2021.	First appointed as Director of Business Development of Elnusa through the Deed of Statement of the Extraordinary GMS Resolutions No. 84 dated December 31, 2021.
Pendidikan Education	• Magister Manajemen, IPMI Business School, Jakarta (2004) • Sarjana Teknik Perminyakan, Universitas Trisakti, Jakarta (1991)	• Master (Magister) in Management, IPMI Business School, Jakarta (2004) • Bachelor (Sarjana) in Petroleum Engineering, Universitas Trisakti, Jakarta (1991)
Pengalaman Kerja Work Experience	• Vice President Commercial and Monetization SHU PT Pertamina Hulu Energi (2020–2021) • Vice President Commercial PT Pertamina Hulu Energi (2019–2020) • Commercial Project Manager PT Pertamina Hulu Energi (2018–2019) • Oil and Gas lifting Manager PHE (2017–2018) • Marketing Team Leader BP Indonesia, PHE, Offshore North West Java (2007–2016) • HR Advisor for Shared Services Department and Downstream: PT Jasatama and Castrol BP Indonesia (2005–2007) • Memegang beberapa posisi di Operation Management di BP Indonesia (2000–2005): a. Wireline Ops and Support Manager b. Field Planning and Support Manager c. Transportation and Support Manager d. Java Operation Support Manager • Shared Technical Services Coordinator and Assistant to FST Vice President ARCO (1998–2000)	• Vice President of Commercial and Monetization SHU of PT Pertamina Hulu Energi (2020–2021) • Vice President of Commercial of PT Pertamina Hulu Energi (2019–2020) • Commercial Project Manager of PT Pertamina Hulu Energi (2018–2019) • Oil and Gas lifting Manager PHE (2017–2018) • Marketing Team Leader of BP Indonesia, PHE, Offshore North West Java (2007–2016) • HR Advisor for Shared Services Department and Downstream: of PT Jasatama and Castrol BP Indonesia (2005–2007) • Several positions in Operation Management of BP Indonesia (2000–2005): a. Wireline Ops and Support Manager b. Field Planning and Support Manager c. Transportation and Support Manager d. Java Operation Support Manager • Shared Technical Services Coordinator and Assistant to FST Vice President of ARCO (1998–2000)
Rangkap Jabatan Concurrent Position	Komisaris PT Sigma Cipta Utama.	Commissioner of PT Sigma Cipta Utama.
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Directors, the Board of Commissioners, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Direksi" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Director" under the "Corporate Governance" chapter



HERA HANDAYANI

Direktur Sumber Daya Manusia & Umum | Director of Human Capital & General Affairs

Menjabat sebagai Direktur Sumber Daya Manusia & Umum Usaha sejak 6 Juni 2023
Served as Director of Human Capital & General Affairs since June 6, 2023

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 49 tahun per 31 Desember 2023 | Age 49 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Pertama kali ditunjuk sebagai Direktur SDM & Umum Elnusa melalui Akta Berita Acara RUPS Tahunan PT Elnusa Tbk tanggal 6 Juni 2023.	First appointed as Director of Human Capital & General Affairs of Elnusa through the Deed of Minutes of Meeting of the Annual GMS of PT Elnusa Tbk dated June 6, 2023.
Pendidikan Education	• Magister Management: Risk Management, Universitas Indonesia, Jakarta (2005) • Sarjana Teknik Industri, Institut Teknologi Bandung, Bandung (2005)	• Master (Magister) of Management: Risk Management, Universitas Indonesia, Jakarta (2005) • Bachelor (Sarjana) in Industrial Engineering, Institut Teknologi Bandung, Bandung (2005)
Pengalaman Kerja Work Experience	• Vice President Business Development & Marketing PT Elnusa Tbk (2022) • Vice President Business Development PT Elnusa Tbk (2019–2022) • Vice President of Engineering Centre & Quality Management (Pjs) PT Elnusa Tbk (2019) • Senior Manager of Quality Management PT Elnusa Tbk (2018–2019) • Project Management Officer PT Elnusa Tbk (2014–2015) • Director PT Quant Capital Investama (2009–2014) • Director LETMI ITB Bandung (2007–2010) • Lecturer Magister Management Universitas Indonesia (2006–2010)	• Vice President of Business Development & Marketing of PT Elnusa Tbk (2022) • Vice President of Business Development of PT Elnusa Tbk (2019–2022) • Vice President of Engineering Centre & Quality Management (Pjs) of PT Elnusa Tbk (2019) • Senior Manager of Quality Management of PT Elnusa Tbk (2018–2019) • Project Management Officer of PT Elnusa Tbk (2014–2015) • Director of PT Quant Capital Investama (2009–2014) • Director of LETMI ITB Bandung (2007–2010) • Lecturer Magister Management of Universitas Indonesia (2006–2010)
Rangkap Jabatan Concurrent Position	Komisaris Elnusa Trans Samudera	Commissioner of Elnusa Trans Samudera
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, dan Pemegang Saham Utama	Has no affiliation with other members of the Board of Directors, the Board of Commissioners, and Major Shareholders
Kepemilikan Saham ELSA ELSA Share Ownership	Nihil	Nil
Pelatihan Training	Disampaikan pada uraian "Direksi" dalam bab "Tata Kelola Perusahaan"	Available in the section on "the Board of Director" under the "Corporate Governance" chapter

Profil Pejabat Eksekutif
Executive Officers Profile

ASMAL SALAM
Corporate Secretary

Menjabat sebagai Corporate Secretary sejak 1 Mei 2022
Served as Corporate Secretary since May 1, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 54 tahun per 31 Desember 2023 | Age 54 years old as of December 31, 2023
Domisili Jakarta Timur, DKI Jakarta | Domicile East Jakarta, DKI Jakarta

Pendidikan Education	M.Kn, Magister Kenotariatan, Universitas Indonesia Jakarta, 2014	M.Kn, Master (Magister) in Notary, Universitas Indonesia, Jakarta (2014)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai Corporate Secretary, beliau menjabat sebagai Chief of Legal & Compliance (2015–2022)	Prior to appointment as Corporate Secretary, he served as Chief of Legal & Compliance (2015–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No.648/EN/KPTS/000D/2022	SK No.648/EN/KPTS/000D/2022

TUGIMIN
Chief Audit Executive

Menjabat sebagai Chief Audit Executive sejak 1 September 2022
Served as Chief Audit Executive since September 1, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 42 tahun per 31 Desember 2023 | Age 42 years old as of December 31, 2023
Domisili Bekasi, Jawa Barat | Domicile Bekasi, West Java

Pendidikan Education	S.E, Ekonomi Akuntansi, Universitas Indonesia Jakarta, 2004	Bachelor (S.E) in Economics-Accounting, Universitas Indonesia, Jakarta (2004)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai Chief Audit Executive, beliau menjabat sebagai Manager Internal Audit PT Pertamina (Persero) (2021–2022)	Prior to appointment as Chief Audit Executive, he served as Manager of Internal Audit of PT Pertamina (Persero) (2021–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No.648/EN/KPTS/000D/2022	SK No.648/EN/KPTS/000D/2022

RAMON ARIAS PILI
VP HSSE

Menjabat sebagai VP HSSE sejak 1 November 2019
Served as VP HSSE since September 1, 2019

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 46 tahun per 31 Desember 2023 | Age 46 years old as of December 31, 2023
Domisili Depok, Jawa Barat | Domicile Depok, West Java

Pendidikan Education	S.E, Ekonomi Studi Pembangunan, Universitas Indonesia Jakarta, 2001	Bachelor (S.E) in Economics-Development Studies, Universitas Indonesia, Jakarta (2001)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP of HSSE, beliau menjabat sebagai VP of Supply Chain Management (2018–2019)	Prior to appointment as VP of HSSE, he served as VP of Supply Chain Management (2021–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No.648/EN/KPTS/000D/2022	SK No.648/EN/KPTS/000D/2022

AJI DHARMAYASA

VP Legal Counsel

Menjabat sebagai VP Legal Counsel sejak 1 September 2022
Served as VP Legal Counsel since September 1, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 50 tahun per 31 Desember 2023 | Age 50 years old as of December 31, 2023
Domisili Tangerang Selatan, Banten | Domicile South Tangerang, Banten

Pendidikan Education	S.H, Ilmu Hukum, Universitas Islam Bandung, 1998	Bachelor (S.H) in Legal Studies, Universitas Islam Bandung (1998)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP Legal Counsel, beliau menjabat sebagai Manager Legal Contracting III PT Pertamina Persero (2021–2022)	Prior to appointment as VP Legal Counsel, he served as Manager of Legal Contracting III of PT Pertamina Persero (2021–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No.648/EN/KPTS/000D/2022	SK No.648/EN/KPTS/000D/2022

LULUT SUGIANTO

VP Upstream Services

Menjabat sebagai VP Upstream Services sejak 1 Juli 2022
Served as VP Upstream Services since July 1, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 45 tahun per 31 Desember 2023 | Age 45 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Pendidikan Education	S.T, Teknik Industri, Universitas Balikpapan, 2004	Bachelor (S.T) in Industrial Engineering, Universitas Balikpapan (2004)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP Of Upstream Services, beliau menjabat sebagai SM of Asset Reliability & Prod. POMS (2017–2022)	Prior to appointment as VP of Upstream Services, he served as SM of Asset Reliability & Prod. POMS (2017–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No.648/EN/KPTS/000D/2022	SK No.648/EN/KPTS/000D/2022

MOCHAMAD HAITHAMI ACHMAD

VP EPC & OM Services

Menjabat sebagai VP EPC & OM Services sejak 11 April 2022
Served as VP EPC & OM Services since April 11, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 41 tahun per 31 Desember 2023 | Age 41 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Pendidikan Education	M.T, Teknik Kimia, Universitas Indonesia Jakarta, 2008	Master (M.T) in Chemical Engineering, Universitas Indonesia, Jakarta (2008)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP of EPC & OM Services, beliau menjabat sebagai Project Management Function PT Wijaya Karya (Persero) (2011–2022)	Prior to appointment as VP of EPC & OM Services, he served as Project Management Function of PT Wijaya Karya (Persero) (2011–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No.648/EN/KPTS/000D/2022	SK No.648/EN/KPTS/000D/2022

ACHMAD ZAKI
VP Asset Realibility & Productivity

Menjabat sebagai VP Asset Realibility & Productivity sejak 1 November 2018
Served as VP Asset Realibility & Productivity since November 1, 2018

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 56 tahun per 31 Desember 2023 | Age 56 years old as of December 31, 2023
Domisili Bekasi, Jawa Barat | Domicile Bekasi, West Java

Pendidikan Education	M.M, Magister Management, Prasetya Mulya Business School Jakarta, 2009	Master (M.M) in Management, Presetya Mulya Business School, Jakarta (2009)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP of Asset Realibility & Productivity, beliau menjabat sebagai Direktur Utama EFK (2013–2015)	Prior to appointment as VP of Asset Reliability & Productivity, he served as President Director of EFK (2013–2015)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

REIZKY RAHADIAN LENDRA
VP Controller

Menjabat sebagai VP Controller sejak 18 Oktober 2022
Served as VP Controller since October 18, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 43 tahun per 31 Desember 2023 | Age 43 years old as of December 31, 2023
Domisili Jakarta Timur, DKI Jakarta | Domicile East Jakarta, DKI Jakarta

Pendidikan Education	S.Pn., Administrasi Fiskal, Universitas Indonesia Jakarta, 2007	Bahelor (S.Pn) in Fiscal Administration, Universitas Indonesia, Jakarta (2007)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP of Controller, beliau menjabat sebagai SM of Financial Business Controller (2021–2022)	Prior to appointment as VP of Controller, he served as SM of Financial Business Controller (2021–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

HANNY RETNO HAPSARI
VP Finance & Treasury

Menjabat sebagai VP Finance & Treasury sejak 7 Agustus 2023
Served as VP Finance & Treasury since August 7, 2023

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 46 tahun per 31 Desember 2023 | Age 46 years old as of December 31, 2023
Domisili Tangerang Selatan, Banten | Domicile South Tangerang, Banten

Pendidikan Education	Magister Management, Sekolah Tinggi Prasetya Mulya, 2005	Master (Magister) in Management, College of Prastya Mulya (2005)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP of Finance & Treasury, beliau menjabat sebagai Direktur SDM dan Umum EPN (2021–2023)	Prior to appointment as VP of Finance & Treasury, she served as Director of Human Resources and General Affairs of EPN (2021–2023)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

FERDIANSYAH
VP Strategic Planning & Corporate Management

Menjabat sebagai VP Strategic Planning & Corporate Management sejak 21 Juni 2022
Served as VP Strategic Planning & Corporate Management since June 21, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 39 tahun per 31 Desember 2023 | Age 39 years old as of December 31, 2023
Domisili Depok, Jawa Barat | Domicile Depok, West Java

Pendidikan Education	S.Si, Fisika, Universitas Indonesia Jakarta, 2006	Bachelor (S.Si) in Physics, Universitas Indonesia, Jakarta (2006)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP of Strategic Planning & Corporate Management, beliau menjabat sebagai VP of Engineering Center & Quality Management (2020–2021)	Prior to appointment as VP of Strategic Planning & Corporate Management, he served as VP of Engineering Center & Quality Management (2020–2021)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

MIRA PUSPITAWATI
Senior Manager Enterprise Risk Management

Menjabat sebagai Senior Manager Enterprise Risk Management sejak 1 Mei 2021
Served as Senior Manager Enterprise Risk Management since May 1, 2021

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 43 tahun per 31 Desember 2023 | Age 43 years old as of December 31, 2023
Domisili DKI Jakarta | Domicile DKI Jakarta

Pendidikan Education	S.E, Ekonomi Manajemen, Universitas Indonesia Jakarta, 2002	Bachelor (S.E) in Economics-Management, Universitas Indonesia, Jakarta (2002)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai Senior Manager of Enterprise Risk Management, beliau menjabat sebagai Senior Manager of Financing (2019–2021)	Prior to appointment as Senior Manager of Enterprise Risk Management, she served as Senior Manager of Financing (2019–2021)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

AGUNG WAHIDIN WIBISANA
VP Human Capital

Menjabat sebagai VP Human Capital sejak 6 Juli 2020
Served as VP Human Capital since July 6, 2020

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 48 tahun per 31 Desember 2023 | Age 48 years old as of December 31, 2023
Domisili Bekasi, Jawa Barat | Domicile Bekasi, West Java

Pendidikan Education	S.H, Hukum Bisnis, Universitas Parahyangan Bandung, 1999	Bachelor (S.H) in Business Law, Universitas Parahyangan, Bandung (1999)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP Of Human Capital, beliau menjabat sebagai SM of Human Capital Business Partner (2016–2020)	Prior to appointment as VP of Human Capital, he served as SM of Human Capital Business Partner (2016–2020)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

DIDIK PURWANTO
VP Supply Chain Management

Menjabat sebagai VP Supply Chain Management sejak 1 Desember 2022
Served as VP Supply Chain Management since December 1, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 49 tahun per 31 Desember 2023 | Age 49 years old as of December 31, 2023
Domisili Bekasi, Jawa Barat | Domicile Bekasi, West Java

Pendidikan Education	MSc, Master Of Science, University of Birmingham, UK, 2013	Master of Science (MSc), University of Birmingham, UK (2013)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP of Supply Chain Management, beliau menjabat sebagai Direktur Utama PT. Elnusa Trans Samudera (2019–2022)	Prior to appointment as VP of Supply Chain Management, he served as President Director of PT Elnusa Trans Samudera (2019–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

HANGGARA HADIANSYAH
VP Property Management & General Services

Menjabat sebagai VP Property Management & General Services sejak 1 September 2022
Served as VP Property Management & General Services since September 1, 2022

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 38 tahun per 31 Desember 2023 | Age 38 years old as of December 31, 2023
Domisili Jakarta Timur, DKI Jakarta | Domicile East Jakarta, DKI Jakarta

Pendidikan Education	M.Psi., Magister Psikologi, Universitas Airlangga Surabaya, 2011	Master (M.Psi, Magister) in Psychology, Universitas Airlangga Surabaya (2011)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP Property Management & General Services, beliau menjabat sebagai Senior Manager of Elnusa Petroleum School (2020–2022)	Prior to appointment as VP of Property Management & General Services, he served as Senior Manager of Elnusa Petroleum School (2020–2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

NOVRIZAL
VP Business Development & Marketing

Menjabat sebagai VP Business Development & Marketing sejak 2 Januari 2024
Served as VP Business Development & Marketing since January 2, 2024

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 43 tahun per 31 Desember 2023 | Age 43 years old as of December 31, 2023
Domisili Jakarta Selatan, DKI Jakarta | Domicile South Jakarta, DKI Jakarta

Pendidikan Education	Sarjana Teknik Informatika, Sekolah Tinggi Teknik Ilmu Komputer (Meridian), Jakarta (2007)	Bachelor (Sarjana) in Informatic Engineering, College of Computer Science Engineering (Meridian), Jakarta (2007)
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai VP Business Development & Marketing, beliau menjabat sebagai General Manager Marketing (2022–2023)	Prior to appointment as VP of Business Development & Marketing, he served as General Manager of Marketing (2022–2023)
Dasar Hukum Penunjukan Legal Basis of Appointment	SK No. 648/EN/KPTS/000D/2022	SK No. 648/EN/KPTS/000D/2022

Demografi Sumber Daya Manusia
Demographics of Human Resources

KOMPOSISI SDM BERDASARKAN GENDER/JENIS KELAMIN
Composition of Human Resources based on Gender

(orang | person)

No.	Gender	2023		2022		2021		Gender
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	
1	Laki-laki	914	86,9	925	87,8	1.033	88,3	Male
2	Perempuan	138	13,1	129	11,7	137	11,7	Female
	Jumlah	**1.052**	**100,0**	**1.054**	**100,0**	**1.170**	**100,0**	**Total**

KOMPOSISI SDM BERDASARKAN JENJANG JABATAN
Composition of Human Resources based on Position

(orang | person)

No.	Jabatan	2023		2022		2021		Position
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	
1	Direktur	4	0,4	5	0,5	5	0,4	Director
2	Vice President & Fungsional Setara	13	1,1	14	1,3	14	1,2	Vice President & Equivalent Function
3	Senior Manager & Fungsional Setara	28	2,7	22	2,1	29	2,5	Senior Manager & Equivalent Function
4	Manager & Fungsional Setara	119	11,3	127	12,0	145	12,4	Manager & Equivalent Function
5	Junior Manager & Fungsional Setara	239	22,7	246	23,3	226	19,3	Junior Manager & Equivalent Function
6	Supervisor	215	20,5	228	21,6	289	24,7	Supervisor
7	Staf	434	41,3	412	39,1	462	39,5	Staff
	Jumlah	**1.052**	**100,0**	**1.054**	**100,0**	**1.170**	**100,0**	**Total**

KOMPOSISI SDM BERDASARKAN RENTANG USIA
Composition of Human Resources based on Age Range

(orang | person)

No.	Usia	2023		2022		2021		Age
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	
1	≤ 20 tahun	0	0	0	0,0	0	0,0	≤ 20 years
2	21–25 tahun	11	1,0	7	0,7	19	1,6	21–25 years
3	26–30 tahun	89	8,5	88	8,3	131	11,2	26–30 years
4	31–35 tahun	192	18,3	223	21,2	264	22,6	31–35 years
5	36–40 tahun	263	25,0	261	24,8	284	24,3	36–40 years
6	41–45 tahun	203	19,3	183	17,4	178	15,2	41–45 years
7	46–50 tahun	168	16,0	169	16,0	173	14,8	46–50 years
8	51–55 tahun	119	11,3	117	11,1	119	10,2	51–55 years
9	≥ 55 tahun	7	0,6	6	0,6	2	0,2	≥ 55 years
	Jumlah	**1.052**	**100,0**	**1.054**	**100,0**	**1.170**	**100,0**	**Total**

KOMPOSISI SDM BERDASARKAN STATUS KEPEGAWAIAN

Composition of Human Resources based on Employment Status

(orang | person)

No.	Status Kepegawaian	2023		2022		2021		Employment Status
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	
1	Kontrak	177	16,8	152	14,4	237	20,3	Contract
2	Tetap	871	82,8	897	85,1	928	79,3	Permanent
3	Direksi	4	0,4	5	0,5	5	0,4	Board of Directors
	Jumlah	**1.052**	**100,0**	**1.054**	**100,0**	**1.170**	**100,0**	**Total**

KOMPOSISI SDM BERDASARKAN TINGKAT PENDIDIKAN

Composition of Human Resources based on Level of Education

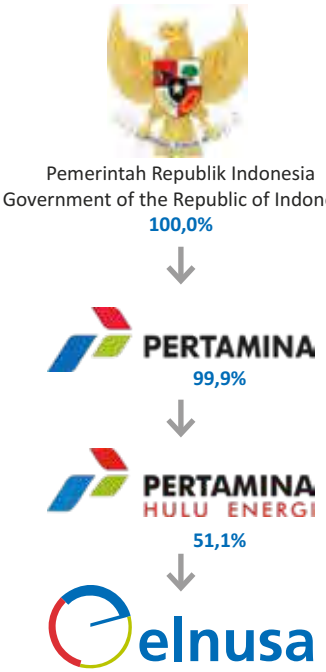
(orang | person)

No.	Tingkat Pendidikan	2023		2022		2021		Level of Education
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	
1	Strata 2 (S2) & S3	82	7,7	87	8,3	95	8,1	Post-Graduate (S2) & Doctorate (S3)
2	Strata 1 (S1)	677	64,4	663	62,9	749	64,0	Under-Graduate (S1)
3	Diploma	84	8,0	90	8,5	99	8,5	Diploma
4	< SMA	209	19,9	214	20,3	227	19,4	<High School
	Jumlah	**1.052**	**100,0**	**1.054**	**100,0**	**1.170**	**100,0**	**Total**

Struktur dan Komposisi Pemegang Saham
Structure and Composition of Shareholders

PEMEGANG SAHAM UTAMA/PENGENDALI HINGGA NAMA PEMILIK AKHIR PERSEROAN

MAJOR/CONTROLLING SHAREHOLDERS UP TO THE NAMES OF ULTIMATE OWNERS OF THE COMPANY

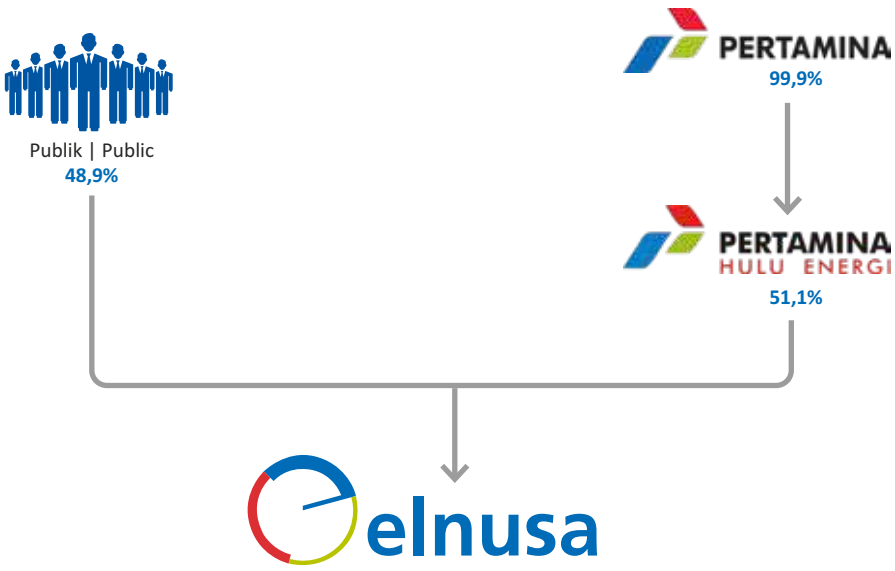


STRUKTUR PEMEGANG SAHAM

Berikut skema komposisi pemegang saham Perseroan, termasuk pemegang saham utama dan/atau pengendali, adalah sebagai berikut:

SHAREHOLDERS STRUCTURE

Following is scheme of the Company's shareholders composition, including the major and/or controlling shareholders, namely as follows:



KOMPOSISI KEPEMILIKAN SAHAM PERSEROAN

Berikut skema komposisi kepemilikan saham Perseroan, termasuk kepemilikan saham 5% atau lebih dan/atau kepemilikan di bawah 5%, adalah sebagai berikut:

COMPOSITION OF THE COMPANY'S SHARE OWNERSHIP

Following is scheme of the Company's share ownership, including share ownership of 5% or more and/or ownership of below 5%, namely as follows:

KEPEMILIKAN SAHAM ELNUSA PER 31 DESEMBER 2023

Share Ownership of Elnusa as per December 31, 2023

Pemegang Saham	Jumlah Pemegang Saham Total Shareholder	Jumlah Kepemilikan Total Ownership	Nilai Saham Share Value	Persentase Kepemilikan Percentage of Ownership	Shareholder
Kepemilikan Saham 5% atau Lebih					**Share Ownership of 5% or More**
PT Pertamina Hulu Energi	1	3.729.781.000	372.978.100.000	51,1	PT Pertamina Hulu Energi
Kepemilikan Saham di Bawah 5%					**Share Ownership Below 5%**
Dewan Komisaris dan Direksi	0	–	–	0,0	Board of Commissioners and Board of Directors
Publik <5%	39.060	3.568.719.000	356.871.900.000	48,9	Public <5%
Jumlah	**39.061**	**7.298.500.000**	**729.850.000.000**	**100,0**	**Total**

KOMPOSISI KEPEMILIKAN SAHAM BERDASARKAN KLASIFIKASI

Composition of Share Ownership Based on Classification

Uraian	2023	2022	2021	Description
Badan Usaha Domestik	58,2%	57,9%	56,8%	Domestic Institutional Investor
Perseorangan Domestik	30,5%	33,3%	38,8%	Domestic Individual Investor
Badan Usaha Asing	11,1%	8,7%	4,2%	Foreign Institutional Investor
Perseorangan Asing	0,1%	0,1%	0,1%	Foreign Individual Investor

JUMLAH PEMEGANG SAHAM DENGAN KEPEMILIKAN <5% TAHUN 2023

Total Shareholders With Ownership of <5% in the Year 2023

Bulan	Jumlah Pemegang Saham Total Shareholders	Month
Januari	48.117	January
Februari	47.574	February
Maret	45.809	March
April	45.963	April
Mei	44.574	May
Juni	44.251	June
Juli	41.127	July
Agustus	39.420	August
September	39.800	September
Oktober	37.991	October
November	39.166	November
Desember	39.060	December

KOMPOSISI PEMEGANG SAHAM < 5% PER 31 DESEMBER 2023

Composition of Shareholders of <5% as per 31 December 2023

Kelompok Pemegang Saham	Domestik Domestic/Local		Asing Foreign		Shareholders Group
	Jumlah Pemegang Saham Total Shareholders	Jumlah Saham Total Shares	Jumlah Pemegang Saham Total Shareholders	Jumlah Saham Total Shares	
Ritel	38.767	2.228.668.282	38	4.114.900	Retail
Institusi	137	523.635.592	118	812.300.226	Institution
Jumlah	**38.904**	**2.752.303.874**	**156**	**816.415.126**	**Total**

KAPITALISASI PASAR 2019–2023

Market Capitallization 2019–2023

	2023	2022	2021	2020	2019	
Kapitalisasi Pasar (Rp Miliar)	2.832	2.277	2.014	2.569	2.233	Market Capitalization (Rp Billion)

KEPEMILIKAN SAHAM PERSEROAN OLEH KARYAWAN

Sampai dengan akhir tahun buku 2023, jumlah saham ELSA yang dimiliki oleh karyawan 4.955.000 atau 0,07% dari saham keseluruhan.

COMPANY SHARE OWNERSHIP BY EMPLOYEES

As of the end of the financial year 2023, the total ELSA shares owned by emloyees was noted at 4,955,000 or 0.07% of the total shares.

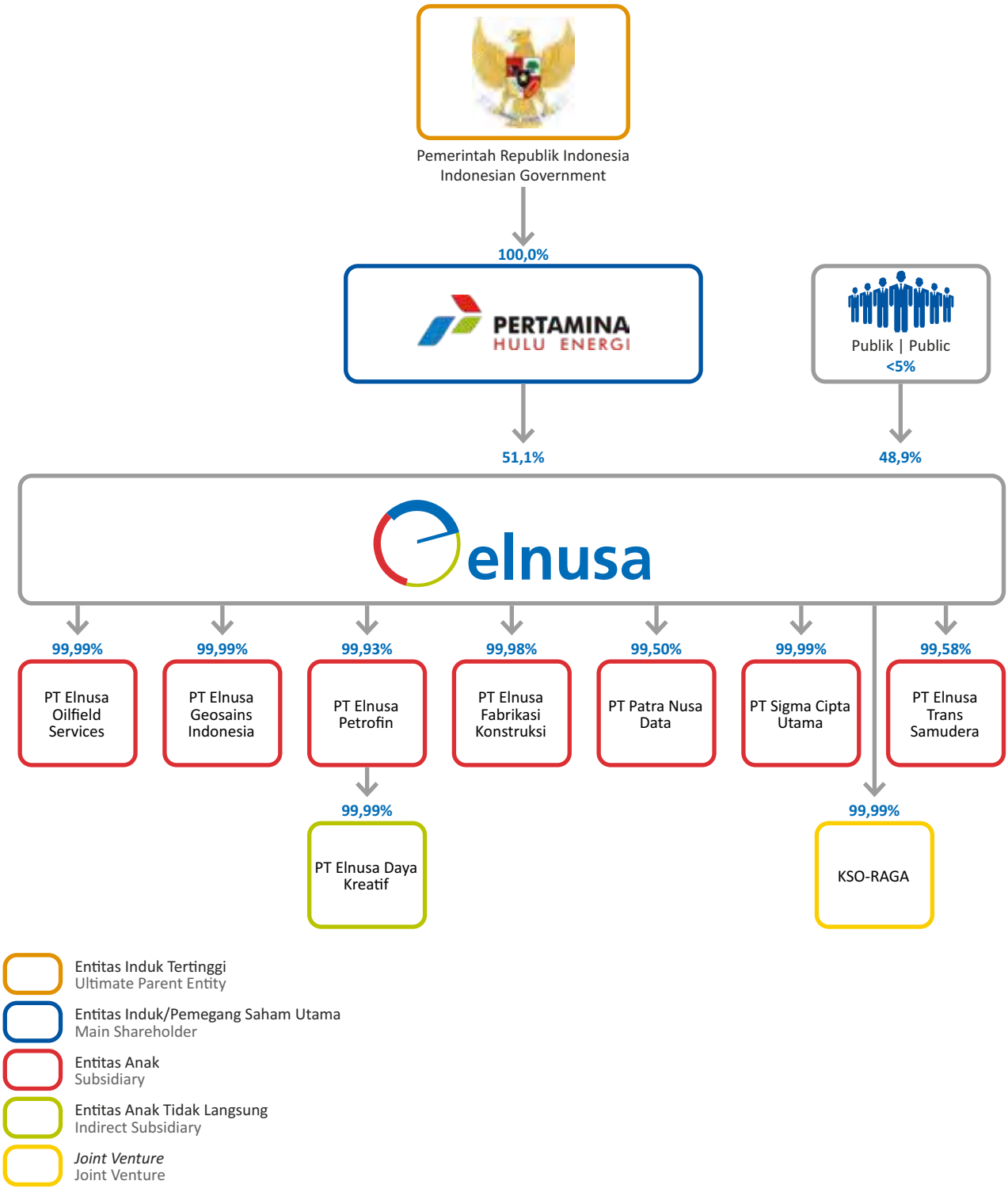
KEPEMILIKAN SAHAM OLEH DEWAN KOMISARIS DAN DIREKSI SECARA LANGSUNG DAN TIDAK LANGSUNG

Direct and Indirect Share Ownership by the Board of Commissioners and the Board of Directors

Nama Name	Jabatan Position	Langsung Direct		Tidak Langsung Indirect	
		Jumlah Saham Total Share	Persentase Kepemilikan Percentage of Ownership	Jumlah Saham Total Share	Persentase Kepemilikan Percentage of Ownership
Dewan Komisaris | Board of Commissioners					
Nur Endro Buwono*	Komisaris Utama | President Commissioner	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Agus Prabowo**	Komisaris Utama | President Commissioner	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Wakhid Hasyim	Komisaris | Commissioner	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Hernawan Bekti Sasongko*	Komisaris Independen Independent Commissioner	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Hernawan Bekti Sasongko**	Komisaris Independen Independent Commissioner	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Direksi | Board of Directors					
Bachtiar Soeria Atmadja***	Direktur Utama | President Director	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
John Hisar Simamora**	Direktur Utama | President Director	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Stanley Iriawan*	Direktur Keuangan | Director of Finance	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Endro Hartanto*	Direktur Operasi | Director of Operation	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Charles Harianto Lumban Tobing**	Direktur Operasi | Director of Operation	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Hera Handayani****	Direktur SDM & Umum Director of Human Resources & General Affairs	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Arief Prasetyo Handoyo*	Direktur Pengembangan Usaha Director of Business Development	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil
Ratih Esti Prihatini**	Direktur Pengembangan Usaha Director of Business Development	Nihil | Nil	Nihil | Nil	Nihil | Nil	Nihil | Nil

* Menjabat sejak 17 Januari 2024 | Appointed since January 17, 2024
** Menjabat hingga 17 Januari 2024 | Appointed until January 17, 2024
*** Sejak 17 Januari 2024: Direktur Utama dari sebelumnya Direktur Keuangan | Since January 17, 2024: as President Director from previously Director of Finance
**** Menjabat sejak 6 Juni 2023 | Appointed since June 6, 2023

Struktur Grup Perseroan
Company Group Structure



Daftar Entitas Anak
List of Subsidiaries

Nama Name	Bidang Usaha Field of Business	Domisili Domicile	Tahun Berdiri Year of Establish	Tahun Beroperasi Komersial Year of Commercial Operations	Tahun Penyertaan Modal Year of Capital Investment	Kepemilikan oleh Elnusa Ownership by Elnusa (%)		Jumlah Aset (juta rupiah) Total Asset (million rupiah)		Status Operasional Operational Status
						2023	2022	2023	2022	
Entitas Anak Kepemilikan Langsung **Subsidiaries of Direct Ownership**										
PT Elnusa Oilfield Services	Jasa Pengeboran dan Pemeliharaan Lapangan Migas Drilling and Oil-Gas Field Maintenance Services	Jakarta	2014	–	2014	99,99	99,99	47.289	44.395	Belum Beroperasi Not yet operational
PT Elnusa Geosains Indonesia	Jasa Akuisisi Data Geofisika/ Survei Seismik Migas Services for Geophysical Data Acquisition/Oil-Gas Seismic Survey	Jakarta	2014	–	2014	99,99	99,99	12.686	12.711	Belum Beroperasi Not yet operational
PT Elnusa Petrofin	Jasa penyimpanan BBM, pendistribusian BBM, perdagangan BBM Industri & Marine, perdagangan *chemicals*, perdagangan pelumas & aspal, serta pengelolaan SPBU & SPBE Fuel storage services, fuel distribution, Industrial & Marine fuel trading, chemicals trading, lubricants & asphalt trading, as well as gas station SPBU & SPBE management	Jakarta	1996	1996	1996	999,93	99,93	3.679.254	3.386.639	Beroperasi Operational
PT Elnusa Fabrikasi Konstruksi	Jasa fabrikasi, penguliran dan perdagangan pipa *Oil Country Tubular Goods* (OCTG), proyek EPC, dan *Maintenance Services* Fabrication services, Oil Country Tubular Goods (OCTG) threading and trading services, EPC, and Maintenance Services projects	Batam	1983	1983	1983	99,98	99,98	359.142	357,610	Beroperasi Operational
PT Patra Nusa Data	Jasa pengelolaan data migas, dan penyimpanan data fisik migas, jasa aplikasi IT data management, bisnis desain & implementasi *data governance, data warehouse digital,* dan *advance well data management* Oil and gas data management services, and physical oil and gas data storage, data governance design & implementation business, digital data warehouse, and advance data management	Jakarta	1997	1998	1997	99,50	99,50	142.452	139.241	Beroperasi Operational
PT Sigma Cipta Utama	Jasa penyimpanan data fisik, pengelolaan data elektronik & sistem informasi, penyimpanan contoh batuan migas, telekomunikasi radio, jasa aplikasi sistem IT Physical data storage services, electronic data management and information systems, storage of oil and gas rock samples, radio telecommunications, IT system application services	Jakarta	1980	1980	1980	99,99	99,99	372.578	312.472	Beroperasi Operational
PT Elnusa Trans Samudera	Jasa pendukung layanan marine migas Marine oil and gas supporting services	Jakarta	2014	2014	2014	99,58	99,58	577.050	550.491	Beroperasi Operational

Nama Name	Bidang Usaha Field of Business	Domisili Domicile	Tahun Berdiri Year of Establish	Tahun Beroperasi Komersial Year of Commercial Operations	Tahun Penyertaan Modal Year of Capital Investment	Kepemilikan oleh Elnusa (%) Ownership by Elnusa (%)		Jumlah Aset (juta rupiah) Total Asset (million rupiah)		Status Operasional Operational Status
						2023	2022	2023	2022	
Entitas Anak Kepemilikan Tidak Langsung (Kepemilikan melalui PT Elnusa Fabrikasi Konstruksi) **Subsidiaries of Direct Ownership**										
PT Elnusa Daya Kreatif	Jasa konsultasi bidang manajemen sumber daya manusia konsultasi bidang listrik, & perdagangan Human resources management, electricity & trade consulting services.	Jakarta	2015	–	2015	100	99,99	10.001	10.001	Belum Beroperasi Not yet operational

DAFTAR VENTURA BERSAMA/KERJA SAMA OPERASI (KSO)

List of Joint Ventures/Joint Operations (KSO)

Nama Name	Bidang Usaha Field of Business	Tahun Kerja Sama Year of Cooperation	Nama Perusahaan yang Bekerja Sama Company in Cooperation with	Kepemilikan oleh Elnusa (%) Ownership by Elnusa (%)		Kepemilikan oleh WAS Ownership by WAS		Jumlah Aset (Rp juta) Total Assets (Rp Million)		Status Operasional Operational Status
				2023	2022	2023	2022	2023	2022	
KSO Elnusa-RAGA	Jasa pemeliharaan mekanik Mechanical maintenance services	2016	PT Raga Perkasa Ekaguna	100	51,00	0	49,00	68.359	70.357	Beroperasi Operational

ALAMAT ENTITAS ANAK DAN KSO

Address of Subsidiaries and KSO

PT Elnusa Oilfield Services	Graha Elnusa 15th floor Jl. TB Simatupang Kav. 1B Jakarta 12560 - Indonesia Tel. : +62 21-7883 0850 (Hunting) Fax. : +62 21-7883 5507
PT Elnusa Geosains Indonesia	Graha Elnusa 15th floor Jl. TB Simatupang Kav. 1B, Jakarta 12560 - Indonesia Tel. : +62 21-7883 0850 (Hunting) Fax. : +62 21-7883 1072
PT Elnusa Petrofin	Graha Elnusa 14th floor Jl. TB Simatupang Kav. 1B, Jakarta 12560 - Indonesia Tel. : +62 21-7883 0860 (Hunting) Fax. : +62 21-7883 0853 E-mail :marketing-epn@elnusa.co.id; epn.corporate@elnusa.co.id Web : www.elnusapetrofin.co.id
PT Elnusa Fabrikasi Konstruksi - Head Office	Graha Elnusa 2nd Floor Jl. TB Simatupang Kav. 1B, Jakarta 12560 - Indonesia Tel. : +62 21-7884 5519 Fax. : +62 21-7884 5528
PT Patra Nusa Data - Head Office	Graha Elnusa 5th Floor Jl. TB Simatupang Kav. 1B, Jakarta 12560 - Indonesia Tel. : +62 21-781 6770 Fax. : +62 21-781 6775
PT Sigma Cipta Utama	Graha Elnusa 10th Floor Jl. TB. Simatupang Kav. 1B, Jakarta 12560 - Indonesia Tel. : +62 21-7587 1955 Fax. : +62 21-7587 1955
PT Elnusa Trans Samudera	Gedung Elnusa Trans Samudera Jl. TB Simatupang Kav. 1B, Jakarta 12560 - Indonesia Tel. : +62 21-7884 6667/6660 & 7883 0850 Ext. 1060 Fax. : +62 21-7884 6669
PT Elnusa Daya Kreatif	Jl. TB Simatupang Kav. 1B, Jakarta 12560 - Indonesia
KSO Elnusa-Raga	Jl. TB Simatupang Kav. 1B, Jakarta 12560 - Indonesia

Profil Entitas Anak
Profiles of Subsidiaries

PT ELNUSA OILFIELD SERVICES

Perusahaan didirikan pada tahun 2014, dengan bidang usaha Jasa Pengeboran dan Pemeliharaan Lapangan Migas.

Komposisi Kepemilikan Saham per 31 Desember 2023

Kepemilikan saham PT Elnusa terhadap PT Elnusa Oilfield Services 99,99%.

PT ELNUSA OILFIELD SERVICES

The Company was established in the year 2014, engaged in the field of Oil & Gas Drilling and Field Maintenance Services.

Composition of Share Ownership as per December 31, 2023

PT Elnusa's share ownership of PT Elnusa Oilfield Services is 99.99%.

MANAJEMEN KUNCI PER 31 DESEMBER 2023
Key Management as per December 31, 2023

Jabatan	Nama | Name	Position
Dewan Komisaris	Charles Harianto Lumbantobing	Board of Commissioners
Direksi	Dian Sri Santoso	Board of Directors

KINERJA KEUANGAN 2022–2023
Financial Performance 2022–2023

Uraian	2023 (Rp juta) (Rp million)	2022 (Rp juta) (Rp million)	Pertumbuhan 2022–2023 2022–2023 Growth (%)	Description
Pendapatan	4.525	4.046	11,84	Income
Beban Usaha	1.722	1.308	31,65	Operating Expense
Laba Bersih	2.886	3.585	-19,49	Net Profit
Aset	47.289	44.395	6,52	Asset
Liabilitas	25	16	50,99	Liability
Ekuitas	47.265	44.379	6,50	Equity

PT ELNUSA GEOSAINS INDONESIA

Perusahaan yang didirikan pada tahun 2014 yang memiliki bidang usaha atas Jasa Akuisisi Data Geofisika/Survei Seismik Migas.

Komposisi Kepemilikan Saham per 31 Desember 2023

Kepemilikan saham PT Elnusa terhadap PT Elnusa Geosains Indonesia 99,99%.

PT ELNUSA GEOSAINS INDONESIA

The Company was established in 2014 with business in Geophysical Data Acquisition/Oil-Gas Seismic Survey Services.

Composition of Share Ownership as per December 31, 2023

PT Elnusa's share ownership of PT Elnusa Geosains Indonesia is 99.99%.

MANAJEMEN KUNCI PER 31 DESEMBER 2023
Key Management as per December 31, 2023

Jabatan	Nama | Name	Position
Dewan Komisaris	Charles Harianto Lumbantobing	Board of Commissioners
Direksi	Muhlis Yadi	Board of Directors

KINERJA KEUANGAN 2022–2023
Financial Performance 2022–2023

Uraian	2023 (Rp juta) (Rp million)	2022 (Rp juta) (Rp million)	Pertumbuhan 2022–2023 2022–2023 Growth (%)	Description
Pendapatan	–	–	–	Income
Beban Usaha	–	–	–	Operating Expense
Laba Bersih	(25)	1.015	-102,44	Net Profit
Aset	12.686	12.711	-0,20	Asset
Liabilitas	–	–	–	Liability
Ekuitas	12.686	12.711	-0,20	Equity

PT ELNUSA PETROFIN

PT Elnusa Petrofin (“Perusahaan”) didirikan berdasarkan Akta Notaris Ny. Pudji Redjeki Irawati, S.H., No. 57 tanggal 5 Juli 1996. Akta pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. C2-4.559.HT.01.01.TH.97 tanggal 3 Juni 1997. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir berdasarkan Akta Notaris No. 11 tanggal 29 Desember 2022 oleh Notaris Niken Wahyuningrum,SH.,Mkn. Akta tersebut telah diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-AH.01.09-0028671 tahun 2023 tanggal 21 Januari 2023.

Saat ini, Perusahaan melakukan aktivitas usaha yang meliputi jasa pendistribusian Bahan Bakar Minyak (“BBM”) dan pengelolaan truk tangki BBM, jasa pengelolaan Depo (layanan khusus dan KSO Infrastruktur), perdagangan Bahan Bakar Minyak Industri & Marine (“BBM Inmar”), pelumas dan bahan kimia serta pengelolaan stasiun pengisian bahan bakar umum (“SPBU”) dan stasiun pengisian *bulk* elpiji (“SPBE”).

PT ELNUSA PETROFIN

PT Elnusa Petrofin (“Company”) was established based on Notarial Deed of Pudji Redjeki Irawati, S.H., No. 57 dated July 5, 1996. This deed of establishment was consented by the Minister of Justice of the Republic of Indonesia based on Decre No. C2-4.559.HT.01.01. TH.97 dated June 3, 1997. The Company’s Articles of Association was amended several times, with the last revised version based on Notarial Deed No 11 dated December 29, 2022 by Notary Niken Wahyuningrum, SH., Mkn. This deed was informed to the Minister of Law and Human Rights of the Republic of Indonesia and obtained acceptance of notification letter No. AHU-AH.01.09-0028671 of year 2023 dated January 21, 2023.

Currently, the Company carries out business activities which include fuel oil (“BBM”) distribution services and management of fuel tank trucks, depot managemet services (special services and KSO infrastructure), trade in industrial & marine fuel oil (“BBM Inmar”), lubricants and chemicals as well as management of public fuel filling stations (“SPBU”) and bulk LPG filling stations (“SPBE”).

MANAJEMEN KUNCI PER 31 DESEMBER 2023
Key Management as per December 31, 2023

Jabatan	Nama | Name	Position
Dewan Komisaris	Bachtiar Soeria Atmadja	Board of Commissioners
	Mirza Mahendra	
Direksi	Aditya Budi Prabowo	Board of Directors
	Nurkholis	
	Hanny Retno Hapsari	

KINERJA KEUANGAN 2022–2023
Financial Performance 2022–2023

Uraian	2023 (Rp juta) (Rp million)	2022 (Rp juta) (Rp million)	Pertumbuhan 2022–2023 2022–2023 Growth (%)	Description
Pendapatan	7.049.741	7.564.058	-6,80	Income
Beban Usaha	6.624.571	7.126.463	-7,04	Operating Expense
Laba Bersih	320.581	305.627	4,89	Net Profit
Aset	3.679.254	3.386.639	8,64	Asset
Liabilitas	2.234.171	2.079.196	7,45	Liability
Ekuitas	1.445.083	1.307.443	10,53	Equity

PT ELNUSA FABRIKASI KONSTRUKSI

PT Elnusa Fabrikasi Konstruksi (EFK) didirikan berdasarkan Akta No. 15 oleh Notaris Sinta Susikto, SH tanggal 7 Mei 1982. Pendirian EFK telah memperoleh pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-5406HT.01.01TH'83 Tanggal 6 Agustus 1983. Anggaran Dasar Perusahaan terakhir berdasarkan Akta No. 43 oleh Notaris Aulia Taufani SH. tanggal 26 Juni 2018 terkait peningkatan modal ditempatkan dan disetor Perusahaan. Perubahan ini telah diterima oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar Perusahaan No. AHU-AH.01.10-0006497 tanggal 29 Juni 2018. Saat ini Perusahaan bergerak dalam bidang jasa penguliran pipa, penjualan pipa, pembuatan connector, coupling dan peralatan lainnya yang digunakan untuk pengeboran minyak dan gas bumi.

PT ELNUSA FABRIKASI KONSTRUKSI

PT Elnusa Fabrikasi Konstruksi (EFK) was established based on Deed No. 15 by Notary Sinta Susikto, SH dated May 7, 1982. The establishmet of EFK obtained approval from the Minister of Justice of the Republic of Indonesia through Decree No. C2-5406HT.01.01TH'83 dated August 6, 1983. The Company's last revised version of the Articles of Association based on Deed No. 43 by Notary Aulia Taufani SH dated June 26, 2018 is related to the increase in the Company's issued and paid-up capital. This change was approved by the Ministry of Law and Human Rights of the Republic of Indonesia through the Letter of Acceptance Notification of the Changes to the Company's Articles of Association No. AHU-AH.01.10-0006497 dated June 29, 2018. Currently the Company is engaged in pipe threading services, pipe sales, manufacture of connectors, coupings and other equipment used for oil and gas drilling.

KOMPOSISI KEPEMILIKAN SAHAM PER 31 DESEMBER 2023

Composition of Share Ownership as per December 31, 2023

Pemegang Saham	**Jumlah Saham Ditempatkan dan Disetor Penuh** Total Shares Issued and Fully Paid-Up	**Persentase Kepemillikan** Percentage of Ownership (%)	**Jumlah** Total	Description
PT Elnusa Tbk	443.851	99,98	44.385.100.000	PT Elnusa Tbk
Annas Mappe Siri	68	0,02	6.800.000	Annas Mappe Siri
Jumlah	**443.919**	**100,00**	**44.391.900.000**	**Total**

MANAJEMEN KUNCI PER 31 DESEMBER 2023

Key Management as per December 31, 2023

Jabatan	**Nama** | Name	Position
Dewan Komisaris	Charles Harianto Lumbantobing	Board of Commissioners
Direksi	Ari Wijaya	Board of Directors

KINERJA KEUANGAN 2022–2023

Financial Performance 2022–2023

Uraian	**2023 (Rp juta)** (Rp million)	**2022 (Rp juta)** (Rp million)	**Pertumbuhan 2022–2023** 2022–2023 Growth (%)	Description
Pendapatan	838.958	441.863	89,87	Income
Beban Usaha	793.284	460.576	72,24	Operating Expense
Laba Bersih	10.066	(35.828)	-128,10	Net Profit
Aset	359.142	357.610	0,43	Asset
Liabilitas	324.295	333.993	-2,90	Liability
Ekuitas	34.848	23.616	47,56	Equity

PT PATRA NUSA DATA

PT Patra Nusa Data ("Perusahaan") didirikan pada tanggal 4 November 1997 berdasarkan Akta Pendirian No. 5 dari Notaris Pudji Redjeki Irawati,S.H., yang kemudian diubah dan diperbaiki dengan Akta Notaris No. 15 tanggal 12 Mei 1999 dari notaris yang sama. Perubahan akta pendirian Perusahaan tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C-15964 HT.01.01.Th.99 tanggal 3 September 1999 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 96 dan Tambahan Lembaran Negara No. 8044 tanggal 30 November 1999.

PT PATRA NUSA DATA

PT Patra Nusa Data ("Company") was established on November 4, 1997 based on Establishment Deed No. 5 by Notary Pudji Redjeki Irawati, S.H., which subsequently amended and improved with Notarial Deed No. 15 dated May 12, 1999 by the same notary. This change in the Company's establishment deed obtained approval from the Minister of Justice of the Republic of Indonesia through Decree No. C-15964 HT.01.01.Th.99 dated September 3, 1999 and was announced in the State Gazette of the Republic of Indonesia No. 96 and Supplement to the State Gazette No. 8044 dated November 30, 1999.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan Anggaran Dasar terakhir berdasarkan keputusan pemegang saham yang dinyatakan dalam Akta Notaris Nuzulla Khairani, S.H., M.Kn. No. 09 tanggal 9 Juli 2022 mengenai perubahan Direksi. Perubahan Anggaran Dasar ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. AHU.AH.01.09-0031789 tanggal 12 Juli 2022. Ruang lingkup kegiatan Perusahaan meliputi usaha dalam bidang jasa perolehan dan pengelolaan data minyak dan gas bumi yang mencakup studi perencanaan dan kelayakan, pembuatan sistem informasi dan proses pengelolaan data, konsultasi pengelolaan data serta mendapatkan data *spatial* melalui kegiatan foto udara/citra satelit.

The Company's Articles of Association was revised for a number of times. The last revision of the Articles of Association was based on the shareholders' decision as stated in the Notarial Deed of Nuzulla Khairani S.H., M.Kn. No. 09 dated July 9, 2022 regarding the change in the Board of Directors. This change in the Articles of Association was approved by the Minister of Law and Human Rights based on Decree No. AHU.AH.01.09-0031789 dated July 12, 2022. The Company's scope of activities includes business in the field of oil and gas data acquisition and management services which covers planning and feasibility studies, creating information systems and data managemet processes, data management consultations and in obtaining spatial data through aerial photography/satellite imagery activities.

KOMPOSISI KEPEMILIKAN SAHAM PER 31 DESEMBER 2023

Composition of Share Ownership as per December 31, 2023

Pemegang Saham	Jumlah Saham Ditempatkan dan Disetor Penuh Total Shares Issued and Fully Paid-Up	Persentase Kepemillikan Percentage of Ownership (%)	Jumlah Total	Description
PT Elnusa Tbk	19.900	99,5	597.000	PT Elnusa Tbk
PT Elnusa Trans Samudra	100	0,5	3.000	PT Elnusa Trans Samudra
Jumlah	**20.000**	**100,00**	**600.000**	**Total**

MANAJEMEN KUNCI PER 31 DESEMBER 2023

Key Management as per December 31, 2023

Jabatan	Nama | Name	Position
Dewan Komisaris	Ratih Esti Prihatini	Board of Commissioners
Direksi	Adi Yatama Adi Guna	Board of Directors

KINERJA KEUANGAN 2022–2023

Financial Performance 2022–2023

Uraian	2023 (Rp juta) (Rp million)	2022 (Rp juta) (Rp million)	Pertumbuhan 2022–2023 2022–2023 Growth (%)	Description
Pendapatan	17.744	21.994	-19,32	Income
Beban Usaha	19.474	18.772	3,74	Operating Expense
Laba Bersih	5.248	4.192	25,18	Net Profit
Aset	142.452	139.241	2,31	Asset
Liabilitas	10.051	7.684	30,80	Liability
Ekuitas	132.401	131.557	0,64	Equity

PT SIGMA CIPTA UTAMA

PT Sigma Cipta Utama (SCU) yang merupakan anak perusahaan dari PT Elnusa Tbk telah didirikan sejak 8 April 1980. Perusahaan bisnis dimulai dengan manajemen data di industri minyak dan gas. Konsisten dengan Kebijakan Holding Company Elnusa, SCU ditunjuk sebagai satu-satunya anak tunggal yang bertanggung jawab atas Manajemen Data di Elnusa Group. Sejak November 2007 PT Elnusa Telematika berpengalaman dalam bidang telematika (sejak 1984) dan PT Elnusa Rentrakom berpengalamn dalam bidang telekomunikasi (sejak 1997), bergabung dengan SCU untuk memperkuat dan melengkapi kompetensi dan perusahaan bisnis di bidang Jasa Mananjemen Data dan ICT.

PT SIGMA CIPTA UTAMA

PT Sigma Cipta Utama (SCU), a subsidiary of PT Elnusa Tbk, was established since April 8, 1980. This entity started business with data management in the oil and gas industry. Consistent with Elnusa Holding Company's Policy, SCU was appointed as the only subsidiary responsible for Data Management of Elnusa Group. Since November 2007, PT Elnusa Telematika, experienced in the field of telemathematics (since 1984), and PT Elnusa Rentrakom with its experience in the field of telecommunication (since 1997), jointly work with SCU to strengthen and complete the competency as a business entity in the fields of Data Management Services and ICT.

KOMPOSISI KEPEMILIKAN SAHAM PER 31 DESEMBER 2023
Composition of Share Ownership as per December 31, 2023

Pemegang Saham	Jumlah Saham Ditempatkan dan Disetor Penuh Total Shares Issued and Fully Paid-Up	Persentase Kepemillikan Percentage of Ownership (%)	Jumlah Total	Description
PT Elnusa Tbk	1.155.450	99,99	115.545.000.000	PT Elnusa Tbk
PT Elnusa Trans Samudra	150	0,01	15.000.000	PT Elnusa Trans Samudra
Jumlah	**1.155.600**	**100,00**	**115.560.000.000**	**Total**

MANAJEMEN KUNCI PER 31 DESEMBER 2023
Key Management as per December 31, 2023

Jabatan	Nama | Name	Position
Dewan Komisaris	Ratih Esti Prihatini	Board of Commissioners
Direksi	Adi Yatama Adi Guna	Board of Directors

KINERJA KEUANGAN 2022–2023
Financial Performance 2022–2023

Uraian	2023 (Rp juta) (Rp million)	2022 (Rp juta) (Rp million)	Pertumbuhan 2022–2023 2022–2023 Growth (%)	Description
Pendapatan	408.194	367.946	10,94	Income
Beban Usaha	364.769	325.180	12,17	Operating Expense
Laba Bersih	27.941	29.124	-4,06	Net Profit
Aset	372.578	312.472	19,24	Asset
Liabilitas	170.186	129.655	31,26	Liability
Ekuitas	202.393	182.816	10,71	Equity

PT ELNUSA TRANS SAMUDERA

PT Elnusa Trans Samudera (ETSA) didirikan berdasarkan Akta No. 01 oleh notaris Ariani L. Rachim, S.H. tanggal 8 November 2013 dan telah memperoleh pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. AHU-64876.AH.01.01 Tahun 2013 tanggal 11 Desember 2013. Anggaran dasar telah mengalami beberapa kali perubahan, terakhir berdasarkan Akta Notaris Nuzulla Khairani, S.H., M.Kn No. 9 tanggal 23 September 2022 mengenai perubahan pasal 3 Anggaran Dasar Perseroan. Perubahan Anggaran Dasar tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. AHU-0070266.AH.01.02 Tahun 2022 tanggal 29 September 2022. Adapun perubahan tersebut mencakup maksud dan tujuan Perseroan.

PT ELNUSA TRANS SAMUDERA

PT Elnusa Trans Samudera (ETSA) was established based on Deed No. 01 by notary Ariani L. Rachim, S.H. dated November 8, 2013 and obtained ratification from the Minister of Justice of the Republic of Indonesia through Decree No. AHU-64876.AH.01.01 of Year 2013 dated December 11, 2013. The Articles of Association was revised several times, with the last version set based on Notarial Deed of Nuzulla Khairani, S.H., M.Kn No. 9 dated September 23, 2022 concerning the change in article 3 of the Company's Articles of Association. This change in the Company Articles of Association was approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-0070266.AH.01.02 of Year 2022 dated September 29, 2022. The changes include the purpose and objectives of the Company.

KOMPOSISI KEPEMILIKAN SAHAM PER 31 DESEMBER 2023
Composition of Share Ownership as per December 31, 2023

Pemegang Saham	Jumlah Saham Ditempatkan dan Disetor Penuh Total Shares Issued and Fully Paid-Up	Persentase Kepemillikan Percentage of Ownership (%)	Jumlah Total	Description
PT Elnusa Tbk	273.630	99,58	273.630.000	PT Elnusa Tbk
PT Elnusa Fabrikasi Konstruksi	150	0,42	1.143.000	PT Elnusa Fabrikasi Konstruksi
Jumlah	**1.143**	**100,00**	**274.773.000**	**Total**

MANAJEMEN KUNCI PER 31 DESEMBER 2023

Key Management as per December 31, 2023

Jabatan	Nama | Name	Position
Dewan Komisaris	Tenny Elfrida	Board of Commissioners
Direksi	Kurniawati Adjie	Board of Directors

KINERJA KEUANGAN 2022–2023

Financial Performance 2022–2023

Uraian	2023 (Rp juta) (Rp million)	2022 (Rp juta) (Rp million)	Pertumbuhan 2022–2023 2022–2023 Growth (%)	Description
Pendapatan	461.515	441.088	4,63	Income
Beban Usaha	432.899	413.880	4,60	Operating Expense
Laba Bersih	27.842	22.974	20,28	Net Profit
Aset	577.050	550.491	4,82	Asset
Liabilitas	121.647	117.185	3,81	Liability
Ekuitas	455.404	433.306	5,10	Equity

PT ELNUSA DAYA KREATIF

PT Elnusa Daya Kreatif (EDK) yang merupakan anak perusahaan dari PT Elnusa Fabrikasi dan Konstruksi telah didirikan sejak 6 Maret 2015. Saat ini belum beroperasi.

PT ELNUSA DAYA KREATIF

PT Elnusa Daya Kreatif (EDK), a subsidiary of PT Elnusa Fabrikasi dan Konstruksi, was established on March 6, 2015. Currently, it is not yet operational.

Kronologi Pencatatan Saham
Chronology of Stock Listing

KRONOLOGIS PENERBITAN DAN PENCATATAN SAHAM
Chronology of Stock Issuance and Listing

Aksi Korporasi	**Tanggal Peristiwa** Date of Event	**Modal Dasar (Rp miliar)** Authorized Capital (Rp billion)	**Modal Ditempatkan dan Disetor Penuh (Rp Miliar)** Issued and Fully Paid-Up Capital (Rp Billion)	**Nilai Nominal Saham (Rp per lembar saham)** Share Nominal Value (Rp per share)	**Jumlah Lembar Saham yang Dikeluarkan** Total Shares Issued	Corporate Action
Sebelum Aksi Korporasi		750	583,35	500	1.167.700.000	Before Corporate Action
Peningkatan Modal Dasar	9 Oktober 2007 October 9, 2007	2250	583,35	500	5.838.500.000	Increase in Authorized Capital
Pemecahan Nilai Nominal Saham 1:5	9 Oktober 2007 October 9, 2007	2250	583,35	500	5.838.500.000	Stock Split of Share Nominal Value 1:5
Penawaran Umum Perdana Sebanyak 20% dari Modal Dasar atau Sebanyak 1.460.0000.0000 Lembar Saham	9–31 Januari 2008 January 9–13, 2008	2250	729,85	100	7.298.500.000	Initial Public Offering of 20% of Authorized Capital or a total of 1,460,0000.0000 shares
Mencatatkan Saham Perseroan yang Beredar Sebanyak 7.298.500.000 Lembar Saham di BEI dengan Kode Perdagangan "ELSA"	6 Februari 2008 February 6, 2008	2250	729,85	100	7.298.500.000	Company's Shares of 7,298,500,000 Listed on IDX under "ELSA" Ticker
Pembelian Kembali 99.738.000 Lembar Saham dan Mencatatkannya sebagai Saham Treasury	13 Oktober 2008 October 13, 2008 12 Januari 2009 January 12, 2009	2250	729,85	100	7.298.500.000	Repurchase of 99,738,000 Shares and Listed as Treasury Shares
Menerbitkan Keterbukaan Informasi untuk Melakukan Penjualan Kembali atas Saham Treasury melalui BEI, Efektif Mulai 2 Januari 2012	16 Desember 2011 December 16, 2011	2250	729,85	100	7.298.500.000	Issued Disclosure of Information to Resell Treasury Shares through IDX, Effective Starting January 2, 2012
Menerbitkan Keterbukaan Informasi, Perseroan Telah Melakukan Pengalihan/ Penjualan atas Seluruh Saham Hasil Pembelian Kembali	28 Juni 2013 June 28, 2013	2250	729,85	100	7.298.500.000	Issued Disclosure of Information, the Company Transferred/Sold All Shares Resulting from Buyback

KRONOLOGIS PENAWARAN UMUM PERDANA SAHAM

Sebelum melakukan Penawaran Umum Perdana Saham, jumlah saham Perseroan adalah 5.838.500.000 lembar. Pada tanggal 9 Oktober 2007, Perseroan meningkatkan modal dasar dan pemecahan nilai nominal saham 1:5, dari jumlah saham Perseroan sebelum melakukan aksi korporasi yang sebesar 1.167.700.000 lembar saham.

Pada tanggal 25 Januari 2008, Badan Pengawas Pasar Modal dan Lembaga Keuangan ("Bapepam-LK") menerbitkan Surat Pemberitahuan Efektif Pernyataan Pendaftaran sehubungan dengan Penawaran Umum Saham Perdana Perseroan sebanyak 1.460.000.000 saham. Mulai tanggal 6 Februari 2008, saham Perseroan diperdagangkan di Bursa Efek Indonesia (BEI) dengan harga penawaran perdana sebesar Rp400 (nilai penuh) per saham.

CHRONOLOGY OF INITIAL PUBLIC OFFERING

Prior to conducting Initial Public Offering, the Company's total shares was noted at 5,838,500,000. On October 9, 2007, the Company increased its authorized capital and split the share nominal value to 1:5, from the total shares of 1,167,700,000 prior to the corporate action.

On January 25, 2008, the Capital Markets and Financial Institutions Supervisory Agency ("Bapepam-LK") issued the Effective Notification Letter for Registration Statement in connection with the Company's Initial Public Offering of 1,460,000,000 shares. As of February 6, 2008, the Company's shares were traded on the Indonesia Stock Exchange (IDX) with initial offering price of Rp400 (full value) per share.

Per 31 Desember 2023, komposisi Pemegang Saham Perseroan adalah PT Pertamina Hulu Energi sebesar 51,103% (selaku Pemegang Saham Pengendali) dan Publik sebesar 48,897%.

KRONOLOGIS PENCATATAN EFEK LAINNYA

Hingga 31 Desember 2023, Perseroan tidak menerbitkan efek lainnya, sehingga informasi pencatatan lainnya, perubahan jumlah efek lainnya, tindakan korporasi (*corporate action*) yang menyebabkan perubahan jumlah efek lainnya, nama bursa di mana efek lainnya dicatatkan, dan diperingkat efek lainnya tidak disajikan dalam Laporan Tahunan ini.

As per December 31, 2023, the composition of the Company's Shareholders is namely as follows: PT Pertamina Hulu Energi with 51.103% (as the Controlling Shareholder) and Public with 48.897%.

CHRONOLOGY OF OTHER SECURITIES LISTING

Until December 31, 2023, the Company did not issue other securities, that information on other listings, on changes in the total of other securities, on corporate actions that resulted changes in the total of other securities, on the names of exchange where the other securities are listed, and on the rating of other securities are not presented in this Annual Report.

Kantor Akuntan Publik
Public Accounting Office

Nama Akuntan Publik **Name of Public Accountant**	Irwan Haswir (Registrasi Akuntan Publik No. AP.1726)	Irwan Haswir (Registrasi Akuntan Publik No. AP.1726)
Kantor Akuntan Publik **Public Accounting Office**	KAP Purwantono, Sungkoro & Surja (anggota firma Ernst & young Global Limited)	KAP Purwantono, Sungkoro & Surja (member of Ernst & Young Global Limited firm)
Alamat **Address**	Indonesia Stock Exchange Building Tower II, Lantai 7 Jl. Jend. Sudirman Kav. 52–53 Jakarta 12190, Indonesia Tel.: (021) 5289 5000 Fax.: (021) 5289 4100 www.ey.com/ID/EN	Indonesia Stock Exchange Building Tower II, 7th floor Jl. Jend. Sudirman Kav. 52–53 Jakarta 12190, Indonesia Tel.: (021) 5289 5000 Fax.: (021) 5289 4100 www.ey.com/ID/EN
Periode Penugasan **Period of Appointment**	Audit per 31 Desember 2023	Audit as of December 31, 2023
Audit Keuangan **Financial Audit**	Audit Laporan Keuangan Konsolidasian PT Elnusa Tbk dan Anak Perusahaan Tahun Buku 2023	Audit of Consolidated Financial Statements of PT Elnusa Tbk and Ssubsidiaries of Financial Year 2023
Biaya **Fee**	Rp2.900.000.000	Rp2,900,000,000
Audit Non Keuangan **Non-Financial Audit**		
Biaya Jasa **Service Fee**		

Daftar Lembaga dan Profesi Penunjang Perusahaan

List of Company's Supporting Institutions and Professions

Lembaga Institution	Nama Name	Alamat Address	Jenis Jasa Type of Service	Biaya (Rp) Fee (Rp)
Biro Administrasi Efek Securities Administration Agency	PT Datindo Entrycom	Jl. Hayam Wuruk No. 28 Jakarta 10210, Indonesia Tel.: (021) 350 8077 Fax.: (021) 350 8078 www.datindo.com	Pencatatan Daftar Pemegang Saham (DPS) atau jasa administrasi saham di Pasar Sekunder yang terdaftar di Bursa Efek Indonesia Documentation of Shareholders Registration List (DPS) or share administration services on the Secondary Market listed on the Indonesia Stock Exchange.	44.000.000
Kustodian Custodian	PT Kustodian Sentral Efek Indonesia	Gedung Bursa Efek Indonesia, Tower I, 5th floor Jl. Jendral Sudirman Kav. 52–53 Jakarta 12190, Indonesia Tel.: (021) 5299 1099 Fax.: (021) 5299 1199 www.ksei.co.id	Jasa Kustodian Sentral Central Custodian Services	11.000.000
Pemeringkat Efek Securities Rating	PT Pemeringkat Efek Indonesia (PEFINDO)	Panin Tower-Senayan City 17th floor Jl. Asia Afrika Lot. 19 Jakarta 10270, Indonesia Tel.: (021) 7278 2380 Fax.: (021) 7278 2370 www.Pefindo.com	Pemeringkatan Perusahaan periode Desember 2020 Company Rating for te period of December 2020	135.000.000
Kantor Akuntan Publik Public Accounting Office	KAP Purwantono, Sungkoro & Surja (anggota firma Ernst & Young Global Limited) KAP Purwanto Sungkoro & Surja (member of Ernst & Young Global Liited)	Indonesia Stock Exchange Building, Tower II, 7th floor Jl. Jend. Sudirman Kav. 52–53 Jakarta 12190, Indonesia Tel.: (021) 5289 5000 Fax.: (021) 5289 4100 www.ey.com/ID/EN	Audit Laporan Keuangan Konsolidasian PT Elnusa Tbk dan Anak Perusahaan Tahun Buku 2020 Consolidated Fnancial Statement Audit of PT Elnusa Tbk and Subsidiaries for Financial Year 2020	2.250.000.000
Konsultan Hukum Legal Consultant	Tidak Ada None	Tidak Ada None	Tidak Ada None	Tidak Ada None
Notaris Notary	Tidak Ada None	Tidak Ada None	Tidak Ada None	Tidak Ada None

DAFTAR PENTING LAINNYA

Other Important List

Informasi Perdagangan dan Pencatatan Saham **Trade and Stock Listing Information**	**BURSA EFEK INDONESIA** Gedung Bursa Efek Indonesia Jl. Jend. Sudirman Kav. 52–53 Jakarta 12190, Indonesia Tel.: (021) 515 0515 *E-mail*: callcenter@idx.co.id www.idx.co.id	**INDONESIA STOCK EXCHANGE** Indonesia Stock Exchange Building Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel.: (021) 515 0515 E-mail: callcenter@idx.co.id www.idx.co.id

Informasi *Website* Perusahaan
Information on Company Website

Peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik mendorong transparansi informasi pada situs web dari emiten atau perusahaan publik di Indonesia. Perseroan berupaya untuk meningkatkan keandalan dalam penyediaan informasi secara terintegrasi melalui situs Perseroan yakni www.elnusa.co.id. Perseroan senantiasa memberikan kemudahan kepada para pemegang saham dan pemangku kepentingan lainnya dalam mengakses informasi Perseroan secara akurat, tepat, dan transparan. Situs resmi Perseroan telah memenuhi informasi yang wajib di muat sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 8/POJK.4/2015 tentang Situs Web Emiten atau Perusahaan Publik yang telah ditetapkan pada tanggal 25 Juni 2015, seperti:

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

Situs web Perseroan menjadi portal digital resmi korporasi yang dapat diakses secara terbuka, dengan tujuan memberikan informasi yang komprehensif tentang Perseroan kepada khalayak luas. Berikut disampaikan kesesuaian situs web Perseroan dengan kebutuhan informasi kepada publik, khususnya kepada pemegang saham, dan pemangku kepentingan.

OJK Regulation No. 8/POJK.04/2015 regarding Websites of Issuers or Public Companies encourages information transparency on the websites of issuers or public companies in Indonesia. The Company strives to increase reliability in providing information integratedly through the Company website, namely www.elnusa.co.id. The Company continuously provides convenience to the shareholders and other stakeholders in accessing Company information accurately, precisely and transparently. The Company's official website has met all mandatory information required to be available on the website in accordance with Financial Services Authority Regulation (POJK) No. 8/POJK.4/2015 regarding Websites of Issuers or Public Companies determined on June 25, 2015, such as on the following:

1. General Information of Issuer or Public Company.
2. Information for Capital Provider or Investor.
3. Information on Corporate Govvernance.
4. Information on Corporate Social Responsibility.

The Company's website became the corporate official digital portal that may be accessed openly, with the purpose to provide information comprehensively on the Company to the general public. It is conveyed of the suitability of the Company's website with the information required by the public, specifically for the shareholders and stakeholders.

Tautan | Link	**Uraian** | Description
https://www.elnusa.co.id/profil-perusahaan	Struktur grup perusahaan dan informasi pemegang saham sampai dengan pemilik akhir. Company group structure and information on shareholders up to the ultimate shareholder.
https://www.elnusa.co.id/kebijakan-perusahaan	Isi Kode Etik Content of Code of Ethics/Conduct
https://www.elnusa.co.id/rapat-umum-pemegang-saham	Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan Information on the General Meeting of Shareholders (GMS) at minimum to include agenda items discussed at the GMS, and information on important dates, namely the date of the announcement of the GMS, the date of the GMS, the date the summary of the minutes of the GMS was announced
https://www.elnusa.co.id/laporan-keuangan	Laporan keuangan tahunan (5 tahun terakhir) Annual financial statements (the last 5 years)
https://www.elnusa.co.id/dewan-komisaris https://www.elnusa.co.id/direksi	Profil Dewan Komisaris dan Direksi Profiles of the Board of Commissioners and the Board of Directors
https://www.elnusa.co.id/kebijakan-perusahaan	Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal Charters of the Board of Commissioners, the Board of Directors, Committees, and Internal Audit Units

FUNGSI PENDUKUNG BISNIS

Business Support Function

126 Sumber Daya Manusia
Human Resources

146 Sistem Informasi
Information System

150 Rantai Pasok
Supply Chain



Sumber Daya Manusia
Human Resources

PT Elnusa Tbk ("Elnusa," "Perseroan") memandang bahwa Sumber Daya Manusia (SDM) merupakan aset yang sangat penting dalam mendukung pencapaian usaha serta visi dan misi Perseroan. Karena itu, Perseroan senantiasa mengedepankan pendekatan human capital, yaitu dengan memosisikan SDM sebagai aset yang sangat berharga bagi Perseroan. Bagi Elnusa, SDM merupakan mitra strategis yang harus dikelola dan dikembangkan dalam mendukung laju pertumbuhan Perseroan.

Pengelolaan dan pengembangan SDM di lingkungan Perseroan dilakukan secara tepat dan berkesinambungan agar Elnusa menghasilkan talenta yang berkualitas. Hal ini sangat penting untuk memperkuat posisi Perseroan di tengah persaingan industri yang semakin ketat dan lingkungan bisnis yang semakin kompetitif.

JUMLAH DAN PRODUKTIVITAS SDM

Hingga akhir tahun 2023, jumlah SDM Perseroan mencapai 1.052 orang, turun 0,2% dibandingkan tahun 2022 yang sebanyak 1.054 orang. Perkembangan ini menunjukkan kemampuan Perseroan mengelola jumlah pekerja sesuai kebutuhan di organisasi.

PT Elnusa Tbk ("Elnusa," "the Company") sees Human Resources (HR) as a key asset in achieving its business objectives, vision, and mission. As a result, the Company consistently prioritizes human capital, viewing HR as a valuable asset. HR is a strategic partner for Elnusa, requiring continual management and development to drive the Company's growth.

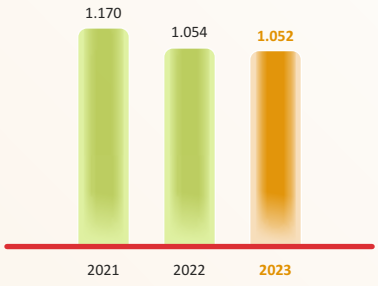
To ensure the development of high-quality talent at Elnusa, the Company conducts HR management and development on a consistent and ongoing basis. This is critical for strengthening the Company's position in the face of increased industry competition and a dynamic business environment.

NUMBER AND PRODUCTIVITY OF HUMAN RESOURCES

As of the end of 2023, the Company's total number of employees was 1,052, a 0.2% decrease from 1,054 in 2022. This indicates the Company's ability to manage the number of employees based on organizational needs.

PERGERAKAN JUMLAH SDM PERSEROAN DALAM 3 (TIGA) TAHUN TERAKHIR 2021–2023
Total Number of the Company's Human Resources in the Last 3 (Three) Years 2021–2023

pekerja | employee

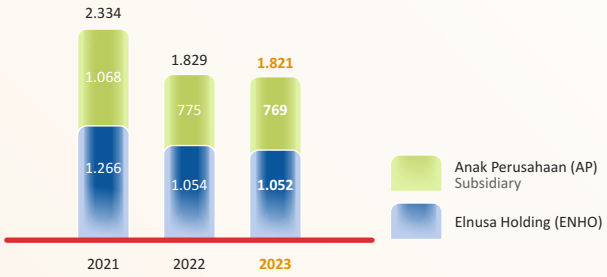


Sementara jika digabung dengan SDM entitas anak yang 769 orang, total jumlah SDM Perseroan mencapai 1.821 orang.

Meanwhile, if combined with the human resources of 769 subsidiaries, the total number of the Company's human resources reaches 1,821 people.

PERGERAKAN JUMLAH SDM PERSEROAN DAN ENTITAS ANAK DALAM 3 (TIGA) TAHUN TERAKHIR 2021–2023
Total Number of Human Resources of the Company and Its Subsidiaries in the Last 3 (Three) Years 2021–2023

pekerja | employee



Perseroan menghitung tingkat produktivitas SDM berdasarkan pendapatan, laba operasi dan laba bersih dibandingkan dengan jumlah SDM secara konsolidasi (termasuk SDM entitas anak usaha). Rincian produktivitas selama 3 (tiga) tahun terakhir diuraikan melalui tabel di bawah ini.

The Company calculates its human resource productivity rate by comparing revenue, operating profit, and net profit to the total number of employees on a consolidated basis (including employees from subsidiaries). The table below summarizes productivity over the last 3 (three) years.

TINGKAT PRODUKTIVITAS SDM 2021–2023
Productivity Level of Human Resources 2021–2023

Uraian	Produktivitas (Rp juta) Productivity (Rp million)			Pertumbuhan (%) Growth (%)			Description
	2023	2022	2021	2023	2022	2021	
Pendapatan per Jumlah SDM	6.904	6.730	3.999	2,6	68,3	20,7	Revenue per headcount
Laba Operasi per Jumlah SDM	368	273	110	34,8	148,1	(41,7)	Operating Profit per Headcount
Laba Bersih per Jumlah SDM	276	206	51	34,2	304,2	(51,0)	Net Profit per Headcount

Secara umum, produktivitas SDM Perseroan mengalami peningkatan selama 3 (tiga) tahun terakhir. Ditinjau dari sisi pendapatan per jumlah SDM, pada tahun 2023 sebesar 2,6%. Sedangkan dari segi laba bersih, per jumlah SDM meningkat 34,2%.

Overall, the productivity of the Company's human resources has increased over the last 3 (three) years. In terms of revenue per human resource, the figure for 2023 was 2.6%. In terms of net profit, the number of human resources increased by 34.2%.

PROFIL DAN KOMPOSISI SDM

Seiring dengan berbagai tantangan dan perkembangan bisnis saat ini, Perseroan melakukan beberapa penguatan dalam pengelolaan SDM agar lebih efektif dan efisien guna menciptakan SDM unggul agar dapat beradaptasi dengan perkembangan lingkungan bisnis yang kerap berubah. Perseroan terus berupaya menjaga komposisi SDM sesuai dengan kebutuhan dan perkembangan bisnis.

HR PROFILE AND COMPOSITION

Along with today's various challenges and business developments, the Company has strengthened its HR management to be more effective and efficient in order to create superior human resources capable of adapting to the ever-evolving business environment. The Company continues to strive to keep the HR composition in accordance with business needs and developments.

KOMPOSISI SDM BERDASARKAN CORE FUNCTION

COMPOSITION OF HUMAN RESOURCES BASED ON CORE FUNCTION

orang | person

No.	*Core Function*	2023		2022		2021		*Core Function*
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	
1	Operasi	860	81,7	868	82,4	959	82,0	Operation
2	*Shared Service*	192	18,3	186	17,6	211	18,0	Shared Service
	Jumlah	**1.052**	**100,0**	**1.054**	**100,0**	**1.170**	**100,0**	**Total**

Perseroan memfokuskan kegiatan operasi untuk mendukung penyelesaian proyek-proyek dari pelanggan dan mengatur komposisi SDM pada *support function* secara optimal terhadap *core function*. Hal itu dilakukan melalui dukungan transformasi digital yang dilakukan secara berkesinambungan. Keberhasilan Perseroan menjaga komposisi ini menunjukkan efektivitas pengembangan bisnis dan optimalisasi biaya operasional Perseroan dari sisi biaya SDM.

The Company focuses on operations to support the completion of customer projects and optimizes the composition of human resources from the support function to the core function. This is done with the support of digital transformation, which is carried out continuously. The Company's success in maintaining this composition shows the effectiveness of business development and optimization of the Company's operational costs in terms of HR costs.

KOMPOSISI SDM BERDASARKAN GENERASI USIA

HR COMPOSITION BASED ON AGE GENERATION

orang | person

No.	*Core Function*	2023		2022		2021		*Core Function*
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	
1	Gen Z (Lahir 1995–2012)	18	1,7	41	3,9	41	3,5	Gen Z (Born 1995–2012)
2	Gen Y (Lahir 1982–1995)	642	61,0	589	55,9	657	56,2	Gen Y (Born 1982–1995)
3	Gen X (Lahir 1965–1981)	390	37,1	423	40,1	471	40,3	Gen X (Born 1965–1981)
4	*Baby Boomers* (Lahir 1946–1964)	2	0,2	1	0,1	1	0,1	Baby Boomers (Born 1946–1964)
	Jumlah	**1.052**	**100,0**	**1.054**	**100,0**	**1.170**	**100,0**	**Total**

Komposisi SDM yang didominasi oleh Gen Y, sehingga menjadikan tantangan bagi Perseroan untuk menciptakan budaya organisasi yang kuat, dengan menyediakan *work life balance program* serta sarana aktualisasi diri lainnya. Inisiatif tersebut dilakukan untuk menumbuhkan kemampuan yang terkait teknologi, ide dan inovasi secara optimal.

The composition of human resources dominated by Generation Y poses a challenge for the Company to create a strong organizational culture by providing work-life balance programs and other self-actualization facilities. These initiatives are carried out to foster optimal technological capabilities, ideas, and innovation.

Keberhasilan dalam pengelolaan SDM berdasarkan kelompok generasi tersebut dibuktikan dengan adanya pekerja Gen Y yang sudah menduduki posisi kunci (4 dari 14 posisi BOD-1) di Perseroan. Lebih rinci tentang komposisi SDM, disajikan pada Bab Profil Perusahaan yang terdapat dalam Laporan Tahunan ini.

The success of managing human resources based on this generational group is evidenced by the presence of Generation Y employees already occupying key positions (4 out of 14 BOD-1 positions) in the Company. Further details about the human resources composition are presented in the Company Profile section contained in this Annual Report.

STRATEGI PENGELOLAAN DAN PENGEMBANGAN SDM

Sesuai dengan arahan strategis jangka panjang Perseroan, Divisi Human Capital telah menyusun konsep SDM Perseroan untuk menciptakan professional people, yaitu SDM yang memiliki pengetahuan dan keterampilan untuk melakukan peran spesifiknya dengan tujuan

MANAGEMENT AND HUMAN RESOURCE DEVELOPMENT STRATEGY

In line with the Company's long-term strategic direction, the Human Capital Division has developed the Company's human resources concept to create professional people, namely human resources with knowledge and skills to perform their specific roles, with the goal of

pertumbuhan dan keberlanjutan Perseroan yang selaras dengan visi dan tujuan bisnis Perseroan. Untuk mewujudkan hal tersebut, pada tahun 2023, Perseroan melalui Divisi Human Capital Perseroan telah menyusun strategi pengelolaan SDM sebagai berikut:

1. *Organization Development*
   a. Meningkatkan efektivitas organisasi melalui proses *review* organisasi secara berkala, analisis beban kerja, *job evaluation* dan standardisasi *job grade* (PRL), serta *manpower planning* dan rekrutmen secara selektif.
   b. Implementasi *corporation management* baik dengan *Subholding Upstream* dan Anak Perusahaan.
2. *People Management*
   a. Pengembangan kompetensi secara terstruktur (*asessessment*, *individual development program*/IDP, *training, coaching mentoring, top talent program*) untuk mendukung aktivitas *business existing* dan bisnis baru.
   b. *Review compensation and benefit* untuk meningkatkan produktivitas dan daya saing pasar.
   c. Pengelolaan penilaian kinerja yang efektif untuk mendorong produktivitas pekerja.
   d. Pengelolaan hubungan industrial yang harmonis.
3. *Corporate Culture*
   a. *Change management campaign* "Satu Elnusa" untuk mendukung target perusahaan.
   b. Implementasi program-program budaya dan Tata Nilai AKHLAK.
4. *Digitalized System dan Data Analytics*
   a. Integrasi pengelolaan data pekerja Elnusa Group & *People Profile Data-Driven Analytic*.
   b. Integrasi dan automatisasi proses bisnis.
5. *Quality Management*
   a. Peningkatan *value creation* melalui *continuous improvement program*.
   b. Peningkatan pengelolaan *management system* & *standard* melalui tindak lanjut rekomendasi audit.

Perseroan juga mengimplementasikan strategi terkait kompetensi pekerja di tahun 2023, antara lain:

1. Membentuk SDM *multi-skill* yang memiliki kompetensi di bisnis eksisting dan bisnis baru serta adaptif, *inovative*, dan *agile learning*.
2. Mengembangkan kompetensi perilaku melalui program pengembangan *Leadership* yang berjenjang berupa Elnusa *Leader Development Program* (ELDP), *Senior Management Development Program* (SMDP), *Junior Management Development Program* (JMDP), dan *Effective Working Attitude* (EwP), maupun program penilaian dan pengembangan kompetensi teknis pekerja.

Melalui strategi tersebut, SDM Perseroan diharapkan dapat menjadi penopang utama keberhasilan Perseroan dalam mempertahankan dan meningkatkan usahanya di masa depan. Beberapa program pengelolaan SDM berdasarkan strategi SDM 2023 yang telah diimplementasikan adalah sebagai berikut:

the Company's growth and sustainability in line with the Company's vision and business objectives. To achieve this, in 2023, the Company through its Human Capital Division, developed the following human resource management strategies:

1. Organization Development
   a. Improving organizational effectiveness through periodic organizational reviews, workload analysis, job evaluation, standardization of job grades (PRL), as well as selective manpower planning and recruitment.
   b. Implementation of corporation management both with Subholding Upstream and Subsidiaries.
2. People Management
   a. Structured competency development (assessment, individual development program/IDP, training, coaching mentoring, top talent program) to support existing business activities and new business.
   b. Review of compensation and benefits to improve productivity and market competitiveness.
   c. Effective performance appraisal management to encourage employee productivity.
   d. Harmonious industrial relations management.
3. Corporate Culture
   a. Change management campaign "One Elnusa" to support the Company's targets.
   b. Implementation of cultural programs and AKHLAK Values.
4. Digitalized System and Data Analytics
   a. Integration of Elnusa Group employee data management & People Profile Data-Driven Analytics.
   b. Integration and automation of business processes.
5. Quality Management
   a. Increased value creation through continuous improvement programs.
   b. Improvement of management system & standard management through follow-up of audit recommendations.

The Company also implemented strategies related to employee competencies in 2023, including:

1. Formation of multi-skilled human resources with competencies in existing and new businesses as well as adaptive, innovative, and agile learning.
2. Developing behavioral competencies through a structured Leadership development program such as Elnusa Leader Development Program (ELDP), Senior Management Development Program (SMDP), Junior Management Development Program (JMDP), and Effective Working Attitude (EwP), as well as technical competency assessment and development programs for employees.

Through these strategies, the Company's human resources are expected to be the main support for the Company's success in maintaining and improving its business in the future. Some human resource management programs based on the 2023 HR strategy that have been implemented include:

Organization & Development

Program-program yang menjadi bagian tidak terpisahkan dari pengelolaan dan pengembangan organisasi, antara lain:

Organization

Sebagai implementasi strategi *lean organization* agar efektif dalam mengakselerasi kinerja Perseroan, Elnusa perlu mengimplementasikan *parenting strategy*, yakni *corporation management* melalui standardisasi organisasi Anak Perusahaan. Agar selaras dengan organisasi Perseroan sebagai induk, dilakukan beberapa penyesuaian dalam beberapa aspek, antara mencakup:

1. Bentuk struktur organisasi
2. Jumlah formasi organisasi
3. Nomenklatur jabatan
4. *Levelling* jabatan

Untuk mendukung pengembangan karier pekerja dan kebutuhan *talent movement* dalam organisasi Subholding Upstream maupun Pertamina Group, Perseroan aktif berkonsultasi dengan Human Capital Subholding Upstream berkenaan dengan kesetaraan Pertamina Reference Level (PRL). Pada program yang sama mengenai kesetaraan PRL, Perseoran juga melakukan perhitungan *job evaluation* seluruh jabatan di Elnusa dan entitas anak. Selain itu, Perseroan melakukan *updating operating* model dan proses bisnis (ARCI Matrix) yang mendukung peningkatan *operational excellence*.

Manpower Planning

Seiring dengan upaya Elnusa untuk beradaptasi dengan perkembangan bisnis di tingkat global, diperlukan langkah-langkah komprehensif pengelolaan SDM. Di antaranya, membuat perencanaan tenaga kerja terintegrasi di Perseroan dan entitas anak.

Melalui perencanaan tenaga kerja yang terintegrasi, diharapkan dapat memberikan dampak optimalisasi jumlah SDM di Perseroan dan entitas anak. Dengan demikian, dapat mendukung pencapaian target bisnis korporasi. Strategi *manpower planning* yang digunakan oleh Perseroan disesuaikan dengan kebutuhan bisnis *existing* (*sustain*) maupun rencana pengembangan bisnis (*growth*).

Organization & Development

Programs that are an integral part of organization management and development, including:

Organization

As part of the lean organization strategy implementation to effectively accelerate Company performance, Elnusa needs to implement a parenting strategy, namely corporation management, through the standardization of subsidiaries' organizations. To align with the Company's organization as the parent company, several adjustments are made in various aspects, including:

1. Organizational structure form
2. Number of organizational formations
3. Job nomenclature
4. Job leveling

To support employee career development and talent movement needs within Subholding Upstream and Pertamina Group organizations, the Company actively consults with Subholding Upstream Human Capital regarding Pertamina Reference Level (PRL) equivalence. In the same program regarding PRL equivalence, the Company also conducts job evaluation calculations for all positions in Elnusa and its subsidiaries. Additionally, the Company updates the operating model and business processes (ARCI Matrix) supporting operational excellence improvement.

Manpower Planning

Along with Elnusa's efforts to adapt to global business developments, comprehensive human resources management steps are needed. Among them is creating integrated workforce planning for the Company and its subsidiaries.

Through integrated workforce planning, it is expected to optimize the impact of the number of human resources in the Company and its subsidiaries. Thus, it can support corporate business targets. The manpower planning strategy used by the Company is tailored to the needs of existing businesses (sustain) and business development plans (growth).

Manpower Planning	2023	2022	2021	Manpower Planning
Sustainability	15	15	25	Sustainability
Growth for New Business	46	34	50	Growth for New Business
Growth Based on Project	270	154	211	Growth Based on Project
Total	**331**	**203**	**286**	**Total**

Selain strategi perencanaan SDM untuk kebutuhan bisnis *existing* maupun pengembangan, Perseroan juga berusaha menjaga organisasi yang *lean*, namun produktif melalui pengelolaan persentase *vacant* organisasi maksimal sebesar 10%.

Angka *manpower* ini realisasinya akan menyesuaikan dengan *real turnover* dikarenakan *manpower planning* ditetapkan di awal tahun dan merupakan perencanaan untuk tahun berjalan (2023), sehingga dimungkinkan realisasinya berbeda dari angka *real turnover*.

In addition to human resource planning strategies for existing business needs and development, the Company also strives to maintain a lean yet productive organization by managing the maximum organization vacancy percentage of 10%.

The realization of this manpower figure will be adjusted to the real turnover figure, because manpower planning is set at the beginning of the year and is planning for the current year (2023), so the realization may differ from the real turnover figure.

Recruitment Management

Dalam rangka menyediakan SDM yang dibutuhkan untuk menunjang operasional dan pertumbuhan organisasi dalam mencapai visi dan misi, Perseroan melakukan proses rekrutmen sesuai prosedur. Rekrutmen juga dilakukan secara independen, transparan dan objektif bagi masyarakat luas tanpa memandang unsur suku, agama, ras, gender maupun jenis kelamin.

Sepanjang tahun 2023, Perseroan merekrut 95 pekerja baru. Dibandingkan tahun 2022 yang sebanyak 58 orang, terjadi kenaikan 64%.

Rincian penerimaan SDM baru untuk memenuhi kebutuhan kegiatan usaha Perseroan diuraikan melalui tabel sebagai berikut:

Recruitment Management

In order to provide the human resources needed to support operational and organizational growth in achieving its vision and mission, the Company conducts recruitment processes according to procedures. Recruitment is also carried out independently, transparently, and objectively for the general public without regard to ethnic, religious, racial, gender, or gender identity factors.

Throughout 2023, the Company recruited 95 new employees. Compared to 58 people in 2022, there was an increase of 64%.

Details of the recruitment of new employees to meet the Company's business needs are outlined in the following table:

Uraian	Total	Description
SDM 2022	1.054	HR 2022
Pekerja yang direkrut di 2023	95	Workers recruited in 2023
SDM yang Berakhir Hubungan Kerja:	97	HR who ended their employment relationship:
Pensiun/Meninggal	21	Retirement/Death
Atas Permintaan Sendiri	37	At Own Request
Berakhir Kontrak	14	Contract Ended
Revitalisasi	7	Revitalization
Mutasi	19	Mutation
Total SDM Akhir Tahun 2023	**1.052**	**Total Human Resources End of Year 2023**

Talent Management

Kebijakan pengelolaan talenta Perseroan diarahkan untuk menyediakan SDM yang memiliki kemampuan di beberapa bidang (*multi skill*). Upaya ini termasuk inisisasi Perseroan untuk mempersiapkan SDM unggul yang mampu beradaptasi dengan dinamika perkembangan bisnis yang kerap berubah.

Sistem pengembangan SDM berbasis *talent management* dilakukan untuk mendukung kegiatan operasi Perseroan, sekaligus menjaga kesinambungan bisnis. Program pengembangan SDM dilakukan dengan metode *blended learning*, yaitu kombinasi antara metode pembelajaran mandiri, *coaching,* dan *mentoring*, serta pembelajaran melalui penugasan. Beberapa program pengembangan SDM yang telah dilakukan pada tahun 2023 adalah sebagai berikut:

Successor Planning

Strategi dan rencana mendapatkan calon pemimpin dilakukan secara komprehensif melalui pengembangan potensi, talenta dan kemampuan yang dimiliki oleh SDM yang termasuk dalam *talent pool*. Setiap posisi kunci harus memiliki setidaknya 3 (tiga) *successor list* yang dipilih melalui proses *talent management* yang komprehensif. Fungsi SDM bertanggung jawab untuk membantu memfasilitasi para *successor* untuk mengembangkan segala kemampuan terkait *career success factor* (*soft competency, technical competency, exposure,* dan *character*).

Pada tahun 2023, ketersediaan *successor* adalah 100% dan seluruh posisi kunci diisi oleh *successor* yang telah ditetapkan berdasarkan persentase tingkat kesesuaiannya dengan *career success factor* jabatan yang diproyeksikan bagi *successor*.

Talent Management Policy

The Company's talent management policy is directed towards providing employees with multi-skilled capabilities in several areas. This effort includes the Company's initiative to prepare excellent human resources capable of adapting to the dynamic changes in the business environment.

A talent management-based human resource development system is implemented to support the Company's operations and ensure business continuity. The employee development programs are conducted using a blended learning approach, combining self-learning methods, coaching and mentoring, and learning through assignments. Some of the employee development programs carried out in 2023 are as follows:

Successor Planning

Comprehensive strategies and plans for identifying potential leaders are carried out through the development of potential, talent, and capabilities possessed by employees included in the talent pool. Each key position should have at least 3 (three) successor lists selected through a comprehensive talent management process. The HR function is responsible for facilitating the successors to develop all necessary skills related to career success factors (soft competency, technical competency, exposure, and character).

In 2023, the availability of successors was 100%, and all key positions were filled by successors designated based on their alignment percentage with the projected career success factor for the position.

Pengelolaan Kompetensi

Sejalan dengan perkembangan dan tuntutan bisnis, Perseroan selalu berupaya memastikan pengelolaan dan pengembangan SDM didasarkan pada kompetensi yang sejalan dengan visi, misi dan strategi Perseroan. Pengelolaan SDM berbasis kompetensi tidak hanya mencakup kompetensi teknis tetapi juga kompetensi perilaku berlandaskan Tata Nilai Budaya AKHLAK, profil karakteristik kepribadian dan eksposur tugas yang ditujukan untuk memastikan tersedianya SDM yang mampu bersaing.

Dalam hal kompetensi teknis, Perseroan telah melakukan identifikasi kamus kompetensi teknis, Kebutuhan Kompetensi Jabatan (KKJ), serta mengembangkan skema pengukuran kompetensi teknis pekerja. Beberapa metode pengukuran *technical competency* yang telah dilakukan seperti metode tes tertulis dan wawancara. Proses pengukuran *technical competency* juga dilakukan dengan metode *multiple assessor* untuk memastikan objektivitas pada hasil pengukuran. Kegiatan tersebut dilakukan bekerja sama dengan *assessor* yang telah memiliki sertifikasi *assessor* dari BNSP untuk menjamin bahwa seluruh proses pengukuran yang dilakukan dapat dipertanggungjawabkan.

Sedangkan dalam hal *behaviour competency*, Perseroan juga telah melakukan pengukuran kompetensi pekerja secara bertahap dengan menggunakan beberapa pendekatan, antara lain *self assessment*, panel *assessment* dan *assessment center*. Hasil pengukuran kompetensi akan digunakan sebagai bagian dari acuan dalam pembinaan pekerja. Pengelolaan *behaviour competency* di Perseroan mengacu pada ketentuan Pertamina Behaviour Skill For The Future (BEST) sebagai panduan kompetensi perilaku yang dibagi berdasarkan kategori level pekerja:

a. *Strategic Leader Competencies* (SLC)
b. *Executive Leader Competencies* (ELC)
c. *Performance Leader Competencies* (PLC)
d. *Frontier Leader Competencies* (FLC)
e. *Professional Contributor Competencies* (PCC)

Dari keseluruhan SDM di Perseroan yang telah melakukan pengukuran *behaviour competency*, hasil yang didapatkan secara umum telah menunjukkan kesesuaian dengan level kebutuhan di masing-masing jabatan.

Talent Mapping

Pemetaan pekerja bertalenta dilakukan dengan mengidentifikasi Pekerja di Perseroan ke dalam *talent matrix*, yang mengacu pada kompetensi, kinerja, aspirasi serta karakter pekerja. Pemetaan ini berguna untuk memastikan talenta dapat ditempatkan sesuai dengan strategi bisnis Perseroan. Termasuk, memastikan program pengembangan sesuai dengan kebutuhan spesifik yang telah diidentifikasi, sehingga pengembangan pekerja menjadi lebih fokus dan efisien.

Selama tahun 2023, Fungsi Human Capital telah melakukan pemetaan talent pool sebanyak 34% (613 dari total 1.833 pekerja), yang dikelompokkan dalam kategori:

1. *High Flyer*
2. *High Performer*
3. *High Potential*
4. *Key Performer*

Competency Management

In line with business development and demands, the Company always ensures that human resource management and development are based on competencies aligned with the Company's vision, mission, and strategy. Competency-based human resource management not only covers technical competencies but also behavioral competencies based on the AKHLAK Cultural Values, personality characteristics profile, and job exposure intended to ensure the availability of competitive human resources.

Regarding technical competencies, the Company has identified technical competency dictionaries, Job Competency Needs (JCN), and developed schemes for measuring employees' technical competencies. Some methods of measuring technical competency that have been implemented include written tests and interviews. The technical competency measurement process is also carried out using a multiple assessor method to ensure objectivity in the measurement results. These activities are conducted in collaboration with assessors certified by BNSP to ensure the accountability of the entire measurement process.

In terms of behavioral competency, the Company has also gradually measured employees' competencies using several approaches, including self-assessment, panel assessment, and assessment centers. The results of competency measurements are used as references in employee development. Behavioral competency management in the Company refers to the Pertamina Behavior Skill for the Future (BEST) regulations as a guide to behavioral competencies divided into categories of employee levels:

a. Strategic Leader Competencies (SLC)
b. Executive Leader Competencies (ELC)
c. Performance Leader Competencies (PLC)
d. Frontier Leader Competencies (FLC)
e. Professional Contributor Competencies (PCC)

Overall, for all Company employees who have undergone behavioral competency measurements, the results generally showed alignment with the level requirements in each position.

Talent Mapping

Talent mapping is carried out by identifying employees in the Company and placing them into a talent matrix, which refers to competencies, performance, aspirations, and employee characteristics. This mapping is useful to ensure talent is placed according to the Company's business strategy. It also ensures that development programs are tailored to specific needs, making employee development more focused and efficient.

During 2023, the Human Capital function mapped talent pools for 34% (613 out of a total of 1,833 employees), categorized as:

1. High Flyer
2. High Performer
3. High Potential
4. Key Performer

Job Bidding Program

Dalam rangka memberikan kesempatan yang terbuka bagi seluruh pekerja untuk mencapai tujuan karier, pada tahun 2023 Perseroan tetap menjalankan program *job bidding* secara terintegrasi dengan anak Perseroan. Kegiatan ini merupakan mekanisme pengisian posisi *vacant* dengan memberikan kesempatan terbuka dan kompetitif bagi pekerja yang memiliki kualifikasi yang dibutuhkan untuk mengikuti proses seleksi secara transparan dan objektif. Tujuan utama program ini antara lain:

1. Mendapatkan *new leaders* yang potensial.
2. Memberikan kesempatan kepada seluruh pekerja Perseroan menjadi *successor* jabatan struktural yang *vacant.*
3. Memacu akselerasi karier bagi pekerja berprestasi (*meritocracy over seniority*).

Proses seleksi dalam program *job bidding* dilakukan melalui 3 (tiga) tahapan: seleksi administrasi, seleksi kompetensi, dan wawancara panel. Bagi yang berhasil melalui seluruh tahapan dan menduduki jabatan yang dituju, akan diberikan masa prajabatan selama 6 (enam) bulan sebelum ditetapkan sebagai pejabat definitif atau sebaliknya.

Elnusa Academy

Elnusa Academy adalah program pembelajaran komprehensif melalui metode blended learning (10% in class training, 20% coaching mentoring, dan 70% assignment). Metode ini bertujuan untuk upskilling kompetensi teknis pekerja. Selama tahun 2023, Perseroan menyelenggarakan 6 (enam) program Elnusa Academy, yaitu:

1. Leadership Program, terdiri dari 2 (dua) program utama, yaitu:
   a. Elnusa Leader Development Program (ELDP)
      Program pengembangan *leader* pada *critical position* maupun suksesornya guna mencapai target pertumbuhan dalam RJPP Perusahaan serta visi misi menjadi "Perusahan Jasa Energi Terkemuka yang Memberikan Solusi Total."
   b. Leadership Mandatory Program (LMP)
      Program pengembangan kompetensi Leadership sebagai upaya *alignment* Perseroan dengan Pertamina Persero yang ditujukan kepada pekerja dengan level jabatan *Officer* sampai dengan *Assistant Manager*. Pelaksanaan dari *Leadership Mandatory Program* sesuai jenjang jabatan diatur sebagai berikut:
      i. Effective Working Attitude (EWA)
         Program ini bertujuan untuk membekali pekerja dengan dasar-dasar *leadership skill* agar mampu mengelola tugas dan tanggung jawabnya secara efektif.
      ii. Junior Management Development Program (JMDP)
         Program ini bertujuan untuk mempersiapkan perwira menjadi *Excellence Team Leader* yang mampu melakukan koordinasi serta mengawasi proses pekerjaan.
      iii. Senior Management Development Program (SMDP)
         Program ini bertujuan untuk mempersiapkan perwira menjadi *Excellence People Leader* yang mampu memimpin tim dan unit kerja.
2. Wireline School
   Program akademi yang ditujukan kepada pekerja *new hire* di divisi Upstream Services departemen Wireline Services dengan level jabatan setingkat *Field Engineer Trainee*. Akademi ini bertujuan untuk meningkatkan kompetensi dan pengetahuan *Field Engineer*

Job Bidding Program

In order to provide open opportunities for all employees to achieve career goals, the Company continued to implement an integrated job bidding program with its subsidiaries in 2023. This activity serves as a mechanism for filling vacant positions by providing open and competitive opportunities for employees who have the qualifications needed to participate in a transparent and objective selection process. The main objectives of this program include:

1. Obtaining potential new leaders.
2. Providing opportunities for all Company employees to become successors for vacant structural positions.
3. Accelerating career progression for high-performing employees (meritocracy over seniority).

The selection process in the job bidding program is carried out through 3 (three) stages: administrative selection, competency selection, and panel interviews. For those who successfully pass all stages and occupy the desired positions, a probationary period of 6 (six) months will be given before being appointed as permanent officials, or vice versa.

Elnusa Academy

Elnusa Academy is a comprehensive learning program using a blended learning method (10% in-class training, 20% coaching mentoring, and 70% assignment). This method aims to upskill employees' technical competencies. During 2023, the Company organized 6 (six) Elnusa Academy programs, namely:

1. Leadership Program, consisting of 2 (two) main programs, namely:
   a. Elnusa Leader Development Program (ELDP)
      A leadership development program for critical positions and their successors aimed at achieving growth targets in the Company's RJPP and its vision-mission to become the "Leading Energy Service Company Providing Total Solutions."
   b. Leadership Mandatory Program (LMP)
      A leadership competency development program as part of the Company's alignment with Pertamina Persero aimed at employees with Officer to Assistant Manager levels. The implementation of the Leadership Mandatory Program is arranged according to job levels as follows:
      i. Effective Working Attitude (EWA)
         This program aims to equip employees with the basics of leadership skills to effectively manage their tasks and responsibilities.
      ii. Junior Management Development Program (JMDP)
         This program aims to prepare officers to become Excellence Team Leaders capable of coordinating and supervising work processes.
      iii. Senior Management Development Program (SMDP)
         This program aims to prepare officers to become Excellence People Leaders capable of leading teams and work units.
2. Wireline School
   An academy program aimed at new hire employees in the Upstream Services division, Wireline Services department, with the rank equivalent of Field Engineer Trainee. This academy aims to improve the competencies and knowledge of Field Engineer

Trainee dalam rangka menciptakan *engineer* yang kompeten. Kegiatan tersebut diikuti oleh 11 pekerja hasil rekrutmen baru pada *Business Line Wireline Services*.

3. Marketing Academy,
   Program akademi yang ditujukan untuk level *officer* dari fungsi *marketing* yang bertanggung jawab untuk menjalankan operasional sehari-hari *business process* dari Divisi Marketing. Akademi ini bertujuan untuk meningkatkan *soft-skill* dan *technical skill* dari pekerja yang terlibat langsung dalam kegiatan *operasional marketing*.
4. HSSE Academies, terdiri dari 3 (tiga) program utama, antara lain:
   a. HSSE 101 Academy
      Program peningkatan kompetensi dan *engagement* untuk pekerja level Chief, Project Manager, Desc Engineer, Supervisor, Superintendent. Program ini bertujuan untuk meningkatkan *awareness* HSE kepada *key person* di setiap fungsi terutama pekerja yang memiliki bawahan serta meningkatkan *engagement* HSE kepada pekerja setingkat *manager* atau *assistant manager* agar dapat menjadi kepanjangan tangan dari Divisi HSSE dalam mempromosikan HSSE di tempat kerja. Program tersebut dilaksanakan dengan metode pembelajaran mandiri (*self learning*), serta pemberian penugasan (*assignments*), serta diikuti oleh 124 pekerja dari seluruh fungsi di Perseroan dan anak usaha.
   b. HSSE School Academy
      Program akademi untuk pekerja dengan jabatan HSE Officer di Perseroan dan entitas anak. Program ini dirancang dengan tujuan melakukan *refreshment* dan pembekalan terkait HSE yang komprehensif, khususnya untuk Tim HSSE dan dalam beberapa kesempatan, terbuka untuk seluruh Perwira Elnusa. Program ini dilakukan secara *hybrid* (*online* dan *offline*) dengan metode pembelajaran diskusi interaktif bersama SGO HSSE di Perseroan, serta diikuti oleh lebih dari 200 HSE Officer dari seluruh fungsi di Perseroan dan entitas anak.
   c. HSSE+ Academy
      Program akademi untuk pekerja dengan level jabatan asisten manajer ke atas di Fungsi HSSE Perseroan dan entitas anak. Program ini bertujuan untuk memberikan penyegaran dan peningkatan kompetensi *soft-skill* guna mendukung kinerja pada fungsi HSSE. Program ini dilakukan secara *offline* dengan metode pembelajaran kuliah, diskusi interaktif, dan *workshop*. Program ini diikuti oleh 21 pekerja dari Divisi HSSE Perseroan dan entitas anak.
5. Controller Academy – Rookie Star
   Program akademi yang ditujukan untuk level *Junior Staff* dari Fungsi Controller. Akademi ini merangkum berbagai macam agenda *technical training* untuk kebutuhan pengetahuan dalam melaksanakan pekerjaan sehari-hari, sehingga peserta pekerja junior yang telah mengikuti pelatihan lebih memahami proses bisnis di fungsinya.
6. Industrial Relation Academy
   Program akademi yang ditujukan untuk pekerja Fungsi Human Capital. Akademi ini merangkum kebutuhan-kebutuhan kompetensi inti dalam bidang pekerjaan yang berkaitan erat dengan hubungan industrial dan bertujuan agar peserta memahami ilmu aspek penanganan hubungan industrial dalam ruang lingkup organisasi pekerjaan. Jumlah peserta pada Industrial Relation Academy sebanyak 53 peserta.

Trainees to create competent engineers. The activity was attended by 11 employees recruited from the Wireline Services Business Line.

3. Marketing Academy
   An academy program for officer-level employees from the marketing function responsible for carrying out the daily operational business processes of the Marketing Division. This academy aims to improve the soft skills and technical skills of employees directly involved in marketing operational activities.
4. HSSE Academies, consisting of 3 (three) main programs, namely:
   a. HSSE 101 Academy
      A program to improve competency and engagement for Chief-level employees, Project Managers, Desc Engineers, Supervisors, and Superintendents. This program aims to increase HSE awareness among key persons in each function, especially employees who have subordinates, and increase HSE engagement among employees at the manager or assistant manager level to become an extension of the HSSE Division in promoting HSE in the workplace. The program is carried out through self-learning methods, assignments, and was attended by 124 employees from all functions in the Company and its subsidiaries.
   b. HSSE School Academy
      An academy program for employees with the HSE Officer position in the Company and its subsidiaries. This program is designed to provide comprehensive HSE refreshment and preparation, especially for the HSE Team and, on some occasions, open to all Elnusa Officers. The program is conducted in a hybrid manner (online and offline) through interactive discussion methods with HSSE SGOs in the Company and was attended by more than 200 HSE Officers from all functions in the Company and its subsidiaries.
   c. HSSE+ Academy
      An academy program for employees with assistant manager levels and above in the HSSE function of the Company and its subsidiaries. This program aims to provide refreshment and improvement of soft skills to support performance in the HSSE function. The program is conducted offline through lecture methods, interactive discussions, and workshops. This program was attended by 21 employees from the HSSE Division of the Company and its subsidiaries.
5. Controller Academy – Rookie Star
   An academy program aimed at Junior Staff-level employees from the Controller Function. This academy summarizes various technical training agendas for knowledge needs in carrying out daily work, so that participating junior employees better understand the business processes in their function.
6. Industrial Relation Academy
   An academy program aimed at employees of the Human Capital Function. This academy summarizes core competency needs related to jobs closely related to industrial relations and aims to enable participants to understand industrial relations aspects within the scope of work organizations. The number of participants in the Industrial Relation Academy was 53.

Learning Program

Penyelenggaraan pengembangan kompetensi dalam bentuk pelatihan di lingkungan Perseroan dilakukan oleh Fungsi HC Learning. Unit kerja ini bertanggung jawab untuk memastikan penyelenggaraan program pelatihan dan pembelajaran, melakukan evaluasi terhadap kompetensi pekerja setelah mendapatkan kegiatan pelatihan, dan memastikan adanya dokumentasi serta pemutakhiran materi pembelajaran pekerja dalam rangka mendukung peningkatan kompetensi SDM Perseroan.

Jumlah jam pembelajaran Perseroan yang diselenggarakan oleh Fungsi HC Learning selama 3 (tiga) tahun terakhir tersaji dalam tabel di bawah ini:

Learning Program

The implementation of competency development in the form of training within the Company is carried out by the HC Learning Function. This unit is responsible for ensuring the implementation of training and learning programs, evaluating employee competencies after participating in training activities, and ensuring the documentation and updating of employee learning materials to support the improvement of the Company's human resource competencies.

The total learning hours provided by the Company's HC Learning Function over the past 3 (three) years are presented in the table below:

Jam Pelatihan dan Pembelajaran (jam) Training and Learning Hours (hours)			Pertumbuhan *Man Hour* Pelatihan (%) Training Man Hour Growth (%)		
2023	2022	2021	2023	2022	2021
669.015	612.300	558.223	9,26	9,68	234,52

Tabel di atas menunjukkan adanya peningkatan jam pembelajaran pekerja. Hal ini disebabkan karena adanya penambahan aktivitas pembelajaran pekerja yang cukup beragam dibandingkan dengan tahun sebelumnya.

The table above shows an increase in worker learning hours. This is due to the addition of quite diverse worker learning activities compared to the previous year.

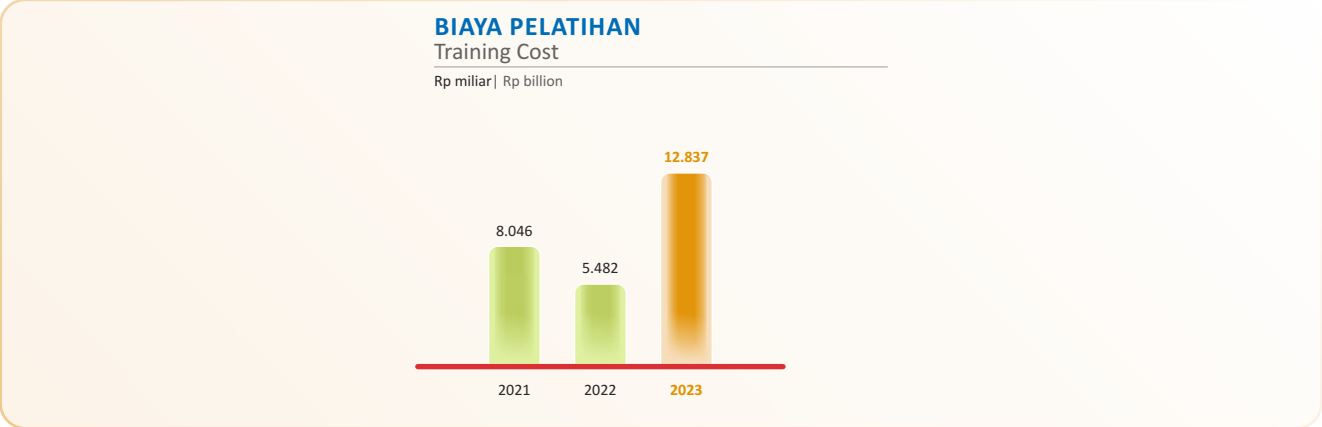
Perseroan berkomitmen untuk terus meningkatkan kapabilitas SDM Perseroan, seperti dibuktikan dengan pengembangan SDM secara berkelanjutan. Realisasi biaya pengembangan kompetensi SDM pada tahun 2023 mencapai Rp12,84 miliar, naik 134% dibandingkan tahun 2022 yang sebesar Rp5,48 miliar.

The Company is committed to continuously improving the capabilities of the Company's human resources, as evidenced by the continuous development of human resources. The realization of HR competency development costs in 2023 reached Rp12.84 billion, up 134% compared to 2022, which amounted to Rp5.48 billion.

Rincian realisasi investasi untuk biaya pelatihan Perseroan dalam 3 (tiga) tahun terakhir tersaji pada tabel di bawah ini.

Details of investment realization for the Company's training costs in the last 3 (three) years are presented in the table below.

Biaya Pelatihan (Rp miliar) Training Cost (Rp billion)			Pertumbuhan Biaya Pelatihan (%) Training Cost Growth (%)		
2023	2022	2021	2023	2022	2021
12.837	5.482	8.046	134	(32)	4



Berdasarkan tabel di atas, terlihat bahwa biaya pelatihan di tahun 2023 mengalami kenaikan sebesar 134% jika dibandingkan dengan tahun sebelumnya. Kenaikan ini mencerminkan komitmen Perseroan untuk meningkatkan kualitas SDM, di mana terdapat penambahan aktivitas pembelajaran pekerja Perseroan khususnya yang difokuskan kepada

Based on the table above, it can be seen that training costs in 2023 increased by 134% compared to the previous year. This increase reflects the Company's commitment to improving the quality of its human resources, with additional learning activities for Company employees, especially those focused on leadership competencies,

kompetensi *Leadership*, di antaranya Elnusa *Leader Development Program* dan *Leadership Mandatory Program* (EWA, JMDP, SMDP) yang ditujukan untuk pekerja Perseroan berdasarkan jenjang jabatan yang telah ditentukan.

including the Elnusa Leader Development Program and Leadership Mandatory Program (EWA, JMDP, SMDP), aimed at Company employees based on their designated job levels.

Pelatihan yang diselenggarakan oleh Perseroan, terbagi dalam beberapa jenis, yaitu sebagai berikut:

1. Sertifikasi (*Certification*)
   Pelatihan dan uji kompetensi teknis terstandar yang menjadi persyaratan wajib (*mandatory*) dalam melakukan sebuah pekerjaan. *Output* dari kegiatan ini adalah dokumen/sertifikat yang menyatakan bahwa pekerja kompeten dalam bidang tertentu.
2. Pelatihan *Soft-Skill*
   Pelatihan yang dilakukan untuk meningkatkan kompetensi non teknikal sesuai dengan kebutuhan untuk level jabatan tertentu.
3. Pelatihan *Technical Skill*
   Pelatihan yang dilakukan untuk meningkatkan kompetensi teknis yang terkait dengan pekerjaan yang dilakukan oleh pekerja.
4. Pelatihan Umum (*General*)
   Pelatihan yang diberikan dalam rangka meningkatkan kompetensi yang berhubungan dengan industri migas maupun bidang umum lainnya.

Training organized by the Company is divided into several types, as follows:

1. Certification
   Training and standardized technical competence tests that are mandatory requirements for performing a job. The output of this activity is a document/certificate stating that the employee is competent in a specific field.
2. Soft Skill Training
   Training conducted to improve non-technical competencies according to the needs of specific job levels.
3. Technical Skill Training
   Training conducted to improve technical competencies related to the work performed by employees.
4. General Training
   Training provided to enhance competencies related to the oil and gas industry or other general fields.

Data program pelatihan yang telah terselenggara dalam 3 (tiga) tahun terakhir adalah sebagai berikut:

The data on training programs conducted in the last 3 (three) years are as follows:

Jenis Pelatihan	Jam Pelatihan dan Pembelajaran (jam) Training and Learning Hours (hours)			Persentase (%) Percentage (%)			Type of Training
	2023	2022	2021	2023	2022	2021	
Certification	18.737	20.301	16.323	3	3	3	Certification
Soft Skill	48.829	1.679	2.323	7	0	0	Soft Skill
Technical	177.033	45.652	81.228	27	8	15	Technical
General	424.416	536.179	458.649	63	89	82	General
Jumlah	**669.015**	**603.811**	**558.523**	**100**	**100**	**100**	**Total**

Perseroan memberikan kesempatan yang sama bagi segenap SDM di setiap level/jenjang jabatan untuk mendapatkan program pembelajaran. Pengembangan kompetensi SDM Perseroan tidak hanya diberikan untuk level pekerja yang bekerja di proyek-proyek Perseroan, tetapi juga untuk seluruh SDM di setiap jenjang jabatan.

The Company provides equal opportunities for all human resources at every level/position to obtain learning programs. The Company's HR competency development is not only provided for the level of workers who work on the Company's projects, but also for all HR at every position level.

Komposisi jam pembelajaran atau man hour pelatihan berdasarkan jenjang jabatan dalam 3 (tiga) tahun terakhir adalah sebagai berikut:

The composition of learning hours or training man hours based on position level in the last 3 (three) years is as follows:

Jenjang Jabatan	Jam Pelatihan dan Pembelajaran (jam) Training and Learning Hours (hours)			Persentase (%) Percentage (%)			Position
	2023	2022	2021	2023	2022	2021	
Director	3.384	2.314	2.434	1	0	0	Director
Vice President	7.360	5.112	4.680	1	1	1	Vice President
Senior Manager	19.690	27.771	21.598	3	5	4	Senior Manager
Manager	204.381	76.625	49.237	31	13	9	Manager
Assistant Manager	152.988	145.083	87.068	23	24	16	Assistant Manager
Staff/Officer	281.212	346.906	393.506	42	57	70	Staff/Officer
Jumlah	**669.015**	**603.811**	**558.523**	**100**	**100**	**100**	**Total**

Secara umum, dari tabel di atas dapat disimpulkan bahwa Perseroan memiliki komitmen yang tinggi dalam pengembangan SDM bagi semua level pekerja. Fokus pembelajaran untuk pekerja level *manager* ke atas adalah membangun kompetensi manajerial. Sedangkan fokus untuk pekerja level *junior manager* ke bawah adalah untuk pemenuhan kompetensi dalam melaksanakan proyek.

Coaching & Mentoring Program

Perseroan dan *Sub Holding Upstream* terus menggalakkan program *coaching* & *mentoring* dalam rangka pengembangan kapabilitas pekerja. Program tersebut dilakukan melalui platform digital Elnusa *Coaching Mentoring Academy* (ECMA). Aplikasi ini memudahkan pekerja untuk melakukan kegiatan *coaching* & *mentoring*, karena bisa dilakukan di mana saja dan kapan saja dan memastikan semua aset pengetahuan dapat terdokumentasi dengan baik. Pada tahun 2023, tercatat 331 *pairing* pelaksanaan kegiatan *coaching* & *mentoring* di lingkungan Elnusa Group.

Knowledge Management System

Dalam rangka menghindari hilangnya aset pengetahuan intelektual ketika seorang pekerja meninggalkan Perseroan, sejak tahun 2017 Perseroan terus memperkuat *knowledge management system* untuk mendokumentasikan aset pengetahuan (*explicit* dan *tacit knowledge*) yang dimiliki oleh SDM Perseroan. Kegiatan ini telah dilakukan secara berkelanjutan hingga sekarang.

Aset pengetahuan dimuat dalam portal *knowledge management* yang terintegrasi dengan pengelolaan aset pengetahuan yang dikelola oleh PT Pertamina (Persero). Selain melalui portal komet (*knowledge management*), Perseroan juga memiliki platform EPS E-Library, perpustakaan elektronik yang berfungsi untuk menyimpan seluruh aset pengetahuan, serta mendistribusikan pengetahuan tersebut kepada pekerja yang membutuhkan.

Sharing Session

Perseroan melalui Fungsi HC Learning menyelenggarakan program sharing knowledge sebagai wadah pertukaran ide, pengetahuan, dan informasi di antara pekerja. Program ini diselenggarakan secara rutin setiap 2 (dua) kali dalam sebulan, dengan topik bervariasi namun tetap relevan dengan *core business* Perseroan.

Narasumber program *sharing session* diisi oleh pemateri internal, yaitu pekerja Perseroan, dan pemateri eksternal, yaitu *public figure*, praktisi, dan sosok inspiratif yang mampu memberikan wawasan bagi pekerja Perseroan. Pada tahun 2023 Elnusa berkontribusi melakukan *sharing knowledge* di lingkungan PT Pertamina (Persero) dan *Sub Holding Upstream* dengan jumlah topik *sharing* sebanyak 5 topik dalam kegiatan komet webinar terpusat dan 20 topik pada forum komet lokal.

Perseroan juga mengadakan program Elnusa Leader Sharing & Action (ELSA), sebuah program CSR Perseroan yang berfokus pada edukasi. Dalam program itu, jajaran manajemen Perseroan memberikan *sharing knowledge* kepada mahasiswa di sejumlah universitas di Indonesia. Program ini terselenggara sebanyak 5 (lima) *event* di tahun 2023.

Generally, from the table above, it can be concluded that the Company has a high commitment to the development of human resources (HR) for all levels of employees. The learning focus for managers and above is on building managerial competencies. Meanwhile, the focus for junior managers and below is on fulfilling competencies in project implementation.

Coaching & Mentoring Program

The Company and its Sub Holding Upstream, continue to promote coaching & mentoring programs for employee capability development. These programs are carried out through the digital platform Elnusa Coaching Mentoring Academy (ECMA). This application facilitates employees to engage in coaching & mentoring activities, as it can be done anywhere and anytime, ensuring that all knowledge assets are well documented. In 2023, there were 331 pairs involved in coaching & mentoring activities within the Elnusa Group.

Knowledge Management System

In order to prevent the loss of intellectual knowledge assets when an employee leaves the Company, since 2017, the Company has been strengthening its knowledge management system to document the knowledge assets (both explicit and tacit knowledge) held by its employees. This activity has been carried out continuously until now.

Knowledge assets are loaded into the knowledge management portal integrated with knowledge asset management managed by PT Pertamina (Persero). In addition to the Komet portal (knowledge management), the Company also has the EPS E-Library platform, an electronic library designed to store all knowledge assets and distribute that knowledge to employees in need.

Sharing Session

Through the HC Learning Function, the Company organizes knowledge-sharing programs as a forum for exchanging ideas, knowledge, and information among employees. This program is held regularly, twice a month, with various topics that are still relevant to the Company's core business.

The speakers for the sharing session program consist of internal speakers, i.e., Company employees, and external speakers, such as public figures, practitioners, and inspirational figures who can provide insights to Company employees. In 2023, Elnusa contributed to knowledge-sharing activities within PT Pertamina (Persero) and Sub Holding Upstream, with a total of 5 topics in centralized webinar komet events and 20 topics in local komet forums.

The Company also organizes the Elnusa Leader Sharing & Action (ELSA) program, a Company CSR program focused on education. In this program, Company management provides knowledge sharing to students at several universities in Indonesia. This program was held at 5 (five) events in 2023.

Performance Management System

Dalam rangka menyelaraskan kinerja individu dengan visi, misi, strategi serta proses bisnis, Perseroan menerapkan Sistem Pengelolaan Kinerja (SPK) yang mampu menyelaraskan kinerja Perseroan. Pada tahun 2023, Perseroan telah berhasil melakukan *cascading* dan *alignment Key Performance Indicator* (KPI) dari korporasi hingga ke level individu Pekerja menggunakan aplikasi *Performance Management System* (PMS) secara *online* yang juga dapat membantu memberikan gambaran pencapaian kinerja Pekerja dan Perseroan secara *real time*.

Secara umum, proses dalam Sistem Pengelolaan Kinerja (SPK) Perseroan adalah sebagai berikut:

Perencanaan Kinerja
KPI Perseroan (level korporasi) ditetapkan dan ditandatangani oleh seluruh direktur pada awal tahun. KPI tersebut menjadi dasar proses *cascading* KPI ke seluruh unit bisnis sampai level individu pekerja, baik di Perseroan maupun di anak usaha.

***Monitoring* Kinerja**
Monitoring atas kinerja Perseroan di level korporasi dan unit bisnis serta anak usaha dilakukan menggunakan aplikasi *Performance Management Online*, yaitu suatu sistem *monitoring* pencapaian kinerja berbasis *web* dan *apps* yang berisi KPI Perseroan. *Update* data pencapaian indikator kinerja pada *Dashboard* KPI dilakukan setiap saat, sehingga dapat dimonitor secara *real time*.

Penilaian Kinerja
Penilaian kinerja Perseroan di level korporasi dan unit bisnis serta anak perusahaan dilakukan menggunakan aplikasi *Performance Management Online* yang secara otomatis menampilkan hasil pencapaian KPI Fungsi, pencapaian *Individual Contributory* (berupa penilaian terhadap HSSE *Objectives*, *Talent Development*, dan *Project* & *Community Involvement* Pekerja), serta penilaian perilaku penting individu pekerja yang mendukung pekerjaan dan pencapaian kinerja berlandaskan Tata Nilai Budaya AKHLAK menggunakan metode AKHLAK Behavior Survey (ABS) 360 feedback.

Metode ABS 360 Feedback merupakan penilaian yang melibatkan pihak-pihak yang memiliki hubungan kerja langsung dengan pekerja untuk memberikan penilaian, antara lain: pekerja, atasan pekerja, bawahan pekerja, dan rekan kerja pekerja. Metode ini ditujukan untuk meningkatkan objektivitas penilaian kompetensi, memberikan gambaran kebutuhan pengembangan kompetensi pekerja yang lebih akurat, serta meningkatkan kepedulian pekerja dalam pemenuhan hasil kerjanya kepada fungsi/bagian lain berlandaskan Tata Nilai Budaya AKHLAK.

Hasil penilaian kinerja selanjutnya digunakan dalam pengembangan kompetensi, pengembangan karier SDM, seperti promosi dan rotasi, pengkajian pemberian kompensasi bagi SDM serta penentuan *reward* kinerja.

Compensation & Benefit

Pemenuhan hak pekerja berupa kompensasi dan *benefit* yang disusun Perseroan bertujuan untuk dapat menarik, mempertahankan, memotivasi, dan meningkatkan keterikatan pekerja. Dengan demikian,

Performance Management System
In order to align individual performance with the Company's vision, mission, strategy, and business processes, the Company implements a Performance Management System (PMS) capable of aligning company performance. In 2023, the Company successfully cascaded and aligned Key Performance Indicators (KPIs) from corporate to individual employee levels using an online Performance Management System (PMS) application, which also helps provide real-time insights into employee and Company performance achievements.

Overall, the process in the Company's Performance Management System (PMS) is as follows:

Performance Planning
Corporate KPIs are set and signed by all directors at the beginning of the year. These KPIs serve as the basis for cascading KPIs to all business units down to individual employee levels, both within the Company and its subsidiaries.

Performance Monitoring
Monitoring of the Company's performance at the corporate, business unit, and subsidiary levels is carried out using the Performance Management Online application, a web- and app-based performance achievement monitoring system containing the Company's KPIs. Data updates on performance indicator achievements on the KPI Dashboard are done in real time, allowing for real-time monitoring.

Performance Evaluation
Performance evaluation of the Company at the corporate, business unit, and subsidiary levels is conducted using the Performance Management Online application, which automatically displays the achievement results of function KPIs, Individual Contributory achievements (such as assessments of HSSE Objectives, Talent Development, and Project & Community Involvement by employees), and assessments of important individual behaviors that support work and performance achievements based on the AKHLAK Cultural Values using the AKHLAK Behavior Survey (ABS) 360 feedback method.

The ABS 360 Feedback method involves assessments from parties who have direct working relationships with employees, including employees, employee supervisors, employee subordinates, and employee coworkers. This method is aimed at improving the objectivity of competency assessments, providing a more accurate picture of employee competency development needs, and increasing employee awareness of fulfilling their work results in other functions and areas based on AKHLAK Cultural Values.

The outcomes of performance evaluations are then used in competency development, employee career development, such as promotions and rotations, employee compensation review, and determining performance rewards.

Compensation & Benefit
The fulfillment of employee rights in the form of compensation and benefits, as structured by the Company, aims to attract, retain, motivate, and enhance employee engagement. Consequently,

para pekerja secara terus menerus memberikan kinerja yang optimal, mendukung visi dan misi, serta strategi Perseroan.

Untuk remunerasi atau imbalan kerja yang diberikan kepada pekerja merupakan bentuk komitmen imbal jasa kepada pekerja. Perseroan telah memenuhi ketentuan Upah Minimum Provinsi/Kabupaten/Kota (UMP/UMK) wilayah masing-masing unit kerja Perseroan yang ditetapkan oleh pemerintah. Sementara kompensasi program kesejahteraan dan fasilitas pekerja mengacu kepada ketentuan dan Peraturan Kementerian Tenaga Kerja, termasuk pemenuhan upah yang berlaku.

Pada tahun 2023, Perseroan juga melakukan beberapa program yang berkaitan dengan kompensasi dan *benefit* yaitu sebagai berikut:

1. ***Review* Kompensasi**
   Untuk menjaga total remunerasi agar tetap bisa cukup kompetitif di market juga sebagai bagian dari *reward strategy* untuk meningkatkan motivasi pekerja serta bagian dari upaya untuk menjaga *internal equity*. Dalam rangka harmonisasi remunerasi di lingkungan Sub Holding Upstream, Perseroan memberikan insentif dan bonus dengan tetap melihat ketersediaan anggaran dan kemampuan Perseroan.
2. ***Review Benefit***
   Untuk meningkatkan efektivitas *benefit* kesehatan yang diberikan Perseroan kepada pekerja (asuransi kesehatan & BPJS Kesehatan), Perseroan menetapkan program *flexi benefit*, di mana pekerja dapat memiliki salah satu dari dua design asuransi, yaitu asuransi *as charge* dan asuransi *inner limit*.

   Flexible benefit adalah *benefit non cash* yang diberikan Perseroan yang memungkinkan pekerja memilih *benefit* sesuai kebutuhannya berdasarkan paket program yang ditawarkan oleh Perseroan. Tujuan program ini: (1) Memberikan pilihan kepada pekerja untuk menentukan program *benefit* yang sesuai preferensi/kebutuhan masing-masing; (2) Mengikuti perkembangan demografi pekerja dengan mengakomodasi aspirasi kebutuhan *benefit* dari tiap generasi baik generasi *Baby Boomer*, X, Y, dan Z.

   Program *flexible benefit* yang ditawarkan merupakan kombinasi antara asuransi *inner limit* & plafon *flexible benefit*. Asuransi kesehatan dengan *inner limit*: desain asuransi dengan batasan plafon di setiap jenis perawatan, namun tidak memiliki limit tahunan untuk rawat inap.

   Asuransi kesehatan yang diberikan Perseroan saat ini adalah *as charge*, yaitu desain asuransi yang tidak ada batasan plafon di setiap jenis perawatan, tetapi memiliki limit tahunan. Jika pekerja menggunakan asuransi *as charge*, maka tidak mendapatkan program *flexible benefit*.

   Pilihan *flexible benefit* yang dapat digunakan oleh pekerja di antaranya:
   - Pembelian laptop/*handphone*.
   - Pembayaran pajak kendaraan/PBB.
   - *Top up* DPLK.
   - *Traveling*.
   - *Top up* plafon kacamata.
   - Biaya pendidikan/kursus/sertifikasi.

employees continuously deliver optimal performance and support the Company's vision, mission, and strategies.

Regarding remuneration or rewards provided to employees, it represents the Company's commitment to compensating employees. The Company has complied with the provisions of the Provincial/Regency/City Minimum Wage (UMP/UMK) in the respective regions where the Company's units are located, as determined by the government. Meanwhile, compensation for welfare programs and employee facilities follows the regulations of the Ministry of Manpower, including the fulfillment of applicable wages.

In 2023, the Company also carried out several programs related to compensation and benefits as follows:

1. **Compensation Review**
   To ensure that total remuneration remains competitive in the market and as part of the reward strategy to enhance employee motivation and maintain internal equity. In order to harmonize remuneration within the Sub Holding Upstream environment, the Company provides incentives and bonuses while considering the Company's budget availability and capabilities.

2. **Benefit Review**
   To improve the effectiveness of health benefits provided by the Company to employees (health insurance & BPJS Kesehatan), the Company established a flexi benefit program, where employees can have one of two insurance designs, namely as charge insurance and inner limit insurance.

   Flexible benefits are non-cash benefits provided by the Company that allow employees to choose benefits according to their needs based on the package programs offered by the Company. The objectives of this program are: (1) To provide employees with the option to determine benefit programs according to their preferences/needs; (2) To accommodate the benefit needs aspirations of each generation, including Baby Boomer, X, Y, and Z generations.

   The flexible benefit program offered is a combination of Inner Limit Insurance & flexible benefit ceiling. Health insurance with inner limits: insurance design with a ceiling limit on each type of treatment, but with no annual limit for inpatient care.

   The health insurance provided by the Company currently is as charge, which is an insurance design with no ceiling limit on each type of treatment but has an annual limit. If employees use as charge insurance, they will not receive the flexible benefit program.

   Some of the flexible benefits that employees can choose from include:
   - Purchasing laptop/phone.
   - Payment of vehicle tax/property tax.
   - DPLK top-up.
   - Traveling.
   - Top-up eyeglass limit.
   - Education/course/certification expenses.

- *Membership* olahraga/*gym*/alat olahraga (kecuali baju/sepatu).
- Tabungan emas/logam mulia.
- *Top up* perawatan gigi.

Selain meningkatkan efektivitas *benefit* kesehatan melalui program *flexible benefit*, Perseroan juga melakukan sosialisasi penggunaan *telemedicine* yang digunakan dalam proses pengobatan rawat jalan. Pengobatan melalui *telemedicine* sangat efektif dan efisien secara waktu dan biaya.

Program Kesejahteraan SDM

Dalam rangka menciptakan lingkungan kerja yang produktif dan meningkatkan engagement bagi SDM, Perseroan telah melakukan serangkaian program *employee welfare* di lingkungan Perseroan. Program-program tersebut dilakukan secara mingguan, bulanan, dan tahunan dalam bentuk kegiatan rohani keagamaan, olahraga serta bentuk lainnya seperti pemberian bantuan kesejahteraan dalam bentuk:

1. Penghargaan masa kerja/ulang tahun dinas (UTD);
2. Program Siap Pensiun (SiPP);
3. Penghargaan pekerja Masa Persiapan Pensiun (MPP) usia 55 tahun;
4. Bantuan ibadah: Haji, Umrah, dan Jerusalem;
5. *Medical Check Up* (MCU) massal;
6. Pemberian vaksinasi;
7. Fasilitas kesehatan (klinik, dokter, dan ambulans);
8. Bantuan kacamata dan melahirkan;
9. Bantuan pemakaman;
10. Beasiswa untuk anak pekerja berprestasi
11. Bantuan anak yatim piatu & dhuafa;
12. Fasilitas tempat olahraga dengan 10 cabang olahraga dan 1 cabang kesenian;
13. Program Ramadan, Idul Adha, pengajian bulanan, kajian muslimah dan pendalaman iman;
14. Fasilitas ibadah (masjid & musala di setiap lantai gedung) dan fasilitas untuk kegiatan keagamaan;
15. Rangkaian acara perayaan Hari Ulang Tahun (HUT) PT Elnusa Tbk (kompetisi olah raga dan seni budaya, *sharing session*, beassiwa, CSR, dll.);
16. Bantuan kemanusiaan untuk bencana alam (seperti bantuan gempa dan banjir), dan bantuan sembako untuk tenaga harian dan *outsourcing*;
17. Bantuan fasilitas paket data/internet.

Human Resource Management Services

Program *service management* dikelola untuk memastikan seluruh layanan Fungsi Human Capital dapat diterima oleh pekerja sesuai dengan standar yang berlaku di Perseroan. Hal ini bertujuan untuk mewujudkan kondisi kerja yang nyaman, aman, produktif, dan efisien melalui terjaminnya pelayanan kepada kepada semua pekerja Perseroan.

Employee Engagement Survey dan Practice Pulse Check Survey

Perseroan ikut berpartisipasi pada *Employee Engagement Survey* dan *Practice Pulse Check Survey* diselenggarakan oleh PT Pertamina (Persero) pada tanggal 17–21 Juli 2023. Hasil survei menunjukkan

- Membership in sports/gym/sports equipment (excluding clothes/shoes).
- Gold/silver bullion savings.
- Dental care top-up.

In addition to improving the effectiveness of health benefits through the flexible benefit program, the Company also conducted socialization on the use of telemedicine for outpatient treatment. Treatment through telemedicine is highly effective and efficient in terms of time and cost.

Employee Welfare Program

In order to create a productive work environment and enhance engagement for employees, the Company has implemented a series of employee welfare programs within the Company's environment. These programs are conducted on a weekly, monthly, and annual basis in the form of spiritual and religious activities, sports, as well as other forms such as the provision of welfare assistance in the form of:

1. Length of service/service anniversary awards;
2. Ready for Retirement Program (SiPP);
3. Employee Recognition for Retirement Preparation (MPP) at the age of 55;
4. Worship assistance: Hajj, Umrah, and Jerusalem;
5. Mass Medical Check-Up (MCU);
6. Provision of vaccinations;
7. Health facilities (clinics, doctors, and ambulances);
8. Assistance for eyeglasses and childbirth;
9. Funeral assistance;
10. Scholarships for children of outstanding employees;
11. Assistance for orphans and the underprivileged;
12. Sports facilities with 10 sports branches and 1 arts branch;
13. Ramadan programs, Eid al-Adha, monthly religious studies, women's religious studies, and deepening of faith;
14. Worship facilities (mosques & prayer rooms on every floor of the building) and facilities for religious activities;
15. Series of events celebrating the Anniversary Day of PT Elnusa Tbk (sports and cultural arts competitions, sharing sessions, scholarships, CSR, etc.);
16. Humanitarian assistance for natural disasters (such as earthquake and flood relief), and food aid for daily and outsourcing workers;
17. Assistance with data/internet package facilities.

Human Resource Management Services

The service management program is administered to ensure that all Human Capital Function services are received by employees according to the standards applicable to the Company. This aims to create a comfortable, safe, productive, and efficient working environment through the provision of guaranteed services to all Company employees.

Employee Engagement Survey and Practice Pulse Check Survey

The Company participated in the Employee Engagement Survey and Practice Pulse Check Survey organized by PT Pertamina (Persero) from July 17–21, 2023. The survey results showed that employee

keterikatan pekerja terhadap Perseroan untuk meningkatkan produktivitas pekerja memperoleh nilai 85,25% (kategori "Sangat Tinggi"). *Practice Pulse Check Survey* yang mengukur persepsi dan praktik manajemen terhadap kinerja budaya memperoleh nilai 86,57% (kategori "Sangat Tinggi").

Service Level Agreement

Perseroan mengatur mekanisme pembuatan, pelaksanaan, pemantauan dan pelaporan kemajuan pelaksanaan *Service Level Agreement* (SLA) Fungsi Human Capital, agar terlaksana secara terencana, terukur, efektif, dan efisien sesuai dengan ketetapan yang berlaku. SLA pada beberapa kegiatan Fungsi Human Capital yang dapat diukur adalah ketepatan pemenuhan rekrutmen, administrasi *payroll*, administrasi *benefit*, *contract management*, *outsourcing management*, administrasi perubahan pangkat, jabatan, dan remunerasi.

***Human Resource Information System* (HRIS)**

Perseroan terus melakukan pengembangan terhadap sistem HRIS yang telah ada. Untuk tahun 2023, Perseroan mengembangkan Elnusa *Integrated People System* (ELIPS), sebuah platform pengelolaan -proses dalam *human capital management*, yang terdiri dari 3 (tiga) pilar besar: *Recruitment Online*, Elnusa *Talent Management*, dan HC *Services* & *Administration*. Detail fitur-fitur yang dikembangkan di dalam ELIPS adalah:

1. **AKHLAK Meter**
   Pada tahun 2023 Perseroan membuat aplikasi AKHLAK meter, karena adanya kebutuhan untuk *monitoring* implementasi budaya AKHLAK di lingkungan kerja. Dengan adanya aplikasi AKHLAK meter, Perseroan bisa mengukur skor AKHLAK pekerja berdasarkan indikator-indikator yang bersifat kuantitatif dan berbasis data aktual sebagai *evidence*. Penilaian dilakukan kepada seluruh pekerja dan atasan langsung melalui aplikasi Equanta.

2. **Pembukaan Role ELIPS untuk HC Anak Perusahaan**
   Sebagai bentuk *corporation management*, Perseroan mulai mengimplementasikan penggunaan aplikasi ELIPS ke anak perusahaan, agar pengelolaan SDM di anak perusahaan dilakukan secara digital. Dengan penggunaan ELIPS di entitas anak, datanya terintegrasi dengan Perseroan dan memudahkan apabila dibutuhkan sebagai bahan analisis data secara grup.

3. **Elnusa Talent Management**
   Pengelolaan talenta dalam aplikasi Elnusa Talent Management di tahun 2023 terus dikembangkan dan ditambahkan fiturnya untuk menjawab kebutuhan di human capital yang akan memudahkan proses pengembangan talenta Elnusa. Realisasi pengembangannya adalah:
   a. *Competency management*.
      Pada menu *competency management*, Perseroan menambahkan fitur untuk memasukkan berbagai penilaian kompetensi perilaku yang sudah dilakukan pekerja (ELC,PLC,FLC, PCC,dll). Melalui fitur ini, pekerja bisa dengan mudah melihat semua hasil *assessment* yang sudah dilakukan. Data ini berguna untuk analisis penilaian kompetensi di internal HC. Selain itu, data juga digunakan untuk penentuan career success factor.

engagement with the Company to improve productivity received a score of 85.25% (category "Very High"). The Practice Pulse Check Survey, which measures perceptions and management practices regarding cultural performance, scored 86.57% (category "Very High").

Service Level Agreement

The Company sets up mechanisms for creating, implementing, monitoring, and reporting on the progress of the implementation of the Human Capital Function's Service Level Agreement (SLA) to be carried out in a planned, measurable, effective, and efficient manner according to applicable provisions. SLAs in several Human Capital Function activities that can be measured include recruitment accuracy, payroll administration, benefit administration, contract management, outsourcing management, promotion, position, and remuneration administration.

Human Resource Information System (HRIS)

The Company continues to develop the existing HRIS system. For the year 2023, the Company developed the Elnusa Integrated People System (ELIPS), a human capital management process management platform consisting of 3 (three) major pillars: Recruitment Online, Elnusa Talent Management, and HC Services & Administration. The detailed features developed within ELIPS are as follows:

1. **AKHLAK Meter**
   In 2023, the Company developed the AKHLAK meter application due to the need to monitor the implementation of AKHLAK culture in the workplace. With the AKHLAK meter application, the Company can measure the AKHLAK scores of employees based on quantitative indicators and actual data as evidence. Assessments are conducted for all employees and immediate supervisors through the Equanta application.

2. **Opening of ELIPS Role for Subsidiary HC**
   As a form of corporation management, the Company began implementing the use of ELIPS applications for subsidiaries to digitize HR management in subsidiaries. With the use of ELIPS in subsidiary entities, the data is integrated with the Company and facilitates analysis if needed as group data.

3. **Elnusa Talent Management**
   The talent management within the Elnusa Talent Management application in 2023 continued to be developed and additional features were added to meet the needs in human capital that would facilitate the Elnusa talent development process. The realization of its development includes:
   a. Competency management.
      In the competency management menu, the Company added a feature to input various assessments of behavioral competencies that employees have undergone (ELC, PLC, FLC, PCC, etc.). Through this feature, employees can easily view all assessment results that have been conducted. This data is useful for competency assessment analysis within the internal HC. Additionally, the data is also used for determining career success factors.

b. *Individual development plan*
Menu ini berfungsi untuk Pengajuan dan realisasi perencanaan pengembangan pekerja terkait assignment, coaching, training dan self learning. Pada tahun 2023, Perseroan mengintegrasikan matriks learning dengan form yang ada di IDP agar training yang diajukan oleh pekerja pada IDP sesuai dengan matriks yang sudah ditetapkan.

c. *Performance management system*
Menu ini berfungsi untuk mengukur performa pekerja. Di aplikasi ini, pekerja bisa memasukkan indikator KPI, melakukan *cascade* dan *shared* KPI agar kinerja Perseroan sejalan dengan kinerja level-level di bawahnya. Di tahun 2023, Perseroan melakukan pembaruan untuk struktur pada sistem agar kinerja aplikasi *performance management* semakin cepat.

d. Elsyst (Elnusa Learning System).
Menu ini berfungsi untuk pengelolaan data *training* (penjadwalan *training*, *approval training,* dan *monitoring data training*), berdasarkan pengajuan dari pekerja dari menu *career aspiration*, *training mandatory* pekerja, dan *training adhoc* untuk pekerja. Di tahun 2023, Perseroan melakukan penambahan menu untuk bisa memasukkan data matriks *training* ke dalam aplikasi, penggabungan *form input training* ALP & *adhoc* untuk memudahkan penginputan, serta menu untuk mengelola sertifikat-sertifikat pekerja di dalam aplikasi.

e. Bisnis proses
Untuk melengkapi kebutuhan data *job description* di dalam aplikasi, Perseroan membuat aplikasi bisnis proses yang berfungsi untuk memasuk semua aktivitas-aktivitas bisnis proses, mulai dari level 1 sampai level paling bawah. Di aplikasi tersebut, Perseroan juga menyediakan fitur untuk menentukan PIC RACI (*Responsible, Accountable, Consulted, Informed*). Setelah RACI ditentukan oleh PIC, aktivitas bisnis proses akan masuk ke dalam *job description* sesuai jabatan yang sudah ditentukan.

4. HC Services & Administration Application

HC Services & Administration Application merupakan fitur *one stop services* untuk pengelolaan administrasi kebutuhan pekerja yang bisa dilakukan pekerja secara mandiri. Pada tahun 2023 Perseroan melakukan pengembangan yang terdiri dari:

a. Presensi *Online*.
Divisi Human Capital menyediakan aplikasi presensi yang bisa dilakukan secara *online* yaitu dengan menggunakan aplikasi Equanta. Pada tahun 2023, Perseroan menambah fitur *report* pada presensi, yaitu: menentukan persentase *ontime*, persentase kesesuaian jam kerja, dan bisa menentukan lokasi-lokasi kantor yang ada di Perseroan. Hal ini dilakukan untuk menambah *aware* terhadap para pekerja agar bisa lebih taat atas aturan yang ada di Perseroan.

b. Pengajuan *training* mandiri.
Untuk memudahkan proses pengajuan training bagi semua pekerja. Perseroan membuatkan menu untuk melakukan pengajuan *training* secara mandiri oleh masing-masing pekerja. Selanjutnya, pengajuan yang sudah disetujui oleh atasan masing-masing akan otomatis masuk ke aplikasi Elsyst (Elnusa Learning System). Kemudian, tim EPS (Elnusa

b. Individual development plan
This menu functions for submitting and realizing employee development planning related to assignments, coaching, training, and self-learning. In 2023, the Company integrated the learning matrix with the existing IDP form so that the training requested by employees in the IDP aligns with the established matrix.

c. Performance Management System
This menu functions to measure employee performance. In this application, employees can input KPI indicators, perform cascading and shared KPIs to align the Company's performance with the performance of lower-levels. In 2023, the Company updated the system structure to enhance the performance of the performance management application.

d. Elsyst (Elnusa Learning System)
This menu functions for managing training data (training scheduling, training approval, and training data monitoring) based on employee requests from the career aspiration menu, employee mandatory training, and ad hoc training for employees. In 2023, the Company added a menu to input training matrix data into the application, merged ALP & ad hoc training input forms for easier input, and a menu to manage employee certificates in the application.

e. Business process
To fulfill the job description data needs within the application, the Company created a business process application that functions to include all business process activities, from level 1 to the lowest level. In this application, the Company also provides a feature to determine PIC RACI (Responsible, Accountable, Consulted, Informed). After RACI is determined by PIC, business process activities will be included in the job description according to the predetermined position.

4. HC Services & Administration Application

HC Services & Administration Application is a one-stop service feature for managing employee administrative needs that can be done independently by employees. In 2023, the Company carried out developments consisting of:

a. Online Attendance.
The Human Capital Division provides an online attendance application using the Equanta application. In 2023, the Company added reporting features to the attendance, namely: determining the percentage of on-time attendance, the percentage of adherence to working hours, and the ability to determine office locations within the Company. This is done to increase awareness among employees so that they can adhere more to the Company's rules.

b. Independent training request.
To facilitate the training request process for all employees, the Company created a menu for individual employees to submit training requests independently. Subsequently, requests that have been approved by respective supervisors will automatically be entered into the Elsyst application (Elnusa Learning System). Then, the Elnusa Petroleum School (EPS)

Petroleum School) akan mendapatkan notifikasi untuk melakukan penjadwalan dan administrasi training lainnya.

5. **HC Dashboard**
   HC Dashboard merupakan sebuah portal yang berisi informasi demografi pekerja yang sifatnya umum dan dapat diakses oleh seluruh bagian di Fungsi Human Capital dan level manajemen. Demografi yang tersedia di portal ini antara lain:
   a. Data Demografi Pekerja (usia, strata, gender, generasi, jabatan, pensiun, dll.)
   b. Data *Productivity*
   c. Data *Talent*
   d. Data Presensi
   e. Data *Turnover*
   f. Data MPP & Rekrutmen

HC Dashboard ini berbasis Power BI dan bisa diakses melalui web. *Dashboard* ini berfungsi sebagai informasi dan analisis data dalam rangka pengambilan keputusan terkait SDM.

Hubungan Industrial

Perseroan selalu berupaya menciptakan suasana kerja yang terbuka dan positif dalam rangka meningkatkan hubungan industrial yang harmonis, dinamis, dan adil yang diatur dalam Peraturan Perusahaan. Perseroan berupaya membangun hubungan ketenagakerjaan yang menjamin kebebasan semua pekerja untuk masuk dalam organisasi pekerja (serikat pekerja) yang dikelola secara profesional sebagai sarana penghubung antara pekerja dan Perseroan, sebagaimana diatur dalam Undang-Undang No. 13 Tahun 2003 dan Undang-Undang Cipta Kerja No. 11 Tahun 2020 tentang Ketenagakerjaan."

Serikat pekerja Elnusa bernama SP Elnusa (SPE) bersama Perseroan saling bersinergi dalam penyusunan Peraturan Perusahaan (PP) tahun 2021–2023 yang mengatur hak dan kewajiban pekerja kepada Perseroan dan sebaliknya. Dokumen Peraturan Perusahaan (PP) yang mengikat pihak Manajemen Perseroan dan SP Elnusa terakhir disahkan melalui Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja No. KEP.411/ PHIJSK-PKKAD/PP/IV/2015 pada tanggal 17 April 2015.

Sepanjang tahun 2023, Perseroan terbilang cukup berhasil dalam melakukan pengelolaan hubungan industrial yang kondusif dengan pekerja. Sehingga, sepanjang tahun tersebut tidak terjadi *labor strike* yang melibatkan pekerja dan Perseroan.

Peraturan Perusahaan

Peraturan Perusahaan merupakan kaidah tatanan organisasi yang dijadikan landasan untuk bersikap dan bertingkah laku di lingkungan Perseroan agar sesuai dengan norma dan nilai yang berbudi luhur. Pada tahun 2021 Perseroan telah melakukan perpanjangan dan sosialisasi serta membagikan buku Peraturan Perusahaan 2021–2023 yang telah disahkan melalui Surat Keputusan Direktur Jendral Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja Kementerian Ketenagakerjaan Republik Indonesia No. Kep. 4/ HI.00.00/00.0000.201729004/B/XII/2021 pada 31 Desember 2021.

Sanksi Disiplin

Dalam rangka menerapkan prinsip keadilan bagi seluruh Insan Perseroan, selain memberikan apresiasi kepada pekerja yang berkinerja baik, Perseroan juga memiliki kebijakan terkait dengan

team will receive notifications to schedule and administer other training.

5. **HC Dashboard**
   HC Dashboard is a portal containing general employee demographic information accessible to all parts of the Human Capital Function and management levels. The demographics available on this portal include:
   a. Employee Demographic Data (age, strata, gender, generation, position, retirement, etc.)
   b. Productivity Data
   c. Talent Data
   d. Attendance Data
   e. Turnover Data
   f. MPP & Recruitment Data

HC Dashboard is based on Power BI and can be accessed via the web. This dashboard serves as information and data analysis for decision-making related to HR.

Industrial Relations

The Company always strives to create an open and positive work environment in order to enhance harmonious, dynamic, and fair industrial relations as regulated in the Company Regulations. The Company aims to build employment relations that guarantee the freedom of all workers to join professional-managed workers' organizations (labor unions) as a means of communication between workers and the Company, as regulated in Law No. 13 of 2003 and Job Creation Law No. 11 of 2020 concerning Employment."

The Elnusa workers' union, named SP Elnusa (SPE), collaborates with the Company in the preparation of Company Regulations (PP) for the years 2021–2023, which regulate the rights and obligations of workers to the Company and vice versa. The Company Regulations (PP) document that binds the Management of the Company and SP Elnusa was last ratified through the Decree of the Director General of Industrial Relations and Social Security of Labor No. KEP.411/PHIJSK-PKKAD/PP/IV/2015 on April 17, 2015.

Throughout 2023, the Company managed to maintain conducive industrial relations with its workers quite successfully. As a result, there were no labor strikes involving workers and the Company during that year.

Company Regulations

Company regulations are organizational rules that serve as the basis for behavior and conduct within the Company's environment to align with noble norms and values. In 2021, the Company extended and socialized the Company Regulations for 2021–2023 and distributed the booklets that had been ratified through the Decree of the Director General of Industrial Relations and Social Security of Labor of the Ministry of Manpower of the Republic of Indonesia No. Kep.4/ HI.00.00/00.0000.201729004/B/XII/2021 on December 31, 2021.

Disciplinary Sanctions

In order to apply the principle of justice to all Company insiders, in addition to appreciating workers who perform well, the Company also has policies regarding the imposition of sanctions on workers

pemberian sanksi kepada pekerja yang melakukan pelanggaran sebagai bentuk penerapan *Good Corporate Governance* (GCG). Jenis sanksi yang berlaku di Perseroan didasarkan pada jenis pelanggaran yang dilakukan, unsur perbuatan, serta dampak yang ditimbulkan meliputi: Surat Peringatan 1, 2, 1 & terakhir, serta skors.

Pemberian sanksi selama 3 (tiga) tahun terakhir di Perseroan disampaikan melalui tabel di bawah ini.

who violate regulations as a form of implementing Good Corporate Governance (GCG). The types of sanctions applied to the Company are based on the type of violation, the elements of the act, and the resulting impact, including: First, Second, Third & Final Warning Letters, and suspension.

The imposition of sanctions over the past 3 (three) years in the Company is presented in the table below.

Jenis Surat Tindakan Disiplin/Sanksi	2023	2022	2021	Types of Disciplinary/Sanction Letters
Surat Peringatan 1 (Pertama)	8	1	2	First Warning Letter
Surat Peringatan 2 (Kedua)	0	1	1	Second Warning Letter
Surat Peringatan 3 (Ketiga) & Terakhir	2	11	0	Third and Final Warning Letter
Surat Pembebasan Sementara (Skorsing)	1	1	2	Temporary Release Letter (Suspension)
Jumlah	**11**	**14**	**5**	**Total**

Culture

Pentingnya mempertahankan budaya Perseroan adalah untuk memastikan identitas Perseroan melalui budaya yang kuat dan berkarakter. Selain itu, penciptaan budaya yang kuat penting untuk memastikan citra Perseroan di lingkungan internal maupun eksternal.

Core Values Tata Nilai AKHLAK

Berdasarkan Surat Keputusan Direktur Utama PT Pertamina (Persero) No. KPTS-33/C0000/2020-S0 tentang Penerapan Tata Nilai-nilai Utama (*Core Values*) AKHLAK di Pertamina, Anak Perusahaan serta Afiliasi Terkonsolidasi tanggal 8 September 2020, dan Surat Perintah Direktur SDM dan Penunjang Bisnis PT Pertamina Hulu Energi No. Prin-003/ PHE50000/2020-S8 tentang Tim Implementasi Tata Nilai AKHLAK dan Program Budaya Inti 135 Sub Holding Upstream tanggal 5 Oktober 2020, maka pada tahun 2021 Perseroan mulai menerapkan nilai-nilai dasar (*core values*) tata nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif) yang menjadi bagian dari Budaya Perusahaan.

Tata nilai AKHLAK merupakan identitas dan perekat budaya kerja yang mendukung peningkatan kinerja Pekerja dan Perseroan secara berkelanjutan. Perseroan melaksanakan program sosialisasi dan internalisasi Tata Nilai AKHLAK mengacu pada dimensi program *Living Core Values* yang ditetapkan oleh PT Pertamina (Persero), sesuai dengan Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-01/C00000/2022-S0 tentang pengelolaan Program *Living Core Values* di Lingkungan Pertamina Group. Terkait program internalisasi tata nilai AKHLAK yang dijalankan Perseroan selama tahun 2023 dapat dilihat pada bab "Profil Perusahaan" yang terdapat dalam Laporan Tahunan ini.

Code of Conduct

Sebagai entitas bisnis yang berstatus perseroan terbuka, penerapan standar etika usaha perlu menjadi perhatian untuk memastikan Perseroan memenuhi hak dan kewajiban Perseroan terhadap para pemangku kepentingan. *Code of Conduct* harus bersumber dari nilai-nilai yang dianut Perseroan, dan penerapannya berlaku bagi semua pekerja dan manajemen (termasuk Dewan Komisaris dan Direksi) tanpa terkecuali.

Culture

The importance of maintaining the Company's culture is to ensure the Company's identity through a strong and characterful culture. Additionally, establishing a strong culture is important to ensure the Company's image in both internal and external environments.

Core Values of AKHLAK

Based on the Decree of the President Director of PT Pertamina (Persero) No. KPTS-33/C0000/2020-S0 regarding the Implementation of Core Values AKHLAK at Pertamina, Subsidiaries, and Consolidated Affiliates dated September 8, 2020, and the Directive of the HR and Business Support Director of PT Pertamina Hulu Energi No. Prin-003/PHE50000/2020-S8 regarding the AKHLAK Value System Implementation Team and Core Culture Program 135 Sub Holding Upstream dated October 5, 2020, in 2021 the Company began implementing the core values of AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) which are part of the Company's Culture.

AKHLAK's core values are the identity and adhesive of a working culture that supports the sustainable improvement of employees' and the Company's performance. The company carries out socialization and internalization programs of AKHLAK Core Values, referring to the dimensions of the Living Core Values program established by PT Pertamina (Persero), following the Decree of the President Director of PT Pertamina (Persero) No. Kpts-01/C00000/2022-S0 regarding the management of the Living Core Values Program in the Pertamina Group Environment. Regarding the internalization program of AKHLAK core values implemented by the Company during 2023, it can be seen in the "Company Profile" section found in this Annual Report.

Code of Conduct

As a publicly listed business entity, the application of business ethics standards needs to be a concern to ensure that the Company fulfills its rights and obligations to stakeholders. The Code of Conduct must originate from the values held by the Company, and its implementation applies to all employees and management (including the Board of Commissioners and Directors) without exception.

Code of Conduct ditinjau ulang secara berkala, serta disosialisasikan kembali kepada seluruh elemen Perseroan. Sejak tahun 2021, Perseroan telah memperoleh sertifikat Anti Bribery Management System ISO 37001:2016 atau Sistem Manajemen Anti Penyuapan, sebagai sistem yang membantu Perseroan untuk tetap mempertahankan *Code of Conduct*.

Work Life Balance

Perseroan telah memberlakukan beberapa program demi mencapai keseimbangan antara pekerjaan dengan kehidupan pribadi/keluarga, sehingga pekerja dapat mengatur waktu yang baik (seimbang) antara pekerjaan di tempat kerja dengan kebutuhan pribadinya. Melalui program *work-life balance*, pekerja diharapkan semakin produktif, berkinerja tinggi, lebih bahagia dan kreatif lantaran kehidupan di pekerjaan maupun pribadi mendukung produktivitasnya.

Berbagai program *Work Life Balance* yang dikelola oleh Perseroan, antara lain kegiatan olahraga, kesenian, keagamaan dan personal/ *family matters*.

The Code of Conduct is periodically reviewed and reintroduced to all elements of the Company. Since 2021, the Company has obtained ISO 37001:2016 Anti-Bribery Management System certification, as a system that helps the Company maintain its Code of Conduct.

Work-Life Balance

The Company has implemented several programs to achieve a balance between work and personal/family life, allowing employees to manage their time effectively (balance) between work at the workplace and their personal needs. Through the work-life balance program, employees are expected to be more productive, perform at a high level, and be happier and more creative because their work and personal lives support their productivity.

Various Work-Life Balance programs managed by the Company include sports activities, arts, religious activities, and personal/family matters.

Sistem Informasi
Information System

KEBIJAKAN PEMANFAATAN DAN PENGELOLAAN TEKNOLOGI INFORMASI

Pengelolaan Teknologi Informasi (TI) di lingkungan PT Elnusa Tbk ("Elnusa," "Perseroan") dilaksanakan oleh Departemen Information System (IS). Unit kerja ini bertanggung jawab melakukan koordinasi dan konsolidasi dengan seluruh anak perusahaan untuk meningkatkan efisiensi, kecepatan layanan, dan integrasi informasi yang ada.

Sistem TI yang dikembangkan di lingkungan Elnusa dan entitas anak memiliki kesamaan dalam proses bisnis. Karena itu, Perseroan melakukan standardisasi untuk meningkatkan efektivitas dan efisiensi dalam menjalankan aktivitas bisnis.

Seiring dengan meningkatnya ancaman serangan siber, khususnya pada perusahaan-perusahaan yang bergerak di sektor energi dan pendukungnya, mendorong Departemen IS untuk meningkatkan sistem keamanan informasi di lingkungan Perseroan. Inisiatif tersebut bertujuan agar informasi yang ada di lingkungan Elnusa Group tetap aman dan terlindungi dari serangan siber yang dapat merugikan perusahaan.

Departemen IS senantiasa melakukan pengembangan produk TI sekaligus menjalankan proyek yang sedang berjalan secara bersamaan. Pelaksanaan proyek yang sedang berjalan tersebut memerlukan kerja sama yang baik antara tim proyek dan manajemen, sekaligus pemantauan yang cermat untuk menjamin proyek berjalan sesuai rencana.

Sementara pengembangan produk TI bertujuan untuk meningkatkan kualitas dan nilai produk yang ditawarkan. Hal ini akan membuat Perseroan dapat bersaing di pasar yang semakin ketat, karena Elnusa dapat memastikan bahwa proyek TI berjalan dengan baik dan produk yang ditawarkan selalu up-to-date.

TATA KELOLA TEKNOLOGI INFORMASI

Di lingkungan Elnusa, pengembangan TI juga diharapkan menghasilkan revenue stream yang baru, selain menjalankan tugas dan fungsi yang ada. Fungsi yang telah berjalan itu, misalnya melayani kebutuhan sistem *Enterprise Resource Planning* (ERP), pengelolaan aset TI, pengembangan aplikasi, penyediaan alat kerja TI, pengelolaan *server* dan perangkat pendukung *data center*, serta infrastruktur TI .

Selain itu, Departemen IT juga mendukung kegiatan operasional, khusus terkait dengan: kebutuhan infrastruktur TI, *tracking* dan *monitoring* pengeboran.

POLICY OF UTILIZATION AND MANAGEMENT OF INFORMATION TECHNOLOGY

The Information System (IS) Department oversees Information Technology (IT) management at PT Elnusa Tbk ("Elnusa," "the Company"). This department is tasked with coordinating and aligning efforts across all subsidiaries to enhance efficiency, accelerate service delivery, and streamline information integration.

Given the commonalities of IT systems in business processes among Elnusa and its subsidiaries, the Company adopts standardization measures to optimize the effectiveness and efficiency of its business operations.

Amidst the growing risk of cyber threats, particularly prevalent in energy sector companies and their affiliates, the IS Department is compelled to bolster the Company's information security systems. This proactive measure is aimed at safeguarding the integrity and confidentiality of data within the Elnusa Group, shielding it from potential cyber attacks that could jeopardize the Company's operations.

The IS Department continually develops IT products while simultaneously executing ongoing projects. The execution of ongoing projects necessitates strong collaboration between project teams and management, coupled with meticulous monitoring to ensure adherence to planned timelines and objectives.

Meanwhile, the development of IT products aims to enhance the quality and value of the products offered. This will enable the Company to compete in an increasingly competitive market, as Elnusa can ensure that IT projects run smoothly and the offered products are always up-to-date.

INFORMATION TECHNOLOGY GOVERNANCE

Within Elnusa, IT development is also expected to generate new revenue streams, in addition to performing existing tasks and functions. Functions that are already in place include serving the needs of Enterprise Resource Planning (ERP) systems, managing IT assets, developing applications, providing IT tools, managing servers and data center support devices, and IT infrastructure.

Additionally, the IT Department also supports operational activities, especially those related to IT infrastructure needs, tracking, and monitoring drilling activities.

Mekanisme Identifikasi Disrupsi (Gangguan)

Mekanisme identifikasi disrupsi (gangguan) di lingkungan teknologi informasi (TI) telah dikembangkan dan diimplementasikan dengan baik pada tahun 2023. Mekanisme ini mencakup:

1. Pemantauan jaringan secara terus-menerus melalui sistem *monitoring network* (NMS).
2. Pemantauan aplikasi secara terus-menerus melalui sistem *monitoring application*.
3. Pemantauan *end point* secara terus-menerus melalui sistem *monitoring endpoint*.
4. Pemantauan keamanan siber melalui sistem *security information and event management* (SIEM).

Mekanisme tersebut telah mampu mendeteksi dan memberikan peringatan dini terhadap potensi gangguan TI, sehingga gangguan dapat diantisipasi dan dimitigasi dengan lebih cepat dan efektif.

Strategi Keamanan Sistem Siber (*Cyber Security*)

Strategi keamanan sistem siber di lingkungan TI telah diimplementasikan secara konsisten pada tahun 2023. Strategi ini mencakup:

1. Perlindungan jaringan dengan *firewall*.
2. Perlindungan aplikasi dengan *web application firewall* (WAF).
3. Perlindungan komputer dan server dengan *endpoint security*.
4. Analisis keamanan siber dengan SIEM.
5. *Monitoring* sistem dengan NMS.
6. Memberlakukan Ratifikasi Pedoman Keamanan Informasi oleh SH Upstream.

Strategi ini telah mampu menjaga keamanan TI perusahaan dari berbagai ancaman, seperti serangan siber, *malware*, dan pelanggaran data.

Strategi/Proses Pemulihan Bencana (*Disaster Recovery*)

Strategi/proses pemulihan bencana (*disaster recovery*) di lingkungan TI telah dirancang dan diimplementasikan dengan baik pada tahun 2023. Strategi/proses ini mencakup:

1. Duplikasi data dan sistem ke lokasi cadangan.
2. Pembentukan tim pemulihan bencana (DR Team).
3. Pengujian rutin terhadap strategi/proses DR.
4. Strategi di atas sudah distandarkan dalam prosedur "*Disaster Recovery Plan* Layanan TIK"

Strategi/proses ini telah mampu memastikan bahwa sistem TI perusahaan dapat dipulihkan dengan cepat dan efisien jika terjadi bencana.

Sistem Pelaporan kepada Direksi

Sistem pelaporan dilakukan melalui Komite Pemulihan dan Tim Tanggap Darurat berupa pelaporan insiden ke Koordinator BCMS (ERM). Komite Pemulihan adalah tim satu level di atas tim tanggap darurat, untuk mengambil keputusan darurat, sedangkan Koordinator BCMS adalah Fungsi Enterprise Risk Management PT Elnusa Tbk.

Disruption Identification Mechanisms

The mechanisms for identifying disruptions within the information technology (IT) environment have been thoroughly developed and put into action in 2023. These mechanisms include:

1. Continuous network monitoring through network monitoring systems (NMS).
2. Continuous application monitoring through application monitoring systems.
3. Continuous endpoint monitoring through endpoint monitoring systems.
4. Cybersecurity monitoring through security information and event management (SIEM) systems.

These mechanisms have demonstrated the capability to detect and issue early warnings regarding potential IT disruptions, facilitating swift and efficient anticipation and mitigation of such disruptions.

Cyber Security System Strategy

The cybersecurity system strategy in the IT environment was consistently executed throughout 2023. This strategy includes:

1. Network protection with firewalls.
2. Application protection with web application firewalls (WAF).
3. Computer and server protection with endpoint security.
4. Cybersecurity analysis with SIEM.
5. System monitoring with NMS.
6. Enforcement of Information Security Guideline Ratification by SH Upstream.

This strategy has effectively upheld the security of the Company's IT infrastructure against a range of threats, including cyber attacks, malware, and data breaches.

Disaster Recovery Strategy/Process

Disaster recovery strategies/processes in the IT environment were well designed and implemented in 2023. These strategies/processes include:

1. Data and system duplication to backup locations.
2. Formation of disaster recovery teams (DR Teams).
3. Routine testing of DR strategies/processes.
4. The strategy has been standardized in the "IT Disaster Recovery Plan Service" procedure.

These strategies and processes have ensured swift and efficient restoration of the Company's IT systems in the event of a disaster.

Reporting System to the Board of Directors

Reporting systems are conducted through the Recovery Committee and Emergency Response Team in the form of incident reporting to the BCMS Coordinator (ERM). The Recovery Committee is a one-level team above the emergency response team, to make emergency decisions, while the BCMS Coordinator is the Enterprise Risk Management Function of PT Elnusa Tbk.

PROGRAM KERJA DAN REALIASI DI BIDANG TEKNOLOGI INFORMASI 2023

Departemen IS memiliki komitmen untuk mengelola dan memberikan pelayanan terbaik di lingkungan Elnusa Group. Salah satu prioritas yang ditekankan adalah efisiensi biaya pada pengadaan teknologi dan lisensi. Hal ini dilakukan untuk memastikan bahwa perusahaan dapat mengalokasikan anggaran yang tepat untuk teknologi yang dibutuhkan tanpa harus membengkakkan biaya.

Melalui pertimbangan tersebut, Departemen IS akan selalu memilih teknologi yang terbaik dan efektif. Penggunaan program eQuanta sebagai program digitalisasi lintas fungsi sebagai standar pengembangan aplikasi yang terintegrasi, sehingga dapat menjaga konsistensi proses, data dan informasi merupakan solusi yang tepat guna.

Pengembangan aplikasi pada eQuanta yang ada saat ini sebanyak 90 modul dan sub modul. Pengembangan aplikasi SCM *Online* dilakukan sebagai bagian dari *Strategic Initiative* Perseroan untuk meningkatkan efektivitas dan efisiensi proses pengadaan. Selain itu juga dilakukan pengembangan fitur AKHLAK Meter pada Equanta Portal untuk memonitor, mengukur, dan mengelola indikator-indikator perilaku budaya berlandaskan tata nilai AKHLAK dengan basis *data realtime* hasil dari integrasi beberapa aplikasi sebeagai alat buktinya (*evidence*).

Digitalisasi proses bisnis terus dilanjutkan dan diimplementasi ke anak perusahaan, di antaranya: SCM *Online*, *Vendor Management System* & *Payment Management*, sehingga proses pengadaan barang dan jasa bisa dilakukan dalam 1 siklus aplikasi secara *online*.

Pada tahun 2023, Departemen IS lebih waspada terhadap potensi-potensi serangan dengan meningkatkan kewaspadaan, meningkatkan sistem keamanan yang ada serta membuat kebijakan-kebijakan baru terkait keamanan teknologi informasi. Salah satu yang dilakukan untuk meningkatkan sistem keamanan adalah melakukan implementasi *end point security* dan *web application firewall* serta rutin dilakukan sosialisasi terkait *cyber security awarness*. Peningkatan platform pengembangan aplikasi dan *Big Data* di Elnusa Grup terus dilakukan agar didapatkan *framework* dan sistem yang lebih stabil dan aman.

PENGEMBANGAN PRODUK TEKNOLOGI INFORMASI 2023

Perubahan struktur organisasi dan strategi bisnis perusahaan, dengan bergabungnya Departemen IS ke Departemen PMGS dan pengalihan bisnis teknologi IoT ke anak perusahaan pada kuartal III-2022 menjadikan Departemen IS kembali memfokuskan kegiatannya kepada layanan TI di lingkungan Elnusa Group. Namun, inovasi ataupun pengembangan produk teknologi tetap dilanjutkan.

Salah satu produk inovasi adalah *Whatsapp Chatbot Automation*. Dengan memanfaatkan *Whatsapp* sebagai perantara pengguna dengan platform eQuanta, diharapkan proses pertukaran informasi, data dan transaksi bisa berjalan secara efektif dan efisien. Produk inovasi tersebut diharapkan dapat dilakukan proses komersialisasi untuk melanjutkan dukungan diversifikasi bisnis perusahaan.

WORK PROGRAM AND REALIZATION IN THE INFORMATION TECHNOLOGY FIELD IN 2023

The IS Department is committed to effectively managing and delivering top-notch services within the Elnusa Group. One of the priorities is cost-efficient technology procurement and licensing to ensure the Company allocates suitable budgets for necessary technology without unnecessary expenses.

Through these considerations, the IS Department will always choose the best and most effective technology. The use of the eQuanta program as a cross-functional digitalization program as the standard for integrated application development, thus ensuring consistency in processes, data, and information, is a viable solution.

The development of applications in eQuanta currently consists of 90 modules and sub-modules. The development of the SCM Online application is part of the Company's strategic initiative to improve the effectiveness and efficiency of procurement processes. In addition, the development of the AKHLAK Meter feature on the Equanta Portal is carried out to monitor, measure, and manage cultural behavior indicators based on AKHLAK values with real-time database results from the integration of several applications as evidence.

The digitalization of business processes continues to be implemented and applied to subsidiaries, including SCM Online, Vendor Management System & Payment Management, so that the procurement process for goods and services can be done in one online application cycle.

In 2023, the IS Department was more vigilant against potential attacks by increasing awareness, enhancing existing security systems, and creating new policies related to information technology security. One of the actions taken to improve security systems is the implementation of endpoint security and web application firewalls, as well as routine cyber security awareness socialization. The enhancement of application development platforms and big data in the Elnusa Group continues to be carried out to obtain a more stable and secure framework and system.

DEVELOPMENT OF INFORMATION TECHNOLOGY PRODUCTS IN 2023

Changes in the company's organizational structure and business strategy, with the merger of the IS Department into the PMGS Department and the transfer of IoT technology business to subsidiaries in the third quarter of 2022, have led the IS Department to refocus its activities on providing IT services within the Elnusa Group. However, innovation and technological product development continue.

One of the innovative products is the WhatsApp Chatbot Automation. By utilizing WhatsApp as an intermediary between users and the eQuanta platform, it is hoped that the process of exchanging information, data, and transactions can be carried out effectively and efficiently. This innovative product is expected to undergo commercialization to further support the company's business diversification.

Investasi TI di Tahun 2023

Pada tahun 2023, PT Elnusa Tbk telah melakukan investasi TI sebesar Rp1,5 miliar. Investasi ini digunakan untuk pengadaan server dan *storage*. Pengadaan tersebut bertujuan untuk mengganti server dan *storage* lama yang sudah obsolet.

RENCANA KE DEPAN

Pada tahun 2024, Departemen IS akan fokus pada pengembangan sistem TI untuk mendukung keamanan digital dan Digitalisasi Proses Bisnis serta Integrasi dengan Domain Pertamina. Pengembangan ini akan mencakup:

1. Keamanan Digital
   a. Program Edukasi dan pelatihan
      - Melaksanakan pelatihan kesadaran keamanan siber bagi seluruh karyawan.
      - Memberikan pelatihan khusus kepada karyawan yang menangani data sensitif.
      - Mengadakan seminar atau *workshop* tentang keamanan digital.

   b. Pengelolaan akses dan identitas
      - Menerapkan autentikasi multi-faktor untuk akses ke sistem dan data perusahaan.
      - Memberikan hak akses yang minimal kepada karyawan berdasarkan kebutuhan.
      - Melakukan audit akses secara berkala.

   c. Keamanan perangkat dan Jaringan
      - Melanjutkan penambahan installasi dan jumlah lisensi *Endpoint Security.*
      - Memasang *firewall* dan sistem deteksi intrusi.
      - Melakukan *update software* dan sistem operasi secara berkala.
2. Join Domain Pertamina
3. Digitalisasi Proses Bisnis
   a. *Revamping* SAP Elnusa Petrofin.
   b. Pembuatan Aplikasi OCTG (EFK), PBPK *Online* dan RKAP *Online.*

Dengan pengembangan sistem TI ini, perusahaan diharapkan dapat meningkatkan daya saing dan memberikan layanan yang lebih baik kepada pelanggan.

IT Investment in 2023

In 2023, PT Elnusa Tbk invested Rp1.5 billion in IT. This investment was used for server and storage procurement. The procurement is aimed at replacing obsolete servers and storage.

FUTURE PLANS

In 2024, the IS Department will focus on developing IT systems to support digital security and Business Process Digitalization and Integration with Pertamina Domain. This development will include:

1. Digital Security
   a. Education and training programs
      - Implementing cyber security awareness training for all employees.
      - Providing specialized training to employees handling sensitive data.
      - Organizing seminars or workshops on digital security.

   b. Access and identity management
      - Implementing multi-factor authentication for access to company systems and data.
      - Granting minimal access rights to employees based on needs.
      - Conducting periodic access audits.

   c. Device and Network Security
      - Continuing to add installations and the number of Endpoint Security licenses.
      - Installing firewalls and intrusion detection systems.
      - Regularly updating software and operating systems.
2. Join the Pertamina's Domain
3. Business Process Digitalization
   a. Revamping SAP Elnusa Petrofin
   b. Creating OCTG (EFK), PBPK Online, and RKAP Online Applications

The development of these IT systems is expected to enhance the Company's competitiveness and elevate the quality of services offered to customers.

Rantai Pasok
Supply Chain

KEBIJAKAN PENGADAAN BARANG DAN JASA

PT Elnusa Tbk ("Elnusa," "Perseroan") memberikan perhatian besar terhadap seluruh mitra pemasok yang menjadi bagian dalam ekosistem Perseroan. Elnusa berharap mitra tersebut dapat memberikan pelayanan terbaik, sehingga mendukung seluruh kegiatan operasional Perseroan.

Elnusa telah memiliki kebijakan dalam pengelolaan mitra pemasok yang menjadi bagian penting dalam proses pengadaan barang dan jasa. Hal itu dilakukan sejak dari proses pendaftaran untuk menjadi mitra, Perseroan menerapkan kriteria khusus, sehingga hanya mitra kerja yang berkualitas dapat bekerja sama dengan Perseroan.

Sebagai bagian dari penerapan prinsip transparansi dalam proses pengadaan barang dan jasa serta peluasan sumber (*sourcing*), sejak tahun 2022 Elnusa sudah melakukan *enhancement* portal pendaftaran aplikasi *Vendor Management System* di direktori utama *website* Elnusa dengan alamat: https://vms.elnusa.co.id/login. Pada tahun 2023, terdapat penambahan jumlah mitra kerja atau biasa disebut *Approved Vendor List* (AVL) sebanyak 194 AVL, sehingga secara total menjadi 1.672 AVL.

Setelah mendapatkan informasi yang cukup tentang profil calon mitra yang mendaftar sebagai rekanan, Tim Elnusa melakukan verifikasi. Kegiatan ini dilakukan untuk memastikan legalitas dan kompetensi yang dimiliki sesuai dengan standar yang dibutuhkan. Selain itu, memastikan fasilitas penunjang yang dimiliki sesuai dengan bisnis yang ditawarkan.

Sebelum menjadi mitra Elnusa yang melakukan pekerjaan dengan tingkat risiko tinggi, calon mitra Perseroan harus melalui tahapan prakualifikasi *Contractor Safety Management System* (CSMS) & *Contractor Quality Management System* (CQMS). Para mitra harus memiliki nilai cukup untuk mendapatkan nomor identifikasi dan menjadi *Approved Vendor List* Elnusa.

Prakualifikasi CSMS merupakan sistem pengelolaan aspek keselamatan, kesehatan kerja dan lindungan lingkungan (K3LL) oleh mitra kerja/ vendor dalam pelaksanaan pekerjaannya. Sedangkan Prakualifikasi CQMS adalah metode pengukuran untuk menilai bahwa suatu perusahaan mengelola *day to day* operasional sesuai dengan prinsip-prinsip kualitas kerja serta memenuhi persyaratan kinerja yang diterapkan oleh Elnusa.

CSMS *Full Cycle*

Elnusa telah melaksanakan CSMS *full cycle* atau siklus lengkap khususnya untuk kegiatan operasional yang dikategorikan level medium dan *high risk*. Kebijakan ini telah melalui proses kajian dan evaluasi yang dilakukan oleh Divisi HSSE dalam rangka memenuhi prinsip kepatuhan terhadap ketentuan CSMS.

PROCUREMENT OF GOODS AND SERVICES PROCUREMENT

PT Elnusa Tbk ("Elnusa," "the Company") is giving significant attention to its vendors within the Company's ecosystem. Elnusa seeks to ensure that these partners deliver top-notch services, thereby bolstering all operational endeavors of the Company.

Elnusa has instituted policies to effectively manage its vendor as a critical aspect of the procurement process for goods and services. From the initial registration phase to partnership establishment, the Company adheres to stringent criteria to guarantee collaboration with only high-quality partners.

As part of the transparency in the procurement process and sourcing expansion, since 2022, Elnusa has enhanced the Vendor Management System application registration portal on the main directory of the Elnusa website at: https://vms.elnusa.co.id/login. In 2023, there was an addition of 194 vendors, also known as the Approved Vendor List (AVL), bringing the total to 1,672 AVL.

After obtaining sufficient information about the profiles of prospective vendors registering as contractors, the Elnusa Team conducts verification. This activity is carried out to ensure the legality and competency align with the required standards. Additionally, it ensures that the supporting facilities match the business being offered.

Before becoming an Elnusa partner engaged in high-risk work, prospective vendors must undergo the Contractor Safety Management System (CSMS) & Contractor Quality Management System (CQMS) prequalification stages. Partners must score adequately to obtain an identification number and be listed on Elnusa's Approved Vendor List.

CSMS prequalification is a management system of occupational safety, health, and environmental protection (K3LL) aspects used by vendors in their work execution. Meanwhile, CQMS prequalification is a measurement method to assess that a company manages day-to-day operations in accordance with quality principles and meets performance requirements set by Elnusa.

CSMS Full Cycle

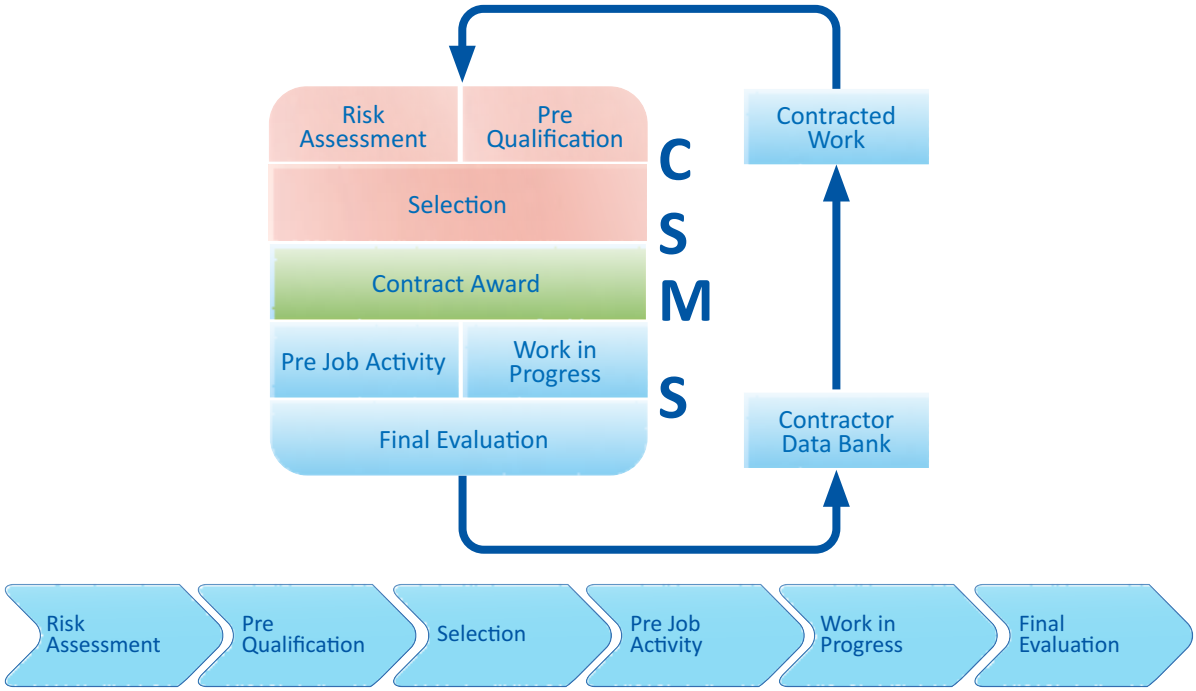
Elnusa has implemented the CSMS full cycle, particularly for operational activities categorized as medium- and high-risk. This policy has undergone reviews and evaluations conducted by the HSSE Division to ensure compliance with CSMS provisions.

Pemenuhan proses CSMS full cycle dilakukan untuk memastikan para mitra kerja telah menjalankan tahapan proses CSMS secara lengkap satu siklus. Proses ini merupakan bagian dari mitigasi risiko dan bahaya untuk mencegah terjadinya kecelakaan kerja, yang kerap ditimbulkan dari kinerja HSSE mitra kerja yang tidak sesuai standar yang ditetapkan.

Tahapan proses CSMS dimaksud adalah sebagai berikut:

Completing the CSMS full cycle process ensures that vendors have completed all CSMS process stages in one cycle. This process is part of risk and hazard mitigation to prevent accidents that often result from the HSSE performance of vendors not meeting the established standards.

The stages of the CSMS process are as follows:



1. *Risk Assesment*
   Memastikan proses Identifikasi Bahaya dan Kaji Risiko (Hazard Identification & Risk Assessment - HIRA) telah dilakukan terhadap setiap tahap pekerjaan yang akan dilakukan, baik yang bersifat jasa ataupun material. Hasil dari proses HIRA ini berupa penetapan kategori/level risiko dari pekerjaan yang akan dilakukan.
2. Prakualifikasi
   Memastikan proses prakualifikasi sudah diterapkan kepada seluruh mitra kerja sesuai dengan kategori/level risiko pekerjaannya. Hasil dari proses prakualifikasi ini adalah daftar rekomendasi vendor/ mitra kerja terpilih yang memenuhi kriteria HSSE.
3. *Selection* (HSSE Plan)
   Proses ini bertujuan untuk memilih calon mitra kerja terbaik yang memenuhi persyaratan HSSE yang telah ditetapkan oleh Perseroan. Hasil dari proses ini adalah dokumen HSSE Plan yang berisi rincian kegiatan pengelolaan aspek HSSE oleh calon mitra kerja.
4. *Pre Job Activity* (PJA)
   Memastikan proses *Pre Job Activity* (PJA) telah dilaksanakan kepada seluruh mitra kerja sebelum pekerjaan dimulai. Hasil dari proses PJA ini adalah kesiapan personel, peralatan dan elemen lain yang telah memenuhi standar HSSE.
5. *Work in Progress* (WIP)
   Setelah melalui proses pengadaan dan mitra kerja mendapatkan penunjukan untuk menjalankan pekerjaan di lingkungan Elnusa. Dalam kurun waktu tertentu, Elnusa melakukan *review* atas pekerjaan yang dilakukan perusahaan mitra dengan melihat secara langsung pelaksanaan pekerjaan di lapangan. Hasil *review* akan

1. Risk Assessment
   Ensures the Hazard Identification & Risk Assessment (HIRA) process has been conducted for every work stage to be performed, whether it involves services or materials. The results of the HIRA process determine the risk categories/levels of the work to be performed.
2. Prequalification
   Ensures the prequalification process has been applied to all vendors according to the risk categories/levels of their work. The results of the prequalification process provide a list of recommended vendors who meet HSSE criteria.
3. Selection (HSSE Plan)
   This process aims to select the best prospective vendors who meet the HSSE requirements set by the Company. The outcome of this process is the HSSE Plan document detailing the HSSE management activities of the prospective working partner.
4. Pre Job Activity (PJA)
   Ensures the Pre Job Activity (PJA) process has been carried out for all vendors before work commences. The outcome of the PJA process ensures personnel readiness, equipment, and other elements meet HSSE standards.
5. Work in Progress (WIP)
   After the procurement process, the vendor is appointment the job to perform within Elnusa's environment. Within a specified timeframe, Elnusa conducts reviews of the partner's work implementation on-site. The review ensures that the partner performs work according to the quality principles specified by

memastikan perusahaan melakukan pekerjaan sesuai prinsip-prinsip kualitas yang sudah di tentukan oleh CQMS dan K3 agar pekerjaan dapat selesai tanpa kecelakaan serta mendapatkan hasil yang sesuai dengan rencana operasional. Pelaksanaan WIP ini dihadiri oleh perwakilan dari Operasi, SCM, CQMS dan HSSE.

6. Final Evaluation (FE)
   Memastikan proses final *evaluation*/penilaian akhir terhadap mitra kerja telah dipenuhi segera setelah pekerjaan selesai. Hasil dari proses FE ini adalah penilaian atas kinerja dan kepatuhan HSSE mitra kerja dari pekerjaan yang telah dilaksanakan, sebagai rekomendasi kemitraan selanjutnya.

Contract Review Meeting (CRM)

CRM merupakan pengawasan kinerja mitra kerja (vendor/subkontraktor) sesuai dengan ketentuan kontrak kerja sama yang dilakukan secara berkala selama periode kontrak. Kegiatan ini melibatkan fungsi terkait, seperti fungsi pengguna, aset, *quality*, HSSE, keuangan dan legal.

Tujuan dari aktivitas tersebut adalah untuk melakukan *review* secara strategis terhadap kinerja mitra Elnusa dalam memenuhi *Service Level Agreement* (SLA) yang disepakati seperti tertuang dalam kontrak. CRM dapat dilakukan sesuai kompleksitas pekerjaannya. Dengan demikian, para mitra kerja diharapkan melakukan pekerjaan sesuai prinsip-prinsip kualitas agar pekerjaan dapat selesai tepat waktu dan memberikan kinerja yang optimal sesuai kontrak.

Demand & Supply Analysis

Elnusa melakukan analisis terhadap *demand* dan *supply* dalam kegiatan operasional. Analisis tersebut digunakan untuk menentukan kebijakan pengadaan yang tepat bagi semua kebutuhan operasional Elnusa. Dengan demikian, tujuan kinerja SCM yang semakin baik, cepat, murah, dan dekat (*better*, *faster*, *cheaper*, *closer*) dapat tercapai.

Logistics Services

Kegiatan *logistics services* secara khusus memiliki peran sebagai bagian dari *supply chain management* yang merencanakan, mengimplementasikan, dan mengendalikan aliran serta penyimpanan barang dengan efektif dan efisien sejak dari titik asal sampai dengan titik konsumsi untuk memenuhi kebutuhan pelanggan. Kompleksitas kegiatan logistik dimodelkan, dianalisis, divisualisasikan, dan dioptimalkan dengan penggunaan aplikasi *Warehouse Management System* (WMS) yang saat ini sedang dikembangkan menggunakan kompetensi teknologi informasi internal dan penggunaan aplikasi *Enterprise Resource Planning* (ERP) *software*.

Kegiatan logistik yang dilakukan, di antaranya mencakup:

1. Pengelolaan jasa transportasi baik itu ekspor-impor, pengurusan *custom clearance*, dan jasa transportasi (*mob*/*demob*) lokal.
2. Pengelolaan persediaan mulai dari pengelolaan master data material, pengelolaan permintaan, penerimaan, penyimpanan, dan pengeluaran barang.
3. Pengelolaan *warehouse* mulai dari standardisasi spesifikasi, optimalisasi *layout* dan fasilitas *warehouse*, kepatuhan terhadap peraturan pemerintah, serta memberikan jaminan kesehatan dan keamanan untuk personel yang bekerja di dalamnya.

CQMS and OHS, allowing for accident-free completion of work and achieving operational plan results. The WIP implementation involves representatives from Operations, SCM, CQMS, and HSSE.

6. Final Evaluation (FE)
   Ensures the final evaluation process of the vendor is conducted promptly after the work is completed. The outcome of the FE process is an assessment of the vendors' HSSE performance and compliance with the work conducted, serving as a recommendation for future partnerships.

Contract Review Meeting (CRM)

CRM is the supervision of the working partner's performance (vendor/subcontractor) according to the terms of the cooperation contract conducted periodically during the contract period. This activity involves relevant functions such as user, asset, quality, HSSE, finance, and legal.

The purpose of this activity is to strategically review the performance of Elnusa's partners in meeting the agreed-upon Service Level Agreement (SLA) as stated in the contract. CRM can be conducted according to the complexity of the work. Thus, vendors are expected to perform work according to quality principles to complete work on time and provide optimal performance as per the contract.

Demand & Supply Analysis

Elnusa analyzes demand and supply in operational activities to determine the appropriate procurement policies for all of Elnusa's operational needs. Thus, the goal of SCM performance, which aims for better, faster, cheaper, and closer performance, can be achieved.

Logistics Services

Logistics services activities play a crucial role as part of supply chain management that plans, implements, and controls the flow and storage of goods effectively and efficiently from the point of origin to the point of consumption to meet customer needs. The complexity of logistics activities is modeled, analyzed, visualized, and optimized using the Warehouse Management System (WMS) application currently being developed using internal IT competencies and the use of Enterprise Resource Planning (ERP) software applications.

Logistics activities include:

1. Transportation services management, including export-import, customs clearance, and local transportation services (mob/demob).
2. Inventory management, including master data material management, demand management, receipt, storage, and issuance of goods.
3. Warehouse management, including standardization of specifications, optimization of warehouse layout and facilities, compliance with government regulations, and ensuring health and safety for personnel working within the warehouse.

Elnusa juga menerapkan sistem Vendor Managed Inventory (VMI). Perusahaan menyediakan tempat di gudang bagi para mitra kerja untuk dapat mendekatkan stock persediaan mereka ke end user.

SCM Online

Sebagai bagian dari program pengembangan SCM, Elnusa telah memiliki sistem *Source to Pay* (S2P) terintegrasi dan *paperless* dalam satu platform, yaitu SCM *Online*. Dalam *tools* ini, semua kegiatan pengadaan barang dan jasa sejak awal *request* hingga *closing* dapat dilakukan dalam satu pintu, yaitu SCM *Online*.

Dashboard dalam SCM dapat mengidentifikasi segala kegiatan di SCM. Sistem ini memberi layanan pengadaan dengan *Service Level Agreement* (SLA) yang dapat diukur dan dianalisis.

Vendor Performance Evaluation

Mitra kerja Elnusa di kelompokan menjadi 3 (tiga) segmen sesuai dengan kompetensinya: *Strategic* (memiliki kontrak jangka panjang), *Preffered* (digunakan untuk menunjang kegiatan operasional inti Perseroan), dan *Indirect/Transactional Operation* (digunakan untuk menunjang kegiatan operasional yang bukan kompetensi utama Perseroan dan bersifat transaksi tidak rutin, *one time* PO, atau pekerjaan-pekerjaan yang memiliki risiko rendah). Pengukuran kinerja dilakukan sejak mitra kerja mendapatkan pekerjaan hingga selama menyelesaikan pekerjaan dari Elnusa.

Vendor Annual Meeting (VAM)

Kegiatan *Vendor Annual Meeting* (VAM) untuk tahun 2023 dilaksanakan pada tanggal 22 Juni 2023 di Ruang Udaya, Gedung Graha Elnusa, Jakarta. Acara ini diselenggarakan sebagai upaya Elnusa dalam menjaga hubungan kerja sama yang harmonis dan meningkatkan aspek kolaborasi yang positif dengan para mitra kerja.

Acara ini dihadiri oleh 282 mitra usaha secara *offline* dan 427 mitra usaha melalui *live zoom* resmi Elnusa. Beberapa materi yang disampaikan dalam acara tersebut antara lain Nilai-Nilai AKHLAK sebagai pedoman perilaku sehari-hari, Elnusa 2023 *Business Outlook*, *digital supply chain management*, aspek Perpajakan dalam Pengadaan Barang dan Jasa, dan tentunya materi mengenai HSSE.

Direktur SDM & Umum Elnusa, Hera Handayani dalam pembukaannya menyampaikan "Dalam rangka memperkuat bisnis utama dan bisnis potensial lainnya, Elnusa membutuhkan dukungan terbaik dari mitra kerja, sehingga diperlukan interaksi dan kesepahaman yang baik antara Elnusa dengan seluruh Mitra Kerja."

Elnusa juga terus berupaya memperkuat proses bisnisnya dengan menerapkan digitalisasi dalam banyak hal, terutama dalam proses pengadaan barang dan jasa mulai dari proses *Sourcing* sampai proses *Payment* (S2P) dengan tujuan untuk meningkatkan efisiensi pengadaan, namun tetap mengedepankan prinsip-prinsip transparansi dan dapat diaudit.

Kegiatan ini merupakan program kerja untuk memberikan wawasan kepada mitra kerja guna meyakinkan Elnusa bahwa mitra kerja memiliki kompetensi dan kapabilitas yang diperlukan. Dengan demikian, dapat memenuhi komitmen terhadap pekerjaan sesuai dengan kebutuhan.

Elnusa also implements the Vendor Managed Inventory (VMI) system. The company provides space in the warehouse for vendors to bring their inventory stocks closer to end-users.

SCM Online

As part of the SCM development program, Elnusa has implemented an integrated and paperless Source to Pay (S2P) system within one platform, namely SCM Online. In this tool, all procurement activities, from initial request to closing, can be done in one place, namely SCM Online.

The SCM dashboard can identify all activities in SCM. This system provides procurement services with measurable and analyzable Service Level Agreements (SLAs).

Vendor Performance Evaluation

Elnusa's vendors are grouped into three (3) segments according to their competencies: Strategic (long-term contract holders), Preferred (used to support Elnusa's core operational activities), and Indirect/Transactional Operation (used to support operational activities that are not Elnusa's core competencies and are non-routine transactional, one-time PO, or low-risk jobs). Performance measurement is conducted from the time the vendor is awarded the job until the job is completed by Elnusa.

Vendor Annual Meeting (VAM)

The Vendor Annual Meeting (VAM) for 2023 was held on June 22, 2023, at the Udaya Room, Graha Elnusa Building, Jakarta. This event was organized by Elnusa to maintain harmonious working relationships and enhance positive collaboration aspects with vendors.

The event was attended by 282 business partners offline and 427 business partners via Elnusa's official live Zoom. Some topics covered during the event included AKHLAK Values as daily behavior guidelines, Elnusa's 2023 Business Outlook, digital supply chain management, taxation aspects in the procurement of goods and services, and HSSE-related topics.

In her opening remarks, Elnusa's Director of HR & General Affairs, Hera Handayani, stated, "To strengthen our core business and other potential businesses, Elnusa requires the best support from vendors; thus, good interaction and understanding between Elnusa and all vendors are necessary."

Elnusa also continues to strengthen its business processes by implementing digitization in many areas, especially in the procurement process from Sourcing to Payment (S2P), aiming to improve procurement efficiency while maintaining transparency and auditability.

This activity is a work program aimed at providing insights to working partners to reassure Elnusa that they possess the necessary competence and capabilities. Consequently, they can fulfill commitments to the work as per requirements.

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

156 Tinjauan Perekonomian dan Industri
Economic and Industry Overview

162 Tinjauan Operasi per Segmen Usaha
Operating Overview per Business Segment

187 Tinjauan Keuangan
Financial Review

187 Standar Penyajian Informasi dan Kesesuaian terhadap Standar Akuntansi Keuangan
Information Reporting Standards and Compliance with Financial Accounting Standards

201 Struktur Modal dan Kebijakan Manajemen atas Struktur Modal
Capital Structure and Management Policy on Capital Structure

202 Ikatan yang Material untuk Investasi Barang Modal
Material Commitment for Capital Expenditure

203 Realisasi Penggunaan Dana Penawaran Umum
Realization of Proceeds from Public Offering

204 Informasi Material mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan/atau Restrukturisasi Utang/Modal
Material Information on Investment, Expansion, Divestment, Business Merger, Acquisition, and/or Debt/Capital Restructuring

204 Perbandingan antara Target Anggaran dengan Realisasi, dan Proyeksi Usaha
Comparison between Budget Targets and Realization, and Business Outlook

205 Informasi dan Fakta Material yang Terjadi setelah Tanggal Laporan Akuntan
Material Information and Facts Occurring after the Accountant's Report Date

205 Dampak Nilai Tukar Mata Uang Asing
Impact of Foreign Exchange Rates

205 Prospek Usaha
Business Prospect

206 Aspek Pemasaran
Marketing Aspect

208 Kebijakan Dividen dan Pembagiannya
Dividend Policy and Its Distribution

210 Kontribusi terhadap Negara melalui Perpajakan
Contribution to the Country through Taxation

210 Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/Pihak Berelasi
Information on Material Transactions Containing Conflicts of Interest and/or Transactions with Affiliated/Related Parties

213 Informasi Keuangan yang Mengandung Kejadian yang Bersifat Luar Biasa dan Jarang Terjadi
Financial Information Containing Extraordinary and Rare Events

214 Informasi Kelangsungan Usaha
Information on Business Sustainability

215 Tingkat Kesehatan Perusahaan
Company Soundness Level



Tinjauan Perekonomian dan Industri
Economic and Industry Overview

TINJAUAN EKONOMI

Kinerja perekonomian global pada tahun 2023 tidak lebih baik dibandingkan tahun sebelumnya, walaupun ada penurunan risiko resesi. Menurut estimasi Bank Dunia, pertumbuhan ekonomi global diperkirakan sekitar 2,6%, lebih lambat dibandingkan tahun 2022 yang sebesar 3,0%.

Tekanan terhadap perekonomian global terutama akibat pemulihan ekonomi yang tidak merata antarnegara. Perekonomian Cina harus berhadapan dengan krisis properti, sehingga menjadi beban pertumbuhan. Bank Dunia memperkirakan ekonomi Cina hanya akan tumbuh 5,2%, berada di bawah potensinya. Tekanan perekonomian juga datang dari lemahnya konsumsi dan ekspor yang terjadi pada paruh kedua tahun 2023.

Sementara untuk inflasi, Dana Moneter Internasional (International Monetary Fund/IMF) memperkirakan terjadi penurunan, yakni 6,9%. Tahun sebelumnya mencapai 8,7%.

ECONOMIC REVIEW

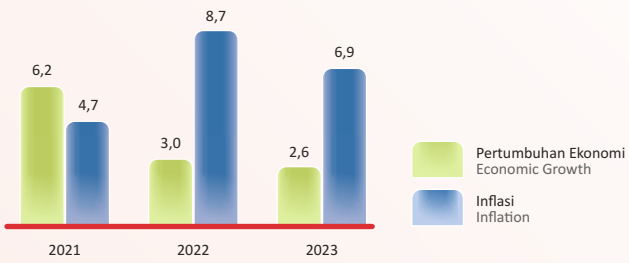
Global economic performance in 2023 was no better compared to the previous year, even though the risk of recession was reduced. According to World Bank estimates, global economic growth is estimated at around 2.6%, slower than in 2022, which stood at 3.0%.

Pressure on the global economy was mainly due to uneven economic recovery among countries. China's economy must deal with a property crisis, which became a burden on growth. The World Bank estimates China's economy grew by only 5.2%, which is below its potential. Economic pressure also derived from weak consumption and exports that occurred in the second half of 2023.

Moreover, in terms of inflation, the International Monetary Fund (IMF) estimated a decline, namely by 6.9%. The previous year reached 8.7%.

Pertumbuhan Ekonomi dan Inflasi Global
Economic Growth and Global Inflation

dalam % | In %



Sumber: Bank Dunia, IMF
Source: World Bank, IMF

Perlambatan pertumbuhan ekonomi juga terjadi pada Indonesia. Badan Pusat Statistik (BPS) mengungkapkan, pertumbuhan ekonomi tahun 2023 sebesar 5,05%, lebih rendah dibandingkan tahun 2022 yang mencapai 5,31%.

Dari sisi lapangan usaha, pertumbuhan terjadi di semua sektor. Sektor transportasi dan pergudangan mencatat pertumbuhan tertinggi, yakni 13,96%, diikuti jasa lainnya sebesar 10,52%; dan penyediaan akomodasi dan makan minum sebesar 10,0%. Sementara industri pengolahan yang memiliki peran terbesar terhadap perekonomian Produk Domestik Bruto (PDB), tumbuh 4,64%.

Economic growth slowdown also occurred in Indonesia. The Central Statistics Agency (BPS) revealed that economic growth in 2023 stood at 5.05%, lower than in 2022, which reached 5.31%.

From a business perspective, growth occurred in all sectors. The transportation and warehousing sector recorded the highest growth, namely 13.96%, followed by other services at 10.52%; and provision of accommodation and food and beverages at 10.0%. Meanwhile, the processing industry, which has the largest role in the economy, Gross Domestic Product (GDP), grew by 4.64%.

Dari sisi pengeluaran, seluruh komponen juga tumbuh, dengan yang tertinggi terjadi pada komponen pengeluaran konsumsi lembaga non profit rumah tangga, yaitu sebesar 9,83%. Selanjutnya diikuti konsumsi rumah tangga sebesar 4,82%; pembentukan modal tetap bruto 4,40%; belanja pemerintah sebesar 2,95%; dan komponen ekspor barang dan jasa sebesar 1,32%. Sedangkan impor barang dan jasa (yang merupakan faktor pengurang dalam PDB menurut pengeluaran) terkontraksi sebesar 1,65%.

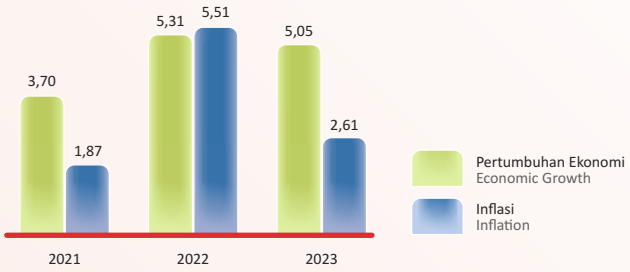
In terms of expenditure, all components also grew, with the highest growth occurring in the household non-profit institution consumption expenditure component, namely by 9.83%. Followed by household consumption at 4.82%; gross fixed capital formation at 4.40%; government spending at 2.95%; and the export component of goods and services at 1.32%. Meanwhile, imports of goods and services (which is a reducing factor in GDP according to expenditure) contracted by 1.65%.

Sementara inflasi, pada tahun 2023 mencapai 2,61%. Kondisi tersebut jauh lebih rendah dibandingkan tahun 2022 yang sebesar 5,51%.

Meanwhile, inflation in 2023 reached 2.61%. This condition is much lower compared to 2022, which stood at 5.51%.

Pertumbuhan Ekonomi dan Inflasi Indonesia
Indonesia Economic Growth and Inflation

dalam % | In %



Sumber: BPS, Bank Indonesia
Source: BPS, Bank Indonesia

Kinerja perekonomian Indonesia yang tetap kuat ini memberikan pengaruh positif terhadap Perseroan. Begitu juga dengan daya beli masyarakat juga tetap tinggi, seperti diperlihatkan dengan kinerja konsumsi rumah tangga yang positif serta dukungan inflasi yang rendah.

Indonesia's economic performance, which remained strong, has had a positive influence on the Company. Likewise, people's purchasing power also remains high, as evidenced by positive household consumption performance as well as the support by low inflation.

Kegiatan sektor usaha serta konsumsi rumah tangga, seperti dicatat oleh BPS, masih tumbuh positif di tahun 2023. Kondisi ini mendorong konsumsi energi yang menjadi bisnis Elnusa.

Activities in the business as well as household consumption sectors, as noted by BPS, still grew positively in 2023. This condition encourages energy consumption, which is Elnusa's business.

Untuk nilai tukar rupiah terhadap dolar Amerika Serikat (AS), per Desember 2023 Bank Indonesia mencatat sebesar Rp15.440. Secara rata-rata, nilai tukar rupiah selama tahun tersebut sekitar Rp15.255 atau mengalami depresiasi sebesar 2,6% dibanding posisi tahun 2022 yang rata-rata Rp14.800 per dolar AS.

In terms of the rupiah exchange rate against the United States (US) dollar, as of December 2023, Bank Indonesia recorded Rp15,440. On average, the rupiah exchange rate during that year was around Rp15,255 or depreciated by 2.6% compared to the position in 2022, which averaged Rp14,800 per US dollar.

Perkembangan nilai tukar rupiah tersebut dapat berpengaruh pada harga investasi aset Perseroan yang diperoleh melalui impor. Jika rupiah terdepresiasi lebih dalam, maka berpotensi menambah beban keuangan Elnusa.

The development of the rupiah exchange rate can affect the investment price of the Company's assets from imports. If the rupiah depreciates even further, it has the potential to increase Elnusa's financial expenses.

Perkembangan ekonomi Indonesia sepanjang tahun 2023, seperti dilihat dari kinerja PDB, inflasi, maupun nilai tukar rupiah, memperlihatkan daya tahan yang sangat baik di tengah ketidakpastian global. Perekonomian Indonesia yang stabil tersebut akan mendukung kelanjutan proyek Elnusa di bidang jasa minyak dan gas bumi (migas). Perseroan juga dapat merencanakan keuangan dengan lebih baik dan mengelola risiko secara efektif.

Indonesia's economic development throughout 2023, as substantiated from the performance of GDP, inflation, and the rupiah exchange rate, indicated excellent resilience amidst global uncertainties. Indonesia's stable economy will support the continuity of Elnusa's projects in the oil and gas services sector. The Company will also be able to plan finances better and manage risks effectively.

TINJAUAN INDUSTRI

Rata-rata harga minyak Indonesia (ICP) pada tahun 2023 berada di kisaran US$78 per barel, lebih rendah dibandingkan tahun sebelumnya yang sekitar US$98 per barel. Sepanjang tahun 2023, ICP cenderung berfluktuasi seiring dengan konflik geopolitik yang masih eskalatif. Menurut Kementerian Energi dan Sumber Daya Mineral (ESDM), dinamika di tingkat global tersebut telah menekan harga minyak dunia, yang kemudian berpengaruh terhadap ICP.

Perkembangan harga minyak sangat berpengaruh pada kinerja Elnusa. Ketika harganya stabil, berarti semakin banyak aktivitas migas yang dilaksanakan. Hal ini menjadi peluang pekerjaan untuk jasa yang dilayani oleh Perseroan.

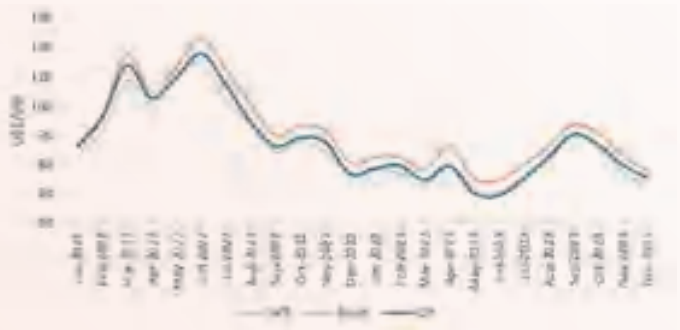
INDUSTRY REVIEW

The average Indonesian crude oil price (ICP) in 2023 was around US$78 per barrel, lower than the previous year, which was around US$98 per barrel. Throughout 2023, ICP tends to fluctuate, in line with geopolitical conflicts, which are still escalating. According to the Ministry of Energy and Mineral Resources (MEMR), the dynamics at the global level have put pressure on world oil prices, which then affected the ICP.

Developments in oil prices is highly influential to Elnusa's performance. When prices are stable, more oil and gas activities are carried out. This is a job opportunity for the services provided by the Company.

Dinamika Harga Minyak Mentah
Dynamic of Crude Oil Price

dalam % | In %



Sumber: EIA, ESDM
Source: EIA, ESDM

Dari sisi produksi, tingkat penurunan (*decline rate*) tingkat produksi atau *lifting* minyak bumi Indonesia pada tahun 2023 sebesar 1,2%, menjadi 605,5 *thousand barrels of oil per day* (mbopd). Penurunan tersebut lebih rendah dibandingkan kondisi 7 (tujuh) tahun terakhir yang ada di kisaran 3%–7%.

From the production side, the decline rate of Indonesia's oil production or lifting in 2023 was 1.2%, to 605.5 thousand barrels of oil per day (mbopd). This decline is lower than the conditions in the last 7 (seven) years, which were in the range of 3%–7%.

Penurunan produksi minyak bumi tersebut terutama karena belum ditemukannya sumber-sumber sumur baru yang bisa memberikan tambahan produksi. Pada tahun depan, menurut Kementerian ESDM, Indonesia akan memberdayakan sumur-sumur *idle* dan mendorong penggunaan teknologi *Enhanced Oil Recovery* (EOR) untuk meningkatkan produksi.

The decline in oil production was mainly due to the lack of discovery of new well sources that could provide additional production. In the next year, according to the Ministry EMR, Indonesia will empower idle wells and encourage the use of Enhanced Oil Recovery (EOR) technology to increase production.

Sedangkan capaian *lifting gas* bumi 960 *thousand barrels of oil equivalent per day* (mboepd). Keberhasilan operasi Train Tangguh 3 berdampak positif pada total produksi Tangguh LNG, sehingga menjadi 11,4 juta ton atau 35% dari total produksi gas nasional. Kondisi ini menyebabkan adanya kenaikan produksi (*incline*) gas sebesar 2,2%.

Meanwhile, natural gas lifting achievement amounted to 960 thousand barrels of oil equivalent per day (mboepd). The successful operation of Train Tangguh 3 had a positive impact on total Tangguh LNG production, bringing it to 11.4 million tons, or 35% of total national gas production. This condition causes an increase (incline) of 2.2% in gas production.

Pencapaian tersebut juga didukung oleh beroperasinya (*onstream*) Lapangan Jambaran Tiung Biru, MAC-HCML, Lapangan Belinda Nort East, serta Bronang-Medco E&P Natuna Limited. Kendati demikian, pencapaian tahun 2023 masih di bawah target yang sebesar 1.110 mboepd.

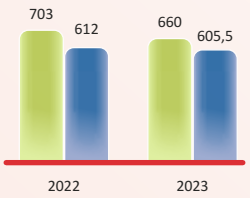
This achievement was also supported by the operation (onstream) of the Jambaran Tiung Biru Field, MAC-HCML, Belinda Nort East Field, as well as Bronang-Medco E&P Natuna Limited. However, the achievement in 2023 is still below the target of 1,110 mboepd.

Kinerja produksi hulu migas ini sangat penting bagi Elnusa. Semakin tinggi produksi, maka peluang Perseroan dalam menjual jasanya semakin besar.

The performance of upstream oil and gas production is crucial for Elnusa. The higher the production, the greater the Company's opportunity to sell its services.

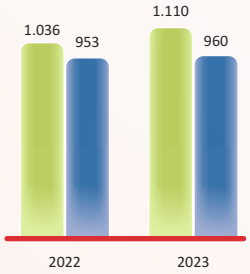
Lifting Minyak Bumi (APBN vs Realisasi)
Oil Lifting (State Budget vs Realization)

dalam mboepd | In mboepd



Lifting Gas Bumi (APBN vs Realisasi)
Natural Gas Lifting (State Budget vs Realization)

dalam mboepd | In mboepd



Sumber: Kementerian ESDM, 23 Januari 2024
Source: Ministry of EMR, January 23, 2024

Target APBN
State Budget Targets

Realisasi
Reallization

Beberapa keberhasilan realisasi aktivitas di sektor hulu migas, berdasarkan data Kementerian ESDM adalah peningkatan pengeboran 38 sumur eksplorasi tajak dengan rasio sukses 54%. Selain itu, ada juga pengembangan yang dilakukan pada 799 sumur. Jumlah pengeboran tahun 2023 itu merupakan yang terbanyak setelah tahun 2017.

Realisasi pengeboran sumur pengembangan belum mencapai target, menurut catatan Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi (SKK Migas), akibat sejumlah alasan: *safety stand down* di awal tahun 2023, ketersediaan *rig* dan tenaga kerja, serta bencana banjir.

Some of the successful realization of activities in the upstream oil and gas sector, based on data from the Ministry of EMR, is the increase in drilling of 38 exploration wells commencement with a success ratio of 54%. In addition, there is also development being carried out on 799 wells. The number of drillings in 2023 is the largest after 2017.

The realization of development well drilling has yet to reach its target, according to records from the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), due to a number of reasons: safety stand down in early 2023, availability of rigs and workforce, as well as flood disasters.

Realisasi Survei Seismik, Pengeboran, dan *Oilfield Services*
Realization of Seismic Survey, Drilling, and Oilfield Services

Uraian Detail	Ukuran Detail Size Detail	Realisasi 2022 2022 Realization	Target 2023 2023 Target	Realisasi 2023 2023 Realization	Pertumbuhan Growth (%, yoy)	Realisasi vs Target 2023 2023 Realization vs Target (%)	Detailed Description
Seismic 2D	km	1.950	934	25	1,3	3	2D Seismic
Seismic 3D	sq km	3.790	2.282	1.432	38	63	3D Seismic
Exploration Drilling	sumur well	30	57	38	127	67	Exploration Drilling
Development Drilling	sumur well	760	919	799	105	87	Development Drilling
Workover	aktivitas activity	639	834	834	131	100	Workover
Well Services	aktivitas activity	30.299	33.182	33.412	110	101	Well Services

Sumber: Kementerian ESDM
Source: Ministry of EMR

Untuk investasi di bidang hulu migas, realisasinya tahun 2023 mencapai US$13,7 miliar, lebih tinggi 13,2% dibandingkan yang sebelumnya yang sebesar US$12,1 miliar. Pencapaian tersebut melampai pertumbuhan investasi hulu migas global yang diperkirakan 6,5%, walaupun masih di bawah target yang ditetapkan di awal tahun, yaitu US$15,5 miliar.

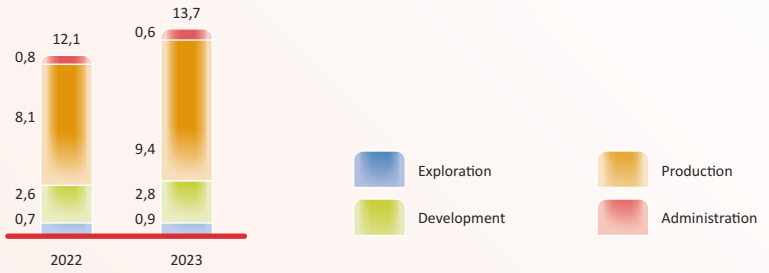
In terms of investment in the upstream oil and gas sector, the realization in 2023 reached US$13.7 billion, 13.2% higher than the previous year, which amounted to US$12.1 billion. This achievement exceeds global upstream oil and gas investment growth, which is estimated at 6.5%, although still below the target set at the beginning of the year, namely US$15.5 billion.

Bagi Elnusa, semakin tinggi investasi di hulu migas yang terealisasi, berarti ada pertanda bahwa aktivitas hulu migas makin bergairah. Dengan demikian, peluang bisnis Perseroan semakin besar.

For Elnusa, the higher the realized investment in upstream oil and gas, it means that there is a sign that upstream oil and gas activities are becoming more enthusiastic. Thus, the Company's business opportunities are greater.

Realisasi Investasi Hulu Migas
Realization of Upstream Oil and Gas Investment

dalam miliar US$ | in billion US$



Sumber: SKK Migas, Januari 2024
Source: SKK Migas, January 23, 2024

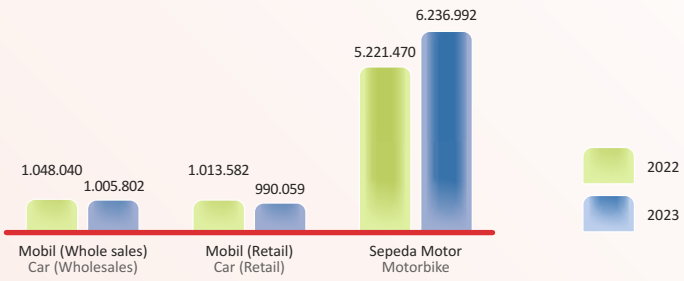
Di sektor hilir, selama tahun 2023 penyaluran Jenis Bahan Bakar Minyak (BBM) Tertentu atau (JBT) solar mencapai 17,46 juta kilo liter (KL) atau 102,69% dari kuota yang sebesar 17 KL. Sedangkan untuk Jenis BBM Khusus Penugasan (JBKP) Pertalite tersalurkan sebesar 29,77 juta KL (91,43% dari kuota 32,56 juta KL).

In the downstream sector, during 2023 distribution of certain types of diesel fuel or (JBT) reached 17.46 million kilo liters (KL) or 102.69% of the quota of 17 KL. Meanwhile, 29.77 million KL (91.43% of the quota of 32.56 million KL) of Pertalite Special Assignment Fuel Type (JBKP) was distributed.

Sementara penjualan mobil di dalam negeri pada tahun 2023 berada di bawah target yang sebesar 1,05 juta. Menurut Gabungan Industri Kendaraan Bermotor Indonesia (Gaikindo), realisasi penjualan mobil secara whole sales mencapai 1.005.802 unit, turun 4% dibanding tahun sebelumnya yang 1.048.040 unit akibat adanya perlambatan penjualan di paruh kedua tahun 2023, yang antara lain sebagai efek dari kenaikan suku bunga acuan.

Meanwhile, domestic car sales in 2023 were below the target of 1.05 million. According to the Association of Indonesian Automotive Industries (Gaikindo), the realization of total car sales reached 1,005,802 units, decreasing by 4% compared to 1,048,040 units in the previous year due to a slowdown in sales in the second half of 2023, which was partly the effect of the increase in benchmark interest rate.

PENJUALAN KENDARAAN DOMESTIK
Domestic Vehicle Sales



Sumber: Gaikindo
Source: Gaikindo

Kendati demikian, penjualan motor di dalam negeri justru mengalami kenaikan. Seperti diungkapkan Asosiasi Industri Sepeda Motor Indonesia (AISI), penjualan sepeda motor domestik mencapai 6.236.992 unit sepanjang 2023. Angka tersebut naik 19,44% dibanding tahun sebelumnya (*year-on-year*/yoy). Pada 2022, penjualan sepeda motor domestik sebanyak 5.221.470 unit.

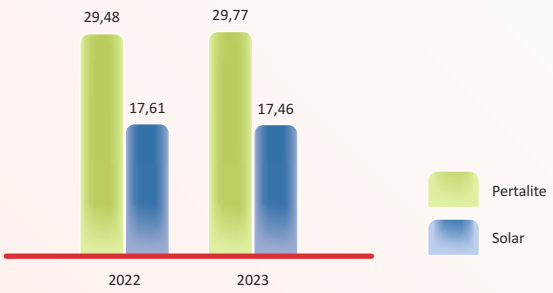
However, domestic sales of motorbikes have increased. As stated by the Indonesian Motorcycle Industry Association (AISI), domestic sales of motorbike reached 6,236,992 units during 2023. This figure is up by 19.44% compared to the previous year (year-on-year/yoy). In 2022, domestic sales of motorbikes reached 5,221,470 units.

Gairah konsumsi BBM, baik untuk transportasi maupun industri yang terus menggeliat, akan membuka peluang bagi bisnis Elnusa, mengingat salah satu lini bisnis Perseroan bergerak di bidang penyaluran BBM di Indonesia.

Fuel consumption, both for transportation and industry which continues to expand, will open opportunities for Elnusa's business, considering that one of the Company's business lines is engaging in fuel distribution in Indonesia.

Konsumsi BBM
Fuel Consumption

juta KL | million KL



Sumber: Kementerian ESDM
Source: Ministry of EMR

STRATEGI 2023

Kondisi perekonomian global masih belum memberikan kepastian, mengingat proses perbaikan ekonomi cenderung tidak merata. Selain itu, ketegangan geopolitik juga masih berlangsung. Dalam kondisi seperti itu, Indonesia masih mampu menunjukkan daya tahan ekonomi yang baik serta terkendalinya inflasi.

Namun, industri migas masih menghadapi tantangan. Harga minyak dunia bergerak fluktuatif dan cenderung menurun jika dibandingkan dengan tahun sebelumnya. Di sisi lain, industri migas Indonesia masih menunjukkan optimisme dengan meningkatnya investasi serta kegiatan di sektor migas sebagai upaya memenuhi kebutuhan konsumsi energi.

Menghadapi tantangan ketidakpastian kondisi eksternal tersebut, Elnusa menyiapkan strategi pada tahun 2023 yang mencakup:

2023 STRATEGY

Global economic conditions have yet to provide certainty, considering that the process of economic improvement tends to be uneven. In addition, geopolitical tensions are still ongoing. In such conditions, Indonesia is still able to demonstrate good economic resilience and controlled inflation.

However, the oil and gas industry is still facing challenges. Global oil prices fluctuate and tend to decline compared to the previous year. On the other hand, the Indonesian oil and gas industry is still showing optimism with increasing investment and activities in the oil and gas sector as an effort to meet energy consumption needs.

Facing the challenge of uncertain external conditions, Elnusa is preparing a strategy in 2023, which includes:

Kondisi/Tantangan Conditions/Challenges	**Program/Rencana Strategis** Strategic Program/Plans
1. Kompetensi bisnis semakin ketat Increasingly fierce business competition 2. Stagnansi pasar dan ketidakpastian pasar hulu serta masih terbukanya peluang *market development* Market stagnation and upstream uncretainties, as well as wide market development opportunities 3. Kebutuhan peningkatan kompetensi guna menjadi pemain global The need to increase competence to become a global player	1. *Optimize Internal Process*: a. *Strengthen Project Excellence* b. *Strategic Asset Management* (*Optimize Asset Productivity*) c. *Boosting market intelligence* d. *Increase* SCM *capabilities* e. *Aggressive collection and cash management* 2. *Strengthen the core*: Meningkatkan kapabilitas pada bisnis *well services* Increasing capabilities in the well services business 3. *Adjacent to the core*: Meningkatkan pasar non oil & gas Increasing the non-oil & gas market 4. Increasing learning & growth: a. Mengukur dan mengurangi kesenjangan kompetensi Measuring and reducing competency gaps b. Internalisasi budaya AKHLAK Intenalization of the AKHLAK culture

Tinjauan Operasi per Segmen Usaha

Review of Operations per Business Segment

Pengelompokan kegiatan usaha PT Elnusa Tbk ("Elnusa", "Perseroan") mengacu pada Pernyataan Standar Akuntansi Keuangan (PSAK) 5 (Revisi 2009) tentang "Segmen Operasi". Sesuai dengan standar tersebut, kegiatan usaha Perseroan pada tahun buku 2023 terbagi menjadi 3 (tiga) segmen usaha: Jasa Hulu Migas, Jasa Distribusi & Logistik Energi, serta Jasa Penunjang Migas.

Berikut sekilas penjelasan operasi masing-masing segmen dalam pelaporan segmen.

- **Jasa Hulu Migas Terintegrasi**
  Jasa hulu migas terintegrasi menyediakan jasa pengukuran data geofisika (Seismik), jasa Pemboran Migas, jasa *Oilfield* dan *Engineering*, *Production and Construction–Operation* & *Maintenance* (EPC OM).

- **Jasa Distribusi & Logistik Energi**
  Jasa distribusi dan logistik energi menyediakan jasa penyimpanan, perdagangan, pendistribusian dan pemasaran produk minyak dan gas di Indonesia.

- **Jasa Penunjang Migas**
  Jasa penunjang migas menyediakan jasa penguliran (*threading*) dan perdagangan (*trading*) pipa *Oil Country Tubular Goods* (OCTG) serta fabrikasi, jasa pengelolaan data dan informasi energi dan sumber daya mineral (khususnya eksplorasi dan eksploitasi minyak dan gas bumi), jasa pengelolaan data migas, jasa pembangunan sistem teknologi informasi terpadu, jasa telekomunikasi, jasa penyediaan jaringan, telekomunikasi satelit dan sistem komunikasi *Very-Small-Aperture Terminal* (VSAT), jasa penyewaan kapal untuk keperluan operasional lapangan minyak, survei seismik dan operasional bisnis selain migas.

Sekilas tentang kinerja profitabilitas dan kontribusi segmen operasi terhadap kinerja keuangan konsolidasi Elnusa diuraikan melalui tabel di bawah ini.

The categorization of PT Elnusa Tbk ("Elnusa", "Company") business activities refer to the Statement of Financial Accounting Standards (PSAK) 5 (2009 Revision) "Operations Segments". Pursuant to these standards, the Company's business activities in the 2023 financial year are divided into 3 (three) business segments: Upstream Oil and Gas Services, Energy Distribution & Logistics Services, and Oil and Gas Support Services.

The following is brief explanation on the operation of each segment in the segment reporting.

- Integrated Upstream Oil and Gas Services
  The integrated upstream oil and gas services provides geophysical (Seismic) data measurement services, Oil and Gas Drilling services, Oilfield and Engineering, Production and Construction – Operation & Maintenance (EPC OM) services.

- **Energy Distribution & Logistics Services**
  The energy distribution and logistics services provides storage, trading, distribution and marketing services for oil and gas products in Indonesia.

- **Oil and Gas Support Services**
  Oil and gas support services provide threading and trading services for Oil Country Tubular Goods (OCTG) pipes as well as fabrication, data and information management services for energy and mineral resources (particularly oil and gas exploration and exploitation), oil and gas data management services, integrated information technology system development services, telecommunications services, network provision services, satellite telecommunications and Very-Small-Aperture Terminal (VSAT) communication systems, ship rental services for oil field operations, seismic surveys and business operations other than oil and gas.

Profitability performance and contribution of operating segments to Elnusa's consolidated financial performance is outlined in the following below.

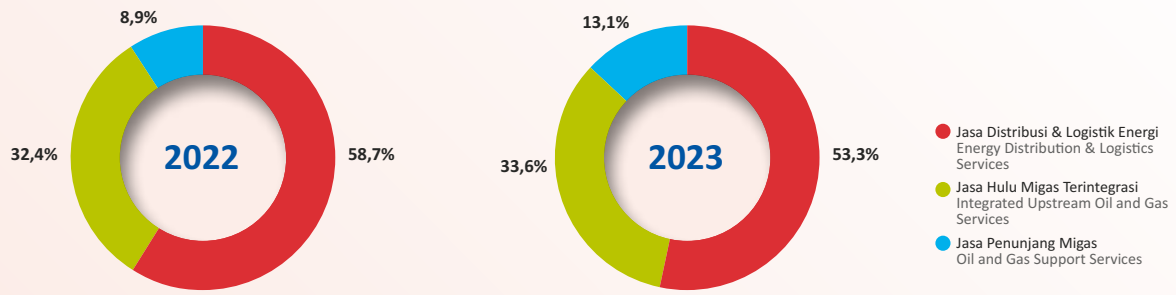
Jumlah dan Kontribusi Segmen Operasi terhadap Pendapatan
Total and Contribution of the Operating Segments to Revenue

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

Segmen Operasi	2023		2022		Kenaikan (Penurunan) Increase (Decrease)		Operating Segment
	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	
	(1)		(2)		(3=1-2)	(3:2)	
Jasa Distribusi dan Logistik Energi	7.049.741	53,3	7.564.058	58,7	(514.317)	(6,8)	Energy Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	4.257.537	33,6	4.034.631	32,4	222.906	5,5	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	1.820.835	13,1	1.357.387	8,9	463.448	34,1	Oil and Gas Support Services
Rekonsiliasi	(563.722)		(650.386)		86.664	(13,3)	Reconciliation
Jumlah Pendapatan	**12.564.391**		**12.305.690**		**258.701**	**2,1**	**Total Income**

Kontribusi terhadap Pendapatan
Contribution to Revenue

dalam % | in %



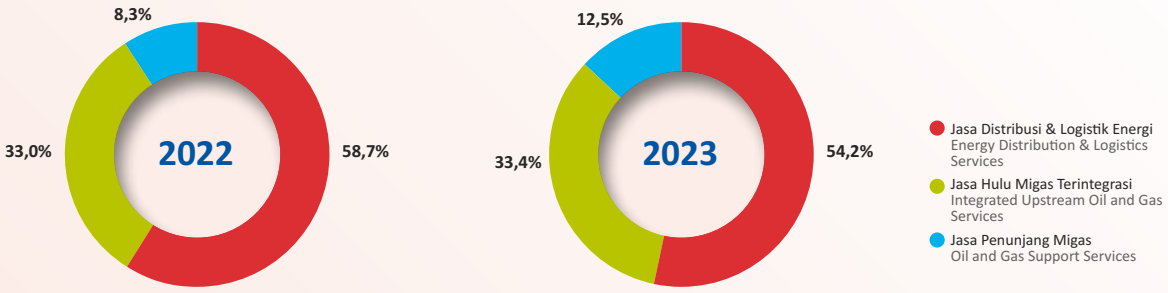
Jumlah dan Kontribusi Segmen Operasi terhadap Beban Pokok Pendapatan
Total and Contribution of the Operating Segments to Cost of Revenue

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

Segmen Operasi	2023		2022		Kenaikan (Penurunan) Increase (Decrease)		Operating Segment
	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	
	(1)		(2)		(3=1-2)	(3:2)	
Jasa Distribusi dan Logistik Energi	6.511.828	54,2	7.023.966	58,7	(512.138)	(7,3)	Energy Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	3.856.178	33,4	3.814.096	33,0	42.082	1,1	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	1.587.362	12,5	1.200.253	8,3	387.109	32,2	Oil and Gas Support Services
Rekonsiliasi	(560.679)		(644.958)		(84.279)	(13,1)	Reconciliation
Jumlah Beban Pokok Pendapatan	**11.394.689**	**100,0**	**11.393.357**	**100,0**	**1.332**	**0,01**	**Total Cost of Revenue**

Kontribusi terhadap Beban Pendapatan
Contribution to Cost Revenue

dalam % | in %



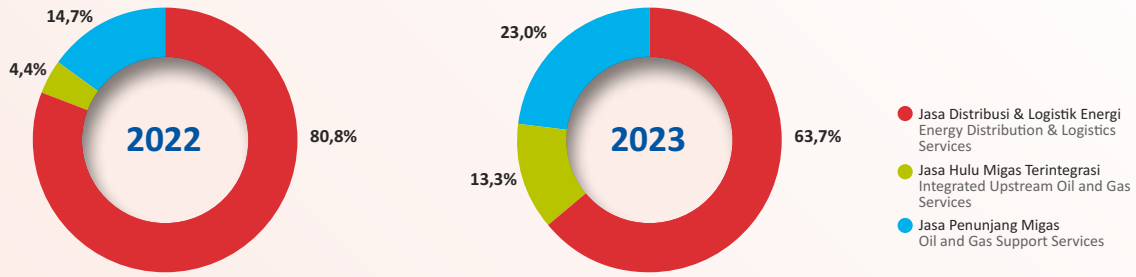
Jumlah dan Kontribusi Segmen Operasi terhadap Laba Tahun Berjalan
Total and Contribution of the Operating Segments to Profit for the Year

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

Segmen Operasi	2023		2022		Kenaikan (Penurunan) Increase (Decrease)		Operating Segment
	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	
	(1)		(2)		(3=1-2)	(3:2)	
Jasa Distribusi dan Logistik Energi	320.580	63,7	305.627	80,8	14.953	4,9	Energy Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	67.016	13,3	16.763	4,4	50.253	299,8	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	107.665	23,0	52.152	14,7	55.513	106,4	Oil and Gas Support Services
Rekonsiliasi	7.870		3.516		4.354	123,8	Reconciliation
Jumlah Laba Tahun Berjalan	**503.131**	**100,0**	**378.058**	**100,0**	**125.073**	**33,08**	**Total Profit for the Year**

Kontribusi terhadap Beban Pendapatan
Contribution to Cost Revenue

dalam % | in %



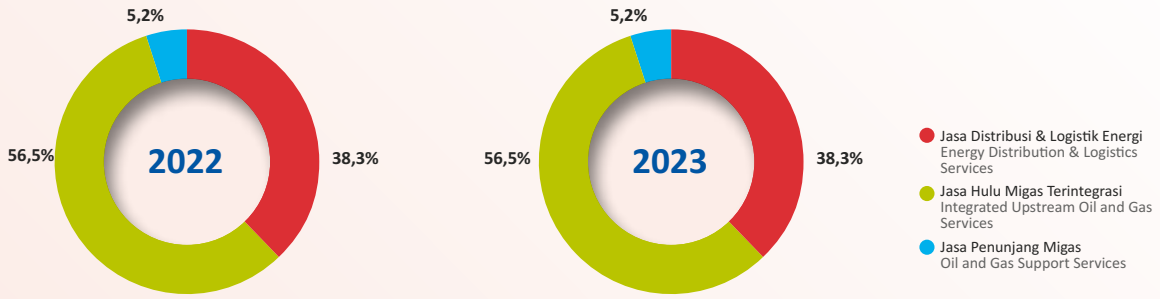
Jumlah dan Kontribusi Segmen Operasi terhadap Aset
Total and Contribution of the Operating Segments to Asset

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

Segmen Operasi	2023		2022		Kenaikan (Penurunan) Increase (Decrease)		Operating Segment
	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	
	(1)		(2)		(3=1-2)	(3:2)	
Jasa Distribusi dan Logistik Energi	3.679.254	38,3	3.386.639	38,3	292.615	8,6	Energy Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	7.055.508	56,5	6.543.854	56,5	511.654	7,8	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	1.511.198	5,2	1.416.919	5,2	94.279	6,7	Oil and Gas Support Services
Rekonsiliasi	(2.644.478)		(2.511.323)		(133.155)	(5,3)	Reconciliation
Jumlah Aset	**9.601.482**	**100,0**	**8.836.089**	**100,0**	**765.393**	**8,66**	**Total Asset**

Kontribusi terhadap Aset
Contribution to Assets

dalam % | in %



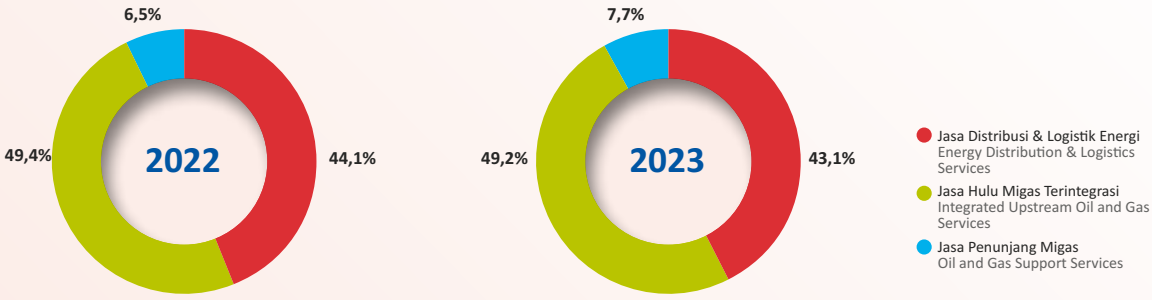
Jumlah dan Kontribusi Segmen Operasi terhadap Liabilitas
Total and Contribution of the Operating Segments to Liabilities

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

Segmen Operasi	2023		2022		Kenaikan (Penurunan) Increase (Decrease)		Operating Segment
	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	
	(1)		(2)		(3=1-2)	(3:2)	
Jasa Distribusi dan Logistik Energi	2.234.171	43,1	2.079.196	44,1	154.975	7,5	Energy Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	2.552.298	49,2	2.332.632	49,4	219.666	9,4	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	626.202	7,7	588.534	6,5	37.668	6,4	Oil and Gas Support Services
Rekonsiliasi	(227.257)		(281.484)		(54.227)	(19,3)	Reconciliation
Jumlah Liabilitas	**5.185.414**	**100,0**	**4.718.878**	**100,0**	**466.536**	**9,9**	**Total Liabilities**

Kontribusi terhadap Liabilitas
Contribution to Liabilities

dalam % | in %



SEGMEN JASA DISTRIBUSI DAN LOGISTIK ENERGI

Kegiatan bisnis hilir Elnusa di bidang jasa distribusi logistik energi dikelola oleh entitas anak, yaitu Elnusa Petrofin (EPN). EPN bergerak di bidang jasa logistik dan distribusi BBM, terutama Jasa Transportasi BBM, *Energy Storage Management* (*Fuel, Gas, Aviation*), *Industry and Marine Fuel, Lubricant* dan *Chemical Integrated Service*. Elnusa Petrofin merupakan salah satu ujung tombak PT Pertamina (Persero) untuk menyalurkan BBM PSO (*Public Service Obligation*) ke seluruh penjuru Nusantara.

Segmen usaha ini bertujuan untuk mendukung bisnis utama Perseroan di bidang jasa hulu hilir migas. Fokus kegiatan operasinya mencakup:

1. Pengelolaan angkutan Bahan Bakar Minyak (BBM) dari Terminal BBM Pertamina ke Stasiun Pengisian Bahan Bakar Umum (SPBU) dan Agen Premium Minyak Solar (APMS) serta Stasiun Pengisian Bahan Bakar Bunker (SPBB).
2. Pengelolaan Depo BBM milik swasta, mulai dari kegiatan administrasi pembelian BBM, pengangkutan BBM, penyimpanan BBM dan penyaluran BBM di lokasi pelanggan.
3. Pengelolaan Depo LPG Milik sendiri (Amurang).
4. Penjualan BBM keekonomian (non subsidi) kepada pelanggan Industri & Marine.
5. Penjualan *specialty chemical* dan *commodity chemical* untuk industri migas.
6. Penjualan pelumas Pertamina kepada pelanggan swasta.
7. Pengelolaan operasional SPBU dan SPBE milik sendiri dan milik swasta dengan metode *profit sharing*, yang menjual produk BBM dan BBK serta pengisian produk LPG bersubsidi produksi Pertamina.

Proses Kegiatan usaha jasa hilir migas dapat digambarkan sebagai berikut:

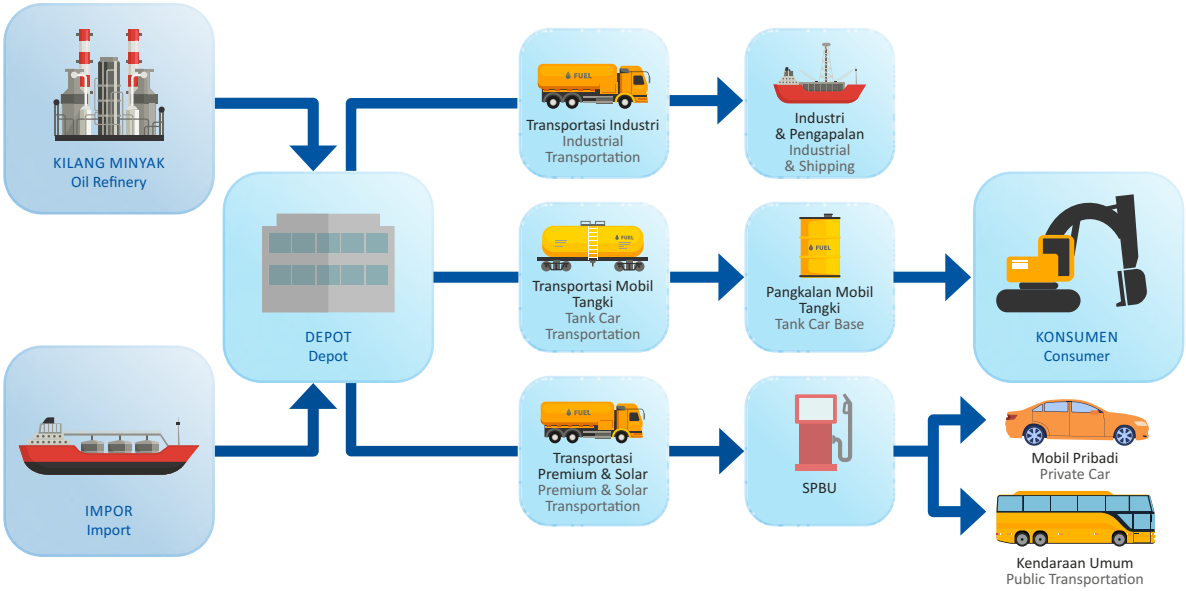
ENERGY DISTRIBUTION AND LOGISTICS SERVICES SEGMENT

Elnusa's downstream business activities in energy logistics distribution services are managed by a subsidiary, namely Elnusa Petrofin (EPN). EPN engages in the field of fuel logistics and distribution services, especially Fuel Transportation Services, Energy Storage Management (Fuel, Gas, Aviation), Industry and Marine Fuel, Lubricants and Chemical Integrated Services. Elnusa Petrofin is one of the spearheads of PT Pertamina (Persero) to distribute PSO (Public Service Obligation) fuel to all corners of the archipelago.

This business segment aims to support the Company's primary business in the field of downstream oil and gas services. The focus of operational activities includes:

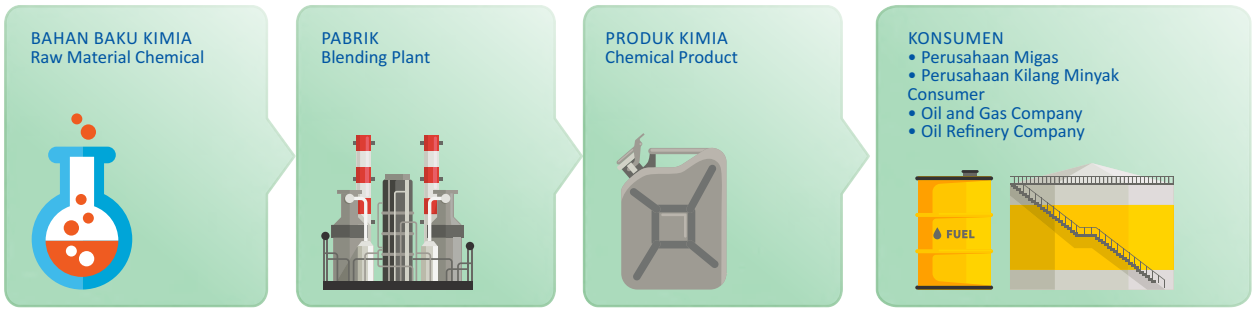
1. Management of fuel (BBM) transportation from Pertamina BBM Terminal to Public Fuel Filling Stations (SPBU) and Premium Diesel Fuel Agent (APMS) as well as Bunker Fuel Filling Stations (SPBB).
2. Management of private-owned BBM Depots, starting from BBM purchase administration activities, BBM transportation, BBM storage, to BBM distribution to customer locations.
3. Management of Company-owned (LPG) Depot (Amurang).
4. Sales of non-subsidized fuel to Industry & Marine customers.
5. Sales of specialty chemical and commodity chemical for oil and gas industry.
6. Sales of Pertamina lubricants to private sector customers."
7. Operational management of Company-owned and private-owned SPBU and SPBE by method of profit-sharing, selling BBM and BBK products as well as filling of subsidized LPG products produced by Pertamina.

The business activity process of downstream oil and gas services can be illustrated in the following chart:



Proses kKegiatan perdagangan bahan kimia khusus digambarkan sebagai berikut:

The trading activity process for special chemicals is illustrated in the following chart:



Pada tahun 2023, EPN terus melakukan perbaikan berkelanjutan dan merealisasikan sejumlah strategi pengembangan agar semua unit bisnis dapat tumbuh. Hasilnya, pertumbuhan terjadi pada hampir semua unit bisnis, baik dari sisi operasional maupun finansial dibandingkan dengan tahun lalu.

In 2023, EPN consistently performed continuous improvements and realized several development strategies to ensure that all business units can grow. As a result, growth occurred in almost all business units, both operationally and financially compared to last year.

Peningkatan tersebut berasal dari pertumbuhan volume proyek *existing* dan penambahan 48 kelolaan baru sepanjang tahun 2023. Beberapa pengembangan yang dilakukan, antara lain ekspansi bisnis transportasi non BBM (angkutan PTK, angkutan PTPL Intiland, dll.), layanan khusus VHS Franco Putra Perkasa Abadi (PPA), pengelolaan *Fuel Terminal* Tembilahan, pengelolaan 1 DPPU di wilayah Jawa (DPPU Pondok Cabe), inovasi pasokan BBM dengan *blending* produk B35 di Palaran, Kalimantan Timur serta kerja sama strategis dengan SNF Perancis.

This increase is derived from growth in the volume of existing projects and the addition of 48 new management throughout 2023. Several developments have been carried out, including expansion of the non-fuel transportation business (PTK transportation, PTPL Intiland transportation, etc.), Putra Perkasa Abadi (PPA) Franco VHS special services, management of the Tembilahan Fuel Terminal, management of 1 Aircraft Filling Depot (DPPU) in the Java region (Pondok Cabe DPPU), innovation in fuel supply by blending B35 products in Palaran, East Kalimantan, as well as strategic collaboration with SNF France.

Penambahan proyek dan pengelolaan baru pada tahun 2023 yaitu: 8 (delapan) proyek Layanan Khusus (VHS Franco) yang terdiri dari: 3 (tiga) VHS (Muara Pahu, Mubadala Energy, Fajar Sakti) dan 5 (lima) proyek FRANCO (JBB MOR, PPA, Petrochemical, Freport Amapare, Mubadala Energy). Dengan demikian, sampai akhir tahun 2023, EPN mengelola 53 Depo.

Additional new projects and management in 2023 are: 8 (eight) Special Service (Franco VHS) projects, consisting of: 3 (three) VHS (Muara Pahu, Mubadala Energy, Fajar Sakti) and 5 (five) FRANCO projects (JBB MOR, PPA, Petrochemical, Freport Amapare, Mubadala Energy). Thus, as of the end of 2023, EPN manages 53 Depots.

Kemudian, 5 (lima) proyek *Joint Operation* dan Infrastruktur (JOI), yaitu: FT Tembilahan, DPPU Pondok Cabe, pengadaan Drum LL Avtur – Avgas, Inline Blending Adaro dan ATG Normalisasi. Sampai akhir tahun, EPN tercatat mengelola 21 project.

Di sisi lain, Unit bisnis Transportasi masih terus mengembangkan pengelolaan angkutan Non BBM sebanyak 7 (tujuh) proyek (angkutan bunker PTK, KRP PTK, PTPL Inland Jatim, BBM/BBK PTSA, Katalis KPI RU III Plaju, HSD ke PLTGU) serta penambahan 8 (delapan) proyek angkutan BBM (2 All In Plus Indragiri Hilir & Luwuk, 2 APMS MOR I, LPG MOR VII, Handling BBM Polri, Jobber Berau, Pama Bukit Asam). Dengan demikian, total pengelolaan transportasi BBM tahun 2023 mencapai 91 unit kerja.

EPN juga memiliki Chemical Integrated Supply & Services yang menawarkan cakupan jasa, mulai dari *upstream* sampai *downstream* industri migas. Di antaranya, meliputi *drilling fluid chemicals*, *upstream* & *refinery specialty chemicals*, *Chemicals for Enhanced Oil Recovery* (C-EOR), dan *fuel additives for downstream/retail business*. Pada tahun 2023, EPN berhasil mengembangkan pasar PHR, antara lain melalui penambahan proyek PHR MNK (Migas Non Konvesional) dan PHR Garam serta beberapa proyek *specialty chemical* lainnya (PHE ONWJ Tote Tank, Pour Point Depressant PTM RU III, Lubricity Improver PTM RU VI Balongan, demulsifier & deoiler PEP Aset 5 Tarakan, dll.).

Dengan beragam pengembangan dan penambahan proyek tersebut, EPN berhasil membukukan pendapatan sebesar Rp7,05 triliun dan laba bersih Rp320 miliar (NPM 4,5%). Pencapaian tersebut melampaui target tahun 2023 serta lebih baik dibandingkan tahun lalu.

Peningkatan penjualan terjadi pada hampir semua unit bisnis: transportasi tumbuh 9%, depo 28%, dan kimia 20% dibandingkan tahun lalu. Pencapaian ini berasal dari peningkatan volume penjualan proyek *existing* dan proyek sepanjang tahun 2023.

Adapun kontribusi setiap unit bisnis terhadap pendapatan kinerja usaha EPN masing-masing adalah sebagai berikut:

Furthermore, 5 (five) Joint Operation and Infrastructure (JOI) projects, namely: Tembilahan FT, Pondok Cabe DPPU, procurement of LL Avtur – Avgas, Adaro Inline Blending Adaro and ATG Normalization. As of the end of the year, EPN was recorded as managing 21 projects.

On the other hand, the Transportation business unit is still continuing to develop 7 (seven) Non-fuel transportation management projects (PTK bunker transportation, PTK KRP, PTPL Inland Jatim, Fuel/ Special Fuel PTSA, KPI RU III Plaju Catalyst, HSD to Combined Cycle Gas Turbine Plant (PLTGU)) as well as the addition of 8 (eight) fuel transportation projects (2 All In Plus Indragiri Hilir & Luwuk, 2 MOR I APMS, MOR VII LPG, Police Fuel Handling, Jobber Berau, Pama Bukit Asam). Thus, the total management of fuel transportation in 2023 reached 91 work units.

EPN also has Chemical Integrated Supply & Services, which offers a range of services, from upstream to downstream of the oil and gas industry. These include drilling fluid chemicals, upstream & refinery specialty chemicals, Chemicals for Enhanced Oil Recovery (C-EOR), and fuel additives for downstream/retail business. In 2023, EPN succeeded in developing the PHR market, including through the addition of the MNK (Non-Conventional Oil and Gas) PHR and Garam PHR projects, as well as several other specialty chemical projects (PHE ONWJ Tote Tank, Pour Point Depressant of PTM RU III, Lubricity Improver of PTM RU VI Balongan, demulsifier & deoiler of PEP Asset 5 Tarakan, and others).

With various project developments and additions, EPN managed to record Rp7.05 trillion in revenue and Rp320 billion in net profit (NPM 4.5%). This achievement exceeded the 2023 target and is better than last year.

Sales increases occurred in almost all business units: transportation grew by 9%, depot by 28% and chemicals by 20% compared to last year. This achievement was derived from an increase in sales volume for existing projects and projects throughout 2023.

The following is the contribution of each business unit to its respective EPN performance:

Kapasitas Usaha EPN
EPN Business Capacity

Unit Bisnis Business Unit		Produksi/Kapasitas Production/Capacity	
		2023	2022
Transportasi Transportation	Kelola mobil tangki BBM PSO dengan Pola All In Plus Manage PSO Fuel (BBM) tank vehicles with All-In-Plus Scheme	1.907 Unit 1.907 Units	1.846 Unit 1.846 Units
	Kelola angkutan BBMK sistem tarif (Rp/KL/KM) Manage Special Fuel (BBMK) transportation tariff system (Rp/KL/KM)	40 unit 40 units	40 unit 40 units
	Menyewakan mobil tangki milik sendiri ke Pertamina (sewa mobil tangki) Rental of Company-owned tank vehicles to Pertamina (rental of fuel tank)	• 655 unit mobil tangki BBM • 22 unit mobil tangki LPG • 3 unit MT Avtur • Angkutan Non BBM • 655 units of Fuel tank vehicles • 22 units of LPG tank vehicles • 3 units of Avtur MT • Non-Fuel transportation	• 627 unit mobil tangki BBM • 24 unit mobil tangki LPG • 4 unit MT Avtur • Angkutan Non BBM • 627 units of Fuel tank vehicles • 24 units of LPG tank vehicles • 4 units of Avtur MT • Non-Fuel transportation

Unit Bisnis Business Unit		Produksi/Kapasitas Production/Capacity	
		2023	2022
	Distribusi BBM subsidi ke APMS Distribution of subsidized Fuel (BBM) to APMS	Jumlah transportir: 195 Jumlah APMS: 478 Total transporter: 195 Total APMS: 478	Jumlah transportir: 136 Jumlah APMS: 304 Total transporter: 136 Total APMS: 304
	Pengelolaan angkutan SPBB Management of (Bunker Fuel Filling Stations (SPBB) transportation	Jumlah transportir: 19 Jumlah SPBB: 30 Total transporter: 19 Total SPBB: 30	Jumlah transportir: 20 Jumlah SPBB: 21 Total transporter: 20 Total SPBB: 21
	Kelola angkutan Industri Pama Persada Manage Pama Persada Industry transportation	8 unit 8 units	8 unit 8 units
	Pengelolaan angkutan Pertashop Management of Pertashop transportation	Jumlah titik: 3.171 Total locations: 3.171	Jumlah transportir: 98 Jumlah titik: 2.529 Total transporter: 98 Total locations: 2,259
	Angkutan Pola Tarif dengan Sistem Transportation with Tarrif –Scheme System	Jumlah transportir: 32 Total transporter: 32	Jumlah transportir: 32 Total transporter: 32
	Angkutan Pola Tarif Avtur Transportation with Avtur-Tarrif Scheme	Jumlah transportir: 13 Total transporter: 13	Jumlah transportir: 13 Total transporter: 13
Depot	Kelola depo milik swasta dengan sistem *Vendor Held Stock* (VHS) Manage private-owned depots with Vendor Held Stock (VHS) system	Kelola VHS di depo: 27 klien Manage VHS in depots: 27 clients	Kelola VHS di depo: 31 klien Manage VHS in depots: 31 clients
	Handling marine dengan sistem Franco Marine handling with Franco system	Pelanggan: 22 klien Customer: 22 clients	Pelanggan: 22 klien Customer: 22 clients
	Joint Operation & Infrastructure	Kelola 8 DPPU TBBM Tanjung Pandan TBBM Pulau Laut Depo LPG Amurang TBBM Tembilahan Manage 8 DPPU Tanjung Pandan TBBM Pulau Laut TBBM Amurang LPG Depot Tembilahan TBBM	Kelola 7 DPPU TBBM Tanjung Pandan Depo LPG Amurang Manage 7 DPPU Tanjung Pandan TBBM Amurang LPG Depot
	Maintenance	LTSA ATG MOR II, IV, MOR V, MOR VI LTSA BITUNG, LTSA WAYAME, LTSA ATG PARE PARE. ATG Normalisasi LTSA ATG MOR II, IV, MOR V, MOR VI LTSA BITUNG, LTSA WAYAME, LTSA ATG PARE PARE. ATG Normalization	LTSA MOR IV, WAYAME, ATG BITUNG, ATG NORMALISASI, NGS, LTSA ATG MOR II, Sewa & Maintenance ATG Pare Pare LTSA MOR IV, WAYAME, ATG BITUNG, ATG NORMALIZATION, NGS, LTSA ATG MOR II, ATG Pare-Pare Rental & Maintenance
Ritel Bahan Bakar (RBB) Retail Fuel (RBB)	Jasa pengelolaan SPBE/SPPBE Gas Station (SPBU), Bulk LPG Filling Stations (SPBE) Management Services	2 SPBE 1 SPPBE	2 SPBE 1 SPPBE
	Jasa pengelolaan SPBU SPBU management services	1 SPBU	1 SPBU
Trading	Specialty Chemical	Pelanggan: Pertamina Group dan Swasta Customer: Pertamina Group and Private-owned	Pelanggan: Pertamina Group dan Swasta Customer: Pertamina Group and Private-owned
	Commodity Chemical	Pelanggan: Pertamina Group Customer: Pertamina Group	Pelanggan: Pertamina Group Customer: Pertamina Group
	Industri BBM Industrial Fuel	Pelanggan: Industri pertambangan, manufaktur dan *marine* Customer: Mining, manufacturing and marine industries	Pelanggan: Industri pertambangan, manufaktur dan *marine* Customer: Mining, manufacturing and marine industries
	Pelumas Lubricants	Pelanggan Pelumas: *Own Use* Mobil Tangki EPN, Swasta Pelanggan Lubricant Customer: EPN Company-use Tank Vehicles, Private-owned	Pelanggan Pelumas: *Own Use* Mobil Tangki EPN, Swasta Pelanggan Lubricant Customer: EPN Company-use Tank Vehicles, Private-owned

Realisasi Produksi
Product Realization

Volume per Unit Bisnis	Satuan Unit	Produksi Production		Volume per Business Unit
		2023	2022	
Volume *Throughput* Transportasi	KL	20.270.506	19.963.675	Throughput Transportation Volume
Volume Penyaluran BBM–Depo	KL	4.092.342	3.614.402	BBM-Depo Distribution Volume
Volume Ritel Bahan Bakar SPBU	KL	7.184	10.926	SPBU Retail Fuel Volume
Volume Ritel Bahan Bakar SPBESPPBE	Ton	47.937	43.141	SPBESPPBE Retail Fuel Volume
Volume Depo LPG Amurang	Ton	77.416	74.020	Amurang LPG Depo Volume
Volume BBM Inmar	KL	161.481	217.267	Inmar BBM Volume
Trading Specialty & *Mud Chemical*	Drum	236.650	226.598	Trading Specialty & Mud Chemical
Trading Pelumas	KL	2.794	3.673	Lubricant Trading
Volume Penyaluran *Petrochemical*	Metrik Ton	1.387.546	–	Chemical Distribution Volume

Volume penjualan EPN tahun 2023 rata-rata tumbuh dibandingkan tahun sebelumnya pada hampir semua unit bisnis, baik dari peningkatan konsumsi BBM masyarakat maupun dari penambahan proyek. Volume *throughput* transportasi tahun 2023 mencapai 20,27 juta KL atau tumbuh 2% dibandingkan tahun lalu seiring peningkatan konsumsi masyarakat.

On average, EPN's sales volume in 2023 experienced growth compared to the previous year in almost all business units, both from increased public fuel consumption and additional projects. Transportation throughput volume in 2023 reached 20.27 million KL or growing by 2% compared to the previous year, in line with increasing public consumption.

EPN juga terus mengembangkan beberapa proyek angkutan non BBM, antara lain angkutan bunker PTK, angkutan KRP (kendaraan ringan penumpang) PTK, angkutan PTPL Inland Jawa Timur, dan lainnya. Dari sisi pengelolaan depo (layanan khusus VHS/FRANCO dan *Joint Operation Infratructure*), volume *throughput* tahun 2023 berhasil mencapai 4 juta KL atau naik 13% dibanding tahun lalu yang sebesar 3,6 juta KL. Peningkatan ini didukung oleh penambahan kelola layanan khusus sebanyak 8 (delapan) proyek, penambahan kelola *fuel* terminal Tembilahan, 1 DPPU Pondok Cabe dan kenaikan volume tahunan.

EPN also continues to develop several non-fuel transportation projects, including PTK bunker transportation, PTK KRP (light passenger vehicle) transportation, PTPL Inland East Java transportation, and others. In terms of depot management (special VHS/ FRANCO services and Joint Operation Infrastructure), throughput volume in 2023 reached 4 million KL or an increase of 13% compared to the previous year, which was 3.6 million KL. This increase is supported by the addition of 8 (eight) special service management projects, additional management of the Tembilahan fuel terminal, 1 Pondok Cabe DPPU and an increase in annual volume.

Selain dari servis, pertumbuhan volume penjualan juga terjadi pada pengelolaan bahan bakar ritel (SPBU & SPBE). Volume SPBE/ SPPBE tahun 2023 sebesar 47.937 ton, tumbuh 11% dibandingkan tahun lalu, seiring dengan optimalnya pengoperasian SPBE Bima dan Nias.

In addition to services, growth in sales volume also occurred in retail fuel management (SPBU & SPBE). SPBE/SPPBE volume in 2023 was 47,937 tons, growing by 11% compared to the previous year, in line with the optimal operation of Bima and Nias SPBE.

Dari penjualan *chemical*, pada tahun 2023 terjadi pertumbuhan volume 4% dibandingkan tahun lalu. Kenaikan itu, antara lain dari penambahan proyek *drilling fluid* PHR MNK dan beberapa proyek *specialty chemical*.

From chemical sales, in 2023 there was 4% volume growth compared to the previous year. This increase was derived from, among others, the addition of the PHR MNK drilling fluid project and several specialty chemical projects.

Proyek baru EPS sepanjang tahun 2023, antara lain:

EPS' new projects during 2023 include:

Unit Bisnis Business Unit	Proyek	Project
VHS	FSP Muara Pahu, Mubadala Energy, Fajar Sakti	FSP Muara Pahu, Mubadala Energy, Fajar Sakti
FRANCO	JBB MOR, PPA, Franco Petchem, Freport Amapare, Franco Mubadala Energy	JBB MOR, PPA, Franco Petchem, Freport Amapare, Franco Mubadala Energy
Transportasi BBM Fuel Transportation	• *Project All in Plus*: Tembilahan dan Luwuk • *Project* APMS MOR I • LPG MOR VII • *Handling* BBM Polri • Jobber Berau • PAMA Bukit Asam • Angkutan BBM/BBK PITSA	• All in Plus Project: Tembilahan dan Luwuk • APMS MOR I Project • MOR VII LPG • Handling of Police Force Fuel • Berau Jobber • PAMA Bukit Asam • PITSA Fuel/ Special Fuels Transportation

Unit Bisnis Business Unit	Proyek	Project
Transportasi Non BBM Non-Fuel Transportation	• Angkutan PTPL Intiland Jawa Timur • Angkutan Bunker PTK • Kendaraan Ringan Penumpang (KRP) PTK • Angkutan Indonesia Power • Sinergi angkutan *Chemical*	• PTPL Intiland Jawa Timur transportation • Bunker PTK transportation • Light Passenger Vehicle (KRP) PTK • Indonesia Power transportation • Sinergy of Chemical transportation
BBM Inmar Inmar Fuel	Impor BBM dan *Blending* produk B35 dari Kilang	Import of Fuel and Blending of B35 products from Refineries
Lubricant	*Handling Supply* Lubricant PT Timah	Handling of PT Timah Lubricant Supply
Chemical	• PHE ONWJ Tote Tank • PHR MNK (Migas Non Konvensional) • PHR Garam Industri • RU III Plaju: PPD (Pour Point Depressant) • RU VI Balongan: Molases, Corrosion Inhibitor, Fouling Inhibitor, Lubricity Inhibitor. • Pertamina EP 5 Sangatta & Tarakan: Demulsifier, Deoiler, Scale Inhibitor. • Star Energy Natuna: Paraffin Dispersant • PT BHI: Antioxydant Avtur • Produced Water (WIP) Treatment Services	• PHE ONWJ Tote Tank • PHR MNK (Non-Conventional Oil and Gas) • PHR Garam Industri • RU III Plaju: PPD (Pour Point Depressant) • RU VI Balongan: Molases, Corrosion Inhibitor, Fouling Inhibitor, Lubricity Inhibitor. • Pertamina EP 5 Sangatta & Tarakan: Demulsifier, Deoiler, Scale Inhibitor. • Star Energy Natuna: Paraffin Dispersant • PT BHI: Antioxydant Avtur • Produced Water (WIP) Treatment Services

Profitabilitas

Pada tahun 2023, total pendapatan yang dibukukan oleh segmen usaha jasa distribusi dan logistik mencapai Rp7,01 triliun, lebih rendah 7% dibandingkan tahun 2022 yang sebesar Rp7,6 triliun. Penyebabnya, terutama berasal dari penurunan penjualan BBM Inmar yang dipengaruhi oleh harga yang kurang kompetitif dan terdapat salah satu pelanggan besar di Sulawesi mendapatkan layanan langsung dari Pertamina C&T dan belum tergantikan.

Beban pokok pendapatan yang harus dikeluarkan pada tahun buku mencapai Rp6,5 triliun. Dibandingkan tahun sebelumnya yang Rp7,0 triliun, lebih rendah 7% seiring dengan penurunan pendapatan.

Hingga berakhirnya tahun buku 2023, laba tahun berjalan segmen usaha jasa distribusi dan logistik tercatat mencapai Rp320,6 miliar. Dibandingkan tahun 2022 yang sebesar Rp305,6 miliar, terjadi kenaikan 4,9%. Sehingga, *net profit margin* tahun 2023 menjadi 4,5% atau tumbuh dibandingkan tahun lalu yang 4,0%.

Rincian kinerja profitabilitas disampaikan melalui tabel di bawah ini.

Profitability

In 2023, total revenues recorded by the distribution and logistics services business segment reached Rp7.0 trillion, a decrease of 7% compared to Rp7.6 trillion in 2022. This was primarily due to the decline in Inmar fuel sales, which is influenced by lack of competitive prices and one major customer in Sulawesi who received direct service from Pertamina C&T and has not been replaced.

The cost of revenue that must be spent in the financial year reached Rp6.5 trillion. Compared to the previous year, which amounted to Rp7.0 trillion, 7% lower in line with the decline in income.

As of the end of the 2023 financial year, profit for the year for the distribution and logistics services business segment was posted at Rp320.6 billion. Compared to 2022, which amounted to Rp305.6 billion, there was an increase of 4.9%. Accordingly, net profit margin in 2023 was 4.5% or experienced a growth compared to 4.0% in the previous year.

Details of profitability performance are presented in the following table.

Kinerja Keuangan dan Profitabilitas Segmen Jasa Distribusi dan Logistik Energi

Financial Performance and Profitability of Energy Distribution and Logistics Services Segment

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

Jasa Distribusi dan Logistik Energi	2023	2022	Kenaikan(Penurunan) Increase (Decrease)		Energy Distribution and Logistics Services
			Selisih Difference	Persentase (%) Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Laporan Laba (Rugi)					**Statement of Profit or Loss**
Pendapatan	**7.049.741**	**7.564.058**	**(514.317)**	**(6,8)**	**Revenues**
Pendapatan eksternal	6.694.064	7.222.581	(528.517)	(7,3)	External revenues
Pendapatan antarsegmen	355.677	341.477	14.200	4,2	Inter-segment revenues
Beban Pokok Pendapatan	(6.511.828)	(7.023.966)	(512.138)	(7,3)	Total Cost of Revenues
Laba Kotor	**537.913**	**540.092**	**(2.179)**	**(0,4)**	**Gross Profit**

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

Jasa Distribusi dan Logistik Energi	2023	2022	Kenaikan(Penurunan) Increase (Decrease)		Energy Distribution and Logistics Services
			Selisih Difference	Persentase (%) Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Beban Penjualan	(1.709)	(689)	(1.020)	148,0	Sales Expenses
Beban Umum dan Administrasi	(111.035)	(101.809)	(9.226)	9,1	General and Administrative Expenses
Penghasilan Bunga	7.602	4.801	2.801	58,3	Interest Income
Beban Keuangan	(29.033)	(40.061)	11.028	(27,5)	Finansial Expenses
Lain-lain–Neto	(4.463)	(5.975)	1.512	(25,3)	Others–Net
Laba Sebelum Pajak Final dan Pajak Penghasilan	399.275	396.359	2.916	0,7	Profit Before Final Tax and Income Tax
Beban Pajak Final	(3.940)	(8.852)	4.912	(55,5)	Final Tax Expenses
Laba Sebelum Pajak Penghasilan	395.335	387.507	7.828	2,0	Profit Before Income Tax
Beban pajak penghasilan	(74.755)	(81.880)	7.125	(8,7)	Income Tax Expenses
Laba Tahun Berjalan	**320.580**	**305.627**	**14.953**	**4,9**	**Profit for the Year**
Penghasilan komprehensif lain	296	1.081	(785)	(72,6)	Other comprehensive income
Total Laba Komprehensif Tahun Berjalan	320.876	306.708	14.168	4,6	Total Comprehensive Profit for the Year
Informasi-Informasi Lain					**Other Information**
Total Aset	**3.679.254**	**3.386.639**	**292.615**	**8,6**	**Total Assets**
Total Liabilitas	2.234.171	2.079.196	154.975	7,5	Total Liabilities
Ekuitas–Neto	**1.445.083**	**1.307.443**	**137.640**	**10,5**	**Equity–Net**
Penyusutan dan Amortisasi	(308.754)	(295.749)	13.005	4,4	Depreciation and Amortization
Penambahan Aset Tetap	**216.120**	**166.986**	**49.134**	**29,4**	**Additional Fixed Assets**

SEGMEN JASA HULU MIGAS TERINTEGRASI

Kegiatan pada segmen usaha hulu migas terintegrasi dilaksanakan oleh 2 (dua) divisi di Perseroan, yaitu Divisi Upstream Services dan Divisi Engineering, Production and Construction – Operation & Maintenance (EPC-OM). Divisi Upstream Services memiki 2 (dua) kelompok jasa penyelidikan dan pengolahan jasa seismik atau *Geoscience* & *Reservoir Services* (GRS) dan jasa pemeliharaan dan pengelolaan lapangan migas atau *Oil Field Services* (OFS).

Proses kegiatan usaha jasa pemeliharaan dan pengelolaan lapangan migas secara umum terbagi menjadi:

1. Jasa Intervensi Sumur (WLI): Jasa perawatan sumur yang sudah beroperasi, bertujuan untuk memonitor performa sumur dan meningkatkan produktivitasnya (terutama yang sudah turun produktivitasnya). Hal itu dilakukan dengan memadukan jasa utama *coiled* & *pumping services*, *slickline services*, *welltest processing services*, dan *electric wireline logging*.
2. Jasa Pemboran & Jasa Kerja Ulang Sumur (DWO): Jasa pemboran terintegrasi dari *drilling services*, *drilling support services* serta jasa perawatan sumur yang sudah beroperasi yang bertujuan meningkatkan produktivitas sumur yang ada. Perpaduan ini menghasilkan solusi menyeluruh bagi konsumen yang memiliki permasalahan dengan sumur tua dan proses pembuatan sumur baru. Jasa ini juga memiliki lini bisnis pengolahan gas sumur menjadi tenaga listrik.

INTEGRATED UPSTREAM OIL AND GAS SERVICES SEGMENT

Operating activities of the Company in the Integrated Upstream Oil and Gas Services Segment are divided into 2 divisions, namely the Upstream Services Division and EPC-OM (Engineering, Production and Construction – Operation & Maintenance) Division. The Upstream Services Division consists of two groups namely, seismic investigation and processing services or the Geoscience & Reservoir Services (GRS)), and the Oil & Gas Fields Maintenance and Management (OFS) Services.

The activity process of the oil and gas field maintenance and management business is generally divided as follows:

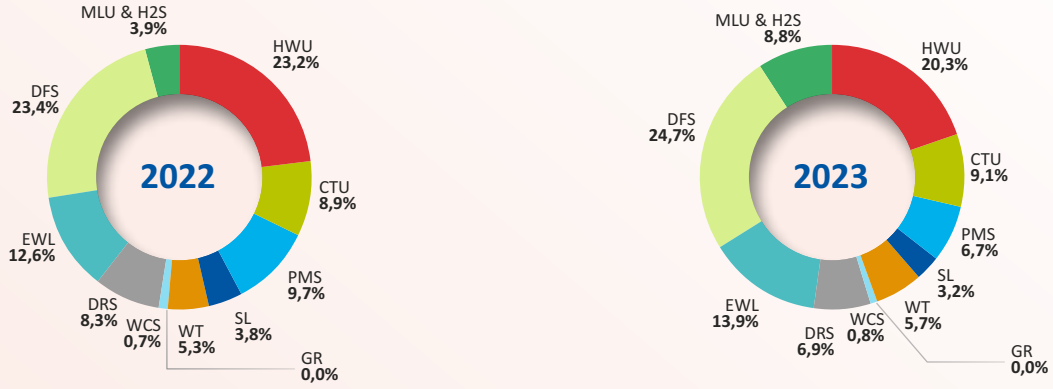
1. Well Intervention Services (WLI): Maintenance services for wells already in operation with the aim of monitoring well performance and increasing well productivity (especially those with declining productivity). This is conducted by combining the main services of coiled & pumping services, slickline services, welltest processing services and electric wireline logging.
2. Well Drilling & Workover Services (DWO): Integrated drilling services from drilling services, drilling support services, and maintenance services for wells already in operation with the aim to increase the productivity of existing wells. This combination produces a comprehensive solution for consumers having issues with old wells and the process of building new wells, as well as those with a business line processing gas wells into electricity.

Konsep bisnis bidang Jasa pemeliharaan dan pengelolaan lapangan migas memiliki *product line* yang terdiri dari:

The business concept for oil and gas field maintenance and management services has a product line consisting of:

No.	Group Services	Product Line
1	Drilling & Workover Services	Drilling Services (DRS), Hydraulic Workover & Snubbing Group Services (HWS), Drilling Support Services (DSS), Artificial Lift Services & Power (ALS & P), Well Completion Services (WCS)
2	Well Intervention Services	Coiled Tubing (CTU), Cementing & Pumping Services (CPS), Electric Wireline Logging (EWL), Slickline Services (SLS), Welltesting & Procesing Services (WPS)

Kontribusi Pendapatan Per Bisnis: Jasa Pemeliharaan dan Pengelolaan Lapangan Migas
Revenue Contribution Per Business: Oil and Gas Field Maintenance and Management Services
dalam % | in %



Kinerja Operasi dan Produksi

A. Jasa Pemboran & Jasa Kerja Ulang Sumur (DWO)

DWO memberikan jasa layanan di bidang *drilling* & *workover services*. Saat ini, Perseroan fokus pada *onshore drilling* sesuai dengan kompetensi dan alat yang dimiliki, namun tetap melakukan penjajakan dan pengembangan potensi pada *offshore drilling* serta panas bumi mengingat masih besarnya potensi pertumbuhan pada sektor tersebut.

Sementara pada jasa *supporting drilling*, yang ditawarkan adalah *mud engineering services*, *mud logging*, H2S dan lainnya. Pada jasa *workover*, Perseroan memberikan layanan di bidang kerja ulang sumur minyak dan gas, baik *offshore* maupun *onshore*. Jasa yang ditawarkan adalah *hydraulic workover services*, *artificial lift* & *power service,* dan *well completion*.

Berikut ini adalah penjelasan masing-masing unit usaha dari jasa pemboran:

1. *Integrated Drilling Management*: Jasa manajemen untuk mengintegrasikan seluruh pelaksanaan pemboran, melalui *drilling rig* dan *drilling supporting.*
2. *Drilling Rig*: Jasa pelaksanaan aktivitas utama pemboran.
3. *Drilling Supporting*: Jasa pendukung kegiatan pemboran yang meliputi:
   - *Mud Logging*: Jasa untuk mengetahui parameter pemboran, termasuk jasa untuk mendeteksi kandungan H2S disekitar sumur.
   - *Mud Engineering*: Jasa untuk menyediakan material dan lumpur.

Operation and Production Performance

A. Well Drilling & Workover Services (DWO)

DWO provides drilling & workover services. Currently, the Company is focusing on onshore drilling, in accordance with its competencies and equipment on hand, however, DWO remains open for exploration and development of prospective offshore-drilling and geothermal projects considering the vast growth potential in this sector.

While on drilling support, mud engineering services, mud logging, H2S and other services are being offered. In workover services, the Company provides services on workover of oil and gas wells, both offshore and onshore. Services offered include hydraulic workover services, artificial lift & power services, and well compilation.

The following is an explanation of each business unit of drilling services:

1. Integrated Drilling Management: Management services to integrate all drilling implementation, through drilling rig and drilling support
2. Drilling Rig: Implementation of main drilling activity services
3. Drilling Supporting: Drilling Support services in drilling activities, including:
   - Mud Logging: Services to identify drilling parameters, including services to detect H2S content around wells area.
   - Mud Engineering: Services in providing materials and mud.

– *Hydrogen Sulphide Services* H2S: Jasa penyediaan keamanan pemboran dari gas dan kondisi berbahaya di area operasi pemboran.

4. *Hydraulic Workover Services*: Jasa pekerjaan ulang sumur dengan *Rig Snubbing* dengan tujuan menjaga performa sumur minyak dan gas, sehingga berproduksi sesuai dengan harapan klien.
5. *Artificial Lift Services* (ALS): Seperangkat jasa menjaga produksi sumur dengan menggunakan alat bantu buatan manusia. Adapun alat yang digunakan adalah *Electric Submersible Pump* (ESP), yang membantu meningkatkan produksi dengan mamasukkan pompa ke dalam sumur. Selain ESP, ALS juga memiliki genset yang berbahan bakar gas buang sumur sehingga dapat dimanfaatkan menjadi tenaga listrik.

Peralatan yang digunakan dalam bisnis DWO bervariasi, di antaranya *hydraulic workver unit*, *drilling rig*, MLU, H2S serta tangki peralatan *mud plant*. Utilisasi peralatan dibanding tahun 2022 dapat dijabarkan sebagai berikut:

– Hydrogen Sulphide Services H2S: Services in providing drilling security from gas and hazardous conditions in drilling operation areas

4. Hydraulic Workover Services: Workover services of wells with Rig Snubbing to maintain performance of oil and gas wells for continuous production in line with clients' expectancies.
5. Artificial Lift Services (ALS): Set of services provided through maintaining wells' production by use of man-made supporting tools, the Electric Submersible Pump (ESP), that can help increase production by inserting the pump into the wells. In addition to ESP, ALS also has generators fueled by well flue gas that can be used as electric power.

Equipment used are of variation, namely the hydraulic workover unit, drilling rig, MLU, H2S, as well as mud plant tank equipment. Utilization of these equipment compared to 2022 is presented in the following table:

	2023		2022		
	Kapasitas Capacity	Utilitas Utility	Kapasitas Capacity	Utilitas Utility	
Hydraulic Workover	13 Hydraulic Rig	89%	13 Hydraulic Rig	94%	Hydraulic Workover
Drilling Rig Services	1 Unit Drilling Rig	100%	1 Unit Drilling Rig	100%	Drilling Rig Services
Mud Logging Services	14 Unit Mud Logging	95%	14 Unit Mud Logging	100%	Mud Logging Services
H2S Remover Services	9 Unit H2S Remover	92%	9 Unit H2S Remover	100%	H2S Remover Services
Drilling Fluid Services	15 Liquid Mud Plant	100%	15 Liquid Mud Plant	100%	Drilling Fluid Services

B. Jasa Intervensi Sumur (WLI)

Jasa WLI menawarkan jasa perawatan sumur migas. Segmen jasa ini memiliki 4 (empat) lini bisnis utama: *electric wireline logging services*, *coiled & pumping services, slickline services*, dan *welltesting & processing services*. Sebaran wilayah operasinya dari Sumatera, Jawa hingga Kalimantan.

Kompetensi peralatan yang dimiliki pada jasa tersebut mencakup untuk kebutuhan di area *offshore* dan *onshore*. Berikut penjelasan dari masing-masing bisnis yang mendukung WLI:

1. *Electric Wireline Services*: Jasa pelayanan perforasi, evaporasi *logging* sumur migas dan panas bumi dengan menggunakan peralatan *logging*. Proses perforasi dan evaporasi dilakukan dengan cara mengambil data sumur yang digunakan untuk mengetahui kondisi dan keadaan sumur sebagai bahan pengambil keputusan *treatment* sumur yang perlu dikerjakan.
2. *Coiled & Pumping Services*: Jasa pelayanan intervensi sumur dengan menggunakan peralatan *coiled tubing* yang dibantu peralatan pompa-pompa yang dapat memompakan *fluida* dan *chemical* untuk mengembalikan kondisi sumur sesuai dengan program klien.
3. *Slickline Services*: Jasa pelayanan intervensi sumur dengan menggunakan peralatan *Slikcline Unit* dan peralatan bantu sumur yang digunakan untuk membersihkan *scale* pada sumur produksi minyak dan gas bumi.
4. *Welltesting & Processing Services*: Jasa pelayanan sumur produksi dengan menggunakan peralatan dan pemisahan minyak bumi sehingga bisa mendapatkan data kondisi minyak dan gas yang

B. Wel Intervention Services (WLI)

WLI Services offers oil and gas well maintenance services. This service segment has 4 (four) main business lines: electric wireline logging services, coiled & pumping services, slickline services, and welltesting & processing services. The operational area is spread from Sumatra, Java to Kalimantan.

The competency of equipment for this service covers needs in offshore and onshore areas. The following is an explanation of each business that supports WLI:

1. Electric Wireline Services: Perforation services, evaporation logging of oil and gas and geothermal wells using logging equipment. The process of perforation and evaporation uses collected well data, which is utilized to determine the condition and state of the well as a decision-making material for well treatment to be carried out.
2. Coiled & Pumping Services: Well intervention services using coiled tubing equipment assisted by pumps that pump fluids and chemicals to restore well conditions according to the client's program.
3. Slickline Services: Well intervention services using Slickline Unit equipment and auxiliary well equipment to clean scale in oil and gas production wells.
4. Welltesting & Processing Services: Production well services using equipment and petroleum separator so that data on the condition of oil and gas produced by the well can be obtained. The oil and

diproduksi oleh sumur. Minyak dan gas bumi tersebut dievaluasi serta dimanipulasi di atas tanah sehingga produksinya dapat dijaga dan ditingkatkan.

gas are evaluated and manipulated on the ground to maintain and increase production.

Terkait dengan peralatan yang digunakan WLI serta tingkat utilisasinya untuk mendukung kegiatan operasi selama tahun 2023 dibanding dengan tahun 2022, diuraikan melalui tabel di bawah ini.

The equipment used by WLI and its level of utility to support operational activities during 2023 compared to 2022 is described in the following table.

	2023		2022		
	Kapasitas Capacity	Utilitas Utility	Kapasitas Capacity	Utilitas Utility	
Coiled Tubing	5 Coil Tubing Unit	100%	5 Coil Tubing Unit	100%	Hydraulic Workover
Cementing	5 Cementing Unit	65%	4 Cementing Unit	100%	Drilling Rig Services
Slickline	12 Portable Slick Line	72%	12 Portable Slick Line	81%	Mud Logging Services
Testing Barge	3 Testing Barge	100%	3 Testing Barge	100%	H2S Remover Services
Surface Testing	5 Surface Testing	100%	4 Surface Testing	92%	Drilling Fluid Services
Drill Steam	4 DST	100%	4 DST	100%	Drill Steam
Wireline Logging Services	19 Unit Wireline Logging	89%	19 Unit Wireline Logging	99%	Wireline Logging Services
	3 Wireline Combo Units	92%	3 Wireline Combo Units	97%	

C. Jasa Penyelidikan dan Pengolahan Data Seismik

Jasa Penyelidikan dan Pengolahan Data Seismik merupakan layanan yang terpadu dan terintegrasi dalam eksplorasi sumur-sumur migas yang mencakup semua tahap yang dibutuhkan dalam penelitian geofisika (*seismic*).

Proses dalam tahapan tersebut, dimulai dari pengumpulan data dan survei lapangan, pemrosesan data hasil survei, hingga interpretasi data untuk pengambilan langkah selanjutnya dalam eksplorasi sumur-sumur migas. Namun, layanan tersebut juga dapat disesuaikan dengan kebutuhan pelanggan jasa Perseroan.

Para pelanggan memerlukan data geologi bawah permukaan (*sub-surface*) untuk mengetahui keberadaan migas serta ukuran besarnya kandungan migas diperut bumi, di lokasi perusahaan-perusahaan tersebut beroperasi, yaitu di wilayah kerja masing-masing, baik di daratan, lepas pantai (*marine*) maupun transisi antara daratan dan pesisir pantai.

Rincian jasa yang diberikan dalam lini bisnis ini adalah:

1. *Geo Data Acquisition Land* (GDL): *Seismic Data Acquisition Land Survey 3D and 2D*, dan *Seismic Design, Navigation and Non Seismic* (*Land Survey, Geodetic Control Point, Rig and Wellsite Positioning, Road and Pipeline Routing, Magnetotelluric, Microgravity).*
2. *Geo Data Acquisition* TZ & *Marine* (GDM): *Seismic Data Acquisition Transition Zone and Marine Survey, Seismic Design, Marine Survey, Geodetic Control Point, Rig and Wellsite Positioning, Road and Pipeline Routing, Magnetotelluric, Microgravity.*
3. *Geo Data Processing* (GDP): *Seismic Data Processing* 2D/3D (*Land, Marine*, TZ), *quantify seismic amplitude information, lithology, Petrophysical properties of reservoirs, Geology Geophysics* & *Reservoir* (*Seismic Interpretation and Geological Modelling*, 2D/3D *Depth Imaging*, AVO, *Petrophysics Analysis, Reservoir Simulation*).

C. Seismic Data Investigation and Processing Services

Seismic Data Investigation and Processing Services are an integral part and integrated in the exploration of oil and gas wells that covers all stages required in geophysics (seismic) research.

The process in this phase begins from data collection and field survey, data processing of the survey results, up to data interpretation to decide the next steps in oil and gas well exploration. However, these services may also be adjusted to the customers' needs of the Company's services.

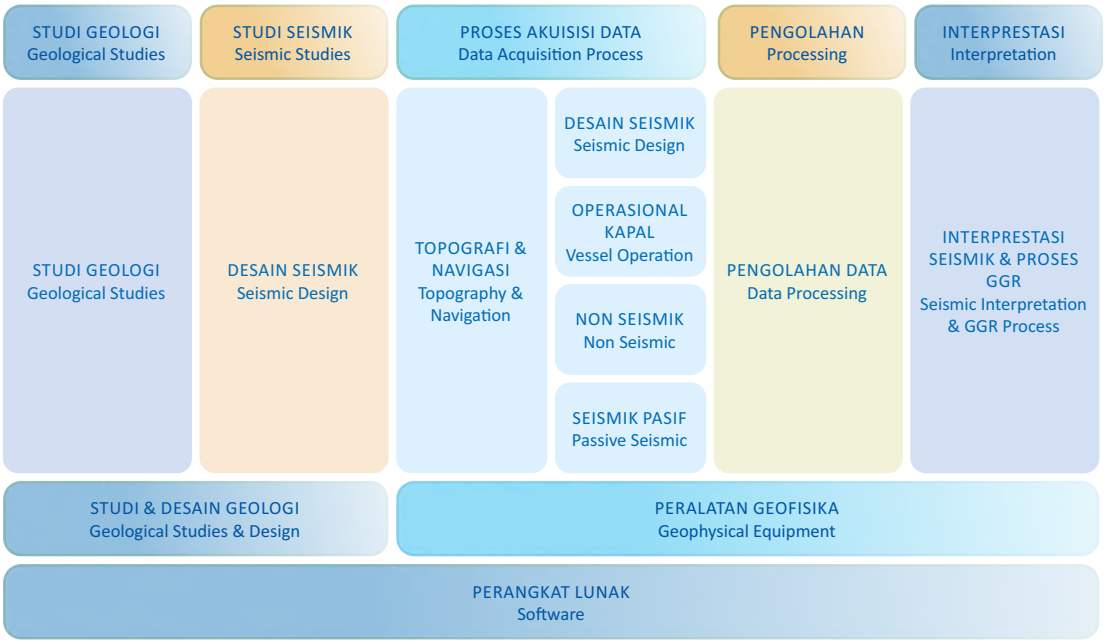
Customers require sub-surface geological data in order to identify the presence of oil and gas as well as the size of the oil and gas content within the earth at the locations where the companies operate, namely in each operational area, on land, offshore (marine) as well as in transition area between land and shoreline.

Details of the services provided in this business line are:

1. Geo Data Acquisition Land (GDL): Seismic Data Acquisition Land Survey 3D and 2D, and Seismic Design, Navigation and Non Seismic (Land Survey, Geodetic Control Point, Rig and Wellsite Positioning, Road and Pipeline Routing, Magnetotelluric, Microgravity
2. Geo Data Acquisition TZ & Marine (GDM): Seismic Data Acquisition Transition Zone and Marine Survey, Seismic Design, Marine Survey, Geodetic Control Point, Rig and Wellsite Positioning, Road and Pipeline Routing, Magnetotelluric, Microgravity
3. Geo Data Processing (GDP): Seismic Data Processing 2D/3D (Land, Marine, TZ), quantify seismic amplitude information, lithology, Petrophysical properties of reservoirs, Geology Geophysics & Reservoir (Seismic Interpretation and Geological Modelling, 2D/3D Depth Imaging, AVO, Petrophysics Analysis, Reservoir Simulation)

Secara umum proses jasa ini digambarkan sebagai berikut:

In general, this service process is described as follows:



Di jasa akuisisi seismik darat, sebanyak 2 (dua) proyek 3D *Seismic Land* diselesaikan pada tahun 2023, dengan lokasi proyek di Pulau Sumatera (3D Hitam, 3D South Petapahan) dan 2 (dua) proyek carry forward ke tahun 2024 berlokasi di Pulau Sumatera (3D Balam) dan di Karawang, Jawa Barat (3D Kepuh). Sedangkan untuk pekerjaan akuisisi seismik laut di tahun 2023, yakni pekerjaan di 3D Seismik Transisi di Papua (Petrogas).

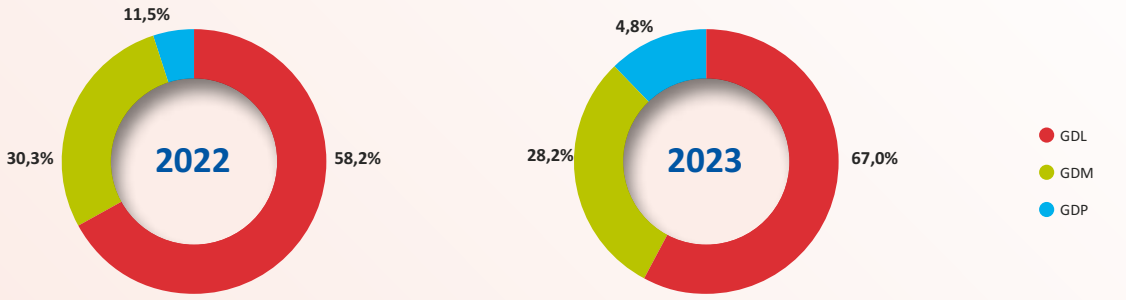
In the seismic land acquisition services, 2 (two) 3D Seismic Land projects were completed in 2023, with project locations on Sumatra Island (3D Hitam, 3D South Petapahan) and 2 (two) carry forward projects to 2024 located on Sumatra Island (3D Balam) and in Karawang, West Java (3D Kepuh). Meanwhile, for seismic marine acquisition work in 2023, namely work on 3D Seismic Transition in Papua (Petrogas).

Kapasitas dan Volume Produksi
Production Capacity and Vilume

Alat Penyelidikan Seismik	Satuan Unit	Produksi/Kapasitas Production/Capacity		Seismic Acquisition Equipment
		2023	2022	
Seismic Data Capacity				**Seismic Data Capacity**
Seismic Data Acquisition Land	Crew	4	4	Seismic Data Acquisition Land
Seismic Data Acquisition TZ	Crew	1	1	Seismic Data Acquisition TZ
Seismic Data Acquisition Marine	Crew	1	1	Seismic Data Acquisition Marine
Seismic Data Acquisition				**Seismic Data Acquisition**
2D Data Collection	Km	0	1.478	2D Data Collection
3D Data Collection	Kmsq	767	335	3D Data Collection
2D Data Processing	Km	2.178	7.314	2D Data Processing
3D Data Processing	Kmsq	1.054	1.859	3D Data Processing

Kontribusi Pendapatan Per Bisnis Jasa Penyelidikan dan Pengolahan Data Seismik
Income Contribution per Business Seismic Data Investigation and Processing Services

dalam % | in %



D. *Engineering Procurement & Construction and Operation Maintenance* (EPC-OM)

Jasa perawatan lapangan yang sudah berproduksi, antara lain dilakukan dengan *operation* & *maintenance* (O&M) terhadap jaringan pipa yang sudah ada atau bahkan membangun pipa-pipa baru dan merawatnya. Sedangkan untuk *engineering, procurement*, & *construction* (EPC), berkaitan dengan tangki, *pipeline*, platform *offshore* dan *onshore*.

Pada tahun 2023, pendapatan lini bisnis EPC-OM mencapai Rp720 miliar. Dibandingkan tahun 2022 yang sebesar Rp612 miliar, terjadi kenaikan 18%. Kenaikan ini dipengaruhi oleh adanya serapan kontrak untuk pekerjaan perawatan fasilitas penyalur minyak wilayah di Sumatera, serta perawatan fasilitas di wilayah Jawa dan Kalimantan. Sedangkan untuk pekerjaan di EPC, antara lain yakni pekerjaan di wilayah Sumatera, penyisipan *main oil line* di wilayah Jawa, pekerjaan *Submarine Pipe Line* (SPL) di Jawa Barat dan lain-lain.

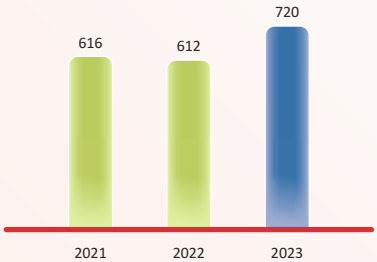
D. Engineering Procurement & Construction and Operation Maintenance (EPC-OM)

Operationally ongoing, field maintenance services, among others are carried out by conducting operation & maintenance (O&M) on existing pipelines or even building and carry out the maintenance of new pipes and maintaining them. Meanwhile, for engineering, procurement & construction (EPC), relating to tanks, pipelines, offshore and onshore platforms.

In 2023, revenue of the EPC-OM business line reached Rp720 billion. Compared to 2022 which amounted to IDR 612 billion, there was an increase of 18%. This increase was influenced by the absorption of contracts for maintenance work on regional oil distribution facilities in Sumatra, as well as maintenance of facilities in the Java and Kalimantan regions. Meanwhile, work in EPC includes work in the Sumatra region, main oil line insertion in the Java region, Submarine Pipe Line (SPL) work in West Java and others.

Pendapatan Unit Bisnis OM EPC Tahun 2021–2023
Revenue of the OM EPC Business Unit in 2021–2023

miliar Rupiah | billion Rupiah



Profitabilitas

Pada tahun 2023, total pendapatan yang dibukukan oleh segmen usaha jasa hulu migas terintegrasi mencapai Rp4,3 triliun. Dibandingkan tahun 2022 yang sebesar Rp4,0 triliun, terjadi kenaikan 5%. Kenaikan ini seiring dengan pertumbuhan pendapatan terutama pada bisnis *oil field services* dan EPC-OM. Sedangkan beban pokok pendapatan yang harus dikeluarkan oleh Perseroan pada tahun buku adalah Rp3,9 triliun, naik 0,2% dibandingkan tahun sebelumnya yang sebesar Rp3,8 triliun.

Profitability

Compared to 2022, which amounted to Rp4.0 trillion, there was an increase of 5%. This increase is in line with revenue growth, especially in the oil field services and EPC-OM businesses. Furthermore, the cost of revenue that must be incurred by the Company in the financial year amounted to Rp3.9 trillion, an increase of 0.2% compared to the previous year, which amounted to Rp3.8 trillion.

Hingga berakhirnya tahun buku 2023, laba tahun berjalan segmen usaha jasa hulu migas tercatat mencapai Rp67,0 miliar. Dibandingkan tahun 2022 yang sebesar Rp16,8 miliar, terjadi kenaikan 299,8%.

As of the end of the 2023 financial year, profit for the year of the upstream oil and gas services business segment was recorded at Rp67.0 billion. Compared to 2022, which amounted to Rp16.8 billion, there was an increase of 299.8%.

Rincian kinerja profitabilitas disampaikan melalui tabel di bawah ini.

Details of profitability performance are presented in the following table.

Kinerja Keuangan dan Profitabilitas Segmen Jasa Hulu Migas Terintegrasi

Financial Performance and Profitability of the Integrated Upstream Oil and Gas Services Segment

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

Jasa Hulu Migas Terintegrasi	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Integrated Upstream Oil and Gas Services
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Laporan Laba (Rugi)					**Statement of Profit or Loss**
Pendapatan	**4.257.537**	**4.034.631**	**222.906**	**5,5**	Revenues
Pendapatan eksternal	4.225.808	3.986.489	239.319	6,0	External revenues
Pendapatan antarsegmen	31.729	48.142	(16.413)	(34,1)	Inter-segment revenues
Beban Pokok Pendapatan	(3.856.178)	(3.814.096)	(42.082)	1,1	Total Cost of Revenues
Laba Kotor	**401.359**	**220.535**	**180.824**	**82,0**	Gross Profit
Beban Penjualan	(4.522)	(3.798)	(724)	19,1	Sales Expenses
Beban Umum dan Administrasi	(306.428)	(240.500)	(65.928)	27,4	General and Administrative Expenses
Penghasilan Bunga	55.851	22.290	33.561	150,6	Interest Income
Beban Keuangan	(73.770)	(71.190)	(2.580)	3,6	Finansial Expenses
Lain-lain – Neto	26.805	86.532	(59.727)	(69,0)	Others – Net
Laba Sebelum Pajak Final dan Pajak Penghasilan	99.295	13.869	85.426	615,9	Profit Before Final Tax and Income Tax
Beban Pajak Final	(12.196)	(12.020)	(176)	1,5	Final Tax Expenses
Laba Sebelum Pajak Penghasilan	87.099	1.849	85.250	4.610,6	Profit Before Income Tax
Beban pajak penghasilan	(20.083)	14.914	(34.997)	(234,7)	Income tax expenses
Laba Tahun Berjalan	**67.016**	**16.763**	**50.253**	**299,8**	Profit for the Year
Penghasilan komprehensif lain	(15.242)	15.409	(30.651)	(198,9)	Other comprehensive income
Total Laba Komprehensif Tahun Berjalan	51.774	32.172	19.602	60,9	Total Comprehensive Profit for the Year
Informasi-informasi Lain					**Other Information**
Total Aset	**7.055.508**	**6.543.854**	**511.654**	**7,8**	Total Assets
Total Liabilitas	2.552.298	2.332.632	219.666	9,4	Total Liabilities
Ekuitas – Neto	**4.503.210**	**4.211.222**	**291.988**	**6,9**	Equity – Net
Penyusutan dan Amortisasi	(221.966)	(278.413)	56.447	(20,3)	Depreciation and Amortization
Penambahan Aset Tetap	**177.850**	**117.829**	**60.021**	**50,9**	Additional Fixed Assets

SEGMEN JASA PENUNJANG MIGAS

Segmen jasa penunjang migas dikelola oleh 4 (empat) entitas anak Perseroan: PT Sigma Cipta Utama (SCU), PT Patra Nusa Data (PND), PT Elnusa Fabrikasi dan Konstruksi (EFK) dan PT Elnusa Trans Samudera. Rincian kinerjanya diuraikan di bawah ini.

OIL AND GAS SUPPORTING SERVICES SEGMENT

The oil and gas supporting services segment is managed by the Company's 4 (four) subsidiaries: PT Sigma Cipta Utama (SCU), PT Patra Nusa Data (PND), PT Elnusa Fabrikasi dan Konstruksi (EFK), and PT Elnusa Trans Samudera. The performance details are outlined below.

Kinerja Operasi dan Produksi

Operation and Production Performance

PT Sigma Cipta Utama (SCU)

Lini bisnis SCU adalah penyedia jasa bidang pengelolaan data. Sebagai penunjang industri migas, Perseroan memegang peranan penting dalam pengelolaan dan pelestarian hasil eksplorasi serta produksi

PT Sigma Cipta Utama (SCU)

The SCU business line is a provider of data management services. As support for the oil and gas industry, the Company has an important role in the management and preservation of exploration and

sumur-sumur perminyakan dan gas bumi. Data-data lama dalam bentuk dokumen kertas dapat ditransfer ke bentuk digital, sehingga dapat diolah kembali. Layanan ini sejalan dengan salah satu layanan Perseroan, yaitu jasa pemindaian dokumen. Perseroan juga memiliki kemampuan dan fasilitas untuk melakukan pemeliharaan, pelestarian dan re-identifikasi *geological sample*.

production results from oil and natural gas wells. Old data in the form of paper documents can be transferred to digital form, allowing it to be reprocessed. This service is in line with one of the Company's services, namely document scanning services. The Company also has the capability and facilities to maintain, preserve, and re-identify geological samples.

Di bidang Teknologi Informasi dan Komunikasi (*Information Communication Technology*/ICT) sektor industri migas, Perseroan menawarkan jasa tersebut untuk kegiatan eksplorasi dan eksploitasi migas. Tidak terbatas untuk komunikasi personel, tetapi juga data dan pelacakan (*tracking*) aset dan personal, serta *Radio Frequency Identification* (RFiD).

In the oil and gas sector Information and Communication Technology (ICT) field, the Company offers these services for oil and gas exploration and exploitation activities. Not limited to personnel communications, but also for data and tracking of assets and personnel, as well as Radio Frequency Identification (RFiD).

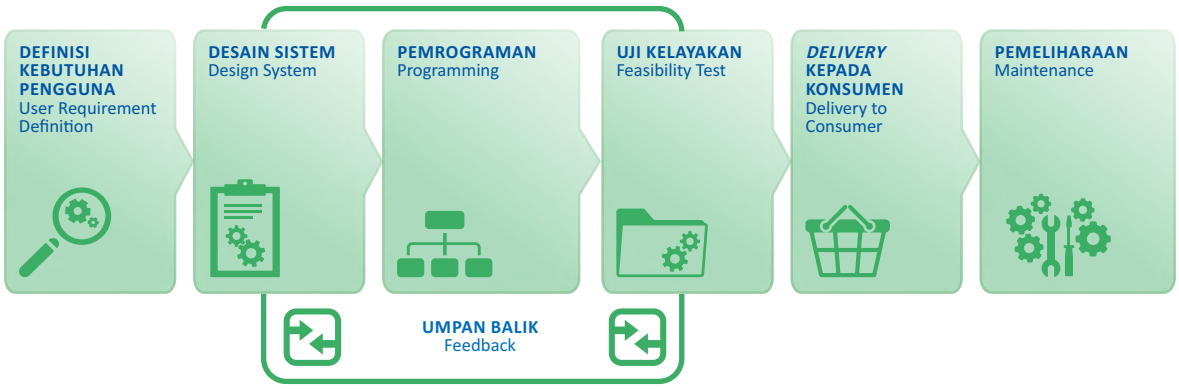
Di wilayah terpencil dan *remote area*, komunikasi radio menjadi pilihan terbaik. Untuk kebutuhan tersebut, Perseroan juga memberikan jasa penyediaan dan pelayanan komunikasi dengan frekuensi gelombang radio (*Radio Trunking, Broadband Communication, Wireless Data Communication*), jasa penyediaan perangkat IT dan *automation*, sensor dan pelacak untuk aset maupun personel, termasuk jasa membangun perangkat lunak terkait keperluan tersebut (*Control Equipment Monitoring, Vessel Tracking Monitoring System, Fuel Monitoring, GPS Tracking, Inventory* dan *Tagging* dengan RFID).

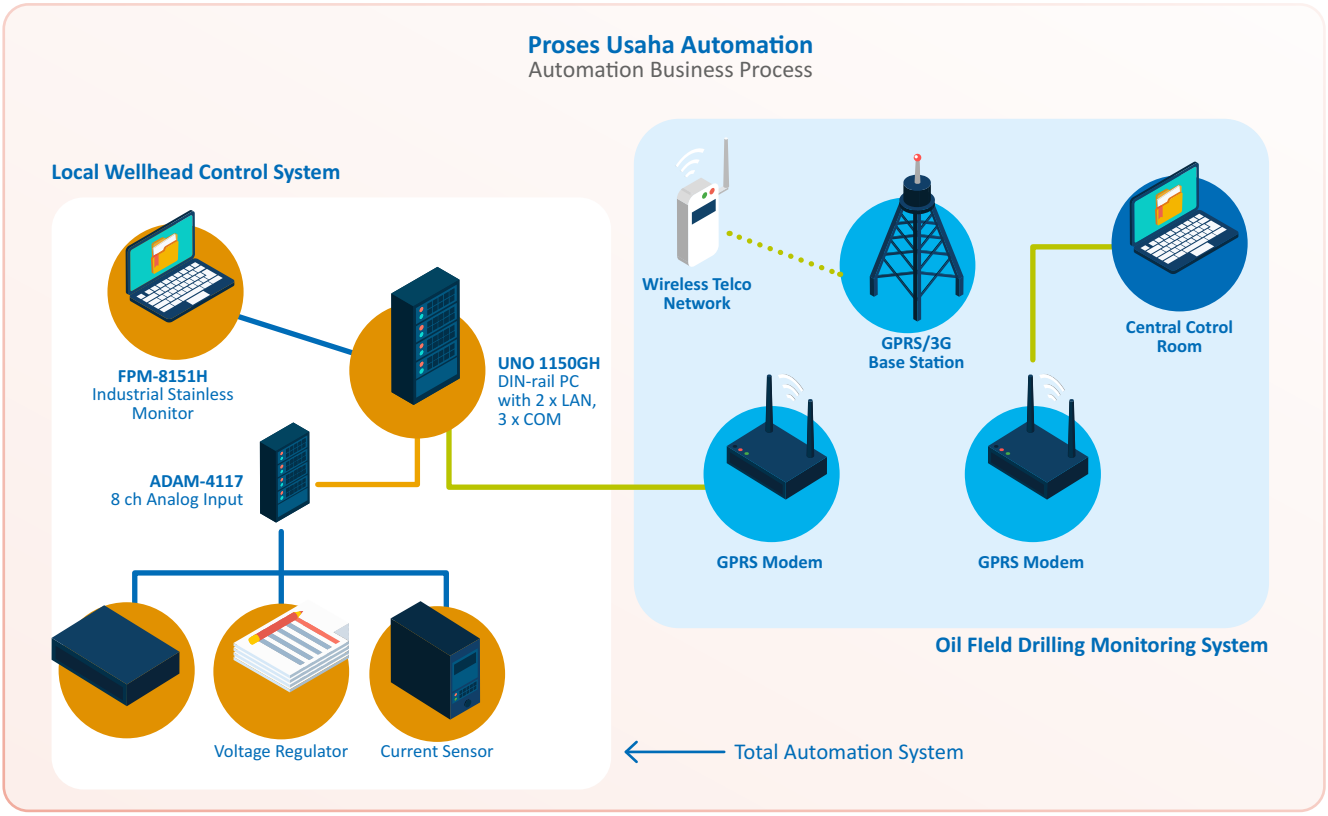
In remote areas, radio communication is the best choice; and the Company is able to provide communication services with radio wave frequencies (Radio Trunking, Broadband Communication, Wireless Data Communication), provision of IT and Automation services, sensor and tracking services for assets and human/ personnel, including building services/customized software related to these needs (Control Equipment Monitoring, Vessel Tracking Monitoring System, Fuel Monitoring, GPS Tracking, Inventory and Tagging with RFID).

Selain itu, SCU juga memberikan Jasa layanan ICT lain, yang meliputi: *Data Center* & *Disaster Recovery Services*, IT *Solution*, IT *Service Management* (ITSM), *Knowledge Management System* (KMS), HWU (*Hydraulic Workover Unit*) *Monitoring System, Smart Building,* dan sebagainya.

In addition, SCU also provides other ICT services, including Data Center & Disaster Recovery Services, IT Solution, IT Service Management (ITSM), Knowledge Management System (KMS), HWU (Hydroulic Workover Unit) Monitoring System, Smart Building, and others.

Proses Usaha ICT
ICT Business Process





Pada tahun 2023, lini bisnis yang dikelola PT Sigma Cipta Utama menghasilkan pendapatan sebesar Rp426 miliar, naik 9% dibandingkan tahun 2022 yang sebesar Rp389 miliar. Pertumbuhan pendapatan ini sebagian besar dikontribusikan dari sinergi Pertamina Group, melalui implementasi SK 038.

Secara proporsi, kenaikan pendapatan tersebut dikarenakan adanya kontribusi dari unit bisnis *Information Management Solution* (IMS) yang pada tahun 2023 mencapai 24%. Sementara pada tahun 2022 sebesar 16%. Kontribusi terbesar pendapatan dari unit bisnis ini adalah jasa solusi manajemen informasi dan komunikasi.

Kontributor kedua terbesar berasal dari unit bisnis geodata, yakni 21%, dari tahun sebelumnya yang 19%. Penyumbang terbesar pencapaian tersebut berasal dari layanan data fisik dan digital untuk data *subsurface* migas. Sementara unit bisnis *warehouse* & geodata juga mengalami pertumbuhan dari sisi pendapatan yang cukup baik, meski dari sisi proporsinya terhadap pendapatan bergerak dalam kisaran angka yang landai.

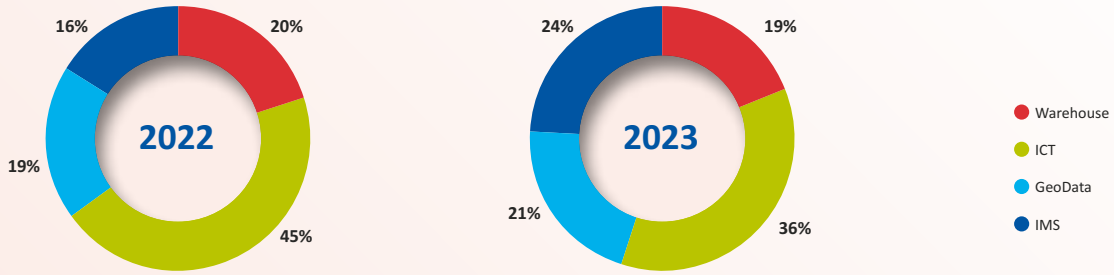
In 2023, the business line managed by PT Sigma Cipta Utama generated Rp426 billion in revenue, an increase of 9% compared to 2022, which amounted to Rp389 billion. Th revenue growth was largely contributed by Pertamina Group synergies, through the implementation of SK 038.

In proportion, the increase in revenue is due to the contribution from the Information Management Solution (IMS) business unit, which reached 24% in 2023, compared to 16% in 2022. The largest contribution to revenue from this business unit is information and communication management solution services.

The second largest contributor was from the geodata business unit, namely by 21%, from 19% the previous year. The biggest contributor to this achievement is derived from physical and digital data services for oil and gas subsurface data. Furthermore, the warehouse & geodata business unit also experienced quite good growth in terms of revenue, although in terms of its proportion to revenue it moved in a sloping range.

Kontribusi Pendapatan Per Bisnis Unit
Revenue Contribution per Business Unit

dalam % | in %



Sementara okupansi produksi jasa layanan warehouse, kinerjanya disampaikan melalui tabel di bawah ini.

Meanwhile, the performance for production occupancy of warehouse services is presented in the following table.

Pengelolaan Data Fisik	Satuan Unit	Kapasitas Capacity		Okupansi Accupancy		Management of Physical Data
		2023	2022	2023	2022	
Tape Storage	M2	414	414	414	414	Tape Storage
	Reel	210.000	210.000	151.846	151.846	
Catridge Room	M2	427	427	427	427	Catridge Room
	Catridge	340.154	340.154	330.154	330.154	
Document Storage	M2	6.530	6.530	6.530	427	Document Storage
	Box	484.190	484.190	447.236	447.236	
Core Storage	M2	1.797	1.797	1.797	1.797	Core Storage
	Box	98.965	98.965	98.965	98.965	
General Storage	M3	41.013	41.013	43.658	34.674	General Storage
	M2	13.127	13.127	6.051	11.878	

Volume penjualan jasa pengelolaan alih media (*remastering*) pada jasa layanan *warehouse* adalah sebagai berikut.

The following is the sales volume of media transfer management (remastering) services in warehouse services.

Warehouse Alih Media Data	Satuan Unit	Volume Penjualan Sales Volume		Warehouse Remastering
		2023	2022	
Scanner	Page	640.174	2.952.653	Scanner
Remastering Tape Magnetic	Reel	2.135	922	Remastering Tape Magnetic
Remastering Catridge	CTR	4.729	1.522	Remastering Catridge
Digitalisasi Log	Meter	28.380	32.844	Digitalisasi Log
Radiography	Sheet	6.450	6.000	Radiography

Penjualan jasa layanan *Information Communication Technology* (ICT) dipaparkan melalui tabel di bawah.

Sales of Information Communication Technology (ICT) services are presented in the following table.

Layanan *Information Communication Technology*	Satuan Unit	Volume Penjualan Sales Volume		Information Communication Technology Services
		2023	2022	
Radio Telecommunication	Unit	1.612	3.168	Radio Telecommunication
Vessel Tracking Management System	Vessel	59	95	Vessel Tracking Management System
GPS	Unit	572	530	GPS

PT Elnusa Fabrikasi dan Konstruksi (EFK)

Bidang usaha yang dikelola oleh EFK adalah sebagai berikut:
- Fabrikasi dan Pengadaan Peralatan Migas
- Niaga OCTG sebagai penyedia pipa OCTG selaku pabrikan (*Trading*)
- Penguliran Pipa OCTG (*Threading*)
- Jasa Konstruksi besar (EPC)
- Jasa Perbaikan Peralatan Migas (*Maintenance Services*)
- Layanan jasa desain, *engineering*, pengawasan, dan pelaksanaan konstruksi

Proses kegiatan usaha jasa OCTG digambarkan sepeti pada skema di bawah ini.

PT Elnusa Fabrikasi dan Konstruksi (EFK)

The following are the business fields managed by EFK:
- Fabrication and Procurement of Oil and Gas Equipment
- Niaga OCTG as a provider of OCTG pipes as a manufacturer (Trading)
- OCTG Pipe Threading
- Large Construction Services (EPC)
- Oil and Gas Equipment Maintenance Services
- Design, engineering, supervision and construction implementation services

The process of OCTG service business activities is described as in the following chart.



Pada tahun 2023, lini bisnis yang dikelola PT Elnusa Fabrikasi dan Konstruksi menghasilkan pendapatan mencapai Rp834,6 miliar, tumbuh 89% dibandingkan tahun 2022 yang sebesar Rp441,9 miliar. Pendorongnya adalah perolehan proyek baru di luar *carry over* dari tahun sebelumnya.

In 2023, the line of business managed by PT Elnusa Fabrikasi and Konstruksi generated Rp834.6 billion in revenue, growing by 89% compared to 2022, which amounted to Rp441.9 billion. The driver was the acquisition of new projects outside of the carry-over from the previous year.

Dari sisi produksi jasa ulir, pencapaian kinerja operasi pada tahun buku adalah sebagai berikut:

In terms of thread service production, the following are the operational performance achievements in the financial year:

Produksi Jasa Ulir
Threading Services Production

Jenis Pekerjaan	Satuan Unit	Volume Penjualan Sales Volume		Warehouse Remastering
		2023	2022	
Threading OCTG	MT	8.268	3.648	Threading OCTG
Trade OCTG	MT	131	–	Trade OCTG
Trade & Threading OCTG	MT	3.785	4.802	Trade & Threading OCTG
Thread & GRE/PE Lining OCTG	MT	163	267	Thread & GRE/PE Lining OCTG
Thread & Welding	MT	–	431	Thread & Welding

PT Patra Nusa Data (PND)

PND merupakan mitra utama Pertamina Upstream Data Center (PUDC)–UTC dalam mengelola data migas milik negara. Cakupan lingkup kerja yaitu mengumpulkan, mengelola, menyimpan dan memasyarakatkan data terkait wilayah kerja migas.

Jasa yang disediakan PND secara garis besar dikelompokkan ke dalam 2 (dua) kategori:
1. Jasa Geo Data. PND bertindak sebagai mitra utama Pertamina Upstream Data Center (PUDC)–UTC untuk melakukan pengelolaan data migas dan pemasyarakatan data, baik migas konvensional maupun non konvensional (*Coal Bed Methane*-CBM dan *Shale Gas*).

PT Patra Nusa Data (PND)

PND is the main partner of Pertamina Upstream Data Center (PUDC)–UTC in managing state-owned oil and gas data. The scope of work includes collecting, managing, storing, and disseminating data related to oil and gas work areas.

In general, the services provided by PND are grouped into 2 (two) categories:
1. Geo Data Services. PND acts as the main partner of Pertamina Upstream Data Center (PUDC) - UTC to manage oil and gas data and disseminate data, both conventional and non-conventional oil and gas (Coal Bed Methane-CBM and Shale Gas).

2. Jasa Geo IT. Meliputi IT Data Management untuk solusi Pengelolaan Data *subsurface* berupa data Fisik, Alih Media (*scan*, digitasi, vektorisasi, re-*drawing*, re-*mapping*) dan Penataan Data Digital dengan menggunakan perangkat lunak utama INAMETA Plus/Enterprise dan INAMETA Platinum.

2. Geo IT Services. Covering IT Data Management for subsurface Data Management solutions in the form of Physical data, Media Transfer (scanning, digitization, vectorization, re-drawing, re-mapping) and Digital Data Management using the main software INAMETA Plus/Enterprise and INAMETA Platinum.

Realisasi Produksi
Production Realization

Jenis Pekerjaan Type of Work		Satuan Unit	Volume Penjualan Sales Volume	
			2023	2022
Data Collecting (kumulatif) Data Collecting (cumulative)	Seismic 2D (Post Stack)	Line	60.876	56.999
	Seismic 2D (Field Data)	Line	24.125	23.299
	Seismic 3D	Area	214	172
	Well	Well	28.774	23.168
Data Remastering (kumulatif) Data Remastering (cumulative)	Seismic Vektorisasi	Sheet	57.905	57.905
	Master Log	Well	2.914	2.882
	GGR	Report	12.968	12.788
	Map	Sheet	38.324	38.090
	Supporting Document	Sheet	3.640	3.329

Catatan:
- Jumlah data *collecting, data remastering prospect evaluation* & *data enhancement* yang disajikan adalah kumulatif dari tahun ke tahun.
- Merujuk pada lingkup pengelolaan data antara PUDC dengan PND, maka kegiatan pekerjaan *prospect evaluation, study*, dan *data enhancement* sudah tidak dilakukan.
- Pekerjaan *master log* tidak dilakukan lagi karena tidak termasuk dalam lingkup kontrak dengan Pertamina.

Remarks:
- The amount of data collecting, data remastering prospect evaluation & data enhancement, presented is cumulative from year to year.
- Referring to the scope of data management between PUDC and PND, the prospect evaluation, study, and data enhancement work activities have not been carried out.
- Master log work is no longer carried out because it is not included in the scope of the contract with Pertamina.

Dari sisi pelayanan data kepada pelanggan, perbandingan kinerja operasi tahun 2023 dan 2022 untuk bisnis Geo Data adalah sebagai berikut:

From the aspect of data services to customers, the comparative operational performance between the years 2023 and 2022 for the Geo Data business is presented in the following table:

Jenis Data	Satuan Unit	2023	2022	Type of Data
3D *Poststack Data*	Files	4.911	510	3D Poststack Data
3D *Angle Stack Data*	Files	19	593	3D Angle Stack Data
2D *Poststack Data*	Files	4.820	44.695	2D Poststack Data
2D *Angle Stack Data*	Files	–	11	2D Angle Stack Data
Well Log	Files	10.975	14.230	Well Log
Well Report	Files	9.862	14.055	Well Report
Report	Files	6.670	19.067	Report
2D *Field Data*	Files	13.590	17.955	2D Field Data
2D *Navigation*	Files	3.864	7.666	2D Navigation
Velocity	Files	198	232	Velocity
Inversi	Files	–	31	Inversi
Bundle All Data	Files	1.226	165.441	Bundle All Data
Supp Doc	Files	1.912	7.687	Supp Doc
Sample *Well*	Bags	55	593	Sample Well

Volume produksi jasa Geo IT tahun 2023 dan 2022 dapat disajikan sebagai berikut:

The production volume of Geo IT services in 2023 and 2022 can be presented as follows:

Jenis Pekerjaan	Satuan Unit	Kapasitas/Volume Capacity/Volume		Type of Work
		2023	2022	
Technical Oil & Gas Data Management Services	Proyek	1	1	Technical Oil & Gas Data Management Services
Advance Well Data Management Solution	Proyek	1	1	Advance Well Data Management Solution

PT Elnusa Trans Samudera (ETSA)

ETSA merupakan entitas anak Perseroan yang didirikan pada 8 November 2013 dan fokus pada penyediaan jasa *marine* & *offshore support vessel*. Sejak pendiriannya, ETSA telah berhasil mengoperasikan seluruh armada milik PT Elnusa Tbk yang terdiri dari *Landing Craft Tank* (LCT), *Work Barge,* dan *Accommodation Work Barge* (AWB) serta berhasil membangun armada baru pada tahun 2015, mengakuisisi kapal seismik pada tahun 2016 dan AWB *Offshore* pada tahun 2023 yang saat ini beroperasi di wilayah kerja Kalimantan.

Selain menambah kepemilikan aset, ETSA juga telah menambah pengoperasian armada melalui skema *strategic partnership* dengan memulai penyediaan *utility vessel* pada tahun 2018. Kemudian, penyediaan *small marine services* serta perolehan Izin Usaha Pengerukan dan Reklamasi (IUPR), serta penyediaan jasa pengerukan (*dredging*) pada tahun 2019, ekspansi pada proyek *refurbishment Single Buoy Mooring* (SBM) tahun 2020, penyediaan *Diving Support Vessel* (DSV) pada tahun 2021 dan memulai penyediaan *manpower services* pada tahun 2022.

Pada tahun 2023, ETSA terus tumbuh. Pengoperasian kapal mencapai 98 unit kapal yang ditempuh melalui penyediaan kapal-kapal pendukung proyek seismik, penambahan penyediaan kapal *small marine* dan *dredging*. Dalam kurun waktu 6 (enam) tahun terakhir, jumlah kapal yang dioperasikan ETSA tumbuh secara konsisten.

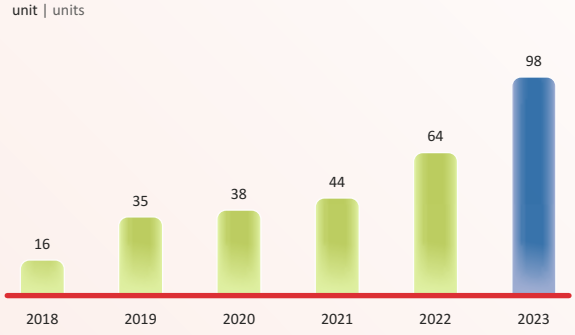
PT Elnusa Trans Samudera (ETSA)

ETSA is a subsidiary of the Company, which was established on November 8, 2013, and focuses on providing marine & offshore support vessel services. Since its establishment, ETSA has successfully operated the entire fleet of PT Elnusa Tbk consisting of Landing Craft Tank (LCT), Work Barge, and Accommodation Work Barge (AWB) and succeeded in building a new fleet in 2015, acquiring a seismic vessel in 2016, and AWB Offshore in 2023, which is currently operating in the Kalimantan working area.

In addition to increasing asset ownership, ETSA has also increased fleet operations through a strategic partnership scheme by starting to provide utility vessels in 2018. Furthermore, providing small marine services as well as obtaining a Dredging and Reclamation Business Permit (IUPR), as well as providing dredging services in 2019, expansion of the Single Buoy Mooring (SBM) refurbishment project in 2020, provision of Diving Support Vessel (DSV) in 2021, and started providing manpower services in 2022.

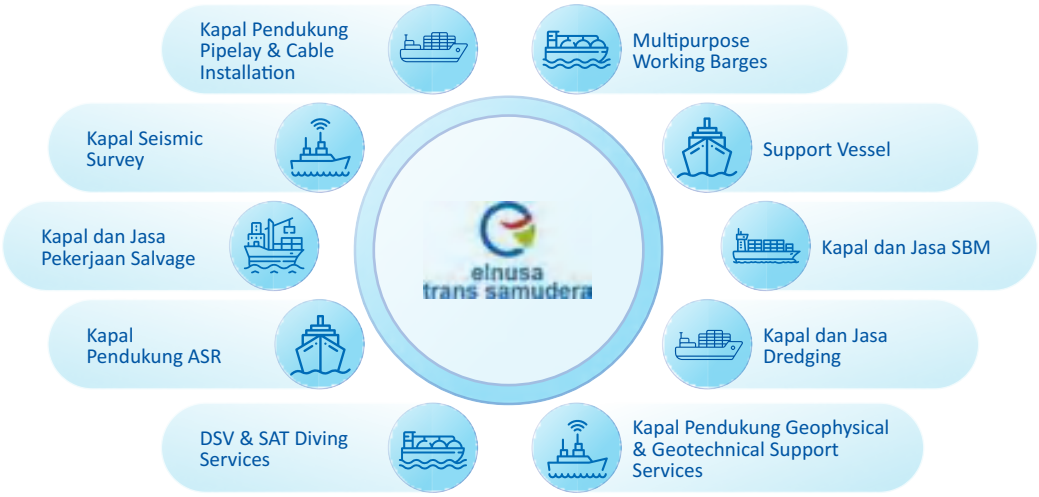
In 2023, ETSA continues to. Ship operations reached 98 vessels, which was achieved through the provision of seismic project support vessels, additional provision of small marine and dredging vessels. In the last 6 (six) years, the number of ships operated by ETSA has grown consistently.

Jumlah Operasi Kapal ETSA
Number of ETSA Ship Operations



Seiring dengan semakin bertambahnya portofolio penyediaan kapal, secara keseluruhan ETSA memetakan kompetensi dan kapabilitasnya dalam penyediaan kapal dan jasa sebagai berikut:

As the ship supply portfolio continues to expand, ETSA has mapped its competencies and capabilities comprehensively in the supply of ships and services as follows:



Pada tahun 2023, ETSA berhasil membukukan pendapatan sebesar Rp461,5 miliar, naik 4,6% dibandingkan tahun sebelumnya yang sebesar Rp441,1 miliar serta pencapaian *net profit* di atas target. Membaiknya kinerja keuangan didukung oleh penambahan aset milik serta penambahan armada yang dioperasikan.

Dari sisi HSSE, ETSA berkomitmen untuk tetap mengedepankan aspek *Quality, Health, Safety, Security, and Environment* (QHSSE) pada setiap kegiatan yang dilakukan dengan terus berupaya mengurangi terjadinya insiden. Inisiatif tersebut direalisasikan melalui penerapan kebijakan, pedoman dan peningkatan kompetensi karyawan. ETSA juga telah memiliki sertifikasi sistem manajemen, yaitu ISO 9001, ISO 14001, dan ISO 45001. Dengan segala komitmen tersebut, pada tahun 2023, ETSA telah berhasil mempertahankan *Total Recordable Incident Rate* (TRIR) tetap berada pada nilai 0.

Di samping upaya ETSA dalam meningkatkan portofolio bisnisnya pada jasa hulu migas, sepanjang tahun 2023, ETSA juga terus menjajaki potensi pengembangan bisnis baru dalam rangka melakukan diversifikasi bisnis ke jasa hilir migas maupun diversifikasi ke industri non oil & gas. Pengembangan bisnis baru tersebut tetap mempertimbangkan lingkup kapabilitas ETSA saat ini (*adjacent to the core*).

Profitabilitas

Pada tahun 2023, total pendapatan yang dibukukan oleh segmen usaha jasa penunjang migas mencapai Rp1,8 triliun. Dibandingkan tahun 2022 yang sebesar Rp1,4 triliun, terjadi kenaikan 34,1%. Kenaikan ini terjadi di seluruh bisnis jasa penunjang migas, baik di SCU, PND, EFK maupun ETSA. Sedangkan beban pokok pendapatan yang harus dikeluarkan oleh Perseroan pada tahun buku adalah Rp1,6 Triliun, naik 32,3% dibandingkan tahun sebelumnya yang sebesar Rp1,2 triliun.

Hingga berakhirnya tahun buku 2023, laba tahun berjalan segmen usaha jasa penunjang migas tercatat mencapai Rp107,7 miliar. Dibandingkan tahun 2022 yang sebesar Rp52,1 miliar, terjadi kenaikan 106,4%.

In 2023, ETSA managed to record Rp461.5 billion in revenue, an increase of 4.6% compared to the previous year, which amounted to Rp441.1 billion and achieved a net profit that exceeded the target. The improvement in financial performance was supported by the addition of owned assets and the addition of the fleet operated.

In terms of HSSE, ETSA is committed to continuing to prioritize the Quality, Health, Safety, Security and Environment (QHSSE) aspects in every activity carried out by continuing to seek to reduce the occurrence of incidents. This initiative is realized through the implementation of policies, guidelines, and increasing employee competency. ETSA also has management system certification, namely ISO 9001, ISO 14001, and ISO 45001. With all these commitments, in 2023, ETSA has succeeded in maintaining the Total Recordable Incident Rate (TRIR) at 0.

In addition to ETSA's efforts to increase its business portfolio in upstream oil and gas services, throughout 2023, ETSA also continued to explore the potential for developing new businesses to diversify its business into downstream oil and gas services, as well as diversifying into non-oil & gas industries. The development of this new business still considers the scope of ETSA's current capabilities (adjacent to the core).

Profitability

In 2023, the total revenue booked by the oil and gas supporting services business segment reached Rp1.8 trillion. Compared to Rp1.4 trillion in 2022, this represents a 34.1% increase. This increase occurred in all oil and gas supporting services businesses, both in SCU, PND, EFK and ETSA. Meanwhile, the cost of revenue incurred by the Company in the financial year was Rp1.6 trillion, an increase of 32.3% compared to the previous year which amounted to Rp1.2 trillion.

Until the end of the 2023 financial year, the profit for the year of the oil and gas supporting services business segment was recorded at Rp107.7 billion. Compared to 2022 which amounted to Rp52.1 billion, there was an increase of 106.4%.

Rincian kinerja profitabilitas disampaikan melalui tabel di bawah ini. Details of profitability performance are presented in the table below.

Kinerja Keuangan dan Profitabilitas Segmen Jasa Penunjang Migas

Financial Performance and Profitability of Oil and Gas Support Services Segment

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

Jasa Penunjang Migas	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Oil and Gas Support Services
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Laporan Laba (Rugi)					**Statement of Profit or Loss**
Pendapatan	**1.820.835**	**1.357.387**	**463.448**	**34,1**	Revenues
Pendapatan eksternal	1.644.519	1.096.620	547.899	50,0	External revenues
Pendapatan antarsegmen	176.316	260.767	(84.451)	(32,4)	Inter-segment revenues
Beban Pokok Pendapatan	(1.587.362)	(1.200.253)	(387.109)	32,3	Total Cost of Revenues
Laba Kotor	**233.473**	**157.134**	**76.339**	**48,6**	Gross Profit
Beban Penjualan	(1.331)	(671)	(660)	(98,4)	Sales Expenses
Beban Umum dan Administrasi	(84.016)	(74.820)	(9.196)	12,3	General and Administrative Expenses
Penghasilan Bunga	14.641	12.238	2.403	19,6	Interest Income
Beban Keuangan	(16.374)	(11.935)	(4.439)	37,2	Finansial Expenses
Lain-lain – Neto	(4.951)	(9.095)	4.144	(45,6)	Others – Net
Laba Sebelum Pajak Final dan Pajak Penghasilan	141.442	72.851	68.591	94,2	Profit Before Final Tax and Income Tax
Beban Pajak Final	(12.607)	(8.854)	(3.753)	42,4	Final Tax Expenses
Laba Sebelum Pajak Penghasilan	128.835	63.997	64.838	101,3	Profit Before Income Tax
Beban pajak penghasilan	(21.170)	(11.845)	(9.325)	78,7	Income tax expenses
Laba Tahun Berjalan	**107.665**	**52.152**	**55.513**	**106,4**	Profit for the Year
Penghasilan komprehensif lain	(1.499)	5.666	(7.165)	(126,5)	Other comprehensive income
Total Laba Komprehensif Tahun Berjalan	106.166	57.818	48.348	83,6	Total Comprehensive Profit for the Year
Informasi-informasi Lain					**Other Information**
Total Aset	**1.511.198**	**1.416.919**	**94.279**	**6,7**	Total Assets
Total Liabilitas	626.202	588.534	37.668	6,4	Total Liabilities
Ekuitas – Neto	**884.996**	**828.386**	**56.610**	**6,8**	Equity – Net
Penyusutan dan Amortisasi	(94.270)	(87.539)	6.731	7,7	Depreciation and Amortization
Penambahan Aset Tetap	**133.128**	**57.369**	**75.759**	**132,1**	Additional Fixed Assets

Tinjauan Keuangan
Financial Review

STANDAR PENYAJIAN INFORMASI DAN KESESUAIAN TERHADAP STANDAR AKUNTANSI KEUANGAN

Tinjauan kinerja keuangan PT Elnusa Tbk ("Elnusa", "Perseroan") yang disampaikan dalam Laporan tahunan ini mengacu pada Laporan Keuangan untuk tahun yang berakhir pada 31 Desember 2023 dan 31 Desember 2022 yang telah diaudit oleh Kantor Akuntan Publik KAP Purwantono, Sungkoro & Surja (anggota firma Ernst & Young Global Limited) dengan pendapat laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2023, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan standar akuntansi keuangan di Indonesia.

INFORMATION REPORTING STANDARDS AND COMPLIANCE WITH FINANCIAL ACCOUNTING STANDARDS

The financial performance review of PT Elnusa Tbk ("Elnusa", "Company") conveyed in this Annual Report refres to the Financial Statements for the years ended December 31, 2023, and December 31, 2022, which have been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (member firm of Ernst & Young Global Limited) with the opinion that the accompanying financial statements present fairly, in all material respects, the consolidated financial positions of the Group as of December 31, 2023, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Posisi Keuangan Konsolidasian
Consolidated Financial Position

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Aset					**Assets**
Aset Lancar	6.106.301	5.287.016	819.285	15,5	Current Assets
Aset Tidak Lancar	3.495.181	3.549.073	(53,892)	(1,5)	Non-Current Assets
Jumlah Aset	**9.601.482**	**8.836.089**	**765.393**	**8,7**	**Total Assets**
Liabilitas					**Liabilities**
Liabilitas Jangka Pendek	4.234.123	3.561.178	672.945	18,9	Short-Term Liabilities
Liabilitas Jangka Panjang	951.291	1.157.700	(206.409)	(17,8)	Long-Term Liabilities
Jumlah Liabilitas	5.185.414	4.718.878	466.536	9,9	Total Liabilities
Utang Berbunga	171.231	128.258	42.973	33,5	Interest Bearing Debt
Ekuitas	**4.416.068**	**4.117.211**	**298.857**	**7,3**	**Equity**
Modal Kerja – Neto	**1.872.178**	**1.725.838**	**146.340**	**8,5**	**Working Capital – Net**

ASET

Pada tahun buku 2023, Elnusa membukukan aset mencapai Rp9,6 trilliun, naik 8,7% dibandingkan tahun 2022 yang sebesar Rp8,8 triliun. Kenaikan aset disebabkan oleh meningkatnya kas dan setara kas, piutang usaha, persediaan, dan aset tetap.

ASSETS

In the 2023 financial year, Elnusa recorded assets reaching Rp9.6 trillion, an increase of 8.7% compared to 2022, which amounted to Rp8.8 trillion. The increase in assets was due to an increase in cash and cash equivalents, trade receivables, inventories, and fixed assets.

Aset Lancar
Current Assets

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Kas dan Setara Kas	2.077.725	1.656.975	420.750	25,4	Cash and Cash Equivalents
Piutang Usaha – Neto	3.011.104	2.919.355	91.749	3,1	Accounts Receivable – Net
Aset Keuangan Lancar Lainnya – Neto	39.478	103.538	(64.060)	(61,9)	Other Current Financial Assets – Net
Persediaan – Neto	452.691	429.814	22.877	5,3	Inventories – Net
Uang Muka	43.759	24.177	19.582	81,0	Advance Payment
Pajak Dibayar di Muka	406.888	93.323	313.565	336,0	Prepaid Taxes
Beban Dibayar di Muka	74.656	59.834	14.822	24,8	Prepaid Expenses
Jumlah Aset Lancar	**6.106.301**	**5.287.016**	**819.285**	**15,5**	**Total Current Assets**

Aset lancar Perseroan pada tahun 2023 tercatat mencapai Rp6,1 trilliun. Dibandingkan tahun 2022 yang sebesar Rp5,3 triliun, terjadi kenaikan 15,5%. Kenaikan aset lancar terutama dipengaruhi oleh meningkatnya kas dan setara kas, piutang usaha dan persediaan. Hal ini seiring dengan peningkatan *revenue* dan percepatan *collection period*.

The Company's current assets in 2023 was recorded at Rp6.1 trillion. Compared to Rp5.3 trillion in 2022, there was an increase of 15.5%. The increase in current assets was mainly influenced by the increase in cash and cash equivalents, accounts receivables, and inventories. This is in line with increasing revenue and acceleration in the collection period.

Kas dan Setara Kas
Cash and Cash Equivalents

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Kas	1.050	1.287	(237)	(18,4)	Cash
Bank					Bank
Rupiah	1.277.478	1.231.358	46.120	3,7	Rupiah
Dolar Amerika Serikat	99.197	199.330	(100.133)	(50,2)	United States Dollar
Dolar Singapura					Singapore Dolar
Jumlah Kas pada Bank	1.376.675	1.430.688	(54.013)	(3,8)	Total Cash in Bank
Call Deposit dan Deposito Berjangka					Call Deposit and Time Deposits
Rupiah	700.000	225.000	475.000	211,1	Rupiah
Jumlah Call Deposit dan Deposito	700.000	225.000	475.000	211,1	Total Call Deposits and Time Deposits
Jumlah Kas dan Setara Kas	**2.077.725**	**1.656.975**	**420.750**	**25,4**	**Total Cash and Cash Equivalents**

Jumlah kas dan setara kas Perseroan pada tahun 2023 mencapai Rp2,0 triliun. Dibandingkan tahun 2022 yang sebesar Rp1,7 triliun, terjadi kenaikan 25,4%. Kenaikan kas dan setara kas terutama disebabkan oleh percepatan *collection period* dari 88 hari di tahun 2022 menjadi 87 hari di tahun 2023.

The Company's total cash and cash equivalents in 2023 reached Rp2.0 trillion. Compared to Rp1.7 trillion in 2022, there was an increase of 25.4%. The increase in cash and cash equivalents was mainly due to the acceleration of the collection period from 88 days in 2022 to 87 days in 2023.

Piutang Usaha
Account Receivables

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Difakturkan	994.942	902.358	92.584	10,3	Billed
Belum Difakturkan	2.213.911	2.229.619	(15.708)	(0,7)	Unbilled
Jumlah Piutang Usaha	3.208.853	3.131.977	76.876	2,5	Total Trade Receivables
Cadangan Kerugian Penurunan Nilai	(197.749)	(212.622)	14.873	(7,0)	Allowance for Impairment
Jumlah Piutang Usaha Neto	**3.011.104**	**2.919.355**	**91.749**	**3,1**	**Total Account Receivables – Net**

Total Piutang Usaha Perseroan pada tahun 2023 mencapai Rp3,0 triliun. Dibandingkan tahun 2022 yang sebesar Rp2,9 triliun, terjadi kenaikan 3,1%. Kenaikan disebabkan oleh peningkatan aktivitas di tahun 2023 yang mengakibatkan pertumbuhan *revenue* dari tahun sebelumnya.

The Company's total account receivables in 2023 reached Rp3.0 trillion. Compared to Rp2.9 trillion in 2022, there was an increase of 3.1%. The increase was due to increased activity in 2023 which resulted in revenue growth from the previous year.

Aset Tidak Lancar
Non-Current Assets

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Aset Keuangan Tidak Lancar Lainnya	379.502	410.919	(31.417)	(7,6)	Other Non-Current Financial Assets
Pajak Dibayar di Muka – Bagian Tidak Lancar	606.051	607.579	(1.528)	(03)	Prepaid Taxes – Non-Current Portion
Aset Pajak Tangguhan	129.282	129.824	(542)	(0,4)	Deferred Tax Assets
Penyertaan Saham – Neto	38.375	30.779	7.596	24,7	Share Subscription – Net
Uang Muka Bagian Tidak Lancar	37.074	31.750	5.324	16,8	Advances for Non-Current Portion
Aset Tetap – Neto	1.889.189	1.714.770	174.419	10,2	Fixed Assets – Net
Aset Hak Guna – Neto	335.995	544.437	(208.442)	(38,3)	Right of Use Assets – Net
Aset Tak Berwujud	6.637	8.098	(1.461)	(18,0)	Intangible Assets
Properti Investasi – Neto	50.961	51.049	(88)	(0,2)	Investment Properties – Net
Aset Lain-Lain	22.115	19.868	2.247	11,3	Other Assets
Jumlah Aset Tidak Lancar	**3.495.181**	**3.549.073**	**(53.892)**	**(1,5)**	**Total Current Assets**

Aset tidak lancar Perseroan pada tahun 2023 tercatat mencapai Rp3,5 triliun. Dibandingkan tahun 2022 yang sebesar Rp3,5 triliun, terjadi penurunan 1,5%.

The Company's non-current assets in 2023 were posted at Rp3.5 trillion. Compared to Rp3.5 trillion in 2022, there was a decrease of 1.5%.

Aset Tetap
Fixed Assets

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Tanah	273.463	268.212	5.251	2,0	Land
Bangunan, Prasarana, dan Instalasi	169.177	157.006	12.171	7,8	Building, Infrastructure, and Installation
Mesin dan Peralatan	368.945	350.817	18.128	5,2	Machinery and Equipment
Perabotan dan Perlengkapan Kantor	157	1.693	(1.536)	(90,7)	Office Furniture, Fixture, and Equipment
Alat Transportasi	254.106	253.871	235	0,1	Transportation
Konstruksi Baja	653.348	532.468	120.880	22,7	Steel Construction
Aset dalam Penyelesaian (Mesin dan Peralatan)	185.470	161.311	24.159	15,0	Construction in Progress (Machinery and Equipment)
Provisi Penurunan Nilai	(15.477)	(10.608)	(4.869)	45,9	Allowance for Impairment
Nilai Buku Neto	1.889.189	1.714.770	174.419	10,2	Net Book Value

Aset tetap Perseroan pada tahun 2023 mencapai Rp1,9 triliun, naik 10,2% dibandingkan tahun 2022 yang sebesar Rp1,7 triliun. Kenaikan disebabkan oleh investasi yang dilakukan selama tahun 2023. Sebesar 62% digunakan untuk investasi yang bersifat rutin guna mempertahankan kapasitas produksi, mengganti peralatan yang sudah tidak produktif atau telah habis masa ekonomisnya dan sisanya digunakan untuk pembenahan fasilitas gedung kantor.

The Company's fixed assets in 2023 reached Rp1.9 trillion, an increase of 10.2% compared to Rp1.7 trillion in 2022. The increase was due to investments made during 2023. 62% was used for routine investments to maintain production capacity, replace equipment that is no longer productive or has expired, and the remainder is used to improve office building facilities.

Liabilitas

Pada tahun 2023, total liabilitas Elnusa tercatat mencapai Rp5,2 triliun, naik 9,8% dibandingkan tahun 2022 yang sebesar Rp4,7 triliun. Kenaikan disebabkan peningkatan utang usaha dan beban yang masih harus dibayar.

Liabilities

In 2023, Elnusa recorded Rp5.2 trillion in total liabilities, an increase of 9.8% compared to Rp4.7 trillion in 2022. The increase was due to an increase in account payables and accrued expenses.

Liabilitas Jangka Pendek
Short-term Liabilities

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Pinjaman Bank Jangka Pendek	171.231	128.258	42.973	33,5	Short-Term Bank Loans
Utang Usaha	1.004.817	678.678	326.139	48,1	Accounts Payable
Liabilitas Keuangan Lainnya – Jangka Pendek	65.978	58.405	18.273	38,3	Other Current Financial Liabilities
Liabilitas Imbalan Kerja Jangka Pendek	274.538	208.143	36.978	15,6	Short-Term Employee Benefit Liabilities
Utang Pajak	60.975	58.255	2.720	4,7	Taxes Payable
Akrual	2.405.488	2.175.267	230.221	10,6	Accrual
Utang Jangka Panjang yang Jatuh tempo dalam waktu satu tahun:					Long-Term Accounts Payable Due Within One Year:
Pendapatan ditangguhkan	10.700	10.700	–	0,0	Deferred Income
Liabilitas Sewa	240.396	224.755	15.641	7,0	Lease Liabilities
Jumlah Liabilitas Jangka Pendek	**4.234.123**	**3.561.178**	**672.945**	**18,9**	**Total Short-Term Liabilities**

Liabilitas jangka pendek Perseroan pada tahun 2023 mencapai Rp4,2 triliun, naik 18,9% dibandingkan tahun 2022 yang sebesar Rp3,6 triliun. Kenaikan utang usaha seiring dengan kenaikan aktivitas tahun 2023.

The Company's short-term liabilities in 2023 reached Rp4.2 trillion, an increase of 18.9% compared to Rp3.6 trillion in 2022. The increase in trade payables is in line with the increase in activity in 2023.

Liabilitas Jangka Panjang
Long-term Liabilities

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Pendapatan yang Ditangguhkan – Bagian Tidak Lancar	48.150	58.850	(10.700)	(18,2)	Deferred Income – Non-Current Portion
Utang Jangka Panjang – Setelah Dikurangi Bagian yang Jatuh Tempo dalam Waktu Satu Tahun					Long-Term Loans – Net of Current Maturities
Liabilitas Sewa	132.983	354.092	(221.109)	(62,4)	Lease Liabilities
Utang Sukuk	698.607	697.866	741	0,1	Sukuk Payable
Liabilitas Imbalan Kerja	71.551	46.892	24.659	52,6	Employee Benefit Liabilities
Jumlah Liabilitas Jangka Panjang	**951.291**	**1.157.700**	**(206.409)**	**(17,8)**	**Total Long-Term Liabilities**

Liabilitas jangka panjang Perseroan pada tahun 2023 mencapai Rp951 miliar, turun 17,8% dibandingkan tahun 2022 yang sebesar Rp1,2 triliun. Penurunan disebabkan oleh turunnya aset hak guna dan liabilitas sewa.

The Company's long-term liabilities in 2023 reached Rp951 billion, a decrease of 17.8% compared to Rp1.2 trillion in 2022. The decrease was due to a decrease in right-of-use assets and lease liabilities.

Status Pinjaman Bank Perseroan
Bank Loan Status of the Company

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
PT Bank UOB Indonesia	67.434	31.699	35.735	112,7	PT Bank UOB Indonesia
PT Bank ICBC Indonesia	66.290	74.048	(7.758)	(10,5)	PT Bank ICBC Indonesia
PT Bank Mandiri (Persero) Tbk	37.507	22.511	14.996	66,6	PT Bank Mandiri (Persero) Tbk
Jumlah	**171.231**	**128.258**	**42.973**	**33,5**	**Total**

Hingga akhir tahun 2023, total pinjaman bank Perseroan mencapai Rp171,2 miliar. Dibandingkan tahun 2022 yang sebesar Rp128,3 miliar, terjadi kenaikan 33,5%. Kenaikan tersebut terjadi karena peningkatan kebutuhan pembiayaan atas transaksi perdagangan.

As of the end of 2023, the Company's total bank loans reached Rp171.2 billion. Compared to Rp128.3 billion in 2022, there was an increase of 33.5%. This increase occurred due to increased financing needs for trade transactions.

Komposisi Pinjaman Bank dalam Mata uang Asli
Composition of Bank Loans Based on the Currency

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Rupiah	114.558	67.848	46.710	68,8	Rupiah
Dolar AS	56.673	60.410	(3.737)	(6,2)	United States Dollar
Total Pinjaman Bank	**171.231**	**128.258**	**42.973**	**33,5**	**Total Bank Loan**

Komposisi pinjaman bank Perseroan dari sisi mata uang, sebagian besar dalam denominasi rupiah, yaitu Rp114,6 miliar atau 66,9% dari total pinjaman dari bank. Sedangkan dalam dolar Amerika Serikat sebesar Rp56,7 miliar atau 33,1%.

The composition of the Company's bank loans based on the currency was mostly denominated in rupiah, amounting to Rp114.6 billion or 66.9% of total loans from banks. Meanwhile in United States dollars, it amounted to Rp56.7 billion or 33.1%.

Ekuitas
Equity

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Modal Saham Ditempatkan dan Disetor Penuh 7.298.500.000 Saham	729.850	729.850	–	0,0	Issued and Fully-Paid Up Capital 7,298,500,000 Shares
Tambahan Modal Disetor	435.691	435.691	–	0,0	Additional Paid-In Capital
Saldo Laba	3.297.025	2.982.928	314.097	10,5	Retained Earnings
Penghasilan Komprehensif Lain	(48.086)	(32.844)	(15.242)	46,4	Other Comprehensive Income
Jumlah Ekuitas yang Diatribusikan kepada Pemilik Entitas Induk	4.414.480	4.115.625	298.855	7,3	Total Equity Attributable to Owners of the Parent Entity
Kepentingan Non-pengendali	1.588	1.586	2	0,1	Non-Controlling Interests
Jumlah Ekuitas	**4.416.068**	**4.117.211**	**298.857**	**7,3**	**Total Equity**

Pada tahun 2023, total ekuitas Elnusa tercatat mencapai Rp4,4 triliun, naik 7,3% dibandingkan tahun 2022 yang sebesar Rp4,1 triliun. Kenaikan ekuitas seiring dengan peningkatan laba perusahaan.

In 2023, Elnusa's total equity was recorded at Rp4.4 trillion, an increase of 7.3% compared to Rp4.1 trillion in 2022. The increase in equity is in line with the increase in company profits.

Laporan Perubahan Ekuitas Konsolidasi
Consolidated Report on the Change in Equity

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

Uraian Description	Modal Saham Capital Stock	Tambahan Modal Disetor Additional Paid-Up Capital	Saldo Laba Dicadangkan Retained Earnings	Saldo Laba Tidak Dicadangkan Unappropriated Retained Earnings	Penghasilan Komprehensif Lain Other Comprehensive Income	Jumlah Total	Kepentingan Non Pengendali Non-Controlling Interests	Jumlah Total
Saldo Balance per/ 31/12/2019 Balance as of 31/12/2019	729.850	435.691	135.229	2.329.556	(55.288)	3.575.038	1.660	3.576.698
Saldo Balance per/ 31/12/2020 Balance as of 31/12/2020	729.850	435.691	145.971	2.479.251	(51.325)	3.739.438	1.508	3.740.946
Saldo Balance per/ 31/12/2021 Balance as of 31/12/2021	729.850	435.691	155.934	2.503.303	(48.253)	3.776.525	1.609	3.778.134
Saldo Balance per/ 31/12/2022 Balance as of 31/12/2022	729.850	435.691	158.109	2.824.819	(32.844)	4.115.625	1.586	4.117.211
Saldo Balance per/ 31/12/2023 Balance as of 31/12/2023	729.850	435.691	158.109	3.138.916	(48.086)	4.414.480	1.588	4.416.068

Laba (Rugi) dan Penghasilan Komprehensif Lain
Profit (Loss) and Other Comprehensive Income

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Pendapatan	12.564.391	12.305.690	258.701	2,1	Revenue
Beban Pokok Pendapatan	(11.394.689)	(11.393.357)	(1.332)	0,0	Cost of Revenue
Laba Bruto	1.169.702	912.333	257.369	28,2	Gross Profit
Beban Usaha	(500.050)	(414.318)	(85.732)	20,7	Operating Expenses
Laba Usaha	669.652	498.015	171.637	34,5	Operating Profit
EBITDA*	1.281.770	1.146.434	135.337	11,8	EBITDA*
Penghasilan Bunga	75.068	29.604	45.464	153,6	Interest Income
Pendapatan Lain-lain Neto	17.113	102.590	(85.477)	(83,3)	Other Income – Net
Beban Keuangan***	(115.221)	(143.320)	28.099	(19,6)	Finansial Expenses***
Laba Sebelum Pajak Final dan Pajak Penghasilan	646.612	486.889	159.723	32,8	Profit Before Final Tax and Income tax
Beban Pajak Final dan Pajak Penghasilan	(143.480)	(108.829)	(34.651)	31,8	Final tax and Income Tax Expenses
Laba (Rugi) Tahun Berjalan	503.132	378.060	125.072	33,1	Profit (Loss) for the Year
Laba komprehensif Tahun Berjalan	487.890	393.470	94.420	24,0	Comprehensive Profit for the Year
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada Kepentingan Non-Pengendali	2	(7)	9	(128,6)	Proft for the Year Attributable to Non-Controlling Interests
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	503.130	378.067	125.063	33,1	Kepada Pemilik Entitas Induk Proft for the Year Attributable to Owners of the Parent Entity
Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk Tanpa Penjualan Aset	503.631	379.015	124.616	32,9	Proft for the Year Attributable to Owners of the Parent Entity Excluding Gain (Loss) on Sales of Assets
Marjin Laba Bruto	9,3%	7,4%	1,9%	25,6	Gross Profit Margin
Marjin EBITDA	10,2%	9,3%	0,9%	9,5	EBITDA Margin
Marjin Laba Bersih**	4,0%	3,1%	0,9%	30,3	Net Profit Margin**
Marjin Laba Bersih Tanpa Penjualan Aset**	4,0%	3,0%	0,9%	30,1	Net Profit Margin Excluding Gain (Loss) on Sales of Assets

Pendapatan
Income

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

Uraian	2023	Kontribusi Contribution (%)	2022	Kontribusi Contribution (%)	Selisih Difference	Persentase Percentage (%)	Description
	(1)		(2)		(3=1-2)	(3:2)	
Jasa Distribusi dan Logistik Energi	7.049.741	53,3%	7.564.058	58,7%	(514.317)	(6,8%)	Energi Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	4.257.537	33,6%	4.034.631	32,4%	222.906	5,5%	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	1.820.835	13,1%	1.357.387	8,9%	463.448	34,1%	Oil and Gas Support Services
Rekonsiliasi	(563.722)	–	(650.386)	–	86.664	13,3%	Reconciliation
Jumlah Pendapatan	**12.564.391**	**–**	**12.305.690**	**–**	**258.701**	**2,1%**	**Total Income**

Total pendapatan yang berhasil dibukukan Perseroan mencapai Rp12,6 triliun, naik 2,1% dibandingkan tahun 2022 yang sebesar Rp12,3 triliun. Kenaikan disebabkan oleh kenaikan baik di jasa hulu migas terintegrasi dan jasa penunjang migas.

The total income recorded by the Company reached Rp12.6 trillion, an increase of 2.1% compared to Rp12.3 trillion in 2022. The increase was due to increases in both integrated upstream oil and gas services and oil and gas support services.

Pendapatan dari kegiatan usaha jasa distribusi dan logistik energi pada tahun 2023 mencapai Rp7,0 triliun. Dibandingkan tahun 2022 yang sebesar Rp7,6 triliun, terjadi penurunan 6,8%. Kegiatan usaha ini berkontribusi 53,3% terhadap total pendapatan. Penurunan disebabkan oleh penurunan penjualan BBM Inmar yang dipengaruhi oleh harga yang kurang kompetitif dan terdapat salah satu *customer* besar di Wilayah Sulawesi yang dilayani langsung oleh Pertamina C&T dan belum tergantikan, penurunan penjualan retail bahan bakar (SPBU) dan lubricant.

Income from energy distribution and logistics services business activities in 2023 reached Rp7.0 trillion. Compared to Rp7.6 trillion in 2022, there was a decrease of 6.8%. This business activity contributed 53.3% to total income. The decrease was due to a decrease in Inmar fuel sales, which was influenced by less competitive prices and there is one large customer in the Sulawesi region which is served directly by Pertamina C&T and has not been replaced, a decrease in retail sales of fuel (SPBU) and lubricants.

Pendapatan dari jasa hulu migas terintegrasi pada tahun 2023 mencapai Rp4,3 triliun, naik 5,5% dibandingkan tahun 2022 yang sebesar Rp4,0 triliun. Kegiatan usaha ini berkontribusi 33,6% terhadap total pendapatan. Kenaikan disebabkan oleh meningkatnya aktivitas pada bisnis EPC-OM dan peningkatan produktivitas pada peralatan di *Well Services* & *Workover Services*.

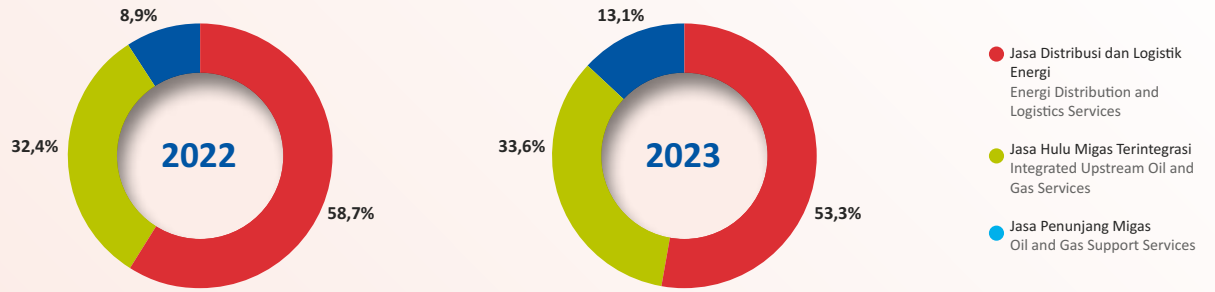
Income from integrated upstream oil and gas services in 2023 reached Rp4.3 trillion, an increase of 5.5% compared to Rp4.0 trillion in 2022. This business activity contributed 33.6% to total income. The increase was due to increased activity in the EPC-OM business and increased productivity on equipment in Well Services & Workover Services.

Sedangkan pendapatan dari jasa penunjang migas pada tahun 2023 mencapai Rp1,8 triliun. Dibandingkan tahun 2022 yang sebesar Rp1,4 triliun, terjadi kenaikan 34,1%. Kegiatan usaha ini berkontribusi 13,1% terhadap total pendapatan. Kenaikan ini terjadi diseluruh bisnis jasa penunjang migas baik di SCU, PND, EFK, maupun ETSA.

Meanwhile, income from oil and gas support services in 2023 reached Rp1.8 trillion. Compared to Rp1.4 trillion in 2022, there was an increase of 34.1%. This business activity contributed 13.1% to total income. This increase occurred throughout the oil and gas support services business, both at SCU, PND, EFK, and ETSA.

Kontribusi Pendapatan Elnusa
Elnusa Income Contributors

dalam % | in %



Beban Pokok Pendapatan
Cost of Revenue

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Jasa Subkontraktor	3.220.236	2.924.841	295.395	10,1	Subcontractor Services
Gaji , Upah dan kesejahteraan karyawan	1.803.640	1.425.436	378.204	26,5	Salary, Wage, and Employee Welfare
Sewa	741.699	776.137	(34.438)	(4,4)	Lease
Bahan Bakar	913.925	602.084	311.841	51,8	Fuel
Penyusutan dan amortisasi	609.012	645.948	(36.936)	(5,7)	Depreciation and Amortization
Bahan Pembantu yang digunakan	682.509	522.658	159.851	30,6	Support Materials Used
Biaya Lainnya	3.423.668	4.496.253	(1.072.585)	(23,9)	Other Expenses
Jumlah Beban Pokok Pendapatan	**11.394.689**	**11.393.357**	**1.332**	**0,01**	**Total Cost of Revenue**

Pada tahun 2023, total beban pokok pendapatan Perseroan mencapai Rp11,4 triliun, naik 0,01% dibandingkan tahun 2022 yang sebesar Rp11,4 triliun. Seiring dengan kenaikan pendapatan di hampir semua lini bisnis, kenaikan biaya terutama pada biaya *direct labor*, subkontraktor, *overhead,* dan bahan bakar. Hal ini dipengaruhi oleh peningkatan aktivitas di hampir semua lini bisnis.

In 2023, the Company's total cost of revenue reached Rp11.4 trillion, an increase of 0.01% compared to Rp11.4 trillion in 2022. Along with the increase in revenues in almost all business lines, costs increases, particularly in direct labor, subcontractors, overhead, and fuel costs. This is influenced by increased activity in almost all business lines.

Laba Bruto
Gross Profit

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Jasa Distribusi dan Logistik Energi	537.913	540.092	(2.179)	(0,4)	Energi Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	401.359	220.535	180.824	82,0	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	233.473	157.134	76.339	48,6	Oil and Gas Support Services
Rekonsiliasi	(3.043)	(5.428)	2.385	43,9	Reconciliation
Jumlah Laba Bruto	**1.169.702**	**912.333**	**257.369**	**28,2**	**Total Gross Profit**

Dari kegiatan operasional sepanjang tahun buku 2023, Elnusa membukukan laba bruto sebesar Rp1,1 triliun, meningkat 28,2% dibandingkan tahun 2022 yang sebesar Rp912,3 miliar. Kenaikan disebabkan membaiknya profitabilitas pada segmen bisnis jasa hulu migas terutama pada bisnis *oilfield services* seiring dengan meningkatnya produktivitas alat dan penyelesaian beberapa proyek yang tertunda pada bisnis EPCOM. Selain itu segmen bisnis jasa penunjang hulu migas juga mengalami peningkatan laba kotor sebesar 48,6% dari tahun lalu, terutama disebabkan oleh membaiknya profitabilitas di EFK. Di samping itu, terdapat peningkatan profitabilitas dari pengelolaan *warehouse*, pekerjaan ICT, *bareboat barges* dan *offshore support*.

From operational activities throughout the 2023 financial year, Elnusa posted Rp1.1 trillion in gross profit, an increase of 28.2% compared to Rp912.3 billion in 2022. The increase was due to improved profitability in the upstream oil and gas services business segment, especially in the oilfield services business, in line with increased equipment productivity and the completion of several pending projects in the EPCOM business. In addition, the upstream oil and gas support services business segment also experienced a 48.6% increase in gross profit compared to the previous year, mainly due to improved profitability at EFK. In additoin, there wass an increase in profitability from warehouse management, ICT work, bareboat barges, and offshore support.

Beban Usaha
Operating Expenses

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Beban penjualan	7.562	5.158	2.404	46,6	Sales expenses
Beban umum dan administrasi	492.488	409.160	83.328	20,4	General and administrative expenses
Jumlah Beban Usaha	**500.050**	**414.318**	**85.732**	**20,7**	**Total Operating Expenses**

Beban usaha Perseroan terdiri dari 2 (dua) komponen utama, yaitu beban penjualan serta beban umum dan beban administrasi. Pada tahun 2023, total beban usaha mencapai Rp500,0 miliar, naik 20,7% dibandingkan tahun 2022 yang sebesar Rp414,3 miliar. Kenaikan terdapat pada peningkatan biaya gaji upah, kesejahteraan karyawan, *training,* dan *transportation* & *travelling* pasca kondisi pandemi.

The Company's operating expenses consist of 2 (two) main components, namely sales expenses as well as general expenses and administrative expenses. In 2023, total operating expenses reached Rp500.0 billion, an increase of 20.7% compared to Rp414.3 billion in 2022. The increase was in the increase in costs for wages, employee welfare, training, and transportation & traveling after the pandemic.

Laba Sebelum Beban Bunga, Pajak, Depresiasi dan Amortisasi (EBITDA)

Profit before Interest Expense, Tax, Depreciation, and Amortization (EBITDA)

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Laba Operasional	669.652	498.015	171.637	34,5	Operating Profit
Beban Depresiasi	612.118	648,419	(36.300)	(5,6)	Depreciation Expenses
EBITDA	1.281.770	1.146.434	135.337	11,8	EBITDA
Persentase Depresiasi terhadap EBITDA	47,8%	56,6%	(8,8%)	(15,6)	Percentage of Depreciation to EBITDA
Persentase Laba Operasional terhadap Pendapatan	5,3%	4,0%	1,3%	31,7	Percentage of Operating Profit to Income
Persentase EBITDA terhadap Pendapatan	10,2%	9,3%	0,9%	9,5	Percentage of EBITDA to Income

Pada tahun 2023, EBITDA yang dicatat Perseroan mencapai Rp1,3 triliun. Dibandingkan tahun 2022 yang sebesar Rp1,1 triliun, terjadi kenaikan 11,8%. Peningkatan EBITDA disebabkan karena meningkatnya laba operasional di segmen bisnis jasa hulu migas dan jasa penunjang. Selain itu beban depresiasi mengalami penurunan 5,6% sejalan dengan program *investment* guna menunjang kegiatan operasional.

In 2023, the EBITDA posted by the Company reached Rp1.3 trillion. Compared to Rp1.1 trillion in 2022, there was an increase of 11.8%. The increase in EBITDA was due to increased operating profit in the upstream oil and gas services and support services business segment. In addition, depreciation expenses decreased by 5.6%, in line with the investment program to support operational activities.

Pendapatan (Beban) Lain-lain

Other Income (Expenses)

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Laba (rugi) penjualan aset tetap	501	948	(447)	(47,2)	Profit (Loss) on Sales of Fixed Assets
Penghasilan bunga	75.067	29.603	45.465	153,6	Interest Income
Beban Bunga	(115.221)	(112.394)	(2.827)	(2,5)	Interest Expenses
Laba (rugi) selisih kurs	(8.459)	63.235	(71.694)	(113,4)	Profit (Loss) on Exchange Rate
Lain-lain Netto	25.071	7.484	17.587	235,0	Others – Net
Jumlah Pendapatan (beban) lain-lain	(23.042)	(11.125)	(11.917)	(107,1)	Total Other Income (Expenses)
Pendapatan (beban) lain-lain terhadap Laba Bersih	(4,58%)	(2,94%)	(1,6%)	55,6	Other Income (Expenses) to Net Profit

Beban lain-lain tahun 2023 secara kumulatif mencapai Rp23,0 miliar, naik 107,1% dibandingkan tahun 2022 yang sebesar Rp11,1 miliar. Kenaikan biaya disebabkan oleh adanya rugi selisih kurs sebesar Rp8,5 miliar dibandingkan tahun lalu laba selisih kurs sebesar Rp63,2 miliar. Selain itu adanya peningkatan beban keuangan seiring dengan peningkatan beban bunga bank di tahun 2023.

Other expenses in 2023 cumulatively reached Rp23.0 billion, an increase of 107.1% compared to Rp11.1 billion in 2022. The increase in costs was due to IDR 8.5 billion in foreign exchange loss, compared to Rp63.2 billion in foreign exchange profit in the previous year. In addition, there was an increase in financial expenses in line with the increase in bank interest expenses in 2023.

Laba bersih dan Marjin Laba Bersih
Net Profit and Net Profit Margin

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Jasa Distribusi dan Logistik Energi	320.580	305.627	14.953	4,9	Energi Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	67.015	16.764	50.251	299,8	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	107.666	52.152	55.514	106,4	Oil and Gas Support Services
Rekonsiliasi	7.868	3.522	4.346	123,4	Reconciliation
Jumlah Laba bersih Tahun Berjalan	503.131	378.058	125.073	33,1	Total Net Profit for the Year
Net profit Margin	4,0%	3,1%	0,9%	30,3	Net Profit Margin

Pada tahun 2023, total laba bersih Perseroan mencapai Rp503,1 miliar, naik 33,1% dibandingkan tahun 2022 yang sebesar Rp378,0 miliar. Capaian laba bersih ini dikontribusikan dari semua lini bisnis Jasa Hulu Migas, Jasa Distribusi dan Logistik Energi, serta Jasa Penunjang yang semakin cemerlang dari tahun sebelumnya.

In 2023, the Company's total net profit reached Rp503.1 billion, an increase of 33.1% compared to Rp378.0 billion in 2022. The net profit achievement was contributed by all business lines of Upstream Oil and Gas Services, Energy Distribution and Logistics Services, as well as Support Services, which were increasingly brilliant compared to the previous year.

Arus Kas Konsolidasian
Consolidated Cash Flow

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Kas neto yang diperoleh dari aktivitas operasi	1.389.991	1.461.282	(71.291)	(4,9)	Net cash obtained from operating activities
Kas neto yang digunakan untuk aktivitas investasi	(487.739)	(387.541)	(100.198)	(25,9)	Net cash used for investing activities
Kas neto yang digunakan untuk aktivitas pendanaan	(477.632)	(587.420)	109.788	18,7	Net cash used for financing activities
Dampak perubahan selisih kurs terhadap setara kas	(3.871)	25.884	(29.755)	(115,0)	Impact of change in exchange rate to cash equivalents
Kenaikan (Penurunan) neto kas dan setara kas	420.750	512.206	(91.456)	(17,9)	Increase (Decrease) in net cash and cash equivalents
Kas dan setara kas pada awal tahun	1.656.975	1.144.769	512.206	44,7	Cash and Cash Equivalents at the beginning of the year
Kas dan setara kas pada akhir tahun	2.077.725	1.656.975	420.750	25,4	Cash and Cash Equivalents at the end of the year

Pada akhir tahun buku 2023, saldo kas dan setara kas Elnusa mencapai Rp2,1 triliun, mengalami kenaikan 25,4% dibandingkan posisi tahun 2022 yang sebesar Rp1,6 triliun. Kenaikan 25,4% dibandingkan 2022, karena perbaikan *cash to cash cycle*, yang menghasilkan kenaikan penerimaan pelanggan, dan juga restitusi pajak.

At the end of the 2023 financial year, Elnusa's cash and cash equivalent balance reached Rp 2.1 trillion, an increase of 25.4% compared Rp1.6 trillion in 2022. The 25.4% compared to 2022 was due to improvements in the cash to cash cycle, which resulted in increased customer receipts, as well as tax refunds.

Arus Kas dari Aktivitas Operasi
Cash Flow from Operating Activities

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Penerimaan Kas dari Pelanggan	12.647.968	12.190.727	457.241	3,8	Cash Receipts from Customers
Pembayaran Kas kepada Pemasok, Kontraktor dan Karyawan	(11.471.741)	(11.072.557)	(399.184)	(3,6)	Cash Payments to Suppliers, Contractors, and Employees
Penerimaan Penghasilan Bunga	74.648	29.459	45.189	153,4	Receipts from Interest Income
Pembayaran Beban Keuangan	(16.025)	(9.546)	(6.479)	(67,9)	Payments of Financial Expenses
Penerimaan Restitusi Pajak	293.766	494.841	(201.075)	(40,6)	Receipts of Tax Refunds
Pembayaran Pajak	(17.749)	(48.625)	30.876	63,5	Payment of Taxes
Pembayaran kepada Pemerintah	(126.195)	(130.345)	4.150	3,2	Payments to the Government
Penerimaan atas Aktivitas Operasi Lainnya – Bersih	5.318	7.327	(2.479)	(27,4)	Receipts from Other Operating Activities – Net
Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Operasi	1.389.991	1.461.282	(71.291)	(4,9)	Net Cash from (Used for) Operating Activities

Arus kas bersih dari aktivitas operasi Perseroan pada tahun 2023 mencapai Rp1,4 triliun lebih rendah 4,9% dibandingkan tahun 2022 yang sebesar Rp1,4 triliun. Penurunan ini terutama disebabkan oleh penurunan penerimaan restitusi pajak sebesar 40,6% dari Rp494,8 miliar di tahun 2022 menjadi Rp293,8 miliar pada tahun 2023. Pada tahun ini, kenaikan penerimaan kas dari pelanggan sebesar 3,8% seiring dengan kenaikan pendapatan perusahaan. Tambahan pendapatan dari penghasilan bunga sebesar 153,4% yang merupakan hasil dari penempatan dana.

Net cash flow from the Company's operating activities in 2023 reached Rp1.4 trillion, 4.9% lower compared to 2022, which amounted to Rp1.4 trillion. The decrease was primarily due to a 40.6% decrease in tax refund receipts from Rp494.8 billion in 2022 to Rp293.8 billion in 2023. This year, the increase in cash receipts from customers was 3.8%, which is in line with the increase in company revenue. Additional income from interest income of 153.4%, which is the result of funds placements.

Arus Kas dari Aktivitas Investasi
Cash Flow from Investing Activities

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Penerimaan dari Penjualan Aset Tetap	846	2.558	(1.712)	(66,9)	Revenue from Sales of Fixed Assets
Pembelian Aset Tetap	(480.334)	(371.333)	(109.001)	(29,4)	Purchase of Fixed Assets
Pembelian Aset Tak Berwujud	(2.795)	(1.165)	(1.630)	(139,9)	Purchase of Intangible Assets
Pembelian Barang Konsumsi Tahan Lama	(5.456)	(21.704)	16.248	74,9	Purchase of Durable Consumer Goods
Penerimaan Dividen Kas dari Perusahaan Asosiasi	–	4.163	(4.163)	(100,0)	Proceeds of Cash Dividends from Associated Companies
Penambahan (Pelepasan) penyertaan saham	–	(60)	60	100,0	Additional (Release) of Share Placement
Penerimaan (penempatan) aktivitas investasi lainnya	–	–	–		Receipt (Placement) of Other Investing Activities
Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Investasi	(487.739)	(387.541)	(100.198)	(25,9)	Net Cash Obtained from (Used for) Investing Activities

Arus kas bersih dari aktivitas investasi Perseroan pada tahun 2023 mencapai Rp487,7 miliar atau naik 25,9% dibandingkan tahun 2022 yang sebesar Rp387,5 miliar. Peningkatan sebesar 25,9% dari tahun sebelumnya, karena pembelian *Capital Expenditure* untuk investasi baru yang terbesar dari pembelian aset di sektor hulu terdiri dari

Net cash flow from the Company's investing activities in 2023 reached Rp487.7 billion, an increase of 25.9% compared to Rp387.5 billion in 2022. The 25.9% increase from the previous year was due to Capital Expenditure for new investments, the largest of which was asset purchases in the upstream sector, consisting of investments

investasi untuk HWU *Drilling* sebesar Rp34,3 miliar, *Slickline* sebesar Rp20,6 miliar dan *Cementing Unit* sebesar Rp20,3 miliar, investasi GRS sebesar Rp4,1 miliar, investasi penujang bisnis migas yaitu AWB *Offshore* sebesar Rp97,4 miliar, dan investasi lainnya sebesar Rp55,7 miliar. Pada sektor hilir terdiri dari investasi mobil tanki sebesar Rp83 miliar, pembangunan TBBM Labuan Bajo dan Tembilahan sebesar Rp30,4 miliar dan investasi lainya sebesar Rp89,9 miliar.

for HWU Drilling amounting to Rp34.3 billion, Slickline amounting to Rp20.6 billion, and Cementing Unit amounting to Rp20.3 billion, GRS investment amounted to Rp4.1 billion, investment to support the oil and gas business, namely AWB Offshore, amounting to Rp97.4 billion, and other investments amounting to Rp55.7 billion. In the downstream sector, it consists of investment in tank cars amounting to Rp83 billion, Labuan Bajo and Tembilahan TBBM development amounting to Rp30.4 billion, and other investments amounting to Rp89.9 billion.

Arus Kas dari Aktivitas Pendanaan
Cash Flow from Financing Activities

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

Uraian	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
			Selisih Difference	Persentase Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)	
Penerimaan Pinjaman Bank	353.977	700.428	(346.451)	(49,5)	Proceeds from Bank Loans
Pembayaran Pinjaman Bank	(310.716)	(937.900)	627.184	66,9	Payments of Bank Loans
Pembayaran Dividen Kas	(189.032)	(54.374)	(134.658)	(247,7)	Payments of Cash Dividend
Pembayaran Liabilitas Sewa	(258.639)	(247.500)	(11.139)	(4,5)	Payments of Lease Liabilities
Pembayaran Beban Keuangan Pinjaman Bank	(73.221)	(69.603)	(3.618)	(5,2)	Payments of Bank Loan Financial Expenses
Penarikan Kas yang dibatasi Penggunaannya – Neto	–	21.530	(21.530)	(100,0)	Restricted Cash Withdrawals – Net
Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	(477.631)	(587.419)	109.788	18,7	Net Cash Obtained from (Used for) Financing Activities

Sedangkan arus kas bersih dari aktivitas pendanaan Perseroan pada tahun 2023 mencapai Rp477,6 miliar, mengalami penurunan 18,7% dibandingkan tahun 2022 yang sebesar Rp587,4 miliar. Penurunan sebesar 49,5% pada pinjaman bank karena kebutuhan pendanaan perusahaan telah terpenuhi dari dana internal perusahaan, pada tahun 2023 pinjaman bank digunakan hanya oleh anak perusahaan Elnusa Fabrikasi Konstruksi sebesar Rp253,9 miliar, dan Elnusa Petrofin sebesar Rp100 miliar untuk memenuhi modal kerja. Perusahaan membayarkan kewajiban dividen tahun 2022 sebesar Rp189,0 miliar, dan kewajiban imbal hasil sukuk sebesar Rp63 miliar.

Meanwhile, net cash flow from the Company's financing activities in 2023 reached Rp477.6 billion, a decrease of 18.7% compared to Rp587.4 billion in 2022. The 49.5% decrease in bank loans was because the company's funding needs have been met from the company's internal funds. In 2023, bank loans will only be used by the Elnusa Fabrikasi Konstruksi subsidiary in the amount of Rp253.9 billion, and Elnusa Petrofin in the amount of Rp100 billion to meet working capital. The company paid Rp189.0 billion in dividend obligations in 2022, and Rp63 billion in sukuk yield obligations.

Kemampuan Membayar Utang dan Rasio Keuangan
Ability to Pay Debts and Financial Ratio

Uraian	Satuan Unit	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
				Selisih Difference	Persentase Percentage (%)	
		(1)	(2)	(3=1-2)	(3:2)	
Rasio Profitabilitas						**Profitability Ratio**
Marjin Laba Bruto	%	9,3%	7,4%	1,90%	25,6%	Gross Profit Margin
Marjin Laba Operasi	%	5,3%	4,0%	1,28%	31,7%	Operating Profit Margin
Marjin Laba Bersih	%	4,0%	3,1%	0,93%	30,3%	Net Profit Margin
Rasio Laba Bersih terhadap Aset	%	5,2%	4,3%	0,96%	22,5%	Net Profit to Asset Ratio
Rasio Laba Bersih terhadap Ekuitas	%	11,4%	9,2%	2,21%	24,1%	Net Profit to Equity Ratio
Rasio Likuiditas						**Liquidity Ratio**

Uraian	Satuan Unit	2023	2022	Kenaikan (Penurunan) Increase (Decrease)		Description
				Selisih Difference	Persentase Percentage (%)	
		(1)	(2)	(3=1-2)	(3:2)	
Rasio Kas	Kali | Times	0,49	47,0%	2,15%	4,6%	Cash Ratio
Rasio Lancar	Kali | Times	1,44	150,0%	(5,48%)	(3,7%)	Current Ratio
Rasio Solvabilitas						**Solvency Rasio**
Rasio Liabilitas terhadap Ekuitas	Kali | Times	0,04	3,0%	0,76%	24,5%	Liability to Equity Ratio
Rasio Liabilitas terhadap Aset	Kali | Times	0,02	1,0%	0,33%	22,9%	Liability to Asset Ratio
Debt Services Coverage Rasio	Kali | Times	3,38	338,0%	0,00%	0,0%	Debt Services Coverage Ratio
Kolektibilitas Piutang						**Collectibility of Receivables**
Periode Rata-rata Tertagihnya Piutang Usaha	Hari | Days	87,5	8660,0%	88,24%	1,0%	Average Period of Receivable Collectibility
Perputaran Persediaan						**Inventory Turnover**
Periode Rata-rata Perputaran Persediaan	Hari | Days	13,2	1270,0%	40,21%	3,2%	Average Period of Inventory Turnover
Perputaran Aset						**Asset Turnover**
Periode Rata-rata Perputaran Aset	Hari | Days	130,9	13930,0%	(840,74%)	(6,0%)	Average Ratio of Asset Turnover

Perseroan berkomitmen untuk selalu mengutamakan pemenuhan hak-hak kredit yang ditunjukkan melalui pembayaran pinjaman dengan bunga tepat waktu. Perseroan terus berupaya untuk mengelola likuiditas dan melakukan *monitoring* atas waktu jatuh tempo pembayaran pokok dan bunga pinjaman.

Kemampuan Perseroan dalam memenuhi seluruh kewajiban baik kewajiban jangka panjang maupun jangka pendek diukur melalui beberapa rasio, antara lain rasio likuiditas dan rasio solvabilitas. Rasio likuiditas digunakan untuk mengukur kemampuan melunasi kewajiban jangka pendek, sedangkan rasio solvabilitas digunakan untuk digunakan untuk mengukur kemampuan memenuhi seluruh kewajiban.

Kolektibilitas Piutang

Tingkat kolektibilitas piutang dipengaruhi oleh kemampuan Perseroan dalam menagih. Pada akhir tahun 2023, periode kolektibilitas mencapai 87,5 hari. Dibandingkan tahun 2022 yang selama 86,6 hari. Hal ini menunjukan bahwa kemampuan Perseroan untuk mengkonversi piutang menjadi kas tetap baik.

Perseroan telah memiliki kebijakan untuk mengantisipasi potensi adanya piutang yang tak tertagih, yakni dengan membentuk pencadangan penurunan nilai. Selain itu, Perseroan juga membentuk tim kerja untuk melakukan percepatan pencairan piutang.

The Company is committed to always prioritizing the fulfillment of credit rights as demonstrated through timely loan payments with interest. The Company continues to strive to manage liquidity and monitor the maturity of principal and interest payments on loans.

The Company's ability to fulfill all liabilities, both long-term and short-term liabilities, is measured through several ratios, including liquidity ratios and solvency ratios. The liquidity ratio is used to measure the ability to pay off short-term liabilities, while the solvency ratio is used to measure the ability to meet all liabilities.

Collectibility of Receivables

The level of account receivable collectability is affected by the Company's capability to collect its receivables. At the end of 2023, the collectibility period reached 87.5 days. Compared to 2022, which stood at 86.6 days. This indicates that the Company's ability to convert receivables into cash remains stable.

The Company has a policy to anticipate the potential for uncolleced receivables, namely by establishing provisions for impairment. In addition, the Company also established a work team to accelerate the disbursement of receivables.

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

Struktur Modal dan Perubahannya
Capital Structure and Its Changes

Struktur Modal	2023		2022		Kenaikan (Penurunan) Increase (Decrease)		Capital Structure
	Jumlah (Rp Juta) Total (Rp Million)	Kontribusi Contribution (%)	Jumlah (Rp Juta) Total (Rp Million)	Kontribusi Contribution (%)	Selisih (Rp Juta) Difference (Rp Million)	Persentase Percentage (%)	
	(1)		(2)		(3=1-2)	(3:2)	
Total Liabilitas	5.185.414	54,01%	4.718,879	53,40%	466.536	9,9%	Total Liabilities
Liabilitas Jangka Pendek	4.234.123	44,10%	3.531.761	39,97%	702.362	19,9%	Short-Term Liabilities
Liabilitas Jangka Panjang	951.291	9,91%	1.187.118	13,43%	(235.826)	(19,9%)	Long-Term Liabilities
Total Ekuitas	4.416.067	45,99%	4.117.211	46,60%	298.856	7,3%	Total Equity
Ekuitas yang dapat diatribusikan kepada Pemilik Entitas Induk	4.414.479	45,98%	4.115.625	46,58%	298.854	7,3%	Equity Attributable to Owners of the Parent Entity
Ekuitas yang dapat diatribusikan kepada Kepentingan Non-Pengendali	1.588	0,02%	1.586	0,02%	2	0,1%	Equity Attributable to Non-Controlling Interests
Jumlah Liabilitas dan Ekuitas	9.601.481	100,00%	8.836.090	100,00%	765.392	8,7%	Total Liabilities and Equity

Perseroan mengelola permodalan untuk melindungi kemampuan dalam mempertahankan kelangsungan usaha melalui struktur permodalan yang optimal dengan mengurangi biaya modal. Modal terdiri dari sejumlah komponen ekuitas yang merupakan pertimbangan antara penggunaan modal sendiri dengan pinjaman atau utang Perseroan.

Struktur modal Perseroan lebih didominasi oleh modal sendiri dibandingkan liabilitas, dengan rasio *interest bearing debt to equity* dihitung terhadap total seluruh utang (pinjaman bank) terhadap total ekuitas. Sementara *rasio interest bearing debt to* EBITDA dihitung terhadap total EBITDA.

Rasio liabilitas terhadap ekuitas dihitung berdasarkan total liabilitas dibandingkan dengan ekuitas neto. Rasio pengembalian utang dihitung berdasarkan laba sebelum pajak, bunga, penyusutan, dan amortisasi dikurangi dividen terhadap pembayaran pokok pinjaman dan bunga, namun tidak termasuk pelunasan yang dipercepat.

Kebijakan Manajemen atas Struktur Modal Perusahaan

Pengelolaan modal dimaksudkan untuk mempertahankan kelangsungan usaha dan memberikan imbal hasil usaha yang maksimal kepada para pemangku kepentingan dengan menjaga struktur modal yang optimal. Upaya tersebut meliputi utang dan ekuitas untuk mengurangi biaya modal.

Perseroan memiliki kebijakan untuk mempertahankan basis modal yang kuat sebagai dasar pemilihan kebijakan manajemen atas struktur modal dengan mempertimbangkan kondisi bisnis, tingkat pengembalian modal serta dividen yang dibagikan. Perseroan memonitor permodalan berdasarkan rasio jumlah liabilitas terhadap ekuitas pada kisaran 30%–70%.

The Company manages its capital to protect its capability to maintain business continuity through an optimal capital structure by reducing capital expenses. Capital consists of a number of equity components based on considerations between utilizing Company-owned capital with Company loans or debts.

The Company's capital structure is more dominated by its own capital compared with liabilities. Interest-bearing debt to equity ratio is calculated against the total debt (bank loans) to total equity, while interest-bearing debt to EBITDA ratio is calculated against total EBITDA.

Liability to equity ratio is calculated baed on total liabilities compared to net equity. Debt repayment ratio is calculated based on profit before tax, interest, depreciation and amortization deducted by dividend on principal loan and interest payment, but not including accelerated repayments.

Management Policy on Company Capital Structure

The management of capital in concern here is to maintain business continuity and provide maximum business returns to stakeholders by optimally maintaining the capital structure. These efforts include debt and equity in order to reduce working capital.

The Company retains the policies to maintain strong capital fundamental as basis of selecting management policies on capital structure with considerations of business conditions, level of capital repayment, as well as distribution of dividend. The Company monintors its capital based on total liability to equity ratio within the range of 30%–70%.

Dasar Pemilihan Kebijakan Manajemen atas Struktur Modal

Kebijakan struktur modal Perseroan juga mengikuti rasio yang disyaratkan oleh kreditur. Kondisi industri migas juga menjadi pertimbangan Perseroan dalam menentukan kebijakan struktur modalnya. Kondisi industri migas yang fluktuatif membuat manajemen lebih mengutamakan permodalan Perseroan menggunakan ekuitas walaupun secara rasio keuangan Perseroan masih sangat baik dalam posisi net cash. Penggunaan ekuitas ini merupakan strategi Perseroan untuk mengurangi beban keuangan dan memanfaatkan likuiditas Perseroan.

Seperti disyaratkan oleh Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, Perseroan mengalokasikan dana cadangan yang tidak boleh didistribusikan hingga 20% dari modal saham ditempatkan dan disetor penuh. Persyaratan permodalan eksternal tersebut dipertimbangkan oleh Perseroan dalam Rapat Umum Pemegang Saham. Perseroan dan anak perusahaan disyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman bank. Perseroan juga memiliki kebijakan dan strategi untuk mempertahankan rasio utang terhadap ekuitas maksimal sebesar 3 kali dan rasio pengembalian utang minimal sebesar 1,1 kali.

Basis of Slecting Management Policy on Capital Structure

The policies on the Company's capital structure also refers the ratio required by creditors. Conditions of the oil and gas industry are also part of the Company's consideration in determining its capital structure. The fluctuative conditions of the oil and gas industry have urged the management to prioritize more on the Company's capital by use of equity although in terms of the Company's financial ratios remained in very good net cash position. This utilization of equity as the Company's strategy to reduce financial expenses and leverage on the Company's liquidity.

As required by Law No. 40 of 2007 on Limited Liability Companies, the Company allocates reserve funds that may not be distributed up to 20% of the issued and fully paid share capital. These external capital requirements are considered by the Company at the General Meeting of Shareholders. The Company and its subsidiaries are required to maintain certain levels of capital by bank loan agreements. The Company also has policies and strategies to maintain a maximum debt to equity ratio of 3 times and a minimum debt return ratio of 1.1 times.

IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Tidak ada ikatan material untuk investasi barang modal dalam rangka pendanaan barang modal. Pinjaman sindikasi Perseroan telah lunas pada tahun 2022.

MATERIAL COMMITMENT FOR CAPITAL EXPENDITURE

There were no material commitment for capital expenditures in the context of capital goods financing. The Company's syndicated loan was paid off in 2022.

Realisasi Investasi Barang Modal 2023

Realization of Capital Expenditures in 2023

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

Investasi Barang Modal	Nilai 2023 2023 Value	Nilai 2022 2022 Value	Kenaikan (Penurunan) Increase (Decrease) (%)	Capital Expenditure
Upstream	135.308	113.933	18,76	Upstream
Upstream Services	135.308	113.933	18,76	Upstream Services
Engineering, Procurement & Construction (EPC)	–	–	0	Engineering, Procurement & Construction (EPC)
Distribution & Logistics	209.140	233.633	(10,48)	Distribution & Logistics
PT Elnusa Petrofin (EPN)	209.140	233.633	(10,48)	PT Elnusa Petrofin (EPN)
Support	132.191	50.098	163,86	Support
PT Sigma Cipta Utama (SCU) & PT Patra Nusa Data (PND)	14.092	26.758	(47,34)	PT Sigma Cipta Utama (SCU) & PT Patra Nusa Data (PND)
PT Elnusa Trans Samudera (ETSA)	115.021	20.512	460,75	PT Elnusa Trans Samudera (ETSA)
PT Elnusa Fabrikasi Konstruksi (EFK)	3.078	2.828	8,84	PT Elnusa Fabrikasi Konstruksi (EFK)
Shared Services	18.231	11.383	60,16	Shared Services
Konsolidasi	494.870	409.046	20,98	Consolidation

Pada tahun 2023, pengeluaran Perseroan untuk investasi barang modal adalah sebesar Rp494,9 miliar. Realisasi investasi ini naik sebesar 20,9% dibandingkan tahun lalu sebesar Rp409,0 miliar. Pembelian barang modal selama tahun 2023 ini, sebesar 38% digunakan untuk pengembangan bisnis Perseroan, dan sebesar 62% digunakan untuk investasi yang bersifat rutin guna mempertahankan kapasitas produksi, mengganti peralatan yang sudah tidak produktif atau telah habis masa ekonomisnya dan sisanya digunakan untuk pembenahan fasilitas gedung kantor.

In 2023, the Company's expenses on capital expenditures amounted to Rp494.9 billion. The realization of this investment increased by 20.9% compared to Rp409.0 billion in the previous year. 38% of capital goods purchases during 2023 was used to develop the Company's business, and 62% was used for routine investments to maintain production capacity, replace equipment that is no longer productive or has expired, and the remainder will be used to improve office building facilities.

Pembelian barang modal untuk pengembangan bisnis Perseroan selama tahun 2023 sebagian besar digunakan untuk pengembangan bisnis hulu dan hilir yakni antara lain untuk pengadaan *Accomodation Work Barge* (AWB) *Offshore*, Mobil Tanki (MT) Pola Sewa, dan *Cementing Pump Unit Zone*-2. Guna mempertahankan kapasitas produksi, pembelian barang modal yang dilakukan yakni antara lain untuk pengadaan Mobil Tanki Pola *All-In Plus*, Aksesoris *Hydraulic Drilling Unit* (HDU), dan *Equipment Project Slickline*. Selain untuk pengembangan bisnis Perseroan, investasi barang modal juga digunakan untuk revitalisasi dan penggantian peralatan yang sudah tidak produktif atau telah habis masa ekonomisnya terutama pada segmen bisnis jasa hulu migas dan jasa distribusi & logisitik untuk memenuhi kebutuhan pada beberapa proyek besar yang dikerjakan selama tahun 2023.

Purchases of capital goods for the Company's business development during 2023 were mostly used for upstream and downstream business development, namely for the procurement of Offshore Work Barge (AWB) Accommodation, Rental of Tank Cars (MT), and Zone-2 Cementing Pump Unit. In order to maintain production capacity, purchases of capital goods include the procurement of All-In Plus Pattern Tank Cars, Hydraulic Drilling Unit (HDU) Accessories, and Slickline Project Equipment. In addition to developing the Company's business, investment in capital goods is also used to revitalize and replace equipment that is no longer productive or has expired, especially in the upstream oil and gas services business segment and distribution & logistics services to meet the needs of several large projects carried out during 2023.

Beberapa investasi barang modal dengan nilai signifikan yang dilakukan Perseroan di tahun 2023 antara lain:

Several capital expenditures with significant value that the Company made in 2023 include:

(Dalam jutaan rupiah | In million rupiah)

Investasi Barang Modal	Tujuan	Nilai Investasi Investment Value	Objective	Capital Expenditure
Accomodation Work Barge (AWB) Offshore	Peningkatan Kapasitas dan Ekspansi Bisnis	97.481	Capacity Increase and Business Expansion	Accomodation Work Barge (AWB) Offshore
Mobil Tanki (MT) Pola *All-In Plus*	Mempertahankan Kapasitas	83.028	Maintaining Capacity	All-In Plus Scheme Tank Car (MT)
Mobil Tanki (MT) Pola Sewa	Peningkatan Kapasitas dan Ekspansi Bisnis	40.322	Capacity Increase and Business Expansion	Lease Scheme Tank Car (MT)
Aksesoris Hydraulic Drilling Unit (HDU)	Mempertahankan Kapasitas	34.733	Maintaining Capacity	Hydraulic Drilling Unit (HDU) Accessories
Cementing Pump Unit Zone-2	Peningkatan Kapasitas dan Ekspansi Bisnis	20.363	Capacity Increase and Business Expansion	Zone-2 Cementing Pump Unit

REALISASI PENGGUNAAN DANA PENAWARAN UMUM

Pada tahun 2023, tidak ada realisasi terkait dengan penggunaan dana penawaran umum, mengingat seluruhnya telah direalisasikan tahun 2021.

Berikut adalah Realisasi penggunaan Dana Sukuk Ijarah Berkelanjutan Tahap I Perseroan tahun 2021.

REALIZATION OF PROCEEDS FROM PUBLIC OFFERING

For the year 2023, there were no realization related to the use of proceeds from public offering, considering realization occurred in 2021.

The following are details of realization on the use of the Company's Sustainable Ijarah Sukuk Funds Phase I of 2021.

No.	Jenis Penawaran Umum Type of Public Offering	Tanggal Efektif Effective Date	Nilai Realisasi Hasil Penawaran Umum Value of Realization of Proceeds from Public Offering			Rencana Penggunaan Dana Funds Utilization Plan			Realisasi Penggunaan Dana Funds Utilization Realization			Sisa Hasil Penawaran Umum (Rp juta) Remaining Proceeds from Public Offering (Rp million)
			Jumlah Hasil Penawaran Umum (Rp juta) Total Proceeds from Public Offering (Rp million)	Biaya Penawaran Umum & PPN (Rp juta) Expenses of Public Offering & VAT Tax (Rp million)	Hasil Bersih (Rp juta) Net Proceeds (Rp million)	Pembayaran Modal Kerja (Rp juta) Payment of Working Capital (Rp million)	Pembayaran Investasi (Rp juta) Payment of Investment (Rp million)	Total (Rp juta) Total (Rp million)	Pembayaran Modal Kerja (Rp juta) Payment of Working Capital (Rp million)	Pembayaran Investasi (Rp juta) Payment of Investment (Rp million)	Total (Rp juta) Total (Rp million)	
1	Sukuk Ijarah Tahap I Ijarah Sukuk Phase I	11/08/2020	700.000	1.210	698.790	349.395	349.395	698.790	349.395	349.395	698.790	–

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN USAHA, AKUISISI, DAN/ ATAU RESTRUKTURISASI UTANG/ MODAL

Perseroan tidak melakukan ekspansi, divestasi, pengabungan usaha, akuisisi dan restrukturisasi utang/modal yang material selama tahun 2023.

MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER, ACQUISITION, AND/OR DEBT/CAPITAL RESTRUCTURING

The Company did not conduct any material expansion, divestment, business merger, acquisition, and debt/ capital restructuring during 2023.

PERBANDINGAN ANTARA TARGET ANGGARAN DENGAN REALISASI, DAN PROYEKSI USAHA

Manajemen menentukan proyeksi Pendapatan Usaha menggunakan asumsi-asumsi internal dan makro yang digunakan pada penyusunan anggaran tahun 2023, pergerakan harga minyak dunia diperkirakan akan mengalami perbaikan pada rentang harga US$90/barel. Disisi lain adanya permintaan peningkatan harga jual jasa hulu migas dan tarif transportasi BBM berlanjut pada tahun 2023. Pendapatan Perseroan mengalami kenaikan sekitar 2% dibandingkan tahun 2022, dengan kontributor pendapatan dari segmen jasa hulu migas terintegrasi sebesar 34%, jasa distribusi dan logistik energi 53% dan sisanya dari segmen jasa penunjang migas.

Sementara itu, laba Perseroan ditargetkan meningkat walaupun dengan kondisi industri migas tahun 2023 belum menunjukan peningkatan aktivitas yang signifikan. Elnusa menargetkan margin laba bersih sebesar 3,1% pada tahun 2023, turun jika dibandingkan dengan tahun 2020 sebesar 3,2%. Upaya mempertahankan margin profitabilitas diharapkan terjadi pada bisnis *Seismik, Well services, Workover,* dan perbaikan produktivitas di bisnis unit OM & EPC. Di sisi lain, juga terdapat peningkatan jumlah truput yang didorong dari peningkatan kebutuhan BBM masyarakat dan industri.

COMPARATION BETWEEN BUDGET TARGET AND REALIZATION, AND BUSINESS OUTLOOK

The management determines the Operating Revenue Projections using internal and macro assumptions used in preparing the 2023 budget, as movement in world oil prices was expected to improve in the price range of US$90/barrel. On the other hand, demand for increase in the selling prices of upstream oil and gas services and fuel transportation rates continued in 2023. The Company's revenue increased by around 2% compared to 2022, with revenue contributors from the integrated upstream oil and gas services segment of 34%, energy distribution and logistics services by 53% and the remainder from the oil and gas supporting services segment.

Moreover, the Company's profit was targeted to increase despite the condition of the oil and gas industry in 2023 that has not indicated any significant increase in activity. Elnusa targeted a net profit margin of 3.1% in 2023, lower compared to 2020, which stood at 3.2%. Efforts to maintain profitability margins are expected to occur in the Seismic, Well Services, Workover businesses and productivity improvements in the OM & EPC business units. On the other hand, there is also an increase in the number of fuel trucks, resulting from the increase in the public's and industry's needs for fuel.

Laba (Rugi) dan Penghasilan Komprehensif Lain
Profit (Loss) and Other Comprehensive Income

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

Uraian	**Realisasi 2023** 2023 Realization	**Target 2023** 2023 Target	**Pencapaian Realisasi Terhadap Target 2023** 2023 Realization Achievement to Target (%)	**Proyeksi 2024** 2024 Outlook	**Proyeksi 2024 Terhadap Realisasi 2023** 2024 Outlook to 2023 Realization (%)	**Proyeksi 2024 Terhadap Target 2023** 2024 Outlook to 2023 Target (%)	Description
	(1)	(2)	(1-2)	(3)	(3:1)	(3:2)	
Pendapatan	12.564.391	9.085.460	138,3	10.456.776	83,2	115,1	Income
Jasa Distribusi dan Logistik Energi	7.049.741	5.542.088	127,2	6.173.178	87,6	111,4	Energi Distribution and Logistics Services
Jasa Hulu Migas Terintegrasi	4.257.537	3.145.648	135,3	3.559.622	83,6	113,2	Integrated Upstream Oil and Gas Services
Jasa Penunjang Migas	1.820.835	1.251.484	145,5	1.410.343	77,5	112,7	Oil and Gas Support Services
Laba Bruto	1.169.702	930.332	125,7	1.011.282	86,5	108,7	Gross Profit
Laba (Rugi) Operasi	669.652	492.170	136,1	623.211	93,1	126,6	Operating Profit (Loss)
Laba Rugi Lain-lain	(23.040)	(92.838)	24,8	(96.818)	420,2	104,3	Other Profit (Loss)
Laba (Rugi) Tahun Berjalan	503.131	279.337	180,1	412.274	81,9	147,6	Profit (Loss) for the Year
Laba (Rugi) Komprehensif Tahun Berjalan	487.889	279.337	174,7	412.274	84,5	147,6	Comprehensive Profit (Loss) for the Year

Posisi Keuangan Konsolidasian dan Struktur Modal
Consolidated Financial Position and Capital Structure

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

Uraian	Realisasi 2023 2023 Realization	Target 2023 2023 Target	Pencapaian Realisasi Terhadap Target 2023 2023 Realization Achievement to Target (%)	Proyeksi 2024 2024 Outlook	Proyeksi 2024 Terhadap Realisasi 2023 2024 Outlook to 2023 Realization (%)	Proyeksi 2024 Terhadap Target 2023 2024 Outlook to 2023 Target (%)	Description
	(1)	(2)	(1-2)	(3)	(3:1)	(3:2)	
Aset lancar	6.106.301	4.272.564	70,0%	5.464.109	127,9%	127,9%	Current Assets
Aset Tetap	2.231.821	2.271.894	101,8%	2.476.261	109,0%	109,0%	Fixed Assets
Aset lain-lain	1.263.360	1.617.852	128,1%	974.575	60,2%	60,2%	Other Assets
Total Aset	9.601.482	8.162.310	85,0%	9.031.792	110,7%	110,7%	Total Assets
Liabilitas Lancar	4.234.123	2.588.959	61,1%	3.535.482	136,6%	136,6%	Current Liabilities
Liabilitas Tidak Lancar	951.291	1.265.200	133,0%	961.605	76,0%	76,0%	Non-Current Liabilities
Total Liabilitas	5.185.414	3.854.158	74,3%	4.497.087	116,7%	116,7%	Total Liabilities
Ekuitas	4.416.068	4.308.152	97,6%	4.534.705	105,3%	105,3%	Equity
Total Liabilitas dan Ekuitas	9.601.482	8.162.310	85,0%	9.031.792	110,7%	110,7%	Total Liabilities and Equity

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Tidak ada peristiwa/kejadian atau fakta yang terjadi dan tergolong material setelah periode laporan keuangan perseroan.

DAMPAK NILAI TUKAR MATA UANG ASING

Mata uang fungsional Grup adalah rupiah. Grup dapat menghadapi risiko nilai tukar mata uang asing karena pinjaman, pendapatan dan biaya beberapa pembelian utamanya dalam mata uang dolar AS atau harganya secara signifikan dipengaruhi oleh perubahan tolok ukur harga dalam mata uang asing (terutama dolar AS). Grup tidak mempunyai kebijakan lindung nilai yang formal untuk laju pertukaran mata uang asing. Bagaimanapun, terkait dengan hal-hal yang telah didiskusikan pada paragraf di atas, fluktuasi dalam nilai tukar rupiah dan dolar AS menghasilkan lindung nilai natural untuk laju nilai tukar Grup.

PROSPEK USAHA

Selama tahun 2023, sektor hulu migas Indonesia berhasil melakukan investasi yang cukup masif. Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi (SKK Migas) mencatat realisasi investasi di 2023 mencapai US$13,7 miliar. Jumlah ini meningkat dibanding realisasi investasi tahun 2022 yang berada pada angka US$12,1 miliar.

Kebutuhan akan investasi tersebut akan semakin meningkat ke depannya untuk mencapai target besar industri hulu migas, yaitu pencapaian target produksi minyak sebesar 1 juta barel minyak per hari (BOPD) dan produksi gas sebesar 12 miliar standar kaki kubik per hari (BSCFD) di tahun 2030. Diperlukan perbaikan fiskal untuk meningkatkan investasi migas ke depan dan mendukung program 1 Juta BOPD Minyak dan 12 BSCFD Gas di tahun 2030. Dampak

MATERIAL INFORMATION AND FACTS OCCURING FOLLOWING THE DATE OF ACCOUNTANT'S REPORT

There were no events/incidents or facts that occurred and categorized as material following the periode of the company's financial report.

IMPACT OF FOREIGN CURRENCY EXCHANGE RATE

The Group's functional currency is rupiah. The Group may be faced with foreign currency exchange rate risks due to loans, revenues, and expenses on seveal purchases, which were primarily denominated in US dollars or their prices were significantly affected by changes in benchmark prices in foreign currencies (mainly US dollars). The Group does not have a formal hedging policy for foreign currency exchange rates. However, in relation to the matters discussed in the paragraph above, the fluctuations in the rupiah and US dollar exchange rates provide a natural hedge for the Group's exchange rates.

BUSINESS OUTLOOK

During 2023, Indonesia's upstream oil and gas sector managed to make quite massive investments. The Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas) noted that investment realization in 2023 reached US$13.7 billion. This amount is an increase compared to investment realization in 2022 which was at US$12.1 billion.

The need for this investment will continue to increase in the future in order to achieve the big targets of the upstream oil and gas industry, namely to accomplish the oil production target of 1 million barrels of oil per day (BOPD) and gas production of 12 billion standard cubic feet per day (BSCFD) in 2030. Fiscal improvements are needed to increase oil and gas investment going forward and support the 1 Million BOPD Oil and 12 BSCFD Gas program in 2030. The positive

positif dari peningkatan produksi migas nasional akan mengurangi *current account deficit* (CAD), menjaga ketahanan energi nasional, menciptakan lapangan kerja dan penguatan kapasitas perusahaan nasional penunjang industri hulu migas.

Berikut gambaran Aktivitas utama Hulu Migas tahun 2023:

Harga minyak mentah Indonesia (Indonesia *Crude Price*/ICP) di Desember 2023 turun menjadi US$75,5 per barel dari US$76,6 per barel pada tahun 2022 lalu. Realisasi ICP pada tahun 2023 ini juga jauh lebih rendah dibandingkan asumsi dalam Anggaran Pendapatan dan Belanja Negara (APBN) yang tercatat sebesar US$95 per barel.

Lifting minyak pada tahun 2023 sebesar 605,5 MBOPD, lebih rendah dari realisasi tahun 2022 yang tercatat mencapai 612 MBOPD, dan bahkan lebih rendah dari target APBN 2023 yang sebesar 660 MBOPD. Lifting migas di bawah target dipengaruhi oleh penurunan alamiah produktivitas sumur yang relatif sudah mulai tua.

Realisasi investasi Hulu Migas di tahun 2023 sebesar US$13,7 miliar atau naik 13% dari tahun 2022 dan melampai pertumbuhan investasi hulu migas global yang diperkirakan berada dikisaran 6,5%.

Jasa Hulu Migas Terintegrasi terdiri dari 2 Divisi yaitu Divisi Upstream yang terdiri dari *Oilfield Services* (OFS) dan *Geoscience* & *Reservoir Services* (GRS) dan Divisi Engineering, Production and Construction-Operation & Maintenance (EPC-OM). Pada tahun 2023, peningkatan *revenue* di Jasa Hulu Migas Terintegrasi didorong dari peningkatan produktivitas baik dari kegiatan *well services, workover* maupun dari EPC-OM.

Pada Jasa Distribusi dan Logistik Energi, Perseroan melalui anak perusahaan PT Elnusa Petrofin (EPN) merupakan rekanan Pertamina dalam bisnis distribusi dan transportasi bahan bakar minyak. Jasa ini menjadi kontributor terbesar pendapatan Perseroan sebesar 53%. Prospek jasa ini pada 2023 mengalami peningkatan seiring dengan kenaikan kebutuhan bahan bakar untuk retail dan industri.

ASPEK PEMASARAN

Dengan cakupan produk dan jasa yang komprehensif dari hulu hingga hilir, membuat Elnusa terus mampu memberikan solusi yang sesuai dengan kebutuhan pelanggan. Pada tahun 2023, sektor migas tengah menghadapi tantangan besar akibat ketidakstabilan geopolitik global. Dan juga permasalahan *climate change* (perubahan iklim) yang disikapi dengan isu transisi energi. Meskipun demikian, sektor migas berhasil meningkatkan area kerja minyak dan gas untuk mendukung kebutuhan energi nasional.

Efisiensi masih menjadi fokus para pelanggan di tambah dengan kondisi bisnis industri saat ini yang masih pasang surut. Oleh karena itu, *market analysis* serta strategi selektif dalam pemilihan pasar menjadi kunci untuk meningkatkan profitabilitas dan kapabilitas internal.

Strategi Pemasaran

Dalam rangka mewujudkan komitmen Perseroan sebagai perusahaan jasa energi terkemuka dan memberikan solusi total yang mampu

impact of increasing national oil and gas production will reduce the current account deficit (CAD), maintain national energy security, create jobs and strengthen capacity of national companies supporting the upstream oil and gas industry.

The following provides an illustration of the main activities of 2023 Upstream Oil and Gas:

Indonesia's Crude Oil Price (ICP) in December 2023 decreased to US$75.5 per barrel from US$76.6 per barrel in 2022. ICP realization in 2023 was also far lower than assumptions used in the State Income and Expenditure Budget (State Budget/APBN) recorded at US$95 per barrel.

Oil lifting in 2023 was at 605.5 MBOPD, lower than realization in 2022, which noted to reached 612 MBOPD, and even lower than the 2023 APBN target of 660 MBOPD. Oil and gas lifting below target was affected by the natural decline in the productivity of relatively old wells.

Realization of upstream oil and gas investment in 2023 was US$13.7 billion, incrasing by 13% compared to 2022 and exceeded the global upstream oil and gas investment growth, which is estimated to be around 6.5%.

Integrated Upstream Oil and Gas Services consists of 2 Divisions, namely the Upstream Division, which consists of Oilfield Services (OFS) and Geoscience & Reservoir Services (GRS) and the EPC-OM Division (Engineering, Production and Construction-Operation & Maintenance). In 2023, the increase in revenue in the Integrated Upstream Oil and Gas Services was driven by increased productivity both from well services, workover activities, and from EPCOM.

In Energy Distribution and Logistics Services, the Company through its subsidiary, PT Elnusa Petrofin (EPN), is Pertamina's partner in the fuel oil distribution and transportation business. This service is the largest contributor to the Company's revenue at 53%. The prospects for this service in 2023 will increase, in line with the increase in fuel demand for retail and industry.

MARKETING ASPECT

With comprehensive product and service coverage from upstream to downstream, Elnusa continues to be able to provide solutions that suit customer needs. In 2023, the oil and gas sector faced major challenges due to global geopolitical instability. And also the issue of climate change, which is addressed with the issue of energy transition. Nevertheless, the oil and gas sector has succeeded in increasing the oil and gas working area to support national energy needs.

Efficiency is still the focus of customers, in addition to the current industrial business conditions, which are still fluctuating. Therefore, market analysis and selective strategies in market selection are key to increasing profitability and internal capabilities.

Marketing Strategy

In the effort to manifest the Company's commitment as a leading energy services company and provide total solution so as to be able to

memberikan jasa secara menyeluruh dan profesional serta menguntungkan baik kepada pelanggan maupun kepada Perseroan. Beberapa langkah nyata yang dituangkan dalam strategi pemasaran dan pengembangan bisnis Perseroan adalah sebagai berikut:

Strategi pertama adalah dengan pelaksanaan *Baseline Strategy*. Perseroan berhasil mempertahankan pasar eksisting dengan mengoptimalkan sinergi di dalam Pertamina Group melalui peningkatan kerja sama antara anak perusahaan, yang tidak terbatas pada Subholding Upstream sebagai entitas induk Perseroan. Salah satu contoh adalah dilakukan perbaikan pada *contract terms* & *conditions, price review*, serta peningkatan produktivitas dan utilitas aset dan peralatan. Selain mengoptimalkan sinergi Pertamina Group, Perseroan juga terus meningkatkan kapasitas dan kapabilitas anak usahanya guna memperkuat posisinya sebagai penyedia jasa energi terintegrasi. Hal ini dilakukan melalui penerapan teknologi yang tepat, inovasi, perbaikan proses bisnis internal, serta peningkatan kualitas layanan jasa energi terintegrasi. Perseroan juga fokus pada penguatan *operational excellence* dengan meningkatkan kompetensi dan kapabilitas melalui investasi dan kemitraan strategis, yang pada akhirnya berdampak positif pada kinerja Perseroan pada tahun 2023.

Strategi berikutnya adalah dengan menjalankan *Growth Strategy*, di mana strategi ini berhasil dengan baik dalam mendukung *Baseline Strategy*. Perseroan melakukan perluasan pangsa pasar dimana Perseroan berhasil memasuki pasar non eksisting secara selektif dengan cara:

a. Memberikan solusi terhadap isu-isu dan tantangan yang dihadapi oleh pelanggan.
b. Melalui Sinergi Pertamina Group.
c. Meningkatkan *Market Intelligence*.
d. Menerapkan *Resilience Strategy for Growth* (memperkuat bisnis inti dan memperluas ke bisnis yang berdekatan)

Selain hal tersebut di atas, Perseroan juga terus melakukan ekspansi untuk mendapatkan pasar-pasar baru di sektor energi lainnya melalui perluasan ke bisnis yang berdekatan seperti *Vibroseis Stimulation Reservoir* di wilayah kerja Pertamina Hulu Rokan serta melalui *selective investment* di antaranya adalah investasi *Hydraulic Drilling Unit* (HDU), investasi bisnis *chemical*, transportasi non BBM sehingga mampu menambah pendapatan di luar pasar eksisting.

Strategi terakhir yang tidak kalah penting adalah *Sustainability Strategy* di mana Perseroan memiliki program jangka pendek dan program jangka panjang yang diharapkan dapat menjadi *recurring income* bagi Perseroan. Untuk jangka pendek, Perseroan telah mengembangkan unit produk dan layanan baru untuk menjangkau pasar potensial non eksisting yang masih selaras dengan portofolio Perseroan. Sementara itu, program jangka panjang Perseroan adalah pengembangan kapabilitas dan kapasitas di antaranya adalah pengelolaan kerja sama operasi di wilayah kerja Pertamina, bisnis mini LNG, energi distribusi dan logistik serta melakukan pengembangan kapabilitas *offshore* di bisnis EPC-OM serta di bidang energi baru-terbarukan melalui sinergi Pertamina Group dan bekerja sama dengan *technology provider* melalui skema kerja sama yang saling menguntungkan.

provide comprehensive and professional services that are profitable for both customers and the Company. Several concrete measures that have been outlined in the Company's marketing and business development strategy are as follows:

The first strategy is to implement the Baseline Strategy. The Company succeeded in maintaining the existing market by optimizing synergies within the Pertamina Group through increasing cooperation between subsidiaries, which is not limited to Upstream Subholding as the Company's parent entity. One of the examples is carried out through improvements to contract terms & conditions, price reviews, as well as increasing productivity and utility of assets and equipment. In addition to optimizing Pertamina Group synergies, the Company also continues to increase the capacity and capabilities of its subsidiaries to strengthen its position as an integrated energy services provider. This is conducted through the application of appropriate technology, innovation, internal business process improvements, and improving the quality of integrated energy services. The Company also focuses on strengthening operational excellence by increasing competence and capability through investments and strategic partnerships, which ultimately have a positive impact on the Company's performance in 2023.

The next strategy is to carry out the Growth Strategy, in which this strategy has been successful in supporting the Baseline Strategy. The Company expanded its market share where the Company succeeded in selectively entering non-existing markets by:

a. Providing solutions to issues and challenges faced by customers.
b. Through Pertamina Group Synergies.
c. Improving Market Intelligence.
d. Implementing Resilience Strategy for Growth (strengthening core business and expanding to adjacent businesses)

In addition to the abovementioned, the Company also continues to expand to acquire new markets in other energy sectors through expansion into adjacent businesses, such as the Vibroseis Stimulation Reservoir in the Pertamina Hulu Rokan working area ,as well as through selective investment, including investment in Hydraulic Drilling Units (HDU), investment in the chemical business, non-fuel transportation, which ultimately increase income outside the existing market.

The final strategy that is no less important is the Sustainability Strategy, where the Company has short-term programs and long-term programs that are expected to become recurring income for the Company. In the short-term, the Company has developed new product and services unit to reach potential non-existing markets that are still in line with the Company's portfolio. Meanwhile, the Company's long-term program is to develop capabilities and capacities, including managing operational cooperation in Pertamina's working areas, mini LNG business, energy distribution and logistics, as well as developing Offshore capabilities in the EPC-OM business and in the new-renewable energy sector through synergies within the Pertamina Group, and collaborate with technology providers through mutually beneficial cooperation schemes.

Perseroan optimis, dengan langkah-langkah tersebut, Perseroan tidak hanya mampu mempertahankan pangsa pasar di iklim bisnis yang sangat kompetitif, namun dapat meningkatkan pangsa pasar yang lebih luas dengan selalu meningkatkan kapasitas dan kapabilitas yang merupakan kompetensi baru bagi Perseroan sehingga dapat menjaga keberlangsungan kinerja Perseroan secara jangka panjang.

Pangsa Pasar

Pertamina Group masih menjadi penyumbang pendapatan Perseroan terbesar, dengan komposisi 77,0% dari total *revenue* Perseroan. Dengan strategi pemasaran di atas, Perseroan optimis mampu memberikan pelayanan dengan *total solution* terbaik yang tentunya hal tersebut juga dapat membantu membuka peluang baru Perseroan untuk mendapatkan pangsa pasar yang lebih baik lagi.

Pada segmen jasa hulu migas, pangsa pasar Perseroan menjadi 2,1%. Berikut perbandingan estimasi pangsa pasar Perseroan.

The Company is optimistic that, through these measures, the Company will not only be able to maintain its market share in a highly competitive business climate, but will also be able to increase its market share by always increasing capacity and capability, which is a new competency for the Company, enabling it to maintain the sustainability of the Company's long-term performance.

Market Share

Pertamina Group remains as the Company's largest income contributor, with 77.0% composition of the Company's total revenue. With the abovementioned marketing strategy, the Company is optimistic on its capability to provide the best services of total solution and surely this can also assist with opening up new opportunities for the Company to obtain even greater market share.

On the upstream oil and gas services segment, the Company's market share stood at 2.1%. The following is comparison on the Company's market share estimates.

Uraian	2023	2022	2021	Description
Investasi Hulu Migas Indonesia (Miliar dolar AS)	13,7	12,3	10,7	Indonesia's Upstream Oil and Gas Investment (US billion dollar)
Pendapatan Elnusa Segmen Hulu Migas Terintegrasi (Miliar dolar AS)	0,286	0,276	0,209	Income of Elnusa's Integrated Upstream Oil and Gas Segment (US billion dollar)
Estimasi Pangsa Pasar	2,1%	2,3 %	1,9%	Market Share Estimate

KEBIJAKAN DIVIDEN DAN PEMBAGIANNYA

Dasar Kebijakan Pembagian Dividen

Sesuai dengan Prospektus Perseroan tahun 2008, Perseroan merencanakan dan berusaha membagikan dividen dalam bentuk uang tunai sekurang-kurangnya sekali dalam setahun. Besarnya dividen dikaitkan dengan keuntungan Perseroan pada tahun buku yang bersangkutan, dengan tidak mengabaikan tingkat kesehatan Perseroan dan tanpa mengurangi hak dari Rapat Umum Pemegang Saham Perseroan untuk menentukan lain, sesuai dengan ketentuan Anggaran Dasar Perseroan.

Dengan mengindahkan ketentuan-ketentuan di atas, Perseroan berusaha untuk mempertahankan rasio pembayaran dividen lebih dari 20% dari laba bersih konsolidasi Perseroan untuk setiap tahunnya. Penentuan jumlah dan pembayaran dividen tersebut akan bergantung pada rekomendasi dari Direksi Perseroan, namun tidak terdapat kepastian bahwa Perseroan akan membayarkan dividen pada tahun ini ataupun pada tahun-tahun mendatang. Keputusan Direksi dalam memberikan rekomendasi pembayaran dividen tergantung pada:

1. Rencana pengembangan Perseroan dan belanja modal;
2. Pertimbangan kebijakan pada sektor industri yang sejenis;
3. Kondisi arus kas dan kebutuhan modal kerja Perseroan;
4. Kebijakan struktur permodalan Perseroan;
5. Laba bersih Perseroan.

DIVIDEND POLICY AND ITS DISTRIBUTION

Basis of Dividend Distribution Policy

Pursuant to the Company's 2008 Prospectus, the Company planned and strived to distribute dividen in the form of cash money at least once a year. The amount of dividend is related to the Company's profit in the concerned fiscal year, without disregarding the soundness level of the Commpany and without prejudice to the rights of the Company's General Meeting of Shareholders to determine otherwise in line with the provisions set forth under the Company's Articles of Association.

By complying to the above provisions, the Company strives to maintain dividend distribution ratio of more than 20% of the Company's consolidated net profit for each year. Determining the amount and distribution of this dividend witll depend on the recommendation of the Company's Board of Directors, however, there is no certainty that the Company will be able to distribute dividend for this year or for the coming years. Decision of the Board of Directors in providing recommendation on dividen distribution depends on the following:

1. Company development and capital spending plans;
2. Consideration of the policies in similar industry's sector;
3. Condition of the Company's cash flow and working capital requirement;
4. Policy of the Company's capital structure;
5. Company's net profit.

Pembagian dividen di sepanjang tahun 2023 untuk hasil usaha di tahun 2022 sebagai berikut:

Dividend distribution throughout 2023 for business accomplishments in 2022 is as follows:

Uraian	2023	Description
Kebijakan pembagian dividen Dividend distribution policy	20%	Kebijakan pembagian dividen Dividend distribution policy
Dividen kas yang dibagikan Distribution of cash dividend	Rp189.032.299.143,50	Dividen kas yang dibagikan Distribution of cash dividend
Dividen per lembar saham Dividend per share	Rp25,90	Dividen per lembar saham Dividend per share
Rasio pembagian Dividen Dividend distribution ratio	50%	Rasio pembagian Dividen Dividend distribution ratio
Tanggal pengumuman Date of announcement	7 Juni 2023 June 7, 2023	Tanggal pengumuman Date of announcement
Tanggal Pembayaran Date of Payment	6 Juli 2023 July 6, 2023	Tanggal Pembayaran Date of Payment

PEMBAGIAN DAN PEMAYARAN DIVIDEN TAHUN 2019 HINGGA 2023

Distribution and Payment of Dividend in 2019 to 2023

Tahun Pembagian Dividen Dividend Distribution Year	2023	2022	2021	2020	2019
Tahun Buku Fiscal Year	2022	2021	2020	2019	2018
Tanggal Pengumuman Announcement Date	7 Juni 2023 June 7, 2023	21 Juli 2022 July 21, 2022	21 Juli July 21	9 Juli July 9	11 April April 11
Tanggal Pembayaran Payment Date	6 Juli 2023 July 6, 2023	19 Agustus 2022 August 19, 2022	20 Agustus 2021 August 20, 2021	7 Agustus 2020 August 7, 2020	10 Mei 2019 May 10, 2019
Kebijakan Pembagian Dividen (%) Dividend Distribution Policy (%)	20%	20%	20%	20%	20%
Dividen Kas yang Dibagikan (Rp) Cash Dividend Distributed (Rp)	Rp189.032 juta Rp189,032 million	Rp54.370 juta Rp54,370 million	Rp74.724 juta Rp74,724 million	Rp89.119 juta Rp89,119 million	Rp69,08 juta Rp69,08 million
Dividen per Lembar Saham (Rp/lembar) Dividend per Share (Rp/share)	Rp25,90	Rp7,45	Rp10,23	Rp12,21	Rp9,46
Rasio Pembagian Dividen (%) Dividend Distribution Rasio (%)	50%	50%	30%	25%	25%

KONTRIBUSI TERHADAP NEGARA MELALUI PERPAJAKAN

Kebijakan Pengelolaan dan Pembayaran Pajak

Kebijakan terhadap pengelolaan dan pembayaran pajak berdasarkan ketepatan penghitungan dan tingkat akurasi data pajak sesuai dengan peraturan perundang-undangan perpajakan yang berlaku.

Realisasi Pembayaran Pajak

Sebagai perusahaan yang patuh terhadap semua peraturan yang berlaku, Perseroan telah melakukan pemenuhan terkait kewajiban dalam membayar pajak yang merupakan salah satu bentuk kontribusi Perseroan kepada negara. Adapun rincian kewajiban Perseroan terkait perpajakan di tahun 2023 dan 2022, adalah sebagai berikut:

CONTRIBUTION TO THE COUNTRY THROUGH TAXATION

Tax Management and Payment Policy

The policy regarding tax management and payment is based on the accuracy of calculations and the accuracy level of tax data in accordance with applicable tax laws and regulations.

Tax Payment Realization

As a company that complies with all applicable regulations, the Company has met its obligations in paying taxes, which is one form of the Company's contribution to the country. The following are details of the Company's obligations regarding taxation in 2023 and 2022:

(Dalam jutaan rupiah | In million rupiah)

Uraian	2023	2022	Description
Pajak Penghasilan badan:			Corporate Income Tax:
Tahun berjalan	1.057	4.909	Current year
Tahun-tahun sebelumnya	161	–	Previous years
PPH 4 (2)	1.403	1.250	PPH 4 (2)

(Dalam jutaan rupiah | In million rupiah)

Uraian	2023	2022	Description
Pajak Final 15	1.325	565	Final Tax 15
PPH 21	25.149	15.443	PPH 21
PPH 22	811	779	PPH 22
PPH 23	6.768	5.634	PPH 23
PPH 25 (Badan)	–	3.175	PPH 25 (Corporate)
PPH 26	1.231	–	PPH 26
Pajak Pertambahan Nilai	23.070	26.500	Value Added Tax
Utang pajak lainnya		–	Other Tax Payable
Jumlah	**60.975**	**58.255**	**Total**

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

Sepanjang tahun 2023, Perseroan melakukan transaksi dengan pihak-pihak yang berafiliasi, namun transaksi tersebut dikecualikan dari peraturan BAPEPAM-LK No. IX.E.1 karena tidak mengandung benturan kepentingan, mengingat transaksi tersebut merupakan transaksi berkelanjutan serta kegiatan usaha utama dan penunjang kegiatan usaha Perseroan serta Anak Perusahaan. Entitas dianggap berelasi jika entitas tersebut baik secara langsung maupun tidak langsung dapat mengendalikan atau mengendalikan bersama atau memiliki pengaruh signifikan atas grup dalam pengambilan keputusan keuangan dan operasional. Entitas juga dianggap berelasi jika entitas tersebut berada dalam pengendalian bersama dengan Grup.

INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

Throughout 2023, the Company conducted transactions with affiliated parties, however, the transactions are excluded from the BAPEPAM-LK Regulation No. IX.E.1 as they do not contain conflicts of interest considering that the transactions were ongoing transactions as well as the main business activities and supporting business activities of the Company and Subsidiaries. An entity is regarded as related if the entity, directly or indirectly, can control or jointly control or has significant influence of the group in making financial and operational decisions. The entity is also regarded related if the concerned entity is in joint control with the Group.

Pengungkapan Pihak Berelasi
Disclosure of Related Parties

Sifat Hubungan Nature of Relationship	Pihak-pihak Berelasi Related Parties	Sifat Transaksi Nature of Transaction
Entitas induk PT Pertamina Hulu Energi Parent entity of PT Pertamina Hulu Energi	PT Pertamina (Persero)	Penjualan barang dan jasa dan pembelian barang dagangan Sales of goods and services and purchases of merchandise inventories
Entitas induk | Parent entity	PT Pertamina Hulu Energi	Penjualan jasa | Sales of services
Entitas sepengendali Entity under common control	PT Pertamina EP	Penjualan jasa | Sales of services
	PT Pertamina Hulu Indonesia	Penjualan jasa | Sales of services
	PT Pertamina Drilling Services Indonesia	Penjualan jasa | Sales of services
	PT Pertamina EP Cepu	Penjualan jasa | Sales of services
	PT Pertamina Hulu Rokan	Penjualan jasa | Sales of services
	PT Pertamina Gas	Penjualan barang dan jasa | Sales of goods and services
	PT Pertamina Geothermal Energy	Penjualan jasa | Sales of services
	PT Pertamina Lubricant	Penjualan barang dan jasa dan pembelian barang dagangan Sales of goods and services and purchases of merchandise
	PT Nusantara Regas	Penjualan jasa | Sales of services
	PT Perusahaan Gas Negara Tbk	Penjualan jasa | Sales of services
	PT Asuransi Tugu Pratama Indonesia Tbk	Pembelian jasa asuransi | Purchases of insurance services
	PT Pertamina Retail	Pembelian barang dagangan Purchases of merchandise inventories

Sifat Hubungan Nature of Relationship	Pihak-pihak Berelasi Related Parties	Sifat Transaksi Nature of Transaction
	PT Pertamina Patra Niaga	Pembelian barang dagangan Purchases of merchandise inventories
	PT Pertamina Trans Kontinental	Pembelian jasa sewa | Purchases of rental services
	PT Patra Jasa	Penjualan jasa | Sales of services
	PT Kilang Pertamina International	Penjualan barang dan pembelian barang dagangan Sales of goods and purchases of merchandise
	PT Pertamina Power Indonesia	Penjualan jasa | Sales of services
	PT Pertamina Bina Medika	Jasa kesehatan | Healthcare services
	PT Pertamina Petrochemical Trading	Penjualan jasa | Sales of services
	PT Pertamina Internasional Marketing and Distribution Ltd	Pembelian barang dagangan Purchases of merchandise inventories
	PT Pertamina Training & Consulting	Penjualan jasa | Sales of services
	PT Pertamina Shipping	Penjualan jasa | Sales of services
	PT Patra Trading	Pembelian barang dagangan Purchases of merchandise inventories
	PT Pertamina Internasional EP	Penjualan jasa | Sales of services
Entitas berelasi dengan pemerintah Government-related entity	PT Bank Negara Indonesia (Persero) Tbk	Jasa perbankan | Banking services
	PT Bank Rakyat Indonesia (Persero) Tbk	Jasa perbankan | Banking services
	PT Bank Tabungan Negara (Persero) Tbk	Jasa perbankan | Banking services
	PT Bank Syariah Indonesia Tbk	Jasa perbankan | Banking services
	PT Bank Mandiri (Persero) Tbk	Jasa perbankan | Banking services
	PT Dahana (Persero)	Pembelian barang proyek | Purchase of project goods
	SKK Migas (Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi) SKK Migas (Special Work Unit for Upstream Oil and Gas Business Activities)	Penjualan Jasa | Sales of Services
	PT Bank Jawa Barat Tbk	Jasa perbankan | Banking services
Manajemen kunci yang sama Common key management	Koperasi Karyawan Elnusa	Pembelian jasa sewa dan alih daya Purchase of rental and outsourcing services

Realisasi Transaksi Pihak Berelasi Tahun 2023

Realization of Related Party Transaction in 2023

(Dalam jutaan rupiah | In million rupiah)

Uraian	2023	2022	Description
Kas dan setara Kas	1.980.845	1.530.771	Cash and Cash Equivalents
Piutang usaha	2.793.973	2.756.473	Account receivables
Aset keuangan lancar lainnya	36.454	95.726	Other current financial assets
Aset keuangan tidak lancar lainnya	268.502	299.919	Other non-current financial assets
Pinjaman bank jangka pendek	37.507	22.511	Short-term bank loans
Utang usaha	434.186	370.007	Account payables
Pendapatan ditangguhkan	58.850	69.550	Deferred income
Kompensasi personil manajemen kunci	66.272	42.296	Key management personnel compensation
Pendapatan	9.671.155	8.646.344	Income
Pembelian	3.444.910	4.422.121	Purchase

Pemenuhan Peraturan dan Ketentuan Terkait serta Kebijakan Mekanisme *Review* atas Transaksi

Elnusa telah memiliki kebijakan mengenai transaksi yang mengandung benturan kepentingan dan/atau transaksi dengan pihak berelasi. Transaksi material yang dilakukan harus diputuskan oleh Dewan Komisaris dan senantiasa memperhatikan prinsip kehati-hatian, serta telah memenuhi ketentuan maupun peraturan perundang-undangan yang berlaku. Di samping itu, transaksi material juga harus diputuskan oleh Dewan Komisaris secara Independen.

Selama tahun 2023, tidak terdapat pelanggaran atas peraturan perundang-undangan terkait dengan transaksi dengan pihak berelasi serta tidak terdapat transaksi yang mengandung benturan kepentingan.

Kewajaran dan Alasan dilakukannya Transaksi

Seluruh transaksi yang dilakukan pada tahun 2023 dilakukan secara wajar (*arm's length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai peraturan perundang-undangan. Transaksi dilakukan atas dasar alasan kebutuhan Perseroan dan bebas dari konflik kepentingan.

Dengan demikian, pengungkapan selanjutnya mengenai hal ini disesuaikan dengan PSAK No. 7 tentang Pengungkapan atas Pihak-Pihak Berelasi. Secara rinci, informasi mengenai transaksi ini terdapat pada Catatan atas Laporan Keuangan No. 31 tentang "Informasi mengenai Pihak-Pihak Berelasi".

Pernyataan Direksi bahwa Transaksi telah Memenuhi Prosedur Memadai dan Sesuai Praktik Bisnis yang Berlaku Umum

Direksi memandang bahwa transaksi dengan pihak berelasi/terafiliasi telah memenuhi prosedur memadai serta sesuai dengan praktik bisnis yang berlaku umum. Seluruh transaksi pada tahun 2023 dilakukan dengan memperhatikan praktik bisnis yang berlaku umum dan prinsip *arm's length* (prinsip transaksi yang wajar).

Selain itu, seluruh transaksi dengan Pihak Berelasi tesebut telah diaudit oleh Kantor Akuntan Publik yang Independen. Transaksi tesebut juga telah sesuai dengan peraturan perundang-undangan yang berlaku.

Peran Dewan Komisaris dan Komite Audit untuk Memastikan Transaksi Dilakukan sesuai Praktik Bisnis yang Berlaku umum, yang antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (arms-length principle)

Sesuai dengan tugas dan fungsinya, Komite Audit selalu melakukan *review* terhadap kegiatan usaha Perseroan, terutama di bidang keuangan termasuk transaksi dengan pihak afiliasi/berelasi. Dewan Komisaris mendapatkan laporan sebagai bagian dari fungsi pengawasan.

Compliance with Related Regulations and Provisions as well as Review Mechanism Policies on Transactions

Elnusa has established a policy regarding transactions that contain conflicts of interest and/or transactions with related parties. Material transactions carried out must be decided by the Board of Commissioners and always takes into account the precautionary principle, and must comply with the applicable laws and regulations. In addition, material transactions must also be decided by the Board of Commissioners independently.

During 2023, there were no violations to laws and regulations related to transactions with related parties and there were no transactions containing conflicts of interest.

Fairness and Reason for Transaction

All transactions made in 2023 were carried out fairly (arm's length) and in accordance with normal commercial terms. The fairness of transactions with related parties or containing conflict of interest were carried out appropriately in accordance with the laws and regulations. Transactions were carried out on the basis of the Company's needs and were free from conflict of interest.

Thus, further disclosure regarding this matter is adjusted to PSAK No. 7 on Disclosure of Related Parties. In detail, information regarding these transactions can be found in the Notes to the Financial Statements No. 31 regarding "Information regarding Related Parties".

Statement of the Board of Directors that Transaction has Fulfilled Adequate Procedures and is In Accordance with Generally Accepted Business Practices

The Board of Directors believes that transactions with related/affiliated parties have met adequate procedures and are in accordance with generally accepted business practices. All transactions in 2023 were carried out taking into account generally accepted business practices and the arm's length principle (fair transaction principle).

In addition, all transactions with Related Parties have been audited by an Independent Public Accounting Firm. This transaction is also in accordance with applicable laws and regulations.

Role of the Board of Commissioners and the Audit Committee to Ensure that Transactions are Carried Out In Accordance With Generally Accepted Business Practices, among others, Carried out by Complying with the Arm's Length Principle

In accordance with its duties and functions, the Audit Committee always reviews the Company's business activities, especially in the financial sector, including transactions with affiliated/related parties. The Board of Commissioners receives reports as part of its supervisory function.

Dewan Komisaris menilai bahwa transaksi yang dilakukan oleh Perseroan sepanjang tahun 2023 telah memenuhi unsur kepatuhan terhadap regulasi.

The Board of Commissioners assesses that the transactions carried out by the Company throughout 2023 have fulfilled the elements of compliance with regulations.

Rujukan Informasi Transaksi dengan Pihak Berelasi pada Laporan Keuangan

Informasi tentang transaksi dengan pihak berelasi diuraikan juga pada Laporan Keuangan yang telah diaudit dan terdapat dalam lampiran Laporan Tahunan di halaman 98 (Catatan atas Laporan Keuangan No. 31–Informasi Mengenai Pihak Pihak Berelasi).

Reference to Transaction Information with Related Parties in Financial Statements

Information regarding transactions with related parties is also explained in the audited Financial Statements and is contained in the Annual Report attachment on page 98 (Notes to Financial Statements No. 31–Information Regarding Related Parties).

INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN YANG BERSIFAT LUAR BIASA DAN JARANG TERJADI

Sepanjang tahun 2023, tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perseroan baik dari sisi keuangan maupun operasional.

FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND RARE EVENTS

Throughout 2023, there were no changes in the laws and regulations with significant influence on the Company both in terms of financial and operational aspects.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP PERUSAHAAN

Sepanjang tahun 2023, tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perseroan baik dari sisi keuangan maupun operasional.

CHANGES IN LAWS AND REGULATIONS THAT SIGNIFICANTLY AFFECT THE COMPANY

Throughout 2023, there were no changes in laws and regulations that significantly affected the Company both in terms of finance and operations.

Perubahan Kebijakan Akuntansi dan Dampaknya terhadap Perusahaan

Changes in Accounting Policies and Their Impact on the Company

Perubahan Kebijakan Akuntansi Changes in Accounting Policy	Penjelasan Explanation	Dampaknya terhadap Perseroan Impact on the Company
Amendemen PSAK 22: Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual Amendment to PSAK 22: Business Combinations regarding Reference to the Conceptual Framework	Mengklarifikasi interaksi PSAK 22, PSAK 57, ISAK 30 dan Kerangka Konseptual Pelaporan Keuangan Clarifying the interaction of PSAK 22, PSAK 57, ISAK 30 and the Conceptual Framework of Financial Reporting	Perubahan ini dinilai tidak memiliki dampak signifikan pada pelaporan keuangan Grup pada saat diadopsi untuk pertama kali. This amendment was assessed as not having a significant impact on the Group's financial reporting when it was first adopted.
Amendemen PSAK 57: Provisi, Liabilitas Kontijensi dan Aset Kontijensi tentang Kontrak Menggangu-Biaya Pemenuhan Kontrak Amendment to PSAK 57: Provisions, Contingent Liabilities and Contingent Assets regarding Onerous Contracts-Contract Fulfillment Costs	Mengklarifikasi biaya untuk memenuhi suatu kontrak dan biaya yang berhubungan langsung dengan kontrak. Clarifying the costs of fulfilling a contract and the costs directly related to the contract.	Perubahan ini dinilai tidak memiliki dampak signifikan pada pelaporan keuangan Grup pada saat diadopsi untuk pertama kali. This amendment was assessed as not having a significant impact on the Group's financial reporting when it was first adopted.
Penyesuaian Tahunan 2020–PSAK 71: Instrumen Keuangan–Imbalan dalam pengujian '10 persen' untuk penghentian pengakuan liabilitas keuangan. 2020 Annual Adjustment–PSAK 71: Financial Instruments–Benefits in the '10 percent' test for derecognition of financial liabilities.	Mengklarifikasi biaya yang diperhitungkan entitas dalam mengevaluasi apakah persyaratan yang dimodifikasi dari suatu liabilitas keuangan menyebabkan penghentian pengakuan liabilitas keuangan orisinil dan pengakuan liabilitas keuangan baru. Clarifying the costs that an entity takes into account in evaluating whether the modified terms of a financial liability result in the derecognition of the original financial liability and the recognition of a new financial liability.	Perubahan ini dinilai tidak memiliki dampak signifikan pada pelaporan keuangan Grup pada saat diadopsi untuk pertama kali. This amendment was assessed as not having a significant impact on the Group's financial reporting when it was first adopted.
Penyesuaian Tahunan 2020–PSAK 73: Sewa 2020 Annual Adjustment–PSAK 73: Lease	Tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan item yang diproduksi. Disallowing an entity to deduct any proceeds from the sale of items produced.	Perubahan ini dinilai tidak memiliki dampak signifikan pada pelaporan keuangan Grup pada saat diadopsi untuk pertama kali. This amendment was assessed as not having a significant impact on the Group's financial reporting when it was first adopted.

INFORMASI KELANGSUNGAN USAHA

Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha Perusahaan pada Tahun 2023

Invasi Rusia ke Ukraina menimbulkan tantangan yang luas mengingat situasi yang sedang berkembang. Ada banyak faktor dan peristiwa yang belum atau tidak dapat diketahui yang dapat berdampak material terhadap operasi Grup.

Peristiwa terkait kondisi peperangan di Ukraina ini telah dan terus berdampak pada harga komoditas, rantai pasokan, risiko kredit termasuk yang terkait dengan piutang, perdagangan komoditas, perbendaharaan dan faktor lainnya. Salah satu dari faktor-faktor ini, secara individu atau agregat dapat berdampak material terhadap pendapatan, arus kas, dan kondisi keuangan Grup.

Grup telah dan mungkin terus menilai dampak yang disebabkan oleh kondisi peperangan di Ukraina terhadap operasi Perusahaan. Pengaruh lebih lanjut yang signifikan dari peperangan ini, bila ada akan du refleksikan dalam pelaporan keuangan Grup di periode berikutnya.

Assessment Manajemen atas Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha Perusahaan pada Tahun 2023

Dalam mengukur serta menilai hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan, Manajemen menggunakan Laporan Evaluasi Kinerja tahun 2023 yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja (E&Y).

Asumsi dalam melakukan Asesmen

Asumsi yang digunakan Manajemen dalam melakukan pengukuran dan penilaian meliputi beberapa hal sebagai berikut:

- Aspek keuangan
  - Membandingkan saldo-saldo realisasi tahun 2023 dengan Laporan Keuangan yang telah diaudit.
  - Menghitung kembali persentase fluktuasi yang dilaporkan oleh Manajemen antara saldo-saldo aktual tahun 2023 dengan target anggaran/RKAP tahun 2023 dan saldo-saldo aktual tahun 2023.
- Penilaian tingkat kesehatan Perusahaan
  - Melakukan perhitungan ulang dan membandingkan indikator kinerja keuangan antara realisasi tahun 2023 target anggaran/ RKAP tahun 2023 berdasarkan kriteria yang telah ditetapkan dalam Pedoman Penilaian Kinerja Anak Perusahaan Pertamina.

INFORMATION ON BUSINESS SUSTAINABILITY

Issues with Potential Significant Influence on the Company's Business Sustainability in 2023

Russia's invasion of Ukraine poses far-reaching challenges considering the developing situation. There are many unknown factors and events that could have a material impact on the Group's operations.

Events related to the war conditions in Ukraine have had and continue to have an impact on commodity prices, supply chains, credit risks, including those related to receivables, commodity trading, treasury and other factors. Any of these factors, individually or in the aggregate, may have a material impact on the Group's earnings, cash flows, and financial condition.

The Group has and may continue to assess the impact that wartime conditions in Ukraine may have on the Company's operations. Any significant further impact of this war, if any, will be reflected in the Group's financial reporting in the following period.

Management Assessment on Issues with Potential Significant Influence to the Company's Business Sustainability in 2023

In measuring and assessing matters with the potential to significantly influence the sustainability of the Company's business, the Management utilized the 2023 Performance Assessment Report audited by the Public Accounting Firm Purwantoro, Sungkoro & Surya (E&Y).

Assumptions Used in the Assessment

The assumptions used by the Management in conducting measurements and assessments covered the following aspects:

- Financial Aspect
  - Comparing realization of 2023 balances against the audited Financial Statements.
  - Recalculating the fluctuation percentage as reported by the Management between the actual 2023 balances against the 2023 budget/RKAP's targets.

- Assessment on Company's soundness level
  - Recalculating and comparing the financial performance indicators between 2023 realization of the 2023 budget/ RKAP targets based on the criteria set in the Performance Assessment Guidelines of Pertamina's Subsidiaries.

- Perkembangan usaha Perusahaan
  - Membandingkan informasi keuangan tahun 2023 dan 2022 dengan Laporan Keuangan yang telah diaudit.
  - Melakukan perhitungan ulang dan membandingkan informasi rasio keuangan tahun 2023 dan 2022.

TINGKAT KESEHATAN PERUSAHAAN

Tingkat Kesehatan Perusahaan (TKP) mengacu pada ketentuan Pedoman Penilaian Anak Perusahaan PT Pertamina (Persero) No. A6-002/H40000/2019-S9 serta rekomendasi dari Komite Audit Dewan Komisaris PT Pertamina (Persero) pada Risalah Rapat No. Ris-004/KA/DK/2023 tanggal 20 Januari 2023 terkait perlunya seluruh Subholding untuk memiliki TKP yang sesuai dengan karakteristiknya. Adapun penilaian diukur dari Penilaian Kinerja Keuangan, Penilaian Kinerja Operasional, dan Penilaian Kinerja Administrasi, dengan klasifikasi pada segmen Industri Jasa Penunjang Eksplorasi/Produksi. berdasarkan Penilaian tersebut untuk tahun buku 2023 dihasilkan nilai 88 dengan predikat SEHAT AA.

- Company business development
  - Comparing financial information for 2023 and 2022 with audited Financial Statements.
  - Recalculating and comparing information on 2023 and 2022 financial ratios.

COMPANY SOUNDNESS LEVEL

The Company Soundness Level (TKP) refers to the provisions of the Guidelines for Assessment of PT Pertamina (Persero) Subsidiaries No. A6-002/H40000/2019-S9 as well as recommendations from the Audit Committee of the Board of Commissioners of PT Pertamina (Persero) in the Minutes of the Meeting No. Ris-004/KA/DK/2023 dated January 20, 2023 regarding the need for all Subholdings to have a TKP that suits their characteristics. The assessment is measured from the Financial Performance Assessment, Operational Performance Assessment, and Administrative Performance Assessment, with a classification in the Exploration/ Production Support Services Industry segment. Based on the assessment for the 2023 Fiscal year, a score of 88 was obtained with the AA HEALTHY predicate.

TATA KELOLA PERUSAHAAN

Corporate Governance

218 Prinsip Tata Kelola Perusahaan
Principles of Corporate Governance

223 Struktur, Infrastruktur, dan *Softstructure* Tata Kelola Perusahaan
Structure, Infrastructure, and Softstructure of Corporate Governance

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

245 Dewan Komisaris
Board of Commissioners

262 Direksi
Board of Directors

277 Transparansi Informasi Dewan Komisaris dan Direksi
Information Transparency on the Board of Commissioners and the Board Directors

278 Hubungan Afiliasi Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali
Affiliate Relationship between the Board of Commissioners, the Board of Directors, and/or Controlling Shareholder

279 Rapat Dewan Komisaris dan Direksi
Meetings of the Board of Commissioners and the Board of Directors

288 Keberagaman Komposisi Dewan Komisaris dan Direksi
Diversity in Members Composition of the Board of Commissioners and the Board of Directors

289 Penilaian Kinerja terhadap Dewan Komisaris dan Direksi
Performance Assessment for the Board of Commissioners and the Board of Directors

291 Nominasi dan Remunerasi Dewan Komisaris dan Direksi
Nomination and Remuneration of the Board of Commissioners and the Board of Directors

295 Komite Audit
Audit Committee

306 Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee

316 Komite Pemantau Risiko
Risk Monitoring Committee

325 Sekretaris Perusahaan
Corporate Secretary

335 Unit Audit Internal
Internal Audit Unit

342 Sistem Pengendalian Internal
Internal Control System

344 Sistem Manajemen Risiko
Risk Management System

358 Perkara Penting
Important Cases

361 Informasi Mengenai Sanksi Administratif
Information Regarding Administrative Sanctions

361 Kode Etik
Code of Ethics

361 Sistem Manajemen Anti Penyuapan
Anti-Bribery Management System

365 Sistem Manajemen Anti Penyuapan
Anti-Bribery Management System

366 Kebijakan Antikorupsi
Anti-Corruption Policy

367 Pengelolaan Benturan Kepentingan
Management of Conflict of Interest

368 Kompensasi Jangka Panjang
Long-term Compensation

369 Kebijakan Kepemilikan Saham dan Transaksi oleh Orang Dalam (Insider Trading)
Share Ownership and Insider Trading Policy

370 Sistem Pelaporan Pelanggaran
Violation Reporting System

372 Akses Informasi dan Data Perusahaan
Accesing Company's Information and Data

373 Penilaian atau Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik
Assessment or Evaluation of the Implementation of Good Corporate Governance

374 Kesesuaian Penerapan Tata Kelola Perusahaan Terhadap ASEAN *Corporate Governance Scorecard* (ACGS)
Suitability of the Implementation of Corporate Governance to ASEAN Corporate Governance Scorecard (ACGS)

378 Penerapan Aspek dan Prinsip Tata Kelola Perusahaan Sesuai Ketentuan Otoritas Jasa Keuangan
Implementation of the Aspects and Principles of Corporate Governance in Accordance with the Provisions of the Financial Service Authority



Tata Kelola Perusahaan
Corporate Governance

Tata Kelola yang dijalankan Perseroan didasari oleh prinsip-prinsip GCG: *Transparency, Accountability, Responsibility, Independency*, dan *Fairness*. Prinsip ini merupakan komitmen kuat Perseroan untuk selalu menjaga dan meningkatkan nilai perusahaan (*corporate value*), mendorong pengelolaan Perusahaan yang profesional, transparan, dan efisien sehingga fundamental dan daya saing Perseroan semakin kuat dan terjaga dengan baik.

Governance carried out by the Company is based on GCG principles: Transparency, Accountability, Responsibility, Independency and Fairness. These principles are strong commitments of the Company to always maintain and improve corporate value, encourage for professional, transparent, and efficient management of the Company so that the fundamental and competitiveness of the Company become even stronger and well maintained.

Prinsip Tata Kelola Perusahaan
Principles of Corporate Governance

Penerapan tata kelola perusahaan yang baik atau *Good Corporate Governance* (GCG) PT Elnusa Tbk ("Elnusa", "Perseroan"), antara lain mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran Otoritas Jasa Keuangan (OJK) No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan terbuka. Regulasi ini menekankan adanya 5 (lima) aspek dalam GCG, yakni: Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-hak Pemegang Saham; Fungsi dan Peran Dewan Komisaris; Fungsi dan Peran Direksi; Partisipasi Pemangku Kepentingan; dan Keterbukaan Informasi.

Perseroan meyakini bahwa penerapan prinsip-prinsip GCG akan memberikan nilai tambah bagi Elnusa maupun para pemangku kepentingan. Selain itu, akan menjadi fondasi dalam pengelolaan kegiatan usaha Perseroan.

Mengingat pentingnya penerapan prinsip GCG, Perseroan senantiasa mengembangkan kualitasnya, seiring dengan perubahan peraturan perundang-undangan serta praktik terbaik di industri, maupun tantangan yang dihadapi. Karena itulah, Perseroan selalu melakukan evaluasi secara berkala untuk memastikan terwujudnya prinsip GCG secara komprehensif.

Implementation of Good Corporate Governance (GCG) in PT Elnusa Tbk ("Elnusa", "Company"), among others, refers to Financial Services Authority Regulation (POJK) No. 21/POJK.04/2015 regarding Implementation of Governance in Public Companies and Circular Letter of the Financial Services Authority (OJK) No. 32/SEOJK.04/2015 regarding Governance Guidelines of Public Companies. This regulation emphasizes the 5 (five) aspects of GCG, namely: Relationship of Public Companies with the Shareholders in Ensuring the Rights of the Shareholders; Function and Role of the Board of Commissioners; Function and Role of the Board of Directors; Participation of Stakeholders; and Disclosure of Information.

The Company believes that implementation of GCG principles provides added value for Elnusa as well as the stakeholders. In addition, it will become the foundation in managing the Company's business activities.

Considering the importance of GCG implementation, the Company continuously strives to enhance the quality, in conjunction with the change in the laws and regulations as well as industry's best practices, and challenges faced. For this reason, the Company always assesses periodically to ensure a comprehensive manifestation of GCG principles.

Inisiatif tersebut dilakukan, karena Perseroan menyadari, seiring dengan perkembangan dunia usaha, prinsip GCG turut mengalami perkembangan. Terutama yang mencakup dengan sistem pengawasan dan pengendalian dalam mendukung etika kerja dan pengambilan keputusan yang bertanggung jawab, integritas dalam pelaporan keuangan, pengelolaan risiko yang layak, serta hubungan pemangku kepentingan dan Perseroan yang beretika.

Such initiative is carried out as the Company realizes that with developments in the business world, GCG principles also experience enhancement. Especially which encompass surveillance and control systems in supporting work ethics and accountable decision-making, integrity in financial reporting, appropriate risk management, as well as ethical relationship between stakeholders and the Company.

Perseroan juga membangun hubungan yang harmonis dengan pemangku kepentingan. Melalui hubungan tersebut, diharapkan terbentuk dunia usaha yang menghindari cara-cara menciptakan keuntungan sesaat, namun justru mampu berkontribusi bagi dimensi sosial dan lingkungan di sekitarnya.

The Company also develops harmonious relationship with stakeholders. Through such relationship, it is hoped that the formed business world evades creating momentary profits, but instead, able to contribute to the social and environmental dimensions of the surrounding community.

ASAS TATA KELOLA PERUSAHAAN YANG BAIK

1. Transparansi
2. Akuntabilitas
3. Responsibilitas
4. Independensi
5. Kewajaran

PRINCIPLES OF GOOD CORPORATE GOVERNANCE

1. Transparency
2. Accountability
3. Responsibility
4. Independency
5. Fairness

Penjelasan prinsip-prinsip dasar di atas dan penerapannya secara umum di lingkup Perseroan adalah sebagai berikut:

Explanation of the above basic principles and their general application within the scope of the Company is as follows:

Prinsip Dasar Basic Principle	**Penjelasan Sesuai Pedoman GCG Elnusa** Explanation in accordance with Elnusa GCG Guidelines	**Penerapan di Lingkup Elnusa** Implementation within the Scope of Elnusa
Keterbukaan	• Tersedianya kebijakan secara tertulis pada sarana akses informasi Perusahaan. • Informasi yang disajikan selalu akurat dan memadai bagi seluruh pemangku kepentingan • Kemudahan dalam mengakses informasi Perusahaan	• Tersedianya situs web Perseroan • Tersedianya Laporan Tahunan dan Laporan Keberlanjutan • Tersedianya siaran Pers • Tersedianya berbagai pedoman secara tertulis dalam situs web Perseroan
Transparency	• Availability of written policies on the facilities to access Company information • Information presented is always accurate and adequate for all stakeholders • Easy access to Company information	• Availability of Company website • Availability of Annual Reports and Sustainability Reports • Availability of press releases • Availability of various written guidelines in the Company website
Akuntabilitas	• Penilaian kinerja secara berkala • Proses *check and balance system* dalam pengelolaan Perseroan	• Perseroan secara berkala menyelenggarakan penilaian kinerja Dewan Komisaris, Komite Dewan Komisaris, serta Direksi • Melalui Rapat Umum Pemegang Saham Tahunan, Dewan Komisaris dan Direksi mempertanggungjawabkan kinerjanya kepada Pemegang Saham • Direksi mempertanggungjawabkan kinerjanya kepada Pemegang Saham
Accountability	• Periodic performance assessment • Check and balance system process in managing the Company	• The Company periodically conducts performance assessment on the Board of Commissioners, the Committees of the Board of Commissioners, as well as the Board of Directors • Through the Annual General Meeting of Shareholders, the Board of Commissioners and the Board of Directors take accountability of their performance to the Shareholders • The Board of Directors takes accountability for its performance to the Shareholders
Pertanggungjawaban	• Menjunjung tinggi integritas Perusahaan melalui *Corporate Value* • Melaksanakan praktik bisnis secara bertanggung jawab	• Penerapan standar etika Perusahaan • Tersedianya berbagai bisnis proses secara *update*
Accountability	• Uphold the Company's integrity through Corporate Values • Responsibly carry out business practices	• Implementation of Company's ethical standards • Availability of various updated business processes

Prinsip Dasar Basic Principle	Penjelasan Sesuai Pedoman GCG Elnusa Explanation in accordance with Elnusa GCG Guidelines	Penerapan di Lingkup Elnusa Implementation within the Scope of Elnusa
Kemandirian	• Keputusan yang objektif untuk setiap proses bisnis yang dilakukan • Menghindari adanya potensi benturan kepentingan	• Perseroan melaksanakan kegiatan usaha secara mandiri dan tidak mendapat intervensi dari Pemegang Saham Pengendali maupun pemangku kepentingan lainnya
Independency	• Objective decision for each business process carried out • Avoid potential conflict of interest	• The Company carried out business activities independently and may not be intervened by the Controlling Shareholders nor other stakeholders
Kesetaraan dan Kewajaran	• Perlakuan yang setara terhadap pemegang saham • Perlakuan yang setara kepada para karyawan	• Pemanggilan RUPS dilakukan 21 hari sebelum pelaksanaan RUPS dengan menggunakan bahasa Indonesia dan bahasa Inggris • Penyampaian CV dari masing-masing calon pengurus Perseroan dalam situs web Perseroan • Tersedianya akses yang memudahkan para pemegang saham untuk memperoleh dokumen *proxy* pemegang saham
Equality and Fairness	• Equal treatment of the Shareholders • Equal treatment of the employees	• Invitation to the GMS is carried out 21 days prior to GMS implementation by use of both Indonesian and English languages • Deliverance of the CVs of each Company's management candidate • Availability of easy access for shareholders to obtain shareholders' proxy documents

TUJUAN PENERAPAN GCG

Untuk mewujudkan Perusahaan yang berdaya saing tinggi dan terus tumbuh, Perseroan mengembangkan struktur dan sistem Tata Kelola Perusahaan sesuai dengan prinsip-prinsip GCG, dengan tujuan:

1. Mengoptimalkan nilai Perusahaan untuk membangun daya saing yang kuat baik secara nasional maupun internasional, dalam menjaga etika dan integritas agar dapat menjaga eksistensi dan pertumbuhan secara berkelanjutan dalam menghadapi era perdagangan bebas Masyarakat Ekonomi ASEAN (MEA);
2. Mendorong pengelolaan perusahaan secara profesional, efisien serta efektif selain juga memberdayakan fungsi dan meningkatkan kemandirian organ-organ dalam perusahaan;
3. Memberikan jaminan rasa aman sehingga akan menumbuhkan kepercayaan dari para investor maupun calon investor;
4. Mengarahkan serta mengendalikan hubungan kerja di antara organ Perseroan;
5. Mendorong agar setiap pengambilan keputusan maupun pelaksanaannya harus dilandasi nilai moral yang tinggi dan sesuai dengan peraturan perundang-undangan yang berlaku serta tanggung jawab sosial yang tinggi;
6. Menciptakan sumber daya manusia yang profesional;
7. Meningkatkan kesejahteraan seluruh Insan Elnusa serta peningkatan kemanfaatan bagi stakeholders;
8. Mencegah terjadinya penyimpangan dalam pengelolaan Perseroan;
9. Meningkatkan budaya kerja Perseroan.

DASAR HUKUM

Penerapan GCG di Perseroan mengacu kepada beberapa ketentuan, peraturan, serta perundang-undangan yang berlaku, yaitu:

1. Undang-Undang Republik Indonesia
   a. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas.
   b. Undang-Undang Republik Indonesia No. 8 Tahun 1995 tentang Pasar Modal.

PURPOSE OF GCG IMPLEMENTATION

To manifest as a company that is competitive and continues to grow, the Company develops its Corporate Governance structure and system in accordance with GCG principles with the following objectives:

1. Optimize the Company's value to build a strong competitiveness both nationally and internationally, in maintaining ethics and integrity in order to maintain existence and sustainable growth in facing free trade era in the South East Asian Nations Economic Community (SEAEC);
2. Encourage professional, efficient and effective management of the company while also empowering the function and enhancement of independency of the organs within the company;
3. Provide assurance of security that will generate the trust of the investors as well as prospective investors;
4. Direct and control work relationships among Company organs;
5. Encourage every decision making as well as implementation to be based on high moral value and in accordance with applicable laws and regulations and high social responsibility;
6. Create professional human resources;
7. Improve the welfare of all personnel of Elnusa as well as increase benefits for stakeholders;
8. Prevent deviations in managing the Company;
9. Improve the Company Work Culture.

LEGAL BASIS

GCG implementation in the Company refers to a number of prevailing provisions, regulations and laws, namely as follows:

1. Laws of the Republic of Indonesia
   a. Law of the Republic of Indonesia No. 40 of Year 2007 regarding Limited Liability Companies.
   b. Law of the Republic of Indonesia No. 8 of Year 1995 regarding Capital Markets.

c. Undang-Undang Republik Indonesia No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme.
d. Undang-Undang Republik Indonesia No. 5 Tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat.
e. Undang-Undang Republik Indonesia No. 13 Tahun 2003 tentang Ketenagakerjaan.
f. Undang-Undang Republik Indonesia No. 20 Tahun 2001 tentang Perubahan atas Undang- Undang Republik Indonesia No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi.
g. Undang-Undang Republik Indonesia No. 15 Tahun 2002 tentang Tindak Pidana Pencucian Uang sebagaimana telah diubah dengan Undang-Undang Republik Indonesia No. 25 Tahun 2003.
h. Undang Undang Republik Indonesia No. 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik.
i. Undang Undang Republik Indonesia No. 14 Tahun 2008 tentang Keterbukaan Informasi.

2. Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) yang telah dialihfungsikan menjadi Otoritas Jasa Keuangan (OJK), serta Peraturan Bursa Efek Indonesia (BEI).

a. Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
b. Peraturan OJK No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.
c. Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.
d. Peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.
e. Peraturan OJK No. 21/ POJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.
f. Peraturan OJK No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum.
g. Peraturan OJK No. 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik.
h. Peraturan OJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.
i. Peraturan OJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.
j. Peraturan OJK No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik.
k. Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.
l. Surat Edaran OJK No. 30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.
m. Peraturan OJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka.
n. Peraturan OJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.

c. Law of the Republic of Indonesia No. 28 of Year 1999 regarding the Administration of the State that is Clean and Free from Corruption, Collusion, and Nepotism.
d. Law of the Republic of Indonesia No. 5 of Year 1999 regarding Prohibition of Monopolistic and Unfair Business Competition Practices.
e. Law of the Republic of Indonesia No. 13 of Year 2003 regarding Manpower.
f. Law of the Republic of Indonesia No. 20 of Year 2001 regarding Change in the Law of the Republic of Indonesia No. 31 of Year 1999 regarding Eradication of the Criminal Acts of Corruption.
g. Law of the Republic of Indonesia No. 15 of Year 2002 regarding Criminal Acts of Money Laundering as amended by Law of the Republic of Indonesia No. 25 of Year 2003.
h. Law of the Republic of Indonesia No. 11 of Year 2008 regarding Electronic Information and Transaction.
i. Law of the Republic of Indonesia No. 14 of Year 2008 regarding Disclosure of Information.

2. Regulations of the Capital Markets and Financial Institutions Supervisory Agency (Bapepam-LK) which was transformed into the Financial Services Authority (OJK), as well as Regulations of the Indonesia Stock Exchange (IDX).

a. OJK Regulation No. 33/POJK.04/2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies.
b. OJK Regulation No. 34/POJK.04/2014 on Nomination and Remuneration Committee of Issuers or Public Companies.
c. OJK Regulation No. 35/POJK.04/2014 regarding Corporate Secretary of Issuers or Public Companies.
d. OJK Regulation No. 8/POJK.04/2015 concerning Websites of Issuers or Public Companies.
e. OJK Regulation No. 21/ POJK.04/2015 regarding Governance Guidelines of Public Companies.
f. OJK Regulation No. 30/POJK.04/2015 concerning Report on the Realization of the Use of Public Offering Proceeds.
g. OJK Regulation No. 31/POJK.04/2015 regarding Disclosure of Material Information or Facts by Issuers or Public Companies.
h. OJK Regulation No. 55/POJK.04/2015 on Establishment and Implementation Guidelines of Audit Committee Work.
i. OJK Regulation No. 56/POJK.04/2015 concerning Establishment and Guidelines for the Preparation of the Internal Audit Charter.
j. OJK Regulation No. 29/POJK.04/2016 regarding Annul Report of Issuers or Public Companies.
k. OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Governance of Public Companies.
l. OJK Circular Letter No. 30/SEOJK.04/2016 on Form and Content of Annual Reports of Issuers or Public Companies.
m. OJK Regulation No. 11/POJK.04/2017 regarding Report on Ownership or Every Change in Share Ownership of Public Companies.
n. OJK Regulation No. 13/POJK.03/2017 on the Use of Public Accountant and Public Accounting Office Services in Financial Service Activities.

o. Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
p. Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik
q. Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.
r. Peraturan Otoritas Jasa Keuangan No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan.
s. Lampiran Keputusan Direksi BEI No. Kep-305/BEJ/07-2004 tanggal 19 Juli 2004 tentang Peraturan No. I-A Pencatatan Saham dan Efek Bersifat Ekuitas Selain Saham yang diterbitkan oleh Perseroan Tercatat.

3. Pedoman Umum *Good Corporate Governance* Indonesia Tahun 2006 yang diterbitkan oleh Komite Nasional Kebijakan Governance tanggal 17 Oktober 2006 ("Pedoman Umum GCG Indonesia KNKG").
4. Anggaran Dasar Perseroan terakhir, yang telah disahkan melalui No. 84 tanggal 31 Desember 2021.
5. ISO 26000 tentang Panduan Tanggung Jawab Sosial.
6. ISO 37001 tentang Sistem Manajemen Anti Penyuapan.
7. OECD 2004 *Principles of Corporate Governance*.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

PT Elnusa Tbk merupakan perusahaan publik yang tercatat di Bursa Efek Indonesia (BEI). Karena itu, Perseroan berkomitmen menjadikan penerapan prinsip-prinsip GCG sebagai landasan dalam menciptakan nilai tambah yang berkelanjutan bagi para pemegang saham, masyarakat secara luas, dan berbagai pemangku kepentingan lainnya (pegawai, konsumen, regulator, mitra kerja, dan lain-lain) baik dalam jangka pendek maupun jangka panjang.

Tata Kelola yang dijalankan Perseroan didasari oleh prinsip-prinsip GCG: *Transparency, Accountability, Responsibility, Independency,* dan *Fairness*. Prinsip ini merupakan komitmen kuat Perseroan untuk selalu menjaga dan meningkatkan nilai perusahaan (*corporate value*), mendorong pengelolaan Perusahaan yang profesional, transparan dan efisien sehingga fundamental dan daya saing Perseroan semakin kuat dan terjaga dengan baik.

Seluruh organ Perseroan telah menjalankan fungsinya dengan baik. Dewan Komisaris melakukan fungsi pengawasannya atas kebijakan pengurusan, jalannya pengurusan, baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi, serta memberi nasihat kepada Direksi. Direksi menjalankan tugasnya secara kolegial dalam melaksanakan pengurusan Perseroan dan bertanggung jawab kepada RUPS sebagai bentuk perwujudan akuntabilitas pengelolaan Perusahaan sesuai dengan prinsip-prinsip tata kelola perusahaan.

Perkembangan penerapan tata kelola perusahaan selama tahun 2023 di antaranya mencakup:
1. Pembaruan *code of conduct.*
2. Pembaruan prosedur penerimaan pemberian hadiah dan hiburan.

o. Financial Service Authority Regulation Noo. 15/POJK.04/2020 on Plans and Implementation of General Meeting of Shareholders of Public Companies.
p. Financial Services Authority Regulation No. 16/POJK.04/2020 concerning Implementation of Electronic General Meeting of Shareholders of Public Companies.
q. Financial Services Authority Regulation No. 17/POJK.04/2020 on Material Transaction and Changes in Business Activities.
r. Financial Services Authority Regulation No. 42/POJK.04/2020 regarding Affiliated Transactions and Conflict of Interest Transactions.
s. Attachment of the IDX Board of Directors' Decree No. Kep-305/BEJ/07-2004 dated 19 July 2004 regarding Regulation No. I-A Share and Equity Securities Listing Other than Shares issued by listed companies.

3. General Guidelines on Indonesia Good Corporate Governance of Year 2006 published by the National Committee of Governance Policy dated October 17, 2006 ("KNKG Indonesia GCG General Guidelines").
4. The latest Company Articles of Association, ratified through No. 84 dated December 31, 2021.
5. ISO 26000 regarding Corporate Social Responsibility Guidelines.
6. ISO 37001 regarding Anti-Bribery Management System.
7. OECD 2004 Principles of Corporate Governance.

DEVELOPMENT OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

PT Elnusa is a public company listed in the Indonesia Stock Exchange (IDX). For this purpose, the Company is committed to making GCG principles as the foundation in the efforts to create sustainable added values for the shareholders, the public at large, and various other stakeholders (employees, consumers, regulators, work partners, and others) both for the short as well as long terms.

Governance carried out by the Company is based on GCG principles: Transparency, Accountability, Responsibility, Independency and Fairness. These principles are strong commitments of the Company to always maintain and improve corporate value, encourage for professional, transparent and efficient management of the Company so that the fundamental and competitiveness of the Company become even stronger and well maintained.

All organs of the Company are properly carrying out their functions. The Board of Commissioners performs its supervisory function on policy matters, management operation, both concerning the company as well as the Company's business conducted by the Board of Directors, as well as provide advices to the Board of Directors. The Board of Directors performs its duties collegially in managing the Company and is responsible to the GMS as a form of accountability for the management of the Company in accordance with the principles of corporate governance.

Development in the implementation of corporate governance during the year 2023, among others, encompasses the following:
1. Update on the code of conduct.
2. Update on procedures of receiving/giving gifts & entertainment (gratuity).

3. Pembaruan prosedur pelaksanaan pengendalian anti penyuapan.
4. Pembaruan prosedur investigasi dan penanganan penyuapan.
5. Penerapan *Compliance Online Systems* (COMPOLS).
6. Sosialisasi GCG.

3. Update on procedures of anti-bribery control implementation.
4. Update on procedures of investigation and handling of bribery.
5. Implementation of Compliance Online Systems (COMPOLS).
6. GCG socialization.

Struktur, Infrastruktur, dan *Softstructure* Tata Kelola Perusahaan

Structure, Infrastructure, and Softstructure of Corporate Governance

STRUKTUR TATA KELOLA PERUSAHAAN

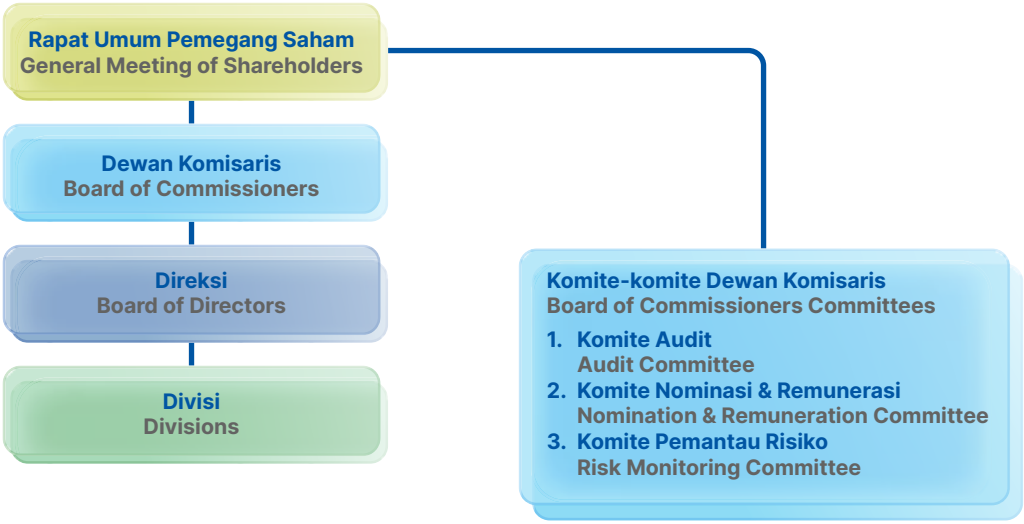
Secara garis besar, struktur GCG di lingkup Perseroan mengacu kepada Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas, yang terdiri dari 3 (tiga) organ utama yaitu Rapat Umum Pemegang Saham (RUPS), Direksi, dan Dewan Komisaris. Seperti yang telah diuraikan sebelumnya, sistem pengelolaan Perseroan Terbatas menganut model 2 (dua) badan atau *two tier system*, yaitu Dewan Komisaris dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam peraturan dan perundang-undangan serta Anggaran Dasar. Sementara RUPS merupakan forum bagi pemegang saham untuk memutuskan hal-hal yang bersifat strategis.

1. Rapat Umum Pemegang Saham, yang selanjutnya disebut RUPS adalah Organ Perseroan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam undang-undang dan/atau Anggaran Dasar.
2. Dewan Komisaris adalah Organ Perseroan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.
3. Direksi adalah Organ Perseroan yang berwenang dan bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.

STRUCTURE OF CORPORATE GOVERNANCE

In general, the GCG structure within the Company's scope refers to Law No. 40 of Year 2007 regarding Limited Liability Companies, consisting of 3 (three) main organs, namely, the General Meeting of Shareholders (GMS), the Board of Directors, and the Board of Commissioners. As previously explained, the Public Company's management system adheres to 2 (two) organizational models or two-tier system, namely the Board of Commissioners and the Board of Directors with clear authority and responsibility in line with their respective functions as mandated in the laws and regulations as well as the Articles of Association. Meanwhile, GMS is the forum for the shareholders to make decisions on matters that are strategic.

1. General Meeting of Shareholders, here onwards referred to as GMS, is the Company Organ that holds the authority not provided to the Board of Directors or the Board of Commissioners within limitation determined in the laws and/or Articles of Association.
2. The Board of Commissioners is the Company Organ assigned to generally and/or specifically supervise in accordance with the Articles of Association as well as to provide advices to the Board of Directors.
3. The Board of Directors is the Company Organ authorized and fully responsible for the management of the Company for the interest of the Company, in accordance with the purpose and objectives of the Company as well as to represent the Company, both inside and outside of the court as stipulated in the Articles of Association.



INFRASTRUKTUR TATA KELOLA PERUSAHAAN

Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, infrastruktur keorganisasian sebuah Perseroan Terbatas mencakup kepentingan pemegang saham yang dituangkan melalui Rapat Umum Pemegang Saham (RUPS); Direksi dengan tugasnya untuk mengelola; serta Dewan Komisaris yang berfungsi melakukan pengawasan. Sistem kepengurusan perseroan terbatas menganut model 2 (dua) badan atau *two tier system*, yaitu Dewan Komisaris dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam peraturan dan perundang-undangan serta Anggaran Dasar.

Perseroan memiliki ketiga organ utama tersebut, baik RUPS, Dewan Komisaris dan Direksi. Dewan Komisaris dan Direksi memiliki tanggung jawab untuk memelihara kesinambungan usaha Perseroan dalam jangka panjang. Oleh karena itu, Dewan Komisaris dan Direksi harus memiliki kesamaan persepsi terhadap visi, misi, dan nilai-nilai inti serta budaya Perseroan.

Infrastruktur GCG Perseroan juga mengikutsertakan beberapa aspek penting yang berperan untuk mendukung penguatan kontrol dan pengelolaan terhadap Perseroan, terdiri dari organ pendukung yang meliputi Sekretaris Perusahaan dan Unit Audit Internal yang berada di bawah Direksi, serta Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Manajemen Risiko yang berada di bawah Dewan Komisaris. Selain itu, terdapat proses audit independen atas laporan keuangan dan laporan lainnya yang dilakukan oleh akuntan eksternal dalam memperkuat kontrol khususnya terkait laporan kinerja Perseroan. Struktur tersebut telah sesuai dengan ketentuan regulasi yang berlaku di Indonesia.

SOFTSTRUCTURE TATA KELOLA PERUSAHAAN

Softstructure atau perangkat lunak GCG merupakan mekanisme penerapan prinsip GCG di lingkup entitas usaha. *Softstructure* tersebut terdiri dari berbagai peraturan dan kebijakan yang mengatur lingkup tanggung jawab organ GCG, dan hubungan kerja antar-organ GCG; termasuk dengan pemangku kepentingan baik internal maupun eksternal.

INFRASTRUCTURE OF CORPORATE GOVERNANCE

Based on Law No 40 of Year 2007 regarding Limited Liability Companies, the organizational infrastructure of a Limited Liability Company encompasses the interests of the shareholders as conveyed through the General Meeting of Shareholders (GSM); the Board of Directors with its duty to manage; as well as the Board of Commissioners that functions to supervise. The management system of a public company embraces 2 (two) organizational models or two-tier system, namely the Board of Commissioners and the Board of Directors with the clear authorities and responsibilities in accordance with their respective functions as mandated in the laws and regulations as well as the Articles of Association.

The Company has the abovementioned three main organs, the GMS, The Board of Commissioners and the Board of Directors. The Board of Commissioners and the Board of Directors have the responsibilities to maintain the Company's business continuity for the long run. For this reason, the Board of Commissioners and the Board of Directors must hold the same perception of the Company's vision, mission and core values as well as culture.

The Company's GCG infrastructure also adheres to several important aspects that play the role in supporting the strengthening of control and management of the Company, consisting of supporting organs that include the Corporate Secretary and Internal Audit Unit under the supervision of the Board of Directors, as well as the Audit Committee, Nomination and Remuneration Committee and the Risk Management Committee under the supervision of the Board of Commissioners. Apart from that, there is an independent audit process of the financial statements by an external accountant in strengthening control, specifically related to the Company financial performance report. This structure is in accordance with provisional regulations applicable in Indonesia.

SOFTSTRUCTURE OF CORPORATE GOVERNANCE

The softstructure of GCG is the implementation the mechanism of GCG principles within the scope of a business entity. This softstructure consists of various regulations and policies that regulate the scope of responsibilities of GCG organs, and the work relationship among GCG organs, including with internal as well as external stakeholders.

Mekanisme penerapan prinsip GCG merupakan mekanisme atas implementasi tata kelola perusahaan yang tercermin dalam sistem yang kuat. Hal ini menjadi penting, karena implementasi tata kelola perusahaan tidak cukup hanya dengan mengandalkan pilar *governance structure*, melainkan dibutuhkan adanya aturan main yang jelas dalam bentuk mekanisme. *Governance mechanism* dapat diartikan sebagai aturan main, prosedur dan hubungan yang jelas antara pihak yang mengambil keputusan dengan pihak yang melakukan kontrol (pengawasan) terhadap keputusan tersebut.

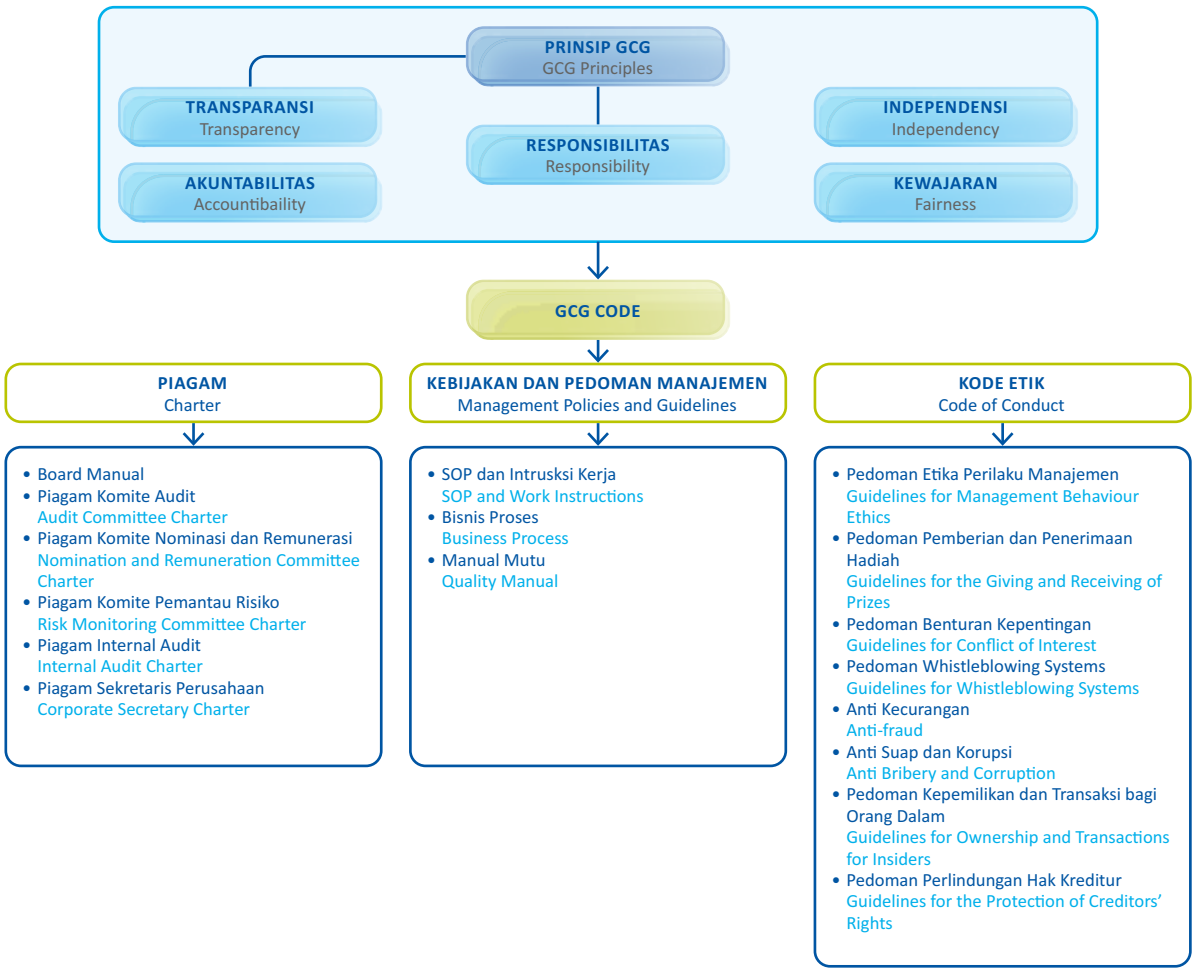
GCG principles implementation mechanism is a mechanism of corporate governance implementation as reflected in a strong system. This becomes important, because corporate governance implementation cannot only rely on governance structure pillar, but clear procedures are also required in a form of a mechanism. Governance mechanism can be regarded as rules, procedures and clear relationship between the decision-making party with the controlling (supervisory) party over such decisions.

Perseroan telah menyusun, menerapkan dan memperbarui *softstructure* GCG yang terdiri dari kebijakan dan prosedur operasional, meliputi antara lain:

The Company has prepared, implemented and updated the GCG softstructure consisting of policies and operating procedures, which include the following:

Softstructure GCG	GCG Softstructure
Anggaran Dasar Perusahaan	Company Articles of Association
Panduan Tata Kelola Perusahaan (GCG Code)	GCG Code/Guidelines
Panduan Perilaku (*Code of Conduct*)	Code of Conduct
Board Manual (Buku Panduan Dewan Komisaris dan Direksi)	Board Manual (Board of Commissioners and Board of Directors Handbook)
Piagam Komite Audit	Audit Committee Charter
Piagam Komite Nominasi dan Remunerasi	Nomination and Remuneration Committee Charter
Piagam Komite Manajemen Risiko	Risk Management Committee Charter
Piagam Sekretaris Perusahaan	Corporate Secretary Charter
Piagam Internal Audit	Internal Audit Charter
Pedoman Etika Perilaku Manajemen	Management Code of Conduct Guidelines
Pedoman Pemberian dan Penerimaan Hadiah	Guidelines on Gratuity
Pedoman Benturan Kepentingan	Guidelines on Conflict of Interest
Pedoman *Whistleblowing System*	Guidelines on Whistleblowing System
Pedoman *Anti-Fraud*	Anti-Fraud Guidelines
Pedoman Anti Suap dan Korupsi	Anti-Bribery and Corruption Guidelines
Pedoman Kepemilikan dan Transaksi bagi Orang Dalam	Guidelines on Ownership and Insider Transactions
Pedoman Perlindungan Hak Kreditur	Creditors' Rights Protection Guidelines
Kebijakan SOP dan Instruksi Kerja	Policy on Standard Operating Procedures and Work Instructions
Kebijakan Bisnis Proses	Business Process Policy
Pedoman Manual Mutu	Quality Manual Guidelines

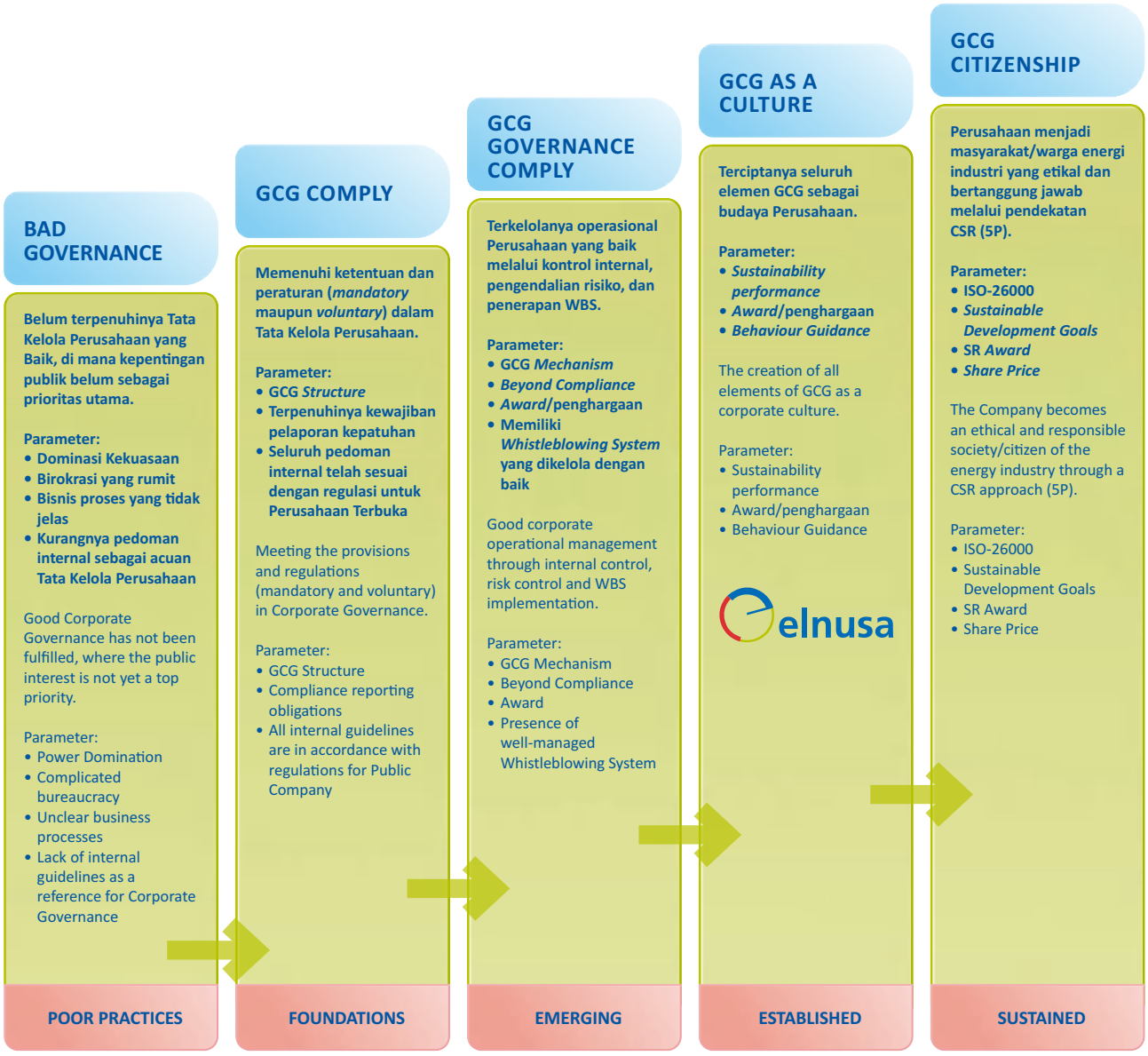
Hirarki Kebijakan dan Prosedur Operasional Perseroan
Company's Hierarchy of Operating Policies and Procedures



Kebijakan dan Prosedur Operasional terkait penerapan GCG di lingkup Perseroan telah diterbitkan dalam situs web Perseroan dengan alamat www.elnusa.co.id, yang tersaji dalam Bahasa Indonesia dan Inggris dan selalu dilakukan pemutakhiran secara berkala untuk disesuaikan dengan kondisi dan *best practices* serta perubahan peraturan perundang-undangan yang berlaku.

Operating Policies and Procedures related to GCG implementation within the scope of the Company are published in the Company website, www.elnusa.coid , presented in both Bahasa Indonesia and English languages and are always updated periodically to adjust to developing conditions and best practices as well as applicable regulatory changes.

Roadmap Pengembangan Tata Kelola Perusahaan yang Baik
Good Corporate Governance Development Roadmap



Rapat Umum Pemegang Saham (RUPS)

General Meeting of Shareholders (GMS)

Mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan oleh Undang-Undang Perseroan terbatas dan/atau Anggaran Dasar Perseroan. RUPS merupakan wadah bagi pemegang saham dalam memutuskan arah Perseroan dan merupakan forum bagi Dewan Komisaris dan Direksi untuk menyampaikan laporan dan pertanggungjawaban atas pelaksanaan tugas serta hasil kinerja Perusahaan kepada para Pemegang Saham. RUPS Perusahaan terdiri dari RUPS Tahunan ("RUPS Tahunan") yang diselenggarakan 1 (satu) kali setiap tahun, dan RUPS Luar Biasa ("RUPSLB") yang dapat diadakan sewaktu-waktu berdasarkan kebutuhan.

The General Meeting of Shareholders (GMS) has the authorities not provided to the Board of Directors or the Board of Commissioners within the limit determined by the Law of Limited Liability Companies and/or Company's Articles of Association. GMS is the assembly for shareholders to decide on the Company's direction and a forum for the Board of Commissioners and the Board of Directors to present reports and accountability for the implementation of their duties as well as on the Company's performance results to the Shareholders. Company GMS consists of the Annual GMS ("Annual GMS") held 1 (one) time every year, and the Extraordinary GMS ("EGMS") that may be held at any time as required.

PENYELENGGARAAN RUPS TAHUN 2023

Sepanjang tahun 2023, Perseroan mengadakan 1 (satu) kali RUPS Tahunan yang diadakan di Ruang Udaya, Graha Elnusa Jl. TB. Simatupang Kav. 1B Jakarta 12560.

GMS IMPLEMENTATION IN 2023

During the year 2023, the Company held 1 (one) Annual GMS at the Udaya Room, Graha Elnusa, Jl. TB Simatupang Kav 1B, Jakarta 12560.

RUPS	Tanggal | Date	GMS
RUPS Tahunan	6 Juni 2023 | June 6, 2023	Annual GMS

Proses penyelenggaraan Rapat Umum Pemegang Saham Tahunan dilaksanakan berdasarkan Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik. Proses rencana dan pelaksanaan RUPS Perseroan telah tertuang dalam surat Perseroan yang telah disampaikan kepada Otoritas Jasa Keuangan (OJK) serta melakukan pengumuman melalui situs web Bursa Efek Indonesia, situs Web eASY.KSEI dan situs web Perseroan.

The implementation process of the Annual General Meeting of Shareholders is carried out based on Financial Services Authority Regulation No. 15/POJK.04/2020 on Plans and Implementation of the General Meeting of Shareholders of Public Companies and Financial Services Authority Regulation No. 16/POJK.04/2020 on Implementation of Electronic General Meeting of Shareholders of Public Companies. The process of planning and implementing the GMS is contained in the Company's letter submitted to the Financial Services Authority (OJK) and announced through the website of the Indonesia Stock Exchange, eASY.KSEI website and Company website.

Pada seluruh pelaksanaan RUPS, rapat dipimpin oleh Bapak Wakhid Hasyim selaku Komisaris dengan terlebih dahulu menyampaikan bahwa pelaksanaan RUPS mengacu pada tata tertib RUPS yang telah disampaikan kepada Pemegang Saham melalui web Perseroan sebelum Rapat dimulai. Pimpinan Rapat memberikan kesempatan kepada Pemegang Saham dan/atau kuasanya untuk mengajukan pertanyaan dan/atau tanggapan secara tertulis atas setiap agenda Rapat yang dibicarakan.

The entire GMS implementation was chaired by Wakhid Hasyim as Commissioner who initially conveyed that the GMS implementation refers to the GMS procedures as presented to the Shareholders through the Company website before the meeting began. Chairman of the Meeting provided the opportunity for the Shareholders and/or proxies to ask questions and/or comment in writing on each Meeting agenda discussed.

Pimpinan Rapat atau Direktur yang ditunjuk oleh Pimpinan Rapat menjawab pertanyaan dan/atau menanggapi pertanyaan, tanggapan dan/atau usulan Pemegang Saham. Setelah semua pertanyaan dijawab dan ditanggapi selanjutnya dilakukan pemungutan suara dan hanya pemegang saham dan/atau kuasanya yang sah yang berhak untuk mengeluarkan suara.

Chairman of the Meeting or Director appointed by Meeting Chairman to answer the questions and/or respond to questions, responses and/or proposals from Shareholders. When all questions are answered and responded then subsequently followed by voting and only shareholders and/or proxies with the right to vote.

Berikut adalah tahapan tata waktu penyelenggaraan RUPS Perseroan sepanjang 2023:

Following is the timeline stages of the Company's GMS implementation in 2023:

No.	Aktivitas	Tanggal Date	Activity
	RUPS Tahunan Tahun Buku 2022		**Annual GMS of Financial Year 2022**
1	Penyampaian rencana RUPS Tahunan kepada OJK	24 Februari 2023 | February 24, 2023	Disclosure of plans of Annual GMS to OJK
2	Pengumuman RUPS Tahunan	3 Maret 2023 | March 3, 2023	Announcement of Annual GMS
3	Pemanggilan RUPS Tahunan	20 Maret 2023 | March 3, 2023	Invitation to Annual GMS
4	Pemanggilan Ulang RUPS Tahunan	13 April 2023 | April 13, 2023	Re-Invitation to Annual GMS
5	Pelaksanaan RUPS Tahunan	6 Juni 2023 | June 6, 2023	Implementation of Annual GMS
6	Penyampaian Ringkasan risalah RUPS Tahunan	7 Juni 2023 | June 7, 2023	Submission of Minutes of Meeting of Annual GMS

Ketentuan Kuorum

Kuorum kehadiran dan kuorum keputusan RUPS untuk mata acara yang harus diputuskan dalam RUPS dilakukan dengan mengikuti ketentuan berdasarkan Peraturan Otoritas Jasa Keuangan dan Anggaran Dasar Perseroan. Dalam RUPS Tahunan tersebut telah dihadiri oleh Pemegang Saham atau Kuasa Pemegang Saham Perseroan yang sah berjumlah 4.436.821.143 saham atau sebesar 60,79086% dari jumlah saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan.

Quorum Requirements

GMS attendance quorum and resolution quorum for the agenda that must be decided on during the GMS are carried out by following the provisions based on the Financial Services Authority Regulation and the Company's Articles of Association. In this Annual GMS, attendants included the Company Shareholders or authorized Shareholder Proxies which totalled 4,436,821,143 shares or 60.79086% of the total shares with legal rights to vote as issued by the Company.

Proses Perhitungan Suara dan Keterlibatan Pihak Independen

Perhitungan suara dan prosedur pemungutan suara dalam RUPS dijelaskan dalam tata tertib RUPS yang disampaikan kepada Pemegang Saham melalui situs Perusahaan sebelum Rapat dimulai. Adapun mekanisme pengambilan keputusan Rapat yang diatur Tata Tertib Rapat dengan memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan yang berlaku.

Perseroan telah menunjuk pihak independen yaitu Biro Administrasi Efek (BAE) PT Datindo Entrycom dan Kantor Notaris Aulia Taufani, S.H., untuk menyampaikan penghitungan suara dan/atau melakukan validasi serta menyusun Berita Acara Rapat.

Process of Vote Counting and Involvement of an Independent Party

Vote counting and voting process in an GMS is explained in the GMS implementation procedures as conveyed to the Shareholders through the Company website prior to the start of the Meeting. The mechanism of the Meeting's decision-making as regulated by the Meeting Procedures by taking into account the Company's Articles of Association and applicable regulation.

The Company appointed an independent party, namely the Securities Administration Agency of PT Datindo Entrycom and Notary Office of Aulia Taufani, S.H., to disclose the vote counting and/or to validate as well as prepare the Minutes of Meeting.

Kehadiran Dewan Komisaris, Direksi, Lembaga, dan Profesi Penunjang Pasar Modal dalam RUPS

RUPS Tahunan dihadiri seluruh anggota Dewan Komisaris, Direksi, Pemegang Saham Mayoritas, dan Pemegang saham lainnya dan atau kuasanya dengan kuorum kehadiran adalah sebagai berikut:

Attendance of the Board of Commissioners, the Board of Directors, Capital Market Supporting Institutions, and Professionals in the GMS

The Annual GMS is attended by all members of the Board of Commissioners, the Board of Directors, Majority Shareholders and other Shareholders and/or proxies with attendance quorum as follows:

Kehadiran Dewan Komisaris dan Direksi dalam RUPS
Attendance of the Board of Commissioners and the Board of Directors in the GMS

Nama Name	Jabatan Position	Keanggotaan Membership	Kehadiran Attendance
RUPS Tahunan | Annual GMS			
Agus Prabowo	Komisaris Utama President Commissioner		Hadir Attendant
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Ketua Komite Nominasi & Remunerasi Chairman of Nomination and Remuneratio Committee	Hadir Attendant
Hernawan Bekti Sasongko	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of Audit Committee	Hadir Attendant
Wakhid Hasyim (Pimpinan Rapat) (Chairman of Meeting)	Komisaris Commissioner	Ketua Komite Pemantau Risiko Chairman of Risk Oversight Committee	Hadir Attendant
John Hisar Simamora	Direktur Utama President Director		Hadir Attendant
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance		Hadir Attendant
Charles Harianto Lumbantobing	Direktur Operasi Director of Operation		Hadir Attendant
Ratih Esti Prihatini	Direktur Pengembangan Usaha Director of Business Development		Hadir Attendant
Tenny Elfrida	Direktur SDM & Umum Director of Human Resources & General Affairs		Hadir Attendant

Kehadiran Lembaga dan Profesi Penunjang Pasar Modal
Attendance of Capital Market Supporting Institutions and Professionals

Lembaga Penunjang Pasar Modal	Kehadiran Attendance	Capital Market Supporting Institution
Notaris	Notaris Aulia Taufani, S.H. Notary of Aulia Taufani, S.H.	Notary
Kantor Akuntan Publik	KAP Purwanto, Sungkoro & Surja – Ernst & Young Public Accounting Firm Purwanto, Sungkoro & Surja – Ernst & Young	Public Accounting Firm
Biro Administrasi Efek	PT Datindo Entrycom	Securities Administration Agency

Lembaga Penunjang Pasar Modal	Kehadiran Attendance	Capital Market Supporting Institution
Biro Administrasi Efek	Hadir | Attendant	Securities Administration Agency
Kantor Akuntan Publik	Hadir | Attendant	Public Accounting Firm
Notaris	Hadir | Attendant	Notary

Keputusan RUPS Tahunan
Perseroan telah menerbitkan keputusan RUPS Tahunan, yang rinciannya disampaikan di bawah ini.

Resolutions of the Annual GMS
The Company has published the resolutions of the Annual GMS, of which details are presented in the table below.

RUPS Tahunan 6 Juni 2023
Annual GMS June 6, 2023

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
1	Persetujuan Laporan Tahunan 2022 termasuk Laporan Pengawasan Dewan Komisaris dan Pengesahan Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2022.	A. Menyetujui dan mengesahkan Laporan Tahunan Perseroan Tahun Buku 2022, termasuk Laporan Pengawasan Dewan Komisaris Perseroan Tahun Buku 2022; B. Mengesahkan Laporan Keuangan Konsolidasian Perseroan dan Entitas Anak untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2022 beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja sebagaimana termuat dalam Laporan No. 00130/2.1032/AU.1/02/0697-2/1/II/2023 tanggal 27 Februari 2023 dengan pendapat "Wajar dalam semua hal yang material". Dengan demikian memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang dilakukan dalam Tahun Buku yang berakhir 31 Desember 2022 sepanjang: 1. Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk laporan keuangan) Tahun Buku yang berakhir 31 Desember 2022. 2. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. Rapat menyetujui dengan jumlah suara setuju berjumlah 4.436.777.143 saham atau 99,99% dari total seluruh suara yang dikeluarkan dalam Rapat.	Telah ditindaklanjuti
	Approval of the 2022 Annual Report including the Board of Commissioners Supervisory Report and Ratification of the Company's Financial Statements which ended on December 31, 2022.	A. Approved and ratified the Company Annual Report for the Financial Year 2022, including the Supervisory Report of the Company's Board of Commissioners for the Financial Year 2022; B. Ratification of the Consolidated Financial Statements of the Company and Subsidiaries for the Financial Year which ended on December 31, 2022 and its explanations audited by the Public Accounting Firm Purwantono, Sungkoro & Surja as contained in the Report No. 00130/2.1032/AU.1/02/0697-2/1/II/2023 dated February 27, 2023 with the opinion of "Reasonable in all material matters". Thereby granting full release and discharge from responsibility (Volledig Acquite et de Charge) to the Board of Directors for management actions and to the Board of commissioners for supervisory actions carried out I the Financial Year which ended on December 31, 2022 to the extent of: 1. These actions are reflected in the Company's Annual Report (including financial statements) for the Financial Year which ended on December 31, 2022. 2. These actions do not constitute criminal and/or unlawful acts. The Meeting approved with total affirmative votes totalling to 4,436,777,143 shares or 99,99% of the total votes validly cast in the meeting.	Followed-Up
2	Penetapan penggunaan Laba Bersih Perseroan Tahun Buku 2022.	A. Menyetujui menetapkan penggunaan laba bersih Perseroan (yang diatribusikan kepada pemilik entitas induk) untuk Tahun Buku 2022 yang tercatat sebesar Rp378.064.598.287 (tiga ratus tujuh puluh delapan miliar enam puluh empat juta lima ratus sembilan puluh delapan ribu dua ratus delapan puluh tujuh rupiah) sebagai berikut: 1. Sebesar Rp189.032.299.143,50 (seratus delapan puluh sembilan miliar tiga puluh dua juta dua ratus sembilan puluh sembilan ribu seratus empat puluh tiga koma lima puluh rupiah) atau 50% dari Laba Bersih Tahun Buku 2022 ditetapkan sebagai Dividen Tunai untuk Tahun Buku 2022. 2. Sisanya sebesar Rp189.032.299.143,50 (seratus delapan puluh sembilan miliar tiga puluh dua juta dua ratus sembilan puluh sembilan ribu seratus empat puluh tiga koma lima puluh rupiah) atau 50% dari Laba Bersih Tahun Buku 2022 akan menjadi Laba Ditahan atau Retained Earning Perseroan. B. Menyetujui memberi kuasa dan wewenang kepada Direksi untuk mengatur tata cara pembayaran dividen tunai termaksud. Rapat menyetujui dengan jumlah suara setuju berjumlah 4.436.777.143 saham atau 99,99% dari total seluruh suara yang dikeluarkan dalam Rapat.	Tata cara pembayaran dividen tunai tahun buku 2022 tercantum dalam Pengumuman Hasil Keputusan RUPS Tahunan yang telah dipublikasikan melalui situs web PT Bursa Efek Indonesia (IDXnet), situs web eASY.KSEI dan situs web Perseroan pada tanggal 7 Juni 2023. Pembayaran dividen tunai tahun buku 2022 telah direalisasikan pada tanggal 6 Juli 2023.

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
	Determining the appropriation of the Company's Net Profit for the Financial Year 2022.	A. Approved to determine the appropriation of the Company's net profit (attributable to the owners of the parent entity) for the Financial Year 2022 which recorded a total of Rp378,064,598,287 (three hundred seventy-eight billion sixty-four million five hundred ninety-eight thousand two hundred eighty-seven rupiah) as follows: 1. An amount of Rp189,032,299,143.50 (one hundred eighty-nine billion thirty-two million two hundred ninety-nine thousand one hundred forty-three point fifty rupiah) or 50% of the Net Profit for the Financial Year 2022 is determined as Cash Dividend for the Financial Year 2022. 2. Remaining amount of Rp189,032,299,143.50 (one hundred eighty-nine billion thirty-two million two hundred ninety-nine thousand one hundred forty-three point fifty rupiah) or 50% of the total Net Profit of the Financial Year 2022 as the Company's Retained Earning. B. Approved to provide proxy and authority to the Board of Directors to regulate the procedures to pay the concerned cash dividends. The Meeting approved with total affirmative votes of 4,436,777,143 shares or 99,99% of the total votes cast in the Meeting.	The Procedure for Payment of Cash Dividends for the Financial Year 2022 is stated in the Announcement of the Resolutions of the Annual GMS published on PT Indonesia Stock Exchange (IDXNet), eASY. KSEI website and the Company website on June 7, 2023. Payment of Cash Dividends for the Financial Year 2021 was made on July 6, 2023.
3	Penetapan Tantiem tahun 2022 dan Remunerasi tahun 2023 bagi anggota Direksi dan Dewan Komisaris.	A. Tantiem Menyetujui memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapatkan persetujuan Pemegang Saham Pengendali Perseroan yaitu PT Pertamina Hulu Energi untuk menetapkan Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2022. B. Remunerasi Menyetujui memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapatkan persetujuan Pemegang Saham Pengendali Perseroan yaitu PT Pertamina Hulu Energi untuk menetapkan besarnya gaji/honorarium, tunjangan dan fasilitas bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun 2023. Rapat menyetujui dengan jumlah suara setuju berjumlah 4.432.869.843 saham atau 99,91% dari total seluruh suara yang dikeluarkan dalam Rapat.	Telah ditindaklanjuti.
	Determining the Tantiem of 2022 and Remuneration in 2023 for members of the Board of Directors and the Board of Commissioners.	A. Tantiem Approved the granting of power and authority to the Company's Board of Commissioners with prior approval from the Company's Controlling Shareholders, namely PT Pertamina Hulu Energi to determine the Tantiem for members of the Company's Board of Directors and the Board of Commissioners for the financial year 2022. B. Remuneration Approved the granting of power and authority to the Board of Commissioners of the Company with prior approval from the Company's Controlling Shareholder, namely PT Pertamina Hulu Energi to determine the amount of salary/honorarium, allowances and facilities for members of the Board of Directors and the Board of Commissioners of the Company for the year 2023. The Meeting approved with a total affirmative votes of 4,432,869,843 shares or 99,91% of the total votes cast in the Meeting.	Followed-Up

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
4	Penunjukan Akuntan Publik untuk melakukan audit Laporan Keuangan Tahunan Perseroan Tahun Buku 2023.	Menyetujui mendelegasikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik Independen dari Kantor Akuntan Publik (KAP) dalam rangka melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 berikut besaran nilai jasanya, termasuk untuk menunjuk KAP pengganti bilamana karena sebab apapun juga berdasarkan ketentuan Pasar Modal di Indonesia apabila KAP yang ditunjuk tidak dapat melakukan tugasnya sesuai ketentuan dan peraturan yang berlaku, dengan kriteria bahwa: a. KAP yang ditunjuk Perseroan dikonsultasikan/dikoordinasikan terlebih dahulu dengan PT Pertamina Hulu Energi; b. KAP tersebut terdaftar di Otoritas Jasa Keuangan; c. KAP tersebut masuk dalam data tabulasi KAP yang diterbitkan oleh Kementerian BUMN. Sesuai dengan Pasal 59 ayat 3 huruf (a) POJK 15/2020 pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan dilakukan dengan alasan penunjukan KAP akan dikonsultasikan/dikoordinasikan dengan Pemegang Saham Pengendali dikarenakan untuk kemudahan dan ketepatan waktu laporan konsolidasian PT Pertamina Hulu Energi. Rapat menyetujui dengan jumlah suara setuju berjumlah 4.241.791.416 saham atau 95,60% dari total seluruh suara yang dikeluarkan dalam Rapat.	Dewan Komisaris telah mengeluarkan Surat Keputusan No. L8.014C-2023.023 tentang Hasil Pengadaan Kantor Akuntan Publik atas Jasa Audit Laporan Keuangan Konsolidasian PT Elnusa Tbk dan Anak Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2023. Mengacu pada surat tersebut, Dewan Komisaris memutuskan menunjuk Kantor Akuntan Publik Purwanto, Sungkoro & Surja (firma anggota Ernst & Young Global Limited) dengan Akuntan Publik Sdr. Irwan Haswir untuk melakukan jasa audit Laporan Keuangan Konsolidasian Perseroan dan Anak Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2023 dengan imbalan jasa sebesar Rp2.900.000.000 (sudah termasuk PPh, namun belum termasuk PPN) dengan ruang lingkup pemeriksaan umum. Direksi telah menyampaikan Laporan Hasil Penunjukan AP dan/atau KAP kepada OJK pada tanggal 27 Oktober 2023.
	Appointment of a Public Accountant to Audit the Company's Annual Financial Statements for the Financial Year 2023	Approved to delegate the authority to the board of Commissioners of the Company to appoint an Independent Public Accountant from a Public Accounting Firm (KAP) for the audit of the Company's Financial Statements for the financial year which ended on December 31, 2023, along with the amount of service value, including for the appointment of a KAP replacement in the event that for any reason, based on the provisions of the Capital Markets in Indonesia, the assigned KAP is unable to complete the assignment in accordance with applicable provisions and regulations, with the following criteria: a. The KAP appointed by the Company to be consulted/coordinated in advance with PT Pertamina Hulu Energi; b. The concerned KAP is registered in the Financial Services Authority; c. The concerned KAP is included in the KAP tabulation data published by the Ministry of BUMN. According to Article 59 paragraph 3 point (a) of POJK 15/2020 on the delegation of authority and power to the Board of Commissioners is carried out on the grounds that the appointment of KAP will be consulted/coordinated with the Controlling Shareholders due to the convenience and timeliness of the consolidated report of PT Pertamina Hulu Energi. The Meeting approved with a total affirmative votes of 4,241,791,416 shares or 95.60% of the total votes cast in the Meeting.	The Board of Commissioners issued Decree No. L8.014C-2023.023 regarding Result of Procurement of Public Accounting Office for Audit Services of the Consolidated Financial Statements of PT Elnusa Tbk and Subsidiaries for the year ending on December 31, 2023. Referring to the letter, The Board of Commissioners decided to appoint Public Accounting Firm Purwantono, Sungkoro and Surja (member firm of Ernst & Young) with Irwan Hazwir to audit the Consolidated Financial Statements for the year ending on December 31, 2023 with services fee of Rp2,900,000,000 (including PPh tax, excluding PPN tax) with general inspection scope of work. The Board of Directors submitted the Report on the Appointment of AP and/or KAP Result to OJK on October 27, 2023.

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
5	Persetujuan Perubahan Susunan Pengurus Perseroan.	A. Memberhentikan dengan hormat Sdri. Tenny Elfrida selaku Direktur SDM & Umum dengan alasan telah selesainya satu periode masa jabatan terhitung efektif sejak penutupan RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Direktur SDM & Umum. B. Menyetujui pengangkatan Sdri. Hera Handayani selaku Direktur SDM & Umum Perseroan terhitung efektif sejak penutupan RUPS ini sampai dengan penutupan RUPS Tahunan ke-3 (ketiga) dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi tersebut sewaktu-waktu sebelum masa jabatannya berakhir. C. Mengangkat kembali Sdr. Agus Prabowo selaku Komisaris Utama Perseroan terhitung efektif sejak penutupan RUPS ini sampai dengan penutupan RUPS Tahunan ke-3 (ketiga) dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris sewaktu-waktu sebelum masa jabatannya berakhir. D. Menyetujui Perubahan Susunan Direksi Perseroan, sehingga susunan Direksi Perseroan menjadi sebagai berikut: 1. Sdr. John Hisar Simamora: Direktur Utama 2. Sdr. Bachtiar Soeria Atmadja: Direktur Keuangan 3. Sdr. Charles Harianto Lumbantobing: Direktur Operasi 4. Sdri. Ratih Esti Prihatini: Direktur Pengembangan Usaha 5. Sdri. Hera Handayani: Direktur SDM & Umum Sedangkan untuk susunan Dewan Komisaris Perseroan tidak mengalami perubahan, yaitu: 1. Sdr. Agus Prabowo: Komisaris Utama 2. Sdr. Wakhid Hasyim: Komisaris 3. Sdr. Lusiaga Levi Susila: Komisaris Independen 4. Sdr. Hernawan Bekti Sasongko: Komisaris Independen E. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan Mata Acara Rapat ini, termasuk untuk menyatakan dalam Akta Notaris tersendiri sebagian dan/atau seluruh keputusan Rapat serta memberitahukan perubahan Direksi dan/atau Dewan Komisaris Perseroan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia serta mendaftarkan kepada instansi yang berwenang, sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku. Rapat menyetujui dengan jumlah suara setuju berjumlah 3.934.288.268 saham atau 88,67% dari total seluruh suara yang dikeluarkan dalam Rapat.	Telah ditindaklanjuti.
	Approval of the Changes in the Company's Management.	A. Honorably discharged Tenny Elfrida as Director of HR & General Affairs with the completion of the term of office for one period effective as of the closing of the GMS, in gratitude for the contribution given during her term of office as Director of HR & General Affairs. B. Approved the appointment of Hera Handayani as the Company's Director of HR & General Affairs effective as of the closing of the 3rd (third) Annual GMS without prejudice to the right of the GMS to dismiss the concerned member of the Board of Directors at any time before the term of office ends. C. Reappointed Agus Prabowo as the President Commissioner of the Company effective as of the closing of this GMS until the closing of the 3rd (third) Annual GMS without prejudice of the rights of the GMS to dismiss at any time of the concerned member of the Board of Commissioners before the term of office ends. D. Approved the Changes in Composition of the Company's Board of Directors that the composition of the Board of Directors of the Company is as follows: 1. John Hisar Simamora: President Director 2. Bachtiar Soeria Atmadja: Director of Finance 3. Charles Harianto Lumbantobing: Director of Operation 4. Ratih Esti Prihatini: Director of Business Development 5. Hera Handayani: Director of HR & General Affairs	Followed-Up

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
		The composition of the Board of Commissioners of the Company remained the same, namely as follows: 1. Agus Prabowo: President Commissioner 2. Wakhid Hasyim: Commissioner 3. Lusiaga Levi Susila: Independent Commissioner 4. Hernawan Bekti Sasongko: Independent Commissioner E. Approved the delegation of power and authority to the Board of Directors of the Company with right to substitution to carry out all necessary actions related to the resolutions of this Meeting Agenda, including to make the statement in its own separate Notarial Deed of a part and/or the entire Meeting resolutions as well as to inform the changes in the Board of Directors and/or the Board of Commissioners of the Company to the Ministry of Law and Human Rights of the Republic of Indonesia as well as to register on the authorized institution in accordance with applicable provisions, laws and regulations. The Meeting approved with total affirmative votes of 3,934,288,268 shares or 88.67% of the total votes cast in the Meeting.	

PENYELENGGARAAN RUPS TAHUN SEBELUMNYA

Sepanjang tahun 2022, Perseroan mengadakan 3 (tiga) kali RUPS Tahunan yang diadakan secara hybrid bertempat di Ruang Medan, Hotel Westin Jl. H.R. Rasuna Said Kav C-22A Jakarta Selatan untuk penyelenggaraan RUPS Tahunan dan Ruang Udaya, Graha Elnusa Jl. TB. Simatupang Kav. 1B Jakarta 12560 untuk penyelenggaraan RUPS Tahunan Kedua dan Ketiga.

GMS IMPLEMENTATION IN THE PREVIOUS YEAR

During the year 2020, the Company held 3 (three) Annual GMS conducted in hybrid at the Medan Room of Westin Hotel, Jl. H.R. Rasuna Said Kav C-22A, South Jakarta for the Annual GMS and Udaya Room of Graha Elnusa, Jl. TB Simatupang Kav. 1B, Jakarta 12560 for the Second and Third Annual GMS.

RUPS	Tanggal | Date	GMS
RUPS Tahunan	20 Juli 2022 | July 20, 2022	Annual GMS
RUPS Tahunan Kedua	9 Agustus 2022 | August 9, 2022	Second Annual GMS
RUPS Tahunan Ketiga	17 Oktober 2022 | October 17, 2022	Third Annual GMS

Proses penyelenggaraan Rapat Umum Pemegang Saham Tahunan dan Rapat Umum Pemegang Saham Luar Biasa dilaksanakan berdasarkan Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.

Mengingat status keadaan tertentu darurat bencana wabah penyakit akibat *Corona Virus Disease* (COVID-19) yang ditetapkan Pemerintah, maka berdasarkan Surat Otoritas Jasa Keuangan No. S-124/D.04/2020 tanggal 24 April 2020, penyelenggaraan RUPST dapat dilakukan secara virtual dengan mengacu pada Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik. Oleh sebab itu, pelaksanaan RUPS Tahunan Perseroan dilakukan dengan dihadiri oleh pemegang saham baik secara hadir fisik maupun secara *online* (daring) dengan memberikan kuasa secara elektronik melalui fasilitas Electronic General Meeting System (eASY.KSEI) yang disediakan oleh PT Kustodian Sentral Efek Indonesia. Dalam hal Pemegang Saham yang memberikan kuasa di luar mekanisme eASY.KSEI, maka Pemegang Saham dapat mengunduh formulir surat kuasa dalam situs web Perusahaan (www. elnusa.co.id).

The implementation process of the Annual General Meeting of Shareholders and the Extraordinary General Meeting of Shareholders is carried out based on Financial Services Authority Regulation No. 15/POJK.04/2020 regarding Plans and Implementation of General Meeting of Shareholders of Public Companies.

Considering the status of a certain emergency situation due to the Corona Virus Disease (COVID-19) as determined by the Government, thus, based on the Financial Services Authority Letter No. S-124/D.04/2020 dated April 24, 2020, the implementation of the Annual GMS may be conducted virtually by referring to the Financial Services Authority Regulation No. 16/POJK.04/2020 regarding the Implementation of Electronic General Meeting of Shareholders of Public Companies. For this reason, the implementation of the Company's, Annual GMS is held and attended by the shareholders, both physically in person as well as online by providing proxy electronically through the Electronic General Meeting System (eASY.KSEI) provided by PT Kustodian Sentral Efek Indonesia. With respect to Shareholders providing proxies outside of the eASY.KSEI mechanism, then the Shareholders may download the proxy form available in the Company website (www.elnusa.co.id).

Proses rencana dan pelaksanaan RUPS Perseroan telah tertuang dalam surat Perseroan yang telah disampaikan kepada Otoritas Jasa keuangan (OJK) serta melakukan pengumuman melalui situs web Bursa Efek Indonesia, situs web eASY.KSEI dan situs web Perseroan.

Pada seluruh pelaksanaan RUPS, rapat dipimpin oleh Bapak Agus Prabowo selaku Komisaris Utama dengan terlebih dahulu menyampaikan bahwa pelaksanaan RUPS mengacu pada tata tertib RUPS yang telah disampaikan kepada Pemegang Saham melalui web Perseroan sebelum Rapat dimulai. Pimpinan Rapat memberikan kesempatan kepada Pemegang Saham dan/atau kuasanya untuk mengajukan pertanyaan dan/atau tanggapan secara tertulis atas setiap agenda Rapat yang dibicarakan.

Pimpinan Rapat atau Direktur yang ditunjuk oleh Pimpinan Rapat menjawab pertanyaan dan/atau menanggapi pertanyaan, tanggapan dan/atau usulan Pemegang Saham. Setelah semua pertanyaan dijawab dan ditanggapi selanjutnya dilakukan pemungutan suara dan hanya pemegang saham dan/atau kuasanya yang sah yang berhak untuk mengeluarkan suara.

Berikut adalah tahapan tata waktu penyelenggaraan RUPS Perseroan sepanjang 2022:

The planning and implementation process of the Company's GMS is provided in the Company letter submitted to the Financial Services Authority (OJK) as well as through the announcement made through the Indonesia Stock Exchange website, the eASY.KSEI website and the Company's website.

In all GMS implementation, the meeting was chaired by Agus Prabowo as President Commissioner who first conveyed that the GMS implementation referred to the GMS rules and regulations as submitted to the Shareholders through the Company's website before the Meeting started. Chairman of the Meeting extended the opportunity to the Shareholders and/or proxies to pose questions and/or response in writing for each of the discussed Meeting agenda.

Chairman of the Meeting or Director appointed by the Meeting Chairman answered and/or responded to the questions, responses and/or suggestions from the Shareholders. After all questions are answered and responded, subsequently voting is cast and only the shareholders and/or legitimate proxies have the right to cast their votes.

Following is the timeline states in the Company's GMS implementation during the year 2022:

No.	Aktivitas	Activity	Tanggal Date
	RUPS Tahunan Tahun Buku 2022	**Annual GMS for Financial Year 2022**	
1	Penyampaian rencana RUPS Tahunan kepada OJK	Submission of Annual GMS plans to OJK	27 Mei 2022 May 29, 2022
2	Pengumuman RUPS Tahunan	Announcement of Annual GMS	6 Juni 2022 June 6, 2022
3	Pemanggilan RUPS Tahunan	Invitation to Annual GMS	21 Juni 2022 June 21, 2022
4	Pelaksanaan RUPS Tahunan	Implementation of Annual GMS	20 Juli 2022 July 20, 2022
5	Penyampaian Ringkasan risalah RUPS Tahunan	Submission of Summary of Minutes of Meeting of Annual GMS	21 Juli 2022 July 21, 2022
6	Penyampaian Risalah RUPS Tahunan	Submission of Minutes of Meeting of Annual GMS	18 Agustus 2022 August 18, 2022
	RUPS Tahunan Kedua	**Second Annual GMS**	
1	Pemanggilan RUPS Tahunan Kedua	Invitation to Second Annual GMS	1 Agustus 2022 August 1, 2022
2	Pelaksanaan RUPS Tahunan Kedua	Implementation of Second Annual GMS	9 Agustus 2022 August 9, 2022
3	Penyampaian Ringkasan Risalah	Submission of Summary of Minutes of Meeting	10 Agustus 2022 August 10, 2022
4	Penyampaian Risalah RUPS Tahunan Kedua	Submission of Minutes of Meeting of Second Annual GMS	8 September 2022 September 8, 2022
	RUPS Tahunan Ketiga	**Third Annual GMS**	
1	Pemanggilan RUPS Tahunan Ketiga	Invitation to Third Annual GMS	7 Oktober 2022 October 7, 2022
2	Pelaksanaan RUPS Tahunan Ketiga	Implementation of Third Annual GMS	17 Oktober 2022 October 17, 2022
3	Penyampaian Ringkasan Risalah	Submission of Summary of Minutes of Meeting	18 Oktober 2022 October 18, 2022
4	Penyampaian Risalah RUPS Tahunan Ketiga	Submission of Minutes of Meeting of Third Annual GMS	15 November 2022 November 15, 2022

Ketentuan Kuorum

Kuorum kehadiran dan kuorum keputusan RUPS untuk mata acara yang harus diputuskan dalam RUPS dilakukan dengan mengikuti ketentuan berdasarkan Peraturan Otoritas Jasa Keuangan dan Anggaran Dasar Perseroan.

Proses Perhitungan Suara

Perhitungan suara dan prosedur pemungutan suara dalam RUPS dijelaskan dalam tata tertib RUPS yang disampaikan kepada Pemegang Saham melalui situs Perusahaan sebelum Rapat dimulai. Adapun mekanisme pengambilan keputusan Rapat yang diatur Tata Tertib Rapat dengan memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan yang berlaku.

Kehadiran Dewan Komisaris, Direksi, Lembaga, dan Profesi Penunjang Pasar Modal dalam RUPS

RUPS Tahunan dan RUPS Luar Biasa dihadiri seluruh anggota Dewan Komisaris, Direksi, Pemegang Saham Mayoritas, dan Pemegang saham lainnya dan atau kuasanya dengan kuorum kehadiran adalah sebagai berikut:

Quorum Requirements

The attendance quorum and GMS resolution quorum for agenda items that must be decided at the GMS are carried out by following the provisions based on the Financial Services Authority Regulations and the Company's Articles of Association.

Vote Counting Process

Vote counting and voting procedures in GMS is explained in the GMS rules presented to the Shareholders through the Company website prior to the start of the Meeting. The mechanism in the Meeting decision making as regulated in the Meeting Rules by taking into account the provisions of the Company's Articles of Association and application regulations.

Attendance of the Board of Commissioners, the Board of Directors, Capital Market Supporting Institutions, and Professionals in GMS

Annual GMS and Extraordinary GMS are attended by all members of the Board of Commissioners, the Board of Directors Majority Shareholders, and other Shareholders and/or their proxies with attendance quorum as follows:

RUPS	Tanggal | Date	GMS
RUPS Tahunan	20 Juli 2022 | July 20, 2022	Annual GMS
RUPS Tahunan Kedua	9 Agustus 2022 | August 9, 2022	Second Annual GMS
RUPS Tahunan Ketiga	17 Oktober 2022 | October 17, 2022	Third Annual GMS

Kehadiran Lembaga dan Profesi Penunjang Pasar Modal
Attendance of Capital Market Supporting Institutions and Professionals

RUPS Tahunan | Annual GMS

Lembaga Penunjang Pasar Modal	Kehadiran Attendance	Capital Market Supporting Institution
Notaris	Notaris Fathiah Helmi, S.H. Notary of Fathiah Helmi, S.H.	Notary
Kantor Akuntan Publik	KAP Purwanto, Sungkoro & Surja – Ernst & Young Public Accounting Firm Purwanto, Sungkoro & Surja – Ernst & Young	Public Accounting Firm
Biro Administrasi Efek	PT Datindo Entrycom	Securities Administration Agency

RUPS Tahunan Kedua | Second Annual GMS

Lembaga Penunjang Pasar Modal	Kehadiran Attendance	Capital Market Supporting Institution
Notaris	Notaris Aulia Taufani, S.H. Notary of Aulia Taufani, S.H.	Notary
Biro Administrasi Efek	PT Datindo Entrycom	Securities Administration Agency

RUPS Tahunan Ketiga | Third Annual GMS

Lembaga Penunjang Pasar Modal	Kehadiran Attendance	Capital Market Supporting Institution
Notaris	Notaris Aryanti Artisari, S.H. Notary of Aryanti Artisari, S.H.	Notary
Biro Administrasi Efek	PT Datindo Entrycom	Securities Administration Agency

Kehadiran Dewan Komisaris dan Direksi dalam RUPS
Attendance of the Board of Commissioners and the Board of Directors in the GMS

Nama Name	Jabatan Position	Keanggotaan Membership	Kehadiran Attendance
RUPS Tahunan | Annual GMS			
Agus Prabowo (Pimpinan Rapat) (Chairman of Meeting)	Komisaris Utama President Commissioner		Hadir Attendant
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Ketua Komite Nominasi & Remunerasi Chairman of Nomination & Remuneratio Committee	Hadir Attendant
Wakhid Hasyim	Komisaris Commissioner	Ketua Komite Pemantau Risiko Chairman of Risk Monitoring Committee	Hadir Attendant
Anis Baridwan	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of Audit Committee	Hadir Attendant
John Hisar Simamora	Direktur Utama President Director		Hadir Attendant
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance		Hadir Attendant
Charles Harianto Lumbantobing	Direktur Operasi Director of Operation		Hadir Attendant
Ratih Esti Prihatini	Direktur Pengembangan Usaha Director of Business Development		Hadir Attendant
Tenny Elfrida	Direktur SDM & Umum Director of Human Resources & General Affairs		Hadir Attendant
RUPS Tahunan Kedua | Second Annual GMS			
Agus Prabowo (Pimpinan Rapat) (Chairman of Meeting)	Komisaris Utama President Commissioner		Hadir Attendant
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Ketua Komite Nominasi & Remunerasi Chairman of Nomination & Remuneratio Committee	Hadir Attendant
Hernawan Bekti Sasongko	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of Audit Committee	Hadir Attendant
Wakhid Hasyim	Komisaris Commissioner	Ketua Komite Pemantau Risiko Chairman of Risk Monitoring Committee	Hadir Attendant
John Hisar Simamora	Direktur Utama President Director		Hadir Attendant
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance		Hadir Attendant
Charles Harianto Lumbantobing	Direktur Operasi Director of Operation		Hadir Attendant
Ratih Esti Prihatini	Direktur Pengembangan Usaha Director of Business Development		Hadir Attendant
Tenny Elfrida	Direktur SDM & Umum Director of Human Resources & General Affairs		Hadir Attendant
RUPS Tahunan Ketiga | Third Annual GMS			
Agus Prabowo (Pimpinan Rapat) (Chairman of Meeting)	Komisaris Utama President Commissioner		Hadir Attendant
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Ketua Komite Nominasi & Remunerasi Chairman of Nomination & Remuneratio Committee	Hadir Attendant
Hernawan Bekti Sasongko	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of Audit Committee	Hadir Attendant
Wakhid Hasyim	Komisaris Commissioner	Ketua Komite Pemantau Risiko Chairman of Risk Monitoring Committee	Hadir Attendant
John Hisar Simamora	Direktur Utama President Director		Hadir Attendant
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance		Hadir Attendant

Nama Name	Jabatan Position	Keanggotaan Membership	Kehadiran Attendance
Charles Harianto Lumbantobing	Direktur Operasi Director of Operation		Hadir Attendant
Ratih Esti Prihatini	Direktur Pengembangan Usaha Director of Business Development		Hadir Attendant
Tenny Elfrida	Direktur SDM & Umum Director of Human Resources & General Affairs		Hadir Attendant

Hasil Keputusan RUPS Tahun Buku 2022

Hingga Laporan tahunan ini diterbitkan, seluruh keputusan RUPS Tahun Buku 2022, telah seluruhnya dilaksanakan. Penjelasan atas setiap mata acara RUPS Tahun Buku 2022 dan RUPS Luar Biasa tercantum dalam tabel di bawah ini.

Resolution of the Annual GMS for Financial Year 2022

Until the publication of this Annual Report, all resolutions of the Annual GMS for Financial Year 2022 have been fully implemented. Explanation of each agenda of the Annual GMS for Financial Year 2022 and the Extraordinary GMS are presented in the table below.

RUPS Tahunan 20 Juli 2022
Annual GMS July 20, 2022

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
1	Persetujuan Laporan Tahunan 2021 termasuk di dalamnya Laporan Pengawasan Dewan Komisaris dan Pengesahan Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2021.	1. Menyetujui dan mengesahkan Laporan Tahunan Perseroan Tahun Buku 2021, termasuk Laporan Tugas Pengawasan Dewan Komisaris Perseroan Tahun Buku 2021. 2. Mengesahkan Laporan Keuangan Konsolidasian Perseroan dan Entitas Anak untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2021 beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja sebagaimana termuat dalam Laporan No. 00119/2.1032/AU.1/02/0697-1/1/II/2022 tanggal 25 Februari 2022 dengan pendapat "Wajar dalam semua hal yang material". Dengan demikian memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab sepenuhnya kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang dilakukan dalam Tahun Buku yang berakhir 31 Desember 2021 sepanjang: a. Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk laporan keuangan) Tahun Buku yang berakhir 31 Desember 2021. b. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. Rapat menyetujui dengan total suara setuju berjumlah 4.125.464.049 saham atau 99,99% dari jumlah suara yang dikeluarkan secara sah dalam rapat.	Telah ditindaklanjuti
	Approval of the 2021 Annual Report including the Board of Commissioners' Supervisory Report and Ratification of the Company's Financial Statements which ended on December 31, 2021	1. Approved and ratified the Company's Annual Report for the Financial Year 2021, including the Supervisory Report of the Company's Board of Commissioners for the Financial Year 2021. 2. Ratified the Consolidated Financial Statements of the Company and Subsidiaries for the Financial which ended on December 31, 2021 and its explanation s audited by Public Accounting Firm Purwantono, Sungkoro & Surja as contained in Report No. 00119/2.1032/AU.1/02/0697-1/1/II/2022 dated February 25, 2022 with the opinion of "Reasonable in all material respects". Thereby granted full release and discharge from responsibility (Volledig Acquit et de charge) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions carried out in the Financial which ended on December 31, 2021 to the extent of: a. These actions are reflected in the Company's Annual Report (including financial statements) for the Financial Year which ended on December 31, 2021. b. These actions do not constitute criminal and/or unlawful acts. The meeting approved with total affirmative votes of 4,125,464,049 shares or 99.99% of the total votes cast in the meeting.	Followed-Up

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
2	Penetapan penggunaan Laba Bersih Perseroan Tahun Buku 2021	Menetapkan penggunaan Laba Bersih Perseroan tahun buku 2021 yang diatribusikan kepada entitas induk sebesar Rp108.740.000.000,00 sebagai berikut: 1. Sebesar Rp2.175.000.000,00 (dua miliar seratus tujuh puluh lima juta rupiah) atau sekitar 2% dari Laba Bersih Perseroan sebagai Cadangan Wajib. 2. Sebesar Rp54.370.000.000,00 (lima puluh empat miliar tiga ratus tujuh puluh juta rupiah) yaitu sekitar 50% dari Laba Bersih Perseroan sebagai Dividen Tunai kepada Pemegang Saham. 3. Sisanya sebesar Rp52.195.000.000,00 (lima puluh dua miliar seratus sembilan puluh lima juta rupiah) yaitu sekitar 48% dari Laba Bersih Perseroan sebagai Saldo Laba atau *Retained Earning* Perseroan. 4. Besarnya dividen yang menjadi hal Pemegang Saham wajib disetorkan kepada Pemegang Saham selambat-lambatnya 30 (tiga puluh) hari setelah ditetapkan dalam Rapat Umum Pemegang Saham. Rapat menyetujui dengan jumlah suara setuju berjumlah 4.124.829.849 saham atau 99,98% dari total seluruh suara yang dikeluarkan dalam Rapat.	Tata Cara Pembayaran Dividen Tunai Tahun Buku 2021 tercantum dalam Pengumuman Hasil Keputusan RUPS Tahunan yang dipublikasikan IDXNet dan Situs web Perseroan pada tanggal 21 Juli 2022. Pembayaran Dividen Tunai Tahun Buku 2021 telah dilakukan pada tanggal 19 Agustus 2022.
	Determining the appropriation of the Company's Net Profit for the Financial Year 2021	Determined the use of the Company's net profit for the Financial Year 2021 attributable to the parent entity the amount of Rp108,740,000,000.00 as follows: 1. The amount of Rp2.175.000.000,00 (two billion one hundred seventy-five million rupiah) or approximately 2% of the Company's Net Profit as Mandatory Reserve. 2. The amount of Rp54,370,000,000.00 (fifty-four billion three hundred seventy million rupiah) or approximately 48% of the Company's Net Profit as Retained Earnings of the Company. 3. The remaining amount of Rp 52,195,000,000.00 (fifty-two billion one hundred ninety-five million rupiah) or approximately 48% of the Company's Net Profit as Retained Earnings of the Company. 4. The amount of dividends due to the Shareholders must be deposited to the Shareholders no later than 30 (thirty) days after it is determined at the General Meeting of Shareholders. The Meeting approved with total affirmative votes of 4,124,829,849 shares or 99.98% of the total votes cast in the Meeting.	The Procedure for Payment of Cash Dividends for the Financial Year 2021 is stated in the Announcement of the Resolutions of the Annual GMS published on IDXNet and the Company's website on July 21, 2022. Payment of Cash Dividends for the Financial Year 2021 was made on August 19, 2022.
3	Penetapan Tantiem tahun 2021 dan Remunerasi tahun 2022 bagi anggota Direksi dan Dewan Komisaris	1. Tantiem Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan pemegang saham Perseroan yaitu PT Pertamina (Persero) untuk menetapkan Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2021. 2. Remunerasi Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan, dengan terlebih dahulu mendapat persetujuan pemegang saham Perseroan yaitu PT Pertamina (Persero) untuk menetapkan besaran Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun 2022. Rapat menyetujui dengan jumlah suara setuju berjumlah 4.121.270.449 saham atau 99,89% dari total seluruh suara yang dikeluarkan dalam Rapat.	Telah ditindaklanjuti
	Determining the Tantiem of 2021 and Remuneration of 22 for members of the Board of Directors and the Board of Commissioners	1. Tantiem Granted the power and authority to the Commpany's Board of Commissioners with prior approval from the Company's Shareholder, PT Pertamina (Persero), to determine Tantiem for members of the Company's Board of Directors and the Board of Commissioners for the financial year 2021. 2. Remuneration Granted the power and authority to the Company's Board of Commissioners with prior approval from the Company's shareholder, PT Pertamina (Persero) to determine the amount of Tantiem for members of the Board of Directors and the Board of Commissioners for financial year 2022. The Meeting approved with affirmative votes of 4,121,270,449 shares or 99.89% of the total votes cast in the Meeting.	Followed-up

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
4	Penunjukan Akuntan Publik untuk Mengaudit Perhitungan Tahunan Perseroan Tahun Buku 2022	Menyetujui memberikan pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan untuk: 1. Melakukan pengadaan KAP untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan dan periode lainnya untuk tahun buku yang disesuaikan dengan ketetapan PT Pertamina Hulu Energi; 2. Menunjuk KAP untuk melakukan audit Laporan Keuangan Konsolidasian Perseroan periode tahun buku 2022 berikut besaran nilai jasa sesuai ketentuan dan peraturan yang berlaku, termasuk menunjuk KAP pengganti bilamana karena sebab apapun juga berdasarkan ketentuan pasar modal di Indonesia apabila KAP yang ditunjuk tidak dapat melakukan tugasnya, dengan kriteria bahwa: a. KAP tersebut terdaftar di Otoritas Jasa Keuangan; b. KAP tersebut termasuk dalam afiliasi KAP empat besar (*big four*) di dunia. 3. Memastikan bahwa seluruh proses tersebut di atas harus dikonsultasikan atau dikoordinasikan dengan PT Pertamina Hulu Energi. 4. Memastikan bahwa keputusan mengenai KAP yang akan ditunjuk tetap ada pada RUPS dengan mempertimbangkan hasil evaluasi kinerja AP dan/atau KAP yang bersangkutan tiap tahunnya. Sesuai dengan Pasal 59 ayat (3) huruf A POJK 15 tahun 2020, pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan dilakukan dengan alasan Penunjukkan KAP akan dikonsultasikan/dikoordinasikan dengan Pemegang Saham Pengendali untuk kemudahan dan ketepatan waktu laporan konsolidasian PT Pertamina Hulu Energi. Rapat menyetujui dengan total suara setuju berjumlah 3.990.443.949 saham atau 96,72% dari total seluruh suara yang dikeluarkan dalam Rapat.	• Berdasarkan Surat Keputusan Dewan Komisaris No. L8.014C-2022.022 tentang Keputusan Dewan Komisaris atas Penunjukan Kantor Akuntan Publik (KAP) dan/atau Akuntan Publik (AP) untuk Jasa Audit atas Jasa Laporan Keuangan Historis Tahunan Posisi 31 Desember 2021 PT Elnusa Tbk dan Entitas Anaknya. • Dewan Komisaris menunjuk KAP Purwantono, Sungkoro dan Surja (anggota firma Ernst & Young) dengan AP Sdr. Moch. Dadang Syachruna untuk melakukan audit atas jasa informasi keuangan historis tahunan posisi 31 Desember 2022 pada Elnusa dan Grup dengan perkiraan imbalan jasa sebesar Rp2.797.000.000. • Direksi telah menyampaikan Laporan Hasil Penunjukan AP/KAP kepada OJK pada tanggal 23 November 2022.
	Appointment of a Public Accountant to Audit the Company's Annual Accounts for the Financial Year 2022	Approved the delegation of authority and power to the Company's Board of Commissioners to: 1. Procure KAP to conduct an audit of the Company's Consolidated Financial Statements and other periods for the financial year adjusted to the provisions of PT Pertamina Hulu Energi; 2. Appoint KAP to audit the Company's Consolidated Financial Statements for the 2022 financial year period and the amount of service value in accordance with the applicable rules and regulations, including appointing a replacement KAP if for any reason based on the provisions of the capital market in Indonesia if the appointed KAP is unable to perform its duties, with the criteria that: a. The KAP is registered with the Financial Services Authority; b. The KAP is included in the affiliation of the Big Four KAP in the world. 3. Ensure that the entire process mentioned above must be consulted or coordinated with PT Pertamina Hulu Energi. 4. Ensure that the decision regarding the KAP to be appointed remains with the GMS by considering the results of the performance evaluation of the AP and/or KAP concerned each year. In accordance with Article 59 paragraph (3) letter A POJK 15 of 2020, the delegation of authority and power to the Board of Commissioners of the Company is carried out on the grounds that the appointment of KAP will be consulted/coordinated with the Controlling Shareholders for the convenience and timeliness of PT Pertamina Hulu Energi consolidated reports. The Meeting approved with total affirmative votes of 3,990,443,949 shares or 96,72% of the total votes cast in the Meeting.	• The Board of Commissioners appointed KAP Purwantono, Sungkoro and Surja (members of the Ernst & Young firm) with AP Br. Moch. Dadang Syachruna to conduct an audit of annual historical financial information services for the position of December 31, 2022 for Elnusa and the Group with an estimated service fee of Rp2,797,000,000. • Referring to the letter, the Board of Commissioners decided to appoint Public Accounting Firm Purwantono, Sungkoro and Surja (member firm of Ernst & Young) with Irwan Hazwir to audit the Consolidated Financial Statements for the year ending on December 31, 2023 with services fee of Rp2,900,000,000 (including PPh tax, excluding PPN tax) with general inspection scope of work. • The Board of Directors submitted the AP/KAP Appointment Result Report to OJK on November 23, 2022.
5	Laporan Direksi Mengenai Realisasi Penggunaan Dana Penawaran Umum Berkelanjutan I Sukuk Ijarah Berkelanjutan I	Mata acara ini bersifat laporan. Oleh karenanya, Perseroan tidak melakukan pemungutan suara untuk pengambilan keputusan Rapat	
	The Board of Directors' Report on the Realization of the Use of Proceeds from Sustainable Public Offering I Sustainable Sukuk Ijarah I	This agenda is report. Thus, the Company did not conduct voting for the Meeting's decision-making.	

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
6	Persetujuan Perubahan Pengurus Perseroan	A. Memberhentikan dengan hormat Tuan Anis Baridwan selaku Komisaris Independen dengan alasan telah selesainya satu periode masa jabatan terhitung efektif sejak penutupan Rapat Umum Pemegang Saham, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Komisaris Independen B. Menyetujui pengangkatan Tuan Hernawan Bekti Sasongko sebagai Komisaris Independen Perseroan terhitung efektif sejak penutupan Rapat Umum Pemegang Saham (RUPS) sampai dengan penutupan RUPS Tahunan ke-3 (ketiga) dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir. C. Menyetujui Perubahan Susunan Dewan Komisaris Perseroan menjadi sebagai berikut: a. Sdr. Agus Prabowo: Komisaris Utama b. Sdr. Wakhid Hasyim: Komisaris c. Sdr. Lusiaga Levi Susila: Komisaris Independen d. Sdr. Hernawan Bekti Sasongko: Komisaris Independen Sedangkan susunan Direksi Perseroan, tidak berubah sebagai berikut: a. Sdr. John Hisar Simamora: Direktur Utama b. Sdr. Bachtiar Soeria Atmadja: Direktur Keuangan c. Sdr. Charles Harianto Lumbantobing: Direktur Operasi d. Sdri. Ratih Esti Prihatini: Direktur Pengembangan Usaha e. Sdri. Tenny Elfrida: Direktur SDM & Umum D. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala Tindakan yang diperlukan berkaitan dengan Keputusan Mata Acara Rapat ini, termasuk untuk menyatakan dalam Akta Notaris tersendiri Sebagian dan/atau seluruh Keputusan Rapat serta memberitahukan perubahan Dewan Komisaris Persroan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia serta mendaftarkan kepada instansi yang berwenang, sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku. Rapat menyetujui dengan total suara setuju berjumlah 3.733.933.700 saham atau 90,51% dari total seluruh suara yang dikeluarkan dalam Rapat.	
	Approval on Changes in the Company's Management	A. Honorably discharged Anis Baridwan as Independent Commissioner upon completion of his term of office effective as of the closing of the General Meeting of Shareholders, with gratitude for contributing his energy and thoughts during his tenure as Independent Commissioner. B. Approved the appointment of Hernawan Bekti Sasongko as Independent Commissioner of the Company effective as of the closing of the Annual General Meeting of Shareholders (GSM) until the closing of the 3rd (third) Annual GMS without prejudice to the right of the GMS to dismiss the member of the Board of Commissioners at any time before his term of office ends. C. Approved the Change in the Composition of the Board of Commissioners of the Company to the following: a. Agus Prabowo: President Commissioner b. Wakhid Hasyim: Commissioner c. Lusiaga Levi Susila: Independent Commissioner d. Hernawan Bekti Sasongko: Independent Commissioner While the composition of the Company's Board of Directors remained the same as follows: a. John Hisar Simamora: President Director b. Bachtiar Soeria Atmadja: Director of Finance c. Charles Harianto Lumbantobing: Director of Operation d. Ratih Esti Prihatini: Director of Business Development e. Tenny Elfrida: Director of HR & General Affairs	

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
		D. Granted the power and authority to the Company's Board of Directors with the right to substitution to carry out all Actions necessary related to the Resolutions of this Meeting Agenda, including to state in its own Notarial Deed of Part and/or the entire Meeting Resolutions as well as to inform the change in the Board of Commissioners of the Company to the Ministry of Law and Human Rights of the Republic of Indonesia and register to the authorized institution, in accordance with applicable provisions and laws and regulations. The Meeting approved with total affirmative votes of 3,733,933,700 shares or 90.51% of the total votes cast in the Meeting.	
7	Persetujuan Perubahan Anggaran Dasar Perseroan	• Mata Acara keenam tidak dapat dilaksanakan. • Tidak memenuhi kuorum kehadiran sesuai yang disyaratkan dalam Anggaran Dasar Perseroan.	Dilakukan RUPS Tahunan Kedua sesuai dengan ketentuan POJK 15 tahun 2020.
	Approval of Amendments to the Company's Articles of Association	• The sixth Agenda could not be implemented. • Attendance quorum was not met in accordance with the requirement as set-forth in the Company's Articles of Association.	The Second Annual GMS was carried out in accordance with POJK 15 of year 2020.

RUPS Tahunan 9 Agustus 2022
Annual GMS August 9, 2022

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
1	Persetujuan Perubahan Anggaran Dasar Perseroan	Dalam RUPS Tahunan Kedua tersebut telah dihadiri oleh Pemegang Saham atau Kuasa Pemegang Saham Perseroan yang sah berjumlah 4.186.995.033 saham atau sebesar 57,367% dari jumlah saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan.	Sesuai dengan ketentuan Pasal 12 ayat (5) Anggaran Dasar Perseroan yang mensyaratkan kehadiran Rapat paling sedikit 3/5 (tiga per lima) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan. Oleh karenanya sesuai dengan Anggaran Dasar Perseroan, maka kuorum untuk penyelenggaraan Rapat Tahunan Kedua ini tidak terpenuhi dan Perseroan harus menyelenggarakan Rapat umum Pemegang Saham Tahunan Ketiga.
	Approval of Amendments to the Company's Articles of Association	This Second Annual GMS was attended by the Shareholders or legitimate Shareholder Proxies of the Company of 4,186,995,033 shares or 57,367% of the total shares with valid voting rights issued by the Company.	In accordance with the provisions of Article 12 paragraph (5) of the Company's Articles of Association which requires the attendance of the Meeting to be at least 3/5 (three-fifths) of the total number of shares with valid voting rights issued by the Company.

RUPS Tahunan Ketiga 17 Oktober 2022

Rapat Ketiga ini diselenggarakan sehubungan dengan tidak tercapainya kuorum yang disyaratkan untuk mata acara keenam RUPS Tahunan Perseroan tahun buku 2021 yang diadakan pada tanggal 20 Juli 2022 dan RUPS Tahunan Kedua yang diadakan pada tanggal 9 Agustus 2022 terkait dengan Perubahan Anggaran Dasar Perseroan. Perubahan Anggaran Dasar ini adalah sebagai bentuk kewajiban Perseroan untuk melakukan penyesuaian Anggaran Dasar sesuai dengan POJK 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.

Sesuai dengan ketentuan Pasal 57 POJK 15 tahun 2020, Perseroan menyampaikan permohonan kepada Otoritas Jasa Keuangan melalui surat nomor L9.000D.013C-2022.682 pada tanggal 19 Agustus 2022 Berdasarkan hal tersebut OJK menyampaikan surat jawaban kepada Perseroan melalui surat Nomor S-66/PM.2/2022 tanggal 15

Third Annual GMS October 17, 2022

This third Meeting was held due to the failure to achieve the required quorum for the sixth agenda of the Company Annual GMS for the financial year 2021 held on July 20, 2022 and the Second Annual GMS held on August 9, 2022 related to the Change in the Company's Articles of Association. This amendment in the Articles of Association was a form of the Company's responsibility to make adjustments in the Articles of Association in accordance with POJK 15/POJK.04/2020 regarding Plans and Implementation of General Meeting of Shareholders of Public Companies.

In line with the provisions of Article 57 of POJK 15 of year 2020, the Company submitted a request to the Financial Services Authority through letter No. L9.000D.013C-2022.682 on August 19, 2022. Based on this letter, OJK issued a responding letter to the Company through letter No. S-66/PM.2/2022 dated September 15, 2022 on Determining

September 2022 perihal Penetapan Kuorum Rapat Umum Pemegang Saham Ketiga, yang mensyaratkan kehadiran pemegang saham untuk RUPS Tahunan Ketiga paling sedikit 52% dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan.

the Quorum of the Third General Meeting of Shareholders which requires the attendance of the shareholders at minimum of 52% of the total shares with valid voting rights issued by the Company.

No.	Mata Acara Agenda	Keputusan Resolution	Realisasi Realization
1	Persetujuan Perubahan Anggaran Dasar Perseroan	1. Menyetujui untuk menyusun kembali Pasal 3 Anggaran Dasar Perseroan mengenai Maksud dan Tujuan serta Kegiatan Usaha guna Pemenuhan Persyaratan dan Ketentuan Peraturan Badan Pusat Statistik No. 2 Tahun 2020 tentang Klasifikasi Baku Lapangan Usaha Indonesia tanpa mengubah kegiatan usaha yang telah dijalankan oleh Perseroan yang usulan perubahannya sebagaimana telah disampaikan kepada pemegang saham. 2. Menyetujui Perseroan untuk menyatakan dan menyusun kembali seluruh ketentuan dalam Anggaran Dasar Perseroan sehubungan dengan perubahan sebagaimana dimaksud dalam butir 1 keputusan rapat di atas. 3. Memberikan wewenang dan kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang berhubungan dengan keputusan Rapat, termasuk namun tidak terbatas untuk menghadap pihak berwenang, mengadakan pembicaraan, memberi dan/atau meminta keterangan, mengajukan permohonan persetujuan dan/atau pemberitahuan atas perubahan Anggaran Dasar Perseroan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia maupun instansi berwenang terkait lainnya, membuat atau serta menandatangani akta-akta dan surat-surat maupun dokumen-dokumen lainnya yang diperlukan atau dianggap perlu, hadir di hadapan Notaris untuk dibuatkan dan menandatangani akta pernyataan keputusan Rapat Perseroan dan melaksanakan hal -hal lain yang harus dan/atau dapat dijalankan untuk dapat terealisasi/terwujudnya keputusan rapat. Rapat menyetujui dengan total suara setuju berjumlah 4.206.728.332 saham atau sebesar 99,99% dari total seluruh suara yang dikeluarkan dalam Rapat.	Telah terealisasi
	Approval of Amendments to the Company's Articles of Associationn	1. Approved to rearrange Article 3 of the Company's Articles of Association regarding the Purpose and Objectives as well as Business Activities in order to fulfill the requirements and provisions of the Central Bureau of Statistics Regulation No. 2 of Year 2020 on the Indonesian Standard Industrial Classification without changing business activities which have been carried out by the Company whose proposed changes have been submitted to the shareholders. 2. Approved for the Company to make statement and rearrange the entire provisions of the Company's Articles of Association in connection to the amendment as referred to in point 1 of the above meeting's resolution. 3. Granted the authority and power with the right of substitution to the Board of Directors of the Company to take all actions related to the resolutions of the Meeting, including but not limited to appearing before the authorities, holding talks, giving and/or requesting information, submitting aplications for approval and/or notification of changes to the Company's Articles of Association to the Minister of Law and Human Rights of the Republic of Indonesia and other relevant authorities, making or signing deeds and letters and other documents that are necessary or deemed necessary, appearing before a Notary to make and sign a deed of statement of the Company's Meeting resolutions and carrying out other matters that must be and/or can be carried out in order to realize/manifest resolutions of the meeting. The Meeting approved with a total affirmative votes of 4,206,728,332 shares or 99.99% of the total votes issued by the Meeting.	Realized

Sedangkan untuk RUPS Tahunan tahun buku 2021 yang dilaksanakan pada tanggal 20 Juli 2022, seluruh keputusannya telah direalisasikan dan dilaksanakan pada tahun 2022. Berdasarkan hal tersebut maka tidak ada keputusan RUPS pada tahun buku sebelumnya dan tahun ini yang belum direalisasikan.

Meanwhile for the Annual GMS of financial year 2021 held on 20 July 2022, all resolutions have been realized and implemented in the year 2022. Based on this, therefore there are no GMS resolution in the previous and this years' GMS which have not been realized.

Dewan Komisaris
Board of Commissioners

Sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, Dewan Komisaris merupakan organ utama Perseroan yang melakukan peran pengawasan dan pemberian nasihat kepada Direksi yang menjalankan kepengurusan Perseroan, seperti ditetapkan dalam Anggaran Dasar. Dewan Komisaris turut melakukan pemantauan terhadap implementasi GCG di Perseroan, termasuk efektivitas pengendalian internal dan pengelolaan risiko.

Dalam peran pengawasan, Dewan Komisaris secara terus menerus memantau efektivitas kebijakan Perseroan, kinerja usaha, dan proses pengambilan keputusan oleh Direksi, serta pelaksanaan strategi untuk mencapai tujuan Perseroan dan memenuhi harapan para pemegang saham serta pemangku kepentingan lainnya. Dewan Komisaris juga melakukan evaluasi dan/atau menyetujui Rencana Kerja dan Anggaran Perseroan yang disusun Direksi setiap tahunnya.

DASAR HUKUM

1. Undang-undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
3. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
4. Anggaran Dasar Perseroan yang telah beberapa kali diubah dan terakhir berdasarkan Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar No. 8 tanggal 17 Oktober 2022 yang dibuat oleh Notaris Aryanti Artisari, S.H., M.Kn. di Jakarta.

KRITERIA ANGGOTA DEWAN KOMISARIS

Anggota Dewan Komisaris wajib mengikuti persyaratan dan ketentuan Undang-Undang tentang Perseroan Terbatas, peraturan perundang-undangan di bidang Pasar Modal serta Peraturan perundang-undangan lain yang berlaku dan yang terkait dengan kegiatan usaha Perseroan. Berdasarkan Anggaran Dasar Perseroan Pasal 17 ayat (2), yakni Anggota Dewan Komisaris Elnusa adalah warga negara Indonesia yang memenuhi persyaratan yang ditentukan Peraturan Otoritas Jasa Keuangan dan perundang-undangan yang berlaku. Adapun di antaranya:

1. Mempunyai akhlak, moral, dan integritas yang baik.
2. Cakap melakukan perbuatan hukum.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
   a. Tidak pernah dinyatakan pailit;
   b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;

In accordance with the Financial Services Authority Regulation (POJK) No. 33/POJK.04/2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies, the Board of Commissioners is the Company's main organ that takes the role of supervisor and provides advises to the Board of Directors that carries out the management of the Company, as stipulated in the Articles of Association. The Board of Commissioners also monitors the implementation of GCG in the Company, including the effectiveness of internal control and risk management.

In its supervisory role, the Board of Commissioners continuously monitors the effectiveness of the Company's policies, business performance, and decision making process by the Board of Directors, as well as the implementation of strategies to achieve Company goals and to fulfill the expectations of shareholders and other stakeholders. The Board of Commissioners also assesses and/or approves the Work Plan and Budget of the Company prepared by the Board of Directors every year.

LEGAL BASIS

1. Law of the Republic of Indonesia No. 40 of year 2007 regarding Limimted Liability Companies.
2. Financial Services Authority Regulation No. 33/POJK.04/2014 dated December 8, 2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies.
3. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on the Organ and Human Resources of State-Owned Enterprises.
4. Articles of Association of the Company which have been amended several times and the last amended was based on Deed of Statement of Resolutions and Changes in the Articles of Associatiton No. 8 dated October 17, 2022 made before Notary Aryanti Artisari, S.H., M.Kn. in Jakarta.

CRITERIA OF MEMBERS OF THE BOARD OF COMMISSIONERS

Members of the Board of Commissioners are obligated to adhere to the requirements and provisions of the Laws on Limited Liability Companies, laws and regulations in the Capital Market sector as well as other applicable laws and regulations and those related to the Company's business activities. Based on Articles of Association Article 17 Paragraph 2, namely that Members of the Board of Commissioners of Elnusa are Indonesian citizens that have fulfilled the requirements set-forth under the Financial Services Authority Regulations and applicable laws and regulation. This include the following:

1. Having good moral values, character, and integrity.
2. Competent in carrying out legal actions.
3. Within 5 (five) years prior to appointment and during term of office:
   a. Never been declared bankrupt;
   b. Never been a member of the Board of Directors and/or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt;

c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:

   i. Pernah tidak menyelenggarakan RUPS tahunan;
   ii. 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
   iii. Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK.

4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.
6. Memenuhi persyaratan lainnya sebagaimana ditentukan dalam Undang-Undang Perseroan Terbatas, Peraturan Pasar Modal dan Peraturan Perundang-Undangan lainnya yang berlaku.

STRUKTUR DAN KOMPOSISI ANGGOTA DEWAN KOMISARIS

1. Struktur keanggotaan Dewan Komisaris Perseroan terdiri dari Komisaris Utama dan Komisaris.

2. Komposisi Dewan Komisaris Perseroan terdiri dari Komisaris Non Independen dan Komisaris Independen.

3. Dewan Komisaris merupakan majelis dan setiap anggota Dewan Komisaris tidak dapat bertindak sendiri-sendiri, melainkan berdasarkan keputusan Dewan Komisaris (kolektif kolegial).

Komposisi dan jumlah anggota Dewan Komisaris ditetapkan oleh RUPS. Pada tahun 2023 tidak terjadi perubahan komposisi dalam Dewan Komisaris karena berdasarkan keputusan RUPS Tahunan tanggal 6 Juni 2023, yakni diputuskan pengangkatan kembali Bapak Agus Prabowo sebagai Komisaris Utama Perseroan sampai dengan penutupan RUPS Tahunan ke-3 (ketiga) setelah tanggal pengangkatannya, dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris sewaktu-waktu.

Pada awal tahun 2024 Perseroan menyelenggarakan RUPS Luar Biasa pada tanggal 17 Januari 2024 dan terjadi perubahan komposisi Dewan Komisaris dengan keputusan memberhentikan dengan hormat Bapak Agus Prabowo sebagai Komisaris Utama Perseroan dan Bapak Hernawan Bekti Sasongko sebagai Komisaris Independen Perseroan dengan alasan penyegaran organisasi.

c. Never been convicted of a crimimnal offense that is detrimental to state finances and/or related to the financial sector; and
d. Never been a member of the Board of Directors and/or member of the Board of Commissioners, who during the term of office:
   i. Never hold an annual GMS;
   ii. Accountability as member of the Board of Directors and/or member of the Board of Commissioners was not 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
   iii. Has caused a company that obtained a license, approval, or registration from OJK yet not fulfill the obligation to submit annual reports and/or financial reports to OJK.

4. Having the commitment to comply with laws and regulations.

5. Having the knowledge and/or expxertise in the field required by the Company.
6. Fulfill other requirements specified in the Limited Liability Company Law, Capital Market Regulations and other applicable laws and regulations.

STRUCTURE AND COMPOSITION OF MEMBERS OF THE BOARD OF COMMISSIONERS

1. The membership structure of the Board of Commissioners of the Company consists of the President Commissioner and Commissioner.
2. The composition of the Board of Commissioners of the Company consists of Non-Independent Commissioner and Independent Commissioner.
3. The Board of Commissioners is an assembly and each member of the Board of Commissioners may not act individually, but based on decisions of the Board of Commissioners (collective collegial).

The composition and number of members of the Board of Commissioners is determined by the GMS. In the year 2023, there was no change in the composition of the Board of Commissioners as based on the resolution of the Annual GMS of June 6, 2023, namely it was decided that reappointment of Agus Prabowo until the closing of the 3rd (third) Annual GMS following the date of his appointment, without prejudice to the right of the GMS to dismiss members of the Board of Commisioners at any time.

Early in the year 2024, the Company held an Extraordinary GMS on January 17, 2024 and a change in the composition of the Board of Commissioners occurred with the decision to dismiss with honor Agus Prabowo as the Company's President Commissioner and Hermawan Bekti Sasongko as Independent Commissioner of the Company with refreshing the organization as the underlying reason.

Periode 1 Januari 2023–17 Januari 2024
Period of January 1, 2023–January 17, 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Agus Prabowo	Komisaris Utama President Commissioner	Akta Pernyataan Keputusan Rapat No. 7 Tahun 2023 Deed of Statement of the Meeting Resolution No. 7 of Year 2023
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Akta Pernyataan Keputusan Rapat No. 3 Tahun 2021 Deed of Statement of the Meeting Resolution No. 3 of Year 2021
Hernawan Bekti Sasongko	Komisaris Independen Independent Commissioner	Akta Pernyataan Keputusan Rapat No. 30 Tahun 2022 Deed of Statement of the Meeting Resoution No. 30 of Year 2022
Wakhid Hasyim	Komisaris Commissioner	Akta Pernyataan Keputusan Rapat No. 3 Tahun 2021 Deed of Statement of the Meeting Resolution No. 3 of Year 2021

Periode 17 Januari 2024-Laporan Tahunan Terbit
Period of 17 January 2024 – Publication of This Annual Report

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Nur Endro Buwono	Komisaris Utama President Commissioner	Akta Pernyataan Keputusan Rapat No. 33 Tahun 2024 Deed of Statement of the Meeting Resolution No. 33 of Year 2024
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Akta Pernyataan Keputusan Rapat No. 3 Tahun 2021 Deed of Statement of the Meeting Resolution No. 3 of Year 2021
Denie S. Tampubolon	Komisaris Independen Independent Commissioner	Akta Pernyataan Keputusan Rapat No. 33 Tahun 2024 Deed of Statement of the Meeting Resolution No. 33 of Year 2024
Wakhid Hasyim	Komisaris Commissioner	Akta Pernyataan Keputusan Rapat No. 3 Tahun 2021 Deed of Statement of the Meeting Resolution No. 3 of Year 2021

KOMISARIS INDEPENDEN

Komisaris Independen adalah anggota Dewan Komisaris yang berasal dari luar Emiten atau Perusahaan Publik dan memenuhi persyaratan sebagai Komisaris Independen sesuai dengan Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik di antaranya:

Kriteria Komisaris Independen

Mengacu pada Peraturan OJK No. 33/POJK.04/2014, kriteria Komisaris Independen mencakup:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen.
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan.
3. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.
4. Tidak mempunyai hubungan Afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Pengendali Perusahaan.

INDEPENDENT COMMISSIONER

Independent Commissioner is member of the Board of Commissiooners coming from outside of the organization of Issuers or Public Companies and fulfill the requirement as Indpendent Commissioner in accordance with OJK Regulation No. 33/POJK.04/2014 regarding the Boardof Directors and the Board of Commissioners of Issuers or Public Companies including the following:

Criteria of Independent Commissioner

Referring to OJK Regulation No. 33/POJK.04/2014, the criteria of Independent Commissioner include the following:

1. Not a person with authority and responsibility for planning, leading, controlling, or supervising the Company's activities during the last 6 (six) months, except for re-appointment as an Independent Commissioner.
2. Not having direct or indirect Company's share ownership.
3. Not having any direct or indirect business relationship in connection with the Company's business activities.
4. Not having affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or Controlling Shareholders of the Company.

Jumlah Komisaris Independen
Number of Independent Commissioner

4 Komisaris dengan 2 Komisaris Independen
4 Commissioners with 2 Independent Commissioners

OJK OTORITAS JASA KEUANGAN **30%**

30% dari Keseluruhan Komisaris adalah Komisaris Independen
30% of All Commissioners are Independent Commissioners

ACGS **50%**

50% dari Keseluruhan Komisaris adalah Komisaris Independen
50% of All Commissioners are Independent Commissioners

Perseroan memiliki Komisaris Independen yang telah memenuhi ketentuan Peraturan Otoritas Jasa Keuangan No. 33/ POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Dalam peraturan tersebut, Komisaris Independen wajib paling sedikit berjumlah 30% dari jumlah anggota Dewan Komisaris.

The Company retains an Independent Commissioner who fulfils the provision of the Financial Services Authority Regulation No. 33/ POJK.04/2014 dated December 8, 2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies. The regulation affirms that Independent Commissioner is obligated to at least make up 30% of the total members of the Board of Commissioners.

Komposisi Komisaris Perseroan per 31 Desember 2023 berjumlah 4 (empat) orang yang terdiri dari 1 (satu) orang Komisaris Utama, 2 (dua) orang Komisaris Independen dan 1 (satu) orang Komisaris. Dengan demikian, komposisi Komisaris Independen Perseroan lebih dari 30% dari seluruh jumlah Dewan Komisaris serta telah memenuhi Peraturan Otoritas Jasa Keuangan maupun telah memenuhi jumlah minimal Komisaris Independen yang diatur dalam ASEAN *Corporate Governance Scorecard* yang mensyaratkan jumlah Komisaris Independen berjumlah 50% dari jumlah seluruh anggota Dewan Komisaris.

The composition of the Company's Commissioners as of December 31, 2023 totaled 4 (four) consisting of 1 (one) President Commissioners, 2 (two) Independent Commissioners and 1 (one) Commissioner. Thus, the composition of Independent Commissioner of the Company is more than 30% of the total members of the Board of Commissioners and complies with the Financial Services Authority Regulation and meets the minimum number of Independent Commissiooners stipulated in the ASEAN Corporate Governance Scorecard which requires the number of Independent Commissioners to be 50% of the total number of members of the Board of Commissioners.

Komisaris Independen Independent Commissioner	**Kriteria Independensi Komisaris Independen** Criteria of Independency of Independent Commissioner			
	Sebagai orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya As a person who works or has authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, unless for the reappointment as the Company's Independent Commissioner for the next period	**Memiliki saham Perseroan baik langsung maupun tidak langsung** Owns Company shares directly or indirectly	**Memiliki hubungan Afiliasi dengan Komisaris, Direksi dan Pemegang saham Utama Perseroan** Affiliation with the Commissioners, the Board of Directors and Major Shareholders of the Company	**Memiliki hubungan usaha dengan Perseroan baik langsung maupun tidak langsung** Business relationship with the Company directly or indirectly
Lusiaga Levi Susila	x	x	x	x
Hernawan Bekti Sasongko*	x	x	x	x
Denie S. Tampubolon**	x	x	x	x

√ = ada | x = tidak ada
Keterangan:
* Menjabat hingga 17 Januari 2024
** Mulai menjabat sejak 17 Januari 2024 //
√ = yes | x = no
Description:
* Served in office until January 17, 2024
** Started serving in office since January 17, 2024

Adapun pernyataan independensi masing-masing Komisaris Independen sebagai berikut:

Statement of independency of each Independent Commissioner is as follows:

Nama Name	**Jabatan** Position	**Tanggal Pernyataan** Date of Establishment	**Status** Status
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	21 Juli 2021 July 21, 2021	Periode Kedua sebagai Komisaris Independen Second Period as Independent Commissioner
Hernawan Bekti Sasongko*	Komisaris Independen Independent Commissioner	20 Juli 2022 July 20, 2022	Pertama kali sebagai Komisaris Independen First time as Independent Commissioner
Denie S. Tampubolon**	Komisaris Independen Independent Commissioner	9 Januari 2024 January 9, 2024	Pertama kali sebagai Komisaris Independen First time as Independent Commissioner

Keterangan | Description:
* Menjabat hingga 17 Januari 2024 | Served in office until January 17, 2024
** Mulai menjabat sejak 17 Januari 2024 | Started serving in office since January 17, 2024

Dengan demikian, Komisaris Independen Perseroan telah memenuhi kriteria sesuai dengan peraturan perundang-undangan yang berlaku. Di bawah ini adalah lampiran surat pernyataan independensi masing-masing Komisaris Independen:

Thus, the Company's Independent Commissioners have fulfilled the criteria in accordance with applicable laws and reglations. Below is the attached letters of statement of independency of each Independent Commissioner:

SURAT PERNYATAAN KOMISARIS INDEPENDEN

Saya yang bertanda tangan di bawah ini :

Nama Lengkap	: Lusiaga Levi Susila
Tempat/tanggal lahir	: Cianjur, 21 April 1956
Alamat	: The Green BSD, Blossom Ville J.15/1 RT 022 RW 010 Serpong
Jabatan	: Komisaris Independen
Tanggal pengangkatan	: 21 Juli 2021

Dalam rangka memenuhi kewajiban dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, bersama ini saya menyatakan bahwa saya:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi perusahaan ini dalam waktu 6 (enam) bulan sebelum diangkat sebagai Komisaris Independen PT Elnusa Tbk *)
2. Tidak memiliki saham baik langsung maupun tidak langsung pada PT Elnusa Tbk.
3. Tidak mempunyai hubungan afiliasi dengan PT Elnusa Tbk, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama PT Elnusa Tbk.
4. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi.
5. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Elnusa Tbk.
6. Dalam melaksanakan aktivitas fungsi pengawasan operasional perusahaan akan bertindak secara independen terutama dalam hal proses pengambilan keputusan, termasuk tetapi tidak terbatas pada hal-hal yang tertulis di atas.
7. Apabila di kemudian hari ditemukan bahwa saya memiliki hubungan-hubungan sebagaimana dimaksud pada butir 2-5 diatas, maka saya bersedia untuk melepaskan jabatan Komisaris Independen dan bersedia untuk diganti.

Demikian pernyataan ini dibuat dengan sebenarnya dan digunakan sebagaimana mestinya.

Jakarta, 21 Juli 2021



(Lusiaga Levi Susila)

*) kecuali untuk pengangkatan kembali

Page 1 of 1

SURAT PERNYATAAN KOMISARIS INDEPENDEN

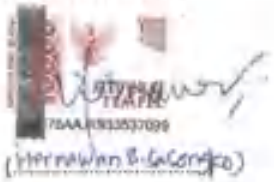
Saya yang bertanda tangan di bawah ini :

Nama Lengkap	Hernawan B. Sasongko
Tempat/tanggal lahir	: Jakarta, 4 Mei 1962
Alamat	: Jalan Darmawangsa Raya/II B, No: 14 Keb Baru, Jaksel
Jabatan	: Komisaris Independen
Tanggal pengangkatan	

Dalam rangka memenuhi kewajiban dalam Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, bersama ini saya menyatakan bahwa saya:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi perusahaan ini dalam waktu 6 (enam) bulan sebelum dilangkat sebagai Komisaris Independen PT Elnusa Tbk *)
2. Tidak memiliki saham baik langsung maupun tidak langsung pada PT Elnusa Tbk.
3. Tidak mempunyai hubungan afiliasi dengan PT Elnusa Tbk, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama PT Elnusa Tbk.
4. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi.
5. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Elnusa Tbk.
6. Dalam melaksanakan aktivitas fungsi pengawasan operasional perusahaan akan bertindak secara independen terutama dalam hal proses pengambilan keputusan, termasuk tetapi tidak terbatas pada hal-hal yang tertulis di atas.
7. Apabila di kemudian hari ditemukan bahwa saya memiliki hubungan-hubungan sebagaimana dimaksud pada butir 2-5 diatas, maka saya bersedia untuk melepaskan jabatan Komisaris Independen dan bersedia untuk diganti.

Jakarta, 20 Juli 2022



(Hernawan B. Sasongko)

*) kecuali untuk pengangkatan kembali

SURAT PERNYATAAN KOMISARIS INDEPENDEN

Saya yang bertanda tangan di bawah ini,

Nama Lengkap	: Denie S. Tampubolon
Tempat dan tanggal lahir	: Bandung, 30 November 1964
Alamat	: Perumahan Bogor Baru Blok D6 No. 12, BOGOR 16129
Jabatan	: Komisaris Independen
Tanggal pengangkatan	:

Dalam rangka memenuhi kewajiban dalam Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tanggal 8 Desember 2004 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, bersama ini saya menyatakan bahwa saya :

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi Perusahaan ini dalam waktu 6 (enam) bulan sebelum diangkat sebagai Komisaris Independen PT Elnusa Tbk. *)
2. Tidak memiliki saham baik langsung maupun tidak langsung pada PT Elnusa Tbk.
3. Tidak mempunyai hubungan afiliasi dengan PT Elnusa Tbk., anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama PT Elnusa Tbk.
4. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi.
5. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Elnusa Tbk.
6. Dalam melaksanakan aktivitas fungsi pengawasan operasional Perusahaan akan bertindak secara independen terutama dalam hal proses pengambilan keputusan, termasuk tapi tidak terbatas pada hal-hal yang tertulis di atas.
7. Apabila di kemudian hari ditemukan bahwa saya memiliki hubungan-hubungan sebagaimana dimaksud pada butir 2-5 di atas, maka saya bersedia untuk melepaskan jabatan Komisaris independen dan bersedia untuk diganti.

Jakarta, 9 Januari 2024

(Denie S. Tampubolon)

*) kecuali untuk pengangkatan kembali

Periode Jabatan Anggota Dewan Komisaris

Setelah masa jabatannya berakhir, anggota Dewan Komisaris tersebut dapat diangkat kembali oleh RUPS:

- Para anggota Dewan Komisaris diangkat untuk jangka waktu terhitung sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan yang ke-3 (ketiga) setelah tanggal pengangkatannya. Namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu

Term of Office of Members of the Board of Commissioners

Upon completion of the term of office, members of the Board of Commissioners may be reappointed by the GMS:

- Members of the Board of Commissioners are appointed for a period of time effective as of the date determined by the GMS that appoints the Commissioner and ends on the closing of the the 3rd (third) Annual GMS after the date of the appointment. However, without prejudice to the right of the GMS to dismiss

dapat memberhentikan para anggota Dewan Komisaris sebelum masa jabatannya berakhir.

- Sesuai POJK No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik bahwa Komisaris Independen dapat diangkat lebih dari 2 (dua) periode sepanjang yang bersangkutan menyatakan dirinya independen.

Mengacu pada Pasal 17 ayat (4) Anggaran Dasar Perseroan, jabatan Dewan Komisaris berakhir apabila:

a. Pengunduran dirinya telah efektif;
b. Tidak lagi memenuhi persyaratan Peraturan OJK dan peraturan perundang-undangan lainnya;
c. Meninggal dunia;
d. Diberhentikan berdasarkan RUPS;

Mekanisme Pemberhentian dan Pengunduran Diri Dewan Komisaris

Berdasarkan Anggaran Dasar Perseroan, mekanisme pemberhentian dan pengunduran diri anggota Dewan Komisaris adalah sebagai berikut:

1. Seorang anggota Dewan Komisaris berhak mengundurkan diri dari jabatannya sebelum masa jabatannya berakhir dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Perseroan.
2. Perseroan wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri anggota Dewan Komisaris dalam jangka waktu paling lambat 90 (sembilan puluh) hari setelah diterimanya surat pengunduran diri.
3. Perseroan wajib melakukan keterbukaan informasi kepada masyarakat dan menyampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah diterimanya permohonan pengunduran diri anggota Dewan Komisaris.
4. Sebelum pengunduran diri berlaku efektif, anggota Dewan Komisaris yang bersangkutan tetap berkewajiban menyelesaikan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar ini dan peraturan perundang-undangan yang berlaku.
5. Terhadap anggota Dewan Komisaris yang mengundurkan diri sebagaimana tersebut di atas tetap dapat dimintakan pertanggungjawabannya sebagai anggota Dewan Komisaris sejak pengangkatan yang bersangkutan hingga tanggal disetujuinya pengunduran dirinya dalam RUPS.
6. Pembebasan tanggung jawab anggota Dewan Komisaris yang mengundurkan diri diberikan setelah RUPS Tahunan membebaskannya.
7. Dalam hal anggota Dewan Komisaris mengundurkan diri sehingga mengakibatkan jumlah anggota Dewan Komisaris menjadi kurang dari jumlah minimum Komisaris yang dipersyaratkan, harus diselenggarakan RUPS untuk mengisi lowongan dalam jangka waktu 90 (sembilan puluh) hari setelah tanggal terjadinya lowongan.

Pedoman dan Tata Tertib Kerja Dewan Komisaris

Dalam menjalankan tugasnya Dewan Komisaris telah memiliki Pedoman Kerja/Piagam Dewan Komisaris dan Direksi yang

the members of the Board of Commissioooners at any time before their term of office ends.

- In accordance with POJK No. 33/POJK.04/2014 dated December 8, 2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies, Independent Commissioners may be reappointed for more than 2 (two) periods as long as the concerned commissioner states himself/ herself as independent.

Referring to Article 17 paragraph (4) of the Company's Articles of Association, the term of office of the Board of Commissioners ends in the event:

a. Resignation is effective;
b. No longer fulfils the requirements of OJK Regulations and other laws and regulations;
c. Passed away;
d. Dismissed based on GMS.

Mechanism for Dismissal and Resignation of the Board of Commissioners

Based on the Company's Articles of Association, the mechanism for dismissal and resignation of members of the Board of Commissioners is as follows:

1. A member of the Board of Commissioners has the right to resign from his/her position before his/her term of office ends by notifying the Company in writing on his/her intention.
2. The Company is obligated to hold GMS to decide on the requests for resignation of members of the Board of Commissioners within a period of no later than 90 (ninety) days after receipt of the resignation request letter.
3. The Company is obligated to disclose information to the public and notify OJK at the latest within 2 (two) working days after receipt of the resignation request of members of the Board of Commissioners.
4. Before the resignation is effective, the concerned member of the Board of Commissioners remains obligated to complete the assigned duties and responsibilities in accordance with the Articles of Association and applicable laws and regulations.
5. Resigning members of the Board of Commissioners as mentioned above remain accountable as members of the Board of Commissioners from the date of appointment of the concerned members until the date of approval of the resignation in the GMS.
6. Release of responsibility of resigning members of the Board of Commissioners is granted after the Annual GMS releases the concerned members.
7. In the event members of the Board of Commissioners resign resulting in the number of members of the Board of Commissioners less than the minimum number of Commissioners required, a GMS must be held to fill the vacancy within 90 (ninety) days after the date of the vacancy.

Work Guidelines and Rules of the Board of Commissioners

In performing its duties, the Board of Commissioners retains Work Guidelines/Charter of the Board of Commissioners and the Board

ditandatangani oleh Dewan Komisaris dan Direksi pada tanggal 2 Januari 2018. Pedoman Kerja tersebut ditinjau secara berkala dan dimutakhirkan apabila dianggap perlu dengan memperhatikan ketentuan perundangan yang berlaku. Selengkapnya terdapat pada situs Perusahaan www.elnusa.co.id.

Cakupan Pedoman dan Tata Tertib Kerja Dewan Komisaris:

1. Fungsi Dewan Komisaris
2. Tugas dan Kewajiban Dewan Komisaris
3. Hak dan Wewenang Dewan Komisaris
4. Pembagian Kerja Dewan Komisaris
5. Persyaratan Dewan Komisaris
6. Pengangkatan Dewan Komisaris
7. Keanggotaan Dewan Komisaris
8. Rangkap Jabatan
9. Masa Jabatan Dewan Komisaris
10. Pemberhentian Anggota Dewan Komisaris
11. Pengunduran Diri Anggota Dewan Komisaris
12. Pengisian Jabatan Lowong Anggota Dewan Komisaris
13. Keadaan Seluruh Anggota Dewan Komisaris Lowong
14. Komisaris Independen
15. Pengungkapan Kepemilikan Saham dan Hubungan Afiliasi
16. Program Pengenalan dan Peningkatan Kapabilitas
17. Waktu Kerja Dewan Komisaris
18. Etika Jabatan Dewan Komisaris
19. Rapat Dewan Komisaris
20. Evaluasi Kinerja Dewan Komisaris
21. Pertanggungjawaban Dewan Komisaris
22. Organ Pendukung Dewan Komisaris
23. Evaluasi Kinerja Komite Dewan Komisaris

Tugas dan Tanggung Jawab Dewan Komisaris

Dalam peran pengawasan dan pemberian nasihat, secara kolegial Dewan Komisaris Perseroan mengemban tugas dan tanggung jawab antara lain sebagai berikut:

1. Tunduk pada ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan dan keputusan RUPS.
2. Beritikad baik dan dengan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perseroan.
3. Melakukan pengawasan untuk kepentingan Perseroan dengan memperhatikan kepentingan para pemegang saham dan bertanggung jawab kepada RUPS.
4. Melakukan tugas pengawasan terhadap kebijakan Direksi dalam melaksanakan pengurusan Perseroan termasuk pelaksanaan Rencana Jangka Panjang Perseroan (RJPP), Rencana Kerja dan Anggaran Perseroan (RKAP), ketentuan Anggaran Dasar dan keputusan RUPS serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
5. Memberikan pendapat dan saran kepada Direksi berkaitan dengan pengurusan Perseroan.
6. Memberikan pendapat dan saran kepada Direksi berkaitan dengan penyusunan visi, misi serta rencana-rencana strategis lain yang diatur dalam Anggaran Dasar.

of Directors signed by the Board of Commissioners and the Board of Directors on January 2, 2018. The Work Guidelines is reviewed periodically and updated if regarded as necessary by taking into account of applicable regulatory provisions. Details on this are available on the Company website www.elnusa.co.id .

The scope of the Work Guidelines and Rules of the Board of Commissioners is as follows:

1. Function of the Board of Commissioners
2. Duties and Obligations of the Bboard of Commissioners
3. Rights and Authorities of the Board of Commissioners
4. Division of Work of the Board of Commissioners
5. Requirements of the Board of Commissioners
6. Appointment of the Board of Commissioners
7. Membership of the Board of Commissioners
8. Concurrent Position
9. Term of Office of the Board of Commissioners
10. Dismissal of Members of the Board of Commissioners
11. Resignation of Members of the Board of Commissioners
12. Filling Vacant Positions of Members of the board of Commissioners
13. Vacancy of All Mmembmers of the Board of Commissioners
14. Independent Commissioner
15. Disclosure of Share Ownership and Affiliation
16. Introduction and Capability Improvement Program
17. Working Hours of the Board of Commissioners
18. Office Ethics of the Board of Commissioners
19. Meeting of the Board of Commissioners
20. Performance Assessment of the Board of Commissioners
21. Accountability of the Board of Commissioners
22. Supporting Organs of the Board of Commissioners
23. Performance Assessment of the Board of Commissioners Committees

Duties and Responsibilities of the Board of Commissioners

In its supervisory and advisory role, the Board of Commissioners collegially carries out its duties and responsibilities, among others, as follows:

1. Comply with provisions of applicable laws and regulations, Articles of Association of the Company and GMS resolutions.
2. Carry out duties in good faith and with full responsibility for the interests and business of the Company.
3. Supervise for the interests of the Company by taking into account the interests of the shareholders and responsible to the GMS.
4. Carry out supervisory duties on the policies of the Board of Directors in managing the Company including the implementation of the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP), the provisions of the Articles of Association and resolutions of the GMS as well as prevailing laws and regulations, for the interests of the Company and in line with the Company's purpose and objectives.
5. Provide opinions and suggestions to the Board of Directors in connection with the management of the Company.
6. Provide opinions and suggestions to the Board of Directors concerning the preparation of the vision, mission and other strategic plans stipulated in the Articles of Association.

7. Menerapkan *Good Corporate Governance* secara konsisten.
8. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan tersebut dan Perseroan lain termasuk perubahannya.
9. Melakukan pembagian kerja di antara para anggota Dewan Komisaris yang diatur oleh mereka sendiri dan untuk kelancaran tugasnya Dewan Komisaris dapat dibantu oleh seorang Sekretaris Dewan Komisaris atas beban Perseroan.

Pembagian Peran dan Tanggung Jawab Pengawasan Masing-masing Anggota Dewan Komisaris

Tugas Komisaris Utama antara lain:

1. Koordinator pelaksanaan tugas-tugas Dewan Komisaris.
2. Memimpin rapat Dewan Komisaris.
3. Mewakili Dewan Komisaris memimpin Rapat Umum Pemegang Saham Perusahaan.

Selain tugas dan tanggung jawab sebagaimana dijelaskan di atas, masing-masing anggota Dewan Komisaris memiliki pembagian peran dan tanggung jawab tambahan. Pembagian kerja anggota Dewan Komisaris antara lain dilakukan dengan menetapkan pembagian anggota Dewan Komisaris sebagai anggota Komite-komite yang dibentuk Dewan Komisaris untuk membantu kelancaran tugas Dewan Komisaris, yang terdiri dari Komite Audit, Komite Nominasi dan Remunerasi serta Komite Pemantau Risiko. Penetapan masing-masing anggota Dewan Komisaris sebagai anggota komite-komite dimaksud ditetapkan dalam Surat Keputusan Dewan Komisaris.

Pembagian anggota Dewan Komisaris sebagai anggota komite-komite tersebut mengalami perubahan-perubahan sebagai penyesuaian terhadap kebutuhan dan perkembangan kondisi terkini termasuk adanya perubahan komposisi Dewan Komisaris, di mana perubahan terakhir susunan keanggotaan Dewan Komisaris sebagai ketua dan anggota komite-komite sesuai dengan periode jabatannya adalah sebagai berikut:

7. Implement Good Corporate Governance consistently.
8. Report to the Company on his/her share ownership and/or of his/her family in the Company and on other companies including changes in the ownership.
9. Carry out division of work among the members of the Board of Commissioners which they regulate themselves and for the smooth run of implementing their duties, the Board of Commissioner be assisted by a Secretary to the Board of Commissioners at the expense of the Company.

Division of Roles and Supervisory Responsibilities of Each Member of the Board of Commissioners

Duties of the President Commissioner, among others, are as follows:

1. As coordinator for the implementation of duties of the Board of Commissioners
2. Chairing over the Board of Commissioners Meeting
3. Represent the Board of Commissioners to chair the General Meeting of Shareholders of the Company.

Apart from the duties and responsibilities as explained above, each member of the Board of Commissioners has an additional division of roles and responsibilities. The division of work of members of the Board of Commissioners, among others, is carried out by determining the division of members of the Board of Commissioners as members of Committees established by the Board of Commissioners to assist the smooth run of the duties of the Board of Commissioners, consisting of the Audit Committee, Nomination and Remuneration Committee and Risk Monitoring Committee. The assignment of each member of the Board of Commissioners as members of the said committees is stipulated in a Decree of the Board of Commissioners.

The assignment of members of the Board of Commissioners as members of the said committees has undergone changes as an adjustment to the needs and development of the latest condition including changes in the composition of members of the Board of Commissioners, where the lats changes in the composition as chairman and members of committees during 2022 are as follows:

Periode 1 Januari 2023–17 Januari 2024
Period of January 1, 2023–January 17, 2024

Nama Name	Jabatan Position	Pembagian Bidang Tugas Division of Duties
Agus Prabowo	Komisaris Utama President Commissioner	Koordinator pelaksanaan tugas-tugas Dewan Komisaris Coordinator of the implementation of duties of the Board of Commissioners
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	• Ketua Komite Nominasi dan Remunerasi • Anggota Komite Pemantau Risiko • Chairman of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Hernawan Bekti Sasongko	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of the Audit Committee
Wakhid Hasyim	Komisaris Commissioner	Ketua Komite Pemantau Risiko Chairman of the Risk Monitoring Committee

Periode 17 Januari 2024–Laporan Tahunan Terbit
Period of January 17, 2024–Publication of the Annual Report

Nama Name	Jabatan Position	Pembagian Bidang Tugas Division of Duties
Nur Endro Buwono	Komisaris Utama President Commissioner	Koordinator pelaksanaan tugas-tugas Dewan Komisaris Coordinator of the implementation of duties of the Board of Commissioners
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	• Ketua Komite Nominasi dan Remunerasi • Anggota Komite Pemantau Risiko • Chairman of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Denie S. Tampubolon	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of the Audit Committee
Wakhid Hasyim	Komisaris Commissioner	Ketua Komite Pemantau Risiko Chairman of the Risk Monitoring Committee

Pendelegasian Wewenang Dewan Komisaris

Pendelegasian wewenang oleh seorang anggota Dewan Komisaris kepada anggota Dewan Komisaris lainnya hanya dapat dilakukan melalui surat kuasa khusus untuk keperluan dimaksud dan pendelegasian wewenang tersebut tidak melepaskan tanggung jawab Dewan Komisaris secara kolektif.

Fokus Pengawasan serta Realisasi Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Tahun 2023

Dewan Komisaris memberikan perhatian utama pada pencapaian target bisnis dengan memperhatikan pengelolaan risiko dengan prinsip kehati-hatian dan kepatuhan atas semua ketentuan yang berlaku. Selama tahun 2023, fokus pengawasan Dewan Komisaris yang mencakup beberapa aspek penting antara lain:

1. Menganalisis, memberikan masukan, dan menyetujui Rencana Kerja dan Anggaran Perusahaan untuk tahun 2024.
2. Memantau, menganalisis, dan memberi masukan atas rencana strategis Perseroan.
3. Melakukan kajian secara berkala atas kinerja Perseroan baik aspek HSSE, Operasional, Pengembangan Usaha, Sumber Daya Manusia, maupun Keuangan Perseroan dalam setiap rapat Dewan Komisaris dan/atau rapat komite-komitenya juga mengundang divisi terkait untuk menyampaikan kinerja masing-masing.
4. Memastikan bahwa Direksi dan/atau Manajemen telah menindaklanjuti temuan audit dan rekomendasi dari auditor internal Perseroan, termasuk perbaikan terhadap hasil temuan pemeriksaan oleh auditor eksternal Perseroan maupun regulator.
5. Menerima laporan terkini atas pencapaian kinerja Perseroan termasuk pencapaian investasi.
6. Melakukan pengkajian dan persetujuan atas corporate action yang memerlukan persetujuan hingga tingkat Dewan Komisaris.
7. Melalui Komite Audit melakukan penelaahan atas laporan keuangan mencakup penyajian laporan keuangan, perlakuan akuntansi dan kesesuaiannya dengan prinsip akuntansi yang berlaku umum dan pelaporan kepada otoritas.
8. Atas rekomendasi Komite Audit, melakukan evaluasi kinerja auditor eksternal tahun buku 2022 dan penunjukan auditor eksternal untuk tahun buku 2023.

Delegation of Authority of the Board of Commissioners

Delegation of Authority by a member of the Board of Commissioners to other members of the Board of Commissioners can only be conducted through a special power of attorney for this purpose and this delegation of authority does not abdicate the responsibility of the Board of Commissioners collectively.

Focus of Supervision and Realization of the Implementation of Duties and Responsibilities of the Board of Commissioners in 2023

The Board of Commissioners pays primary attention to accomplishing business targets by attending to risk management with the principle of prudence and compliance with all applicable regulations. During the year 2023, the focus of supervision of the Board of Commissioners that include several important aspects, among others, as follows:

1. To analyze, provide input, and approve the Company's Work Plan and Budget for the year 2024.
2. To monitor, analyze, and provide input of the Company's strategic plans.
3. To conduct periodic review of the Company's performance such as on the aspects of HSSE, Operational, Business Development, Human Resources, as well as the Company's Finance in each of the Board of Commissioners' meeting and/or its committees' meeting and also inviting related divisions to present each of their performance.
4. To ensure that the Board of Directors and/or the Management follow-up on the audit findings and recommendations from the Company's internal auditor, including improvements to audit findings by the Company's external auditors and regulators.
5. To receive the latest report on the Company's performance accomplishment including investment achievement.
6. To conduct review and approval of corporate actions that require approval to the level of the Board of Commissioners.
7. Through the Audit Committee, conduct review of the financial reports which include the presentation of financial report, accounting treatment and adjustments with generally applicable accounting principles and reporting to the authorities.
8. On the recommendation of the Audit Committee, conduct performance assessment of the external auditor for the financial year 2022 and the appointment of an external auditor for the financial year 2023.

9. Melalui Komite Nominasi dan Remunerasi melakukan penilaian kinerja tahun buku 2022 untuk Dewan Komisaris, Direksi dan Komite-Komite di bawah Dewan Komisaris termasuk usulan imbalan hasil kerja serta menyampaikan usulan mengenai susunan pengurus Perseroan kepada Pemegang Saham Pengendali.

10. Fungsi pengawasan risiko telah dijalankan melalui Komite Pemantau Risko yang memberikan rekomendasi kepada Dewan Komisaris dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris yang berkaitan dengan manajemen risiko.

Mekanisme Pelaksanaan Tugas Pengawasan Dewan Komisaris

Dewan Komisaris melaksanakan fungsi, tugas, dan kewajibannya dilakukan melalui mekanisme sebagai berikut:

1. Mekanisme rapat Dewan Komisaris yang dilakukan secara internal Dewan Komisaris, atau dengan mengundang Direktur atau Manajemen terkait agenda pembahasan serta rapat Dewan Komisaris bersama Direksi secara rutin.

2. Peran aktif komite-komite di bawah Dewan komisaris dalam membantu dan mendukung kelancaran tugas Dewan Komisaris antara lain melalui pelaksaan rapat-rapat komite, serta pelaksanaan/pembuatan evaluasi, kajian atau penelaahan terhadap hal-hal yang menjadi tugas Dewan Komisaris.

3. Pemberian arahan, pendapat atau keputusan Dewan Komisaris secara tertulis kepada Direksi sebagai:

    a. Tindak lanjut hasil Rapat Dewan Komisaris atau Rapat Dewan Komisaris bersama Direksi.

    b. Tanggapan terhadap permohonan persetujuan, konsultasi atau usulan yang disampaikan oleh Direksi kepada Dewan Komisaris, serta informasi mengenai permasalahan-permasalahan yang bersifat strategis dan signifikan berdasarkan hasil evaluasi dan penelaahan Dewan Komisaris.

4. Pelaksanaan kunjungan kerja Dewan Komisaris ke lingkungan unit kerja maupun Anak Perusahaan Perseroan serta pemberian arahan dan pendapat Dewan Komisaris kepada Direksi berdasarkan hasil kunjungan Kerja Dewan Komisaris dimaksud.

Keputusan yang Memerlukan Persetujuan Dewan Komisaris

Selama tahun 2023, transaksi atau tindakan yang dilakukan oleh Direksi Perusahaan yang memerlukan persetujuan tertulis dari Dewan Komisaris sesuai dengan Anggaran Dasar Perseroan Pasal 18 antara lain sebagai berikut:

1. Penyelenggaraan RUPS Tahunan untuk tahun buku 2022.
2. Pemberian rekomendasi kepada Direksi melalui komite-komite di bawah Dewan Komisaris sebagaimana tercantum dalam Laporan Pelaksanaan Tugas Komite Audit, Komite Nominasi & Remunerasi, serta Komite Pemantau Risiko.

3. Pelaksanaan evaluasi auditor eksternal tahun buku 2022 dan penunjukan auditor eksternal tahun buku 2023.

9. Through the Nomination and Remuneration Committee, conduct performance assessment for the financial year 2022 on the Board of Commissioners, the Board of Directors and the Committees under the Board of Commissioners including the proposals on work compensation and submitting proposals regarding the composition of the Company's management to the controlling Shareholders.
10. Risk monitoring function is carried out through the Risk Monitoring Committee that provides recommendations to the Board of Commissioners in supporting the effectiveness of the implementation of duties and responsibililties of the Board of Commissioners in relation to risk management.

Mechanism for Implementing the Supervisory Duties of the Board of Commissioners

The Board of Commissioners performs its functions, duties, and obligations through a mechanism as follows:

1. The mechanism of the Board of Commissioners' meetings is carried out internally in the Board of Commissioners, or by inviting a Director or Management officials related to the agenda of discussion as well as routine joint meetings between the Board of Commissioners and the Board of Directors.
2. The active role of the committees under the Board of Commissioners in assisting and supporting the smooth run of duties implementation of the Board of Commissioners, among others, through the implementation of Committee meetings, as well as implementation of assessments, reviews or analysis of matters that are part of the duties of the Board of Commissioners.
3. Providing directives, opinions or decisions of the Board of Commissioners in writing to the Board of Directors which serve as the following:
    a. Follow-up on results of the Board of Commissioners Meeting or Joint Meeting of the Board of Commissioners with the Board of Directors.
    b. A response to request for approval, consultation or suggestion presented by the Board of Directors to the Board of Commisioners, as well as information on problems considered strategic and significant based on results of assessment and analysis by the Board of Commissioners.
4. Working visits by the Board of Commissioners to areas of the Company's work units and of Subsidiaries as well as providing directives and opinions to the Board of Directors based on results of the Board of Commissioners' working visits.

Decisions Requiring the Approval of the Board of Commissioners

During the year 2023, transactions or actions carried out by the Board of Directors of the Company that require written approval from the Board of Commissioners in accordance with Aricle 18 of the Company's Articles of Association, among others as follows:

1. Implementation of Annual GMS for the financial year 2022.
2. Providing recommendations to the Board of Directors through the committees under the Board of Commissioners as stated in the Report on Duties Implementation of the Audit Committee, Nomination and Remuneration Committe, as well as the Risk Monitoring Committee.
3. Assessment on the external auditor for the financial year 2022 and the appointment of external auditor for the financial year 2023.

4. Persetujuan atas investasi baik di Unit Bisnis Perusahaan maupun Anak Perusahaan.
5. Persetujuan fasilitas pembiayaan.
6. Persetujuan Rencana Kerja dan Anggaran Perusahaan tahun 2024.

Program Orientasi dan Pengenalan Anggota Komisaris Baru

Program orientasi dan pengenalan bagi anggota Dewan Komisaris baru disampaikan dengan cara penyampaian dokumen, pemaparan atau penjelasan yang dapat dilakukan oleh Sekretaris Perusahaan, Divisi-divisi atau unit-unit terkait, yang secara umum antara lain mencakup informasi/hal-hal sebagai berikut:

1. Visi, misi, struktur organisasi Perseroan, kegiatan usaha/bisnis, dan jaringan operasional;
2. Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP), Kode Etik Perseroan, Budaya Kerja, Pedoman Tata Tertib Kerja Dewan Komisaris, dan Anggaran Dasar Perseroan;
3. *Good Corporate Governance* (rangkap jabatan, kepemilikan saham dan komisaris independen);
4. Tugas, wewenang, dan tanggung jawab Dewan Komisaris dan Direksi, pendelegasian kewenangan serta batasan kewenangan Dewan Komisaris dalam melakukan tugas pengawasan terhadap perseroan berdasarkan peraturan perundang-undangan yang berlaku;
5. Komite-komite di bawah Dewan Komisaris yang dibentuk dan bertanggung jawab langsung terhadap Dewan Komisaris, Sekretaris Dewan Komisaris, dan Kesekretariatan Dewan Komisaris yang membantu kelancaran tugas Dewan Komisaris;
6. Remunerasi dan fasilitas yang diberikan kepada anggota Dewan Komisaris.

Pada tanggal 19–24 Januari 2024, telah dilakukan serangkaian program pengenalan perusahaan untuk Dewan Komisaris yang baru diangkat berdasarkan Keputusan RUPS Luar Biasa 17 Januari 2024, yakni kepada Bapak Nur Endro Buwono dan Bapak Denie S. Tampubolon.

Kebijakan Kepemilikan Saham Anggota Dewan Komisaris Perubahannya

Perseroan mewajibkan Dewan Komisaris untuk mengungkapkan kepemilikan sahamnya baik, pada Perseroan maupun pada perusahaan lain yang berkedudukan di dalam dan di luar negeri. Setiap adanya perubahan portofolio kepemilikan saham Dewan Komisaris di Perseroan, maka Dewan Komisaris wajib melaporkan kepada Vice Preident (VP) Corporate Secretary melalui penyerahan Daftar Khusus Kepemilikan Saham untuk selanjutnya disampaikan kepada Otoritas Pasar Modal.

Berdasarkan ketentuan POJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, Dewan Komisaris wajib melaporkan kepada Otoritas Jasa Keuangan atas kepemilikan dan setiap perubahan kepemilikan saham Elnusa. Laporan tersebut wajib disampaikan paling lambat 10 (sepuluh) hari sejak terjadinya kepemilikan atau perubahan kepemilikan saham Elnusa.

4. Approval on investments for both Company Business Units as well as Subsidiaries.
5. Approval on financing facilities.
6. Approval on the Company's Work Plan and Budget for the Year 2024.

Orientation and Induction Program for New Commissioners

The orientation and induction program for new members of the Board of Commissioners is administered by means of providing documents, presentation or explanation that may be carried out by the Corporate Secretary, related Divisions or Units, of which in general may include the following information/matters:

1. Vision, mission, Company organizational structure, business activities and operational network;
2. Annual Report, Company Work Plan and Budget (RKAP) and Company Long-Term Plan (RJPP), Company Code of Ethics, Work Culture, Guidelilnes for the Board of Commissioners' Work Rules, and Regulations;
3. Good Corporate Governance (concurrent position, share ownership and independen commissioner);
4. Duties, authorities and responsibilities of the Boardof Commissioners and the Board of Directors, delegation of authority as well as limitation of authority of the Board of Commissioners in carrying out supervisory duties on the company based on applicable laws and regulations;
5. Committees under the Board of Commissioners formed and responsible directly to the Board of Commissioners, Secretar to the Board of Commissioners and the Secretariate of the Board of Commissioners that assists the smooth run the duties implementation of the Board of Commissioners.
6. Remuneration and facilities provided to members of the Board of Commissioners.

On January 19–24, 2024, a series of orientation and induction programs were held for the new members of the Board of Commissioners appointed based on the Resolutions of the Extraordinary GMS of January 17, 2024, namely for Nur Endro Buwono and Denie S. Tampubolon.

Policy on Share Ownership by Members of the Board of Commissioners and its Amendments

The Company is requiring members of the Board of Commissioners to disclose their share ownership in the Company as well as in other companies both domestically and overseas. For every change in the share ownership portfolio of the Board of Commissioners in the Company, the Board of Commissioners is obligated to report to the Corporate Secretary Vice President (VP) through the submission of the Special List of Share Ownership to be further submitted to the Capital Market Authority.

Based on the provisions of POJK No. 11/POJK.04/2017 regarding Ownership Report or Any Changes in Share Ownership of Public Companies, it is mandatory for the Board of Commissioners to report to the Financial Services Authority on the ownership and every change in share ownership in Elnusa. This report must be submitted at the lates in 10 (ten) days since the occurrence of share ownership or change in share ownership in Elnusa.

Dewan Komisaris juga dapat memberikan kuasa tertulis kepada VP Corporate Secretary untuk melaporkan kepemilikan dan perubahan kepemilikan sahamnya atas Elnusa dan disampaikan paling lambat 5 (lima) hari sejak terjadinya perubahan kepemilikan atas saham Perseroan tersebut kepada OJK.

The Board of Commissioners may also provide written power of attorney to the Corporate Secretary VP to report the share ownership and change in ownership in Elnusa and submit at the latest in 5 (five) days since the change in ownership of the Company's shares to the OJK.

Kepemilikan saham Dewan Komisaris Perseroan dapat dilihat pada tabel di bawah ini:

Share ownership of the Board of Commissioners can be viewed in the table below:

Periode 1 Januari 2023–17 Januari 2024
Period of January 1, 2023–January 17, 2024

Nama Name	Jabatan Position	Kepemilikan Saham Share Ownership	
		Perseroan Company	Perusahaan Lain Other Companies
Agus Prabowo	Komisaris Utama President Commissioner	Nihil Nil	Nihil Nil
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil
Hernawan Bekti Sasongko	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil
Wakhid Hasyim	Komisaris Commissioner	Nihil Nil	Nihil Nil

Periode 17 Januari 2024–Laporan Tahunan Terbit
Period of January 17, 2024–Publication of This Annual Report

Nama Name	Jabatan Position	Kepemilikan Saham Share Ownership	
		Perseroan Company	Perusahaan Lain Other Companies
Nur Endro Buwono	Komisaris Utama President Commissioner	Nihil Nil	Nihil Nil
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil
Denie S. Tampubolon	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil
Wakhid Hasyim	Komisaris Commissioner	Nihil Nil	Nihil Nil

Selama tahun 2023 dan hingga laporan tahunan ini terbit, tidak terdapat perubahan kepemilikan saham yang dimiliki Dewan Komisaris di Perusahaan karena anggota Dewan Komisaris tidak ada yang memiliki saham di Elnusa.

During the year 2023 and until this annual report is published, there was no change in the share ownership of the Board of Commissioners in the company as members of the Board of Commissioners have no ownership of shares of Elnusa.

Kebijakan Rangkap Jabatan Dewan Komisaris

Ketentuan mengenai rangkap jabatan Dewan Komisaris Elnusa juga tercantum dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik serta Peraturan Perundang-undangan lainnya.

Policy on Concurrent Position of the Board of Commissioners

Provisions on concurrent position of Elnusa's Board of Commissioners are also stated in the Financial Services Authority Regulation No. 33/POJK.04/2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies as well as in other Laws and Regulations.

Rangkap Jabatan Dewan Komisaris pada Perusahaan/Instansi Lain

Concurrent Position of the Board of Commissioners in Other Companies/Institutions

Periode 1 Januari 2023–17 Januari 2024
Period of January 1, 2023–January 17, 2024

Nama Name	Jabatan pada Perusahaan Lain Position in Other Companies	Jabatan pada Instansi Lain Position in Other Institutions
Agus Prabowo	–	Staf Khusus Menteri PUPR Bidang Pengadaan (2019–sekarang) Special Staff to the Minister of Public Works and Public Housing for Procurement (2019–present)
Lusiaga Levi Susila	–	–
Hernawan Bekti Sasongko	–	–
Wakhid Hasyim	–	Sekretaris Badan Pengembangan Sumber Daya Manusia, Kementerian Energi dan Sumber Daya Mineral (2022–sekarang) Secretary to the Human Resource Development Agency, Ministry of Energy and Mineral Resources (2022–present)

Periode 17 Januari 2024–Laporan Tahunan Terbit
Period of January 17, 2024–Publication of This Annual Report

Nama Name	Jabatan pada Perusahaan Lain Position in Other Companies	Jabatan pada Instansi Lain Position in Other Institutions
Nur Endro Buwono	–	–
Lusiaga Levi Susila	–	–
Denie S. Tampubolon	–	–
Wakhid Hasyim	–	Sekretaris Badan Pengembangan Sumber Daya Manusia, Kementerian Energi dan Sumber Daya Mineral (2022–sekarang) Secretary to the Human Resource Development Agency, Ministry of Energy and Mineral Resources (2022–present)

Pengelolaan Benturan Kepentingan Dewan Komisaris

Benturan kepentingan merupakan suatu kondisi di mana kepentingan ekonomis Perusahaan berbenturan dengan kepentingan ekonomis pribadi. Atas hal tersebut maka Anggota Dewan Komisaris hendaknya senantiasa harus:

1. Mengutamakan kepentingan Perseroan dan tidak mengurangi keuangan Perseroan dalam hal terjadi benturan kepentingan;
2. Menghindari diri dari pengambilan keputusan dalam situasi dan kondisi adanya benturan kepentingan;
3. Melakukan pengungkapan hubungan kekeluargaan, hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan dengan Anggota Komisaris lain dan/atau anggota Direksi dan/atau pemegang saham pengendali dan atau pihak lainnya dalam rangka bisnis Perseroan;
4. Melakukan pengungkapan dalam hal pengambilan keputusan tetap harus diambil pada kondisi adanya benturan kepentingan.

Management of Conflict of Interest of the Board of Commissioners

Conflict of interest is a condition where the Company's economic interests are conflicting with personal economic interests. In this respect, Members of the Board of Commissioners must always be in such positions as follows:

1. Prioritize the interests of the Company and not reducing the Copany's finances in the event a conflict of interest occurs;
2. Avoid having to make decisions in such situation and condition with conflict of interest;
3. Disclose family reltionships, financial relationships, management relationships, ownership relationships with Other Members of the Board of Commissioners and/or the members of the Board of Directors and/or controlling shareholders and/or other parties in the context of the Company's business;
4. Disclosure in the context of decision making must remain in such condition with conflict of interest.

Pengembangan Kompetensi Dewan Komisaris

Competency Development of the Board of Commissioners

Kebijakan Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris

Sebagaimana diatur juga di dalam Program Kerja Dewan Komisris, program pengembangan kompetensi Dewan Komisaris dilakukan di antaranya untuk mendukung pelaksanaan tugas Dewan Komisaris untuk mencapai pertumbuhan yang berkalanjutan dan pengelolaan yang efektif. Perseroan memfasilitasi dilakukannya pengembangan kompetensi melalui program pelatihan bagi Dewan Komisaris sejalan dengan industri dan tata kelola yang terus berkembang. Komitmen

Policy on Training and/or Competency Development of the Board of Commissioners

As also regulated in the Work Program of the Board of Commissioners, the competency development program of the Board of Commissioners, among others, is set to support the implementation of duties of the Board of Commissioners in order to accomplish sustainable growth and effective management. The Company facilitates the administration of the competency development through training programs for the Board of Commissioners that are in line with the

tersebut tercermin dari pelatihan yang diikuti oleh Dewan Komisaris sepanjang tahun 2023.

continuously developing industry and governance. Such commitment is reflected from the training followed by the Board of Commissioners throughout the year 2023.

Pengembangan Kompetensi Anggota Komite Pemantau Risiko

Perseroan memfasilitasi pelaksanaan program pengembangan bagi Komite Pemantau Risiko dalam rangka meningkatkan kompetensi anggota Komite Pemantau Risiko. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Komite Pemantau Risiko.

Competency Development of Members of the Risk Monitoring Committee

The company facilitates the implementation of development programs for the Risk Monitoring Committee in the context of improving the competency of members of the Risk Monitoring Committee. This program is expected to be able to provide positive impact on productivity and effectiveness of the Risk Monitoring Committee's performance.

Realisasi Pengembangan Kompetensi
Competency Development Realization

Nama Name	Pelatihan dan Pengembangan Training and Development	Tempat dan Tanggal Place and Date	Penyelenggara Organizer
Wakhid Hasyim	Leadership Development Program	4 Agustus, 27–28 Oktober 2024 August 4, October 27–28, 2024	BPSDM KESDM
	Seminar Cybersecurity Mindset Revolution	Bandung, 26 Mei 2023 Bandung, May 26, 2023	BPSDM KESDM
Lusiaga Levi Susila	Special Directorship Program	Bali, 29–30 November 2023 Bali, November 29–30, 2023	Indonesian Institute for Corporate Directorship
Taufiq Martakusuma	Business Strategy Management	Jakarta 26 Juni 2023–4 Juli 2023 Jakarta, June 26, 2023–July 4, 2023	Pusat Pengembangan SDM Aparatur, KESDM HR Apparatus Development Center, KESDM
	Regulatory Impact Assessment	Jakarta 17–24 Juli 2023 Jakarta, July 17–24, 2023	Lembaga Manajemen Fakultas Ekonomi dan Bisnis UI Management Institute, UI Faculty of Economics and Business
Widianto Soepeno	Enterprise Risk Management Implementation	Bandung, 17–20 Oktober 2023 Bandung, October 17–20, 2023	Center for Risk Management & Sustainability
Agus Prabowo	Special Directorship Program	Yogyakarta, 26–27 Juli 2023 Yogyakarta, July 26–27, 2023	Indonesian Institute for Corporate Directorship
Hernawan Bekti Sasongko	BLMI GRC Masterclass	Jakarta, 10 Agustus 2023 Jakarta, August 10, 2023	PT Bursa Efek Indonesia

Sertifikasi Profesi
Certification of Profession

No.	Jenis Sertifikasi Profesi	Jumlah Pemilik Number of Owner	Type of Certification of Profession
1	Certified in Enterprise Risk Governance	1	Certified in Enterprise Risk Governance

KELENGKAPAN ORGAN DEWAN KOMISARIS

Pembentukan dan pelaksanaan Sekretariat Dewan Komisaris dan Komite-komite di bawah Dewan Komisaris dilakukan dengan memperhatikan Peraturan perundang-undangan yang berlaku antara lain Peraturan Otoritas Jasa Keuangan (POJK) serta Peraturan Menteri Badan Usaha Milik Negara (BUMN) No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

EXTENSIVENESS OF THE ORGAN OF THE BOARD OF COMMISSIONERS

The establishment and implementation of the Board of Commissioners Secretariate and the Committees under the Board of Commissioners are carried out with takin ginto account the applicable Laws and Regulation including the Financial Services Authority Regulations (POJK) as well as Regulations of the Minister of State-Owned Enterprises (BUMN) No. PER-3/MBU/03/2023 regarding the Organ and Human Resources of State-Owned Enterprises.

Komite-komite di bawah Dewan Komisaris

Komite-komite di bawah Dewan Komisaris terdiri dari Komite Audit (KA), Komite Nominasi dan Remunerasi (KNR) serta Komite Pemantau Risiko (KPR). Setiap Komite memiliki suatu pedoman yang mengatur

Committees under the Board of Commissioners

Committees under the Board of Commissioners consist of the Audit Committee, Nomination and Remuneration Committee as well as the Risk Monitoring Committee. Each Committee retains the guidelines

tata cara pengangkatan, pemberhentian dan pengaturan tugas yang secara terus menerus disempurnakan dan diperbaharui sesuai dengan perkembangan/perubahan peraturan hukum yang berlaku serta kondisi terkini.

Mekanisme Kerja Komite-komite di Bawah Dewan Komisaris

Komite-komite di bawah Dewan Komisaris melaksanakan tugasnya sesuai Piagam dan Program Rencana Kerja masing-masing Komite yang ditetapkan dalam rangka membantu pelaksanaan tugas Dewan Komisaris, dengan melakukan pemantauan, penelaahan/review serta pemberian saran atau rekomendasi kepada Dewan Komisaris terhadap hal-hal yang terkait dengan fungsi dan tugas komite-komite yang bersangkutan melalui mekanisme sebagai berikut:

a. Komite melakukan rapat baik secara internal maupun dengan mengundang Direktur terkait, satuan dan/atau divisi dan/atau unit terkait.
b. Komite melakukan penelaahan/evaluasi/review serta diskusi/ pembahasan di luar forum rapat yang apabila diperlukan dilakukan diskusi bersama satuan atau divisi-divisi/unit-unit terkait.
c. Hasil rapat atau evaluasi/review serta diskusi/pembahasan di luar forum rapat disampaikan oleh Ketua Komite kepada Dewan Komisaris sebagai laporan baik secara tertulis atau dalam forum Rapat Dewan Komisaris yang membahas agenda terkait.

Penjelasan dan paparan mengenai masing-masing Komite disampaikan dalam sub bab tersendiri.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh komite-komite di bawah Dewan Komisaris yang terdiri dari Komite Audit, Komite Nominasi dan Remunerasi serta Komite Pemantau Risiko.

Prosedur Penilaian

Prosedur penilaian kinerja Komite di bawah Dewan Komisris dilakukan dengan mengevaluasi rencana program kerja tahunan sesuai *Key Performance Indicator* (KPI) masing-masing Komite yang telah disepakati bersama dengan Dewan Komisaris beserta realisasinya.

Kriteria Penilaian

Evaluasi atau penilaian terhadap kinerja anggota komite meliputi Indikator Penilaian Kinerja yang antara lain namun tidak terbatas pada kompetensi dan keahlian, kualitas *output*, kedisiplinan, dan tingkat kehadiran anggota komite yang bersangkutan pada Perseroan, serta pelaksanaan tugas dan kewajiban sesuai dengan piagam komite.

Hasil evaluasi dan penilaian sebagaimana dimaksud disampaikan sebagai rekomendasi kepada Dewan Komisaris untuk memperpanjang atau melanjutkan atau mengakhiri pengangkatan anggota komite yang bersangkutan pada perseroan.

that regulate the rules and procedures in the appointment, dismissal and assignment of duties which are continually updated in accordance with the development/changes in applicable legal regulations as well as in most current conditions.

Work Mechanism of Committees under the Board of Commissioners

Committees under the Board of Commissioners carry out their duties in accordance with the Charter and Work Plan Program of each Committee set-forth in the context to assist the implementation of duties of the Board of Commissioners, by conducting monitoring, review as well as provide recommendation to the Board of Comissioners on matters related to the functions and duties of the concerned committees through the following mechanism:

a. Committees conduct meetings both internally as well as with inviting related Directors, units and/or divisions.

b. Committees conduct reviews/ evaluations as well as discussions outside of the meeting forums when required to hold discussions with related units or divisions.

c. Meeting results or reviews as well as discussions outside of meeting forums are conveyed by the Committee Chairman to the Board of Commissioners as report, both in writing and in Board of Commissioners Meeting forums that discuss the related agenda.

Explanations on each of the Committee is available in its own sub-chapter.

Performance Assessment of Committees under the Board of Commissioners

In carrying out its duties and responsibilities, the Board of Commissioners is assisted by committees under the Board of Commissioners consisting of the Audit Committee, Nomination and Remuneration Committee as well as Risk Monitoring Committee.

Assessment Procedures

Performance assessment of Committee under the Board of Commissioners is carried out by evaluating the annual work program plan in accordance with the Key Performance Indicator (KPI) of each Committee as mutually agreed with the Board of Commissioners along with its realization.

Criteria of Assessment

Assessment or evaluation of committee members' performance covers the Performance Assessment Indicators which include but not limited to the competency and expertise, output quality, discipline and level of attendance of related committee members, as well as the implementation of duties and obligations according to committee charter.

Results of the evaluation and assessment are presented as recommendations to the Board of Commissioners to extend or ends the appointment of concerned committee members in the company.

Pada tahun 2023, Dewan Komisaris menilai bahwa komite-komite tersebut telah menjalankan fungsi, tugas, dan tanggung jawab dengan baik yang terlihat dari:

- Tercapainya seluruh Rencana/Program Kerja Komite-komite yang ditetapkan pada akhir tahun 2022, serta
- Pelaksanaan Rapat Komite dan tingkat kehadiran anggota Komite.

Pelaksanaan program/rencana kerja komite-komite dilakukan melalui mekanisme rapat komite termasuk dengan mengundang Direktorat atau divisi-divisi/satuan kerja terkait serta penelaahan/evaluasi/review secara mendalam oleh masing-masing komite di luar forum rapat yang hasilnya disampaikan secara tertulis kepada Dewan Komisaris.

Komite Audit telah melaksanakan fungsi, tugas, dan tanggung jawabnya di antaranya melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perusahaan kepada publik dan/atau pihak Otoritas. Komite Audit juga mengevaluasi efektivitas pelaksanaan audit/jasa yang diberikan Kantor Akuntan Publik (KAP), termasuk menelaah independensi dan objektivitas KAP.

Kemudian, Komite Nominasi dan Remunerasi juga telah melaksanakan fungsi, tugas dan tanggung jawab pengawasannya terhadap pelaksanaan kebijakan nominasi dan remunerasi Dewan Komisaris dan Direksi.

Komite Pemantau Risiko telah memberikan dukungan kepada Dewan Komisaris terkait review atas permohonan persetujuan Direksi kepada Dewan Komisaris atas rencana corporate actions antara lain Investasi, Rencana Kerja dan Anggaran Perusahaan, Rencana Jangka Panjang Perusahaan dan Pembiayaan (*Financing*).

Berdasarkan realisasi penyelesaian seluruh program/rencana kerja serta pelaksanaan tugasnya komite-komite di bawah Dewan Komisaris yang ditetapkan dapat dilihat bahwa frekuensi dan tingkat kehadiran rapat dan laporan pelaksanaan kegiatan Komite Audit, Komite Nominasi dan Remunerasi serta Komite Pemantau Risiko menunjukkan bahwa tiap-tiap komite telah menjalankan tugasnya dengan baik.

In 2023, the Board of Commissioners assessed that the committees have carried out their functions, duties, and responsibilities appropriately well as shown from the following:

- The accomplishment of the whole Work Program/Plan of the Committees set-forth at the end of the year 2022, and
- The implementation of Committee Meetings and the level of attendance of members of the Committees.

Implementation of the committees' work program/plan is carried out through the mechanism of committee meeting including inviting related Directorate or divisions/work units as well as in-depth reviews by each of the committee outside of the meeting forums of which the results are conveyed in writing to the Board of Commissioners.

The Audit Committee has carried out its functions, duties, and responsibilities including reviews on financial information to be issued by the Company to the public and/or the Authority. The Audit Committee also evaluates the effectiveness of the audit/services implementation provided by the Public Accounting Firm (KAP), including its independent review and KAP objectivity.

Subsequently, the Nomination and Remuneration Committee has also carried its functions, supervisory duties and responsibilities on the implementation of policies on nomination and remuneration of the Board of Commissioners and the Board of Directors.

The Risk Monitoring Committee as extended its support to the Board of Commissioners related to the review of requests for approval from the Board of Directors to the Board of Commissioners for corporate action plans including Investment, Company Work Plan and Budget, Company Long-Term Plan and Financing.

Based on the realization of the completion of all the work programs/plans as well as the implementation of the set duties of committees under the Board of Commissioners, it is visible that the meeting frequency and level of attendance and report of activity implementation of the Audit Committee, Nomination and Remuneration Committee as well as Risk Monitoring Committee show that each committee has carried out their duties appropriately well.

Direksi
Board of Directors

Peraturan Otoritas Jasa Keuangan (POJK) No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, Direksi merupakan organ perusahaan yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengelolaan atas Perseroan untuk kepentingan dan tujuan Perseroan sesuai dengan ketentuan Anggaran Dasar serta melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi. Dalam melaksanakan tugasnya Direksi bertanggung jawab kepada RUPS sebagai bentuk perwujudan akuntabilitas pengelolaan perusahaan sesuai dengan prinsip- prinsip tata kelola perusahaan.

Financial Services Authority Regulations (PJK) No. 33/POJK.04/2014 concrning the Board of Directors and the Board of Commissioners of Issuers or Public Companies, the Board of Directors is a company organ with the collective duty and responsibility to manage the Company for the interests and objectives of the Company in accordance with the provisions of the Articles of Association as well as to implement GCG at all levels of the organization. In carrying out its duties, the Board of Directors is responsible to the GMS as a form of accountability for managing the company according to the principles of corporate governance.

DASAR HUKUM PENGANGKATAN DIREKSI

a. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
b. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

c. Anggaran Dasar Perseroan sebagaimana telah diubah dengan Akta No. 83 tanggal 31 Desember 2021.

MASA JABATAN DIREKSI

Berdasarkan Anggaran Dasar Perseroan, anggota Direksi menjabat untuk jangka waktu terhitung sejak tanggal ditetapkan oleh RUPS dan berakhir pada penutupan RUPS Tahunan yang ke-3 setelah pengangkatannya.

KRITERIA DAN PERSYARATAN DIREKSI

Seluruh anggota Direksi yang diangkat dan diberhentikan oleh RUPS telah sesuai dengan Anggaran Dasar Perseroan serta sesuai dengan persyaratan yang terdapat dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

Direksi harus memenuhi syarat umum dan syarat khusus yang juga tertuang dalam *Board Manual* Perseroan, yang mencakup antara lain:

1. Persyaratan umum:
   a. Orang perseorangan;
   b. Memiliki akhlak, moral dan integritas yang baik;
   c. Mampu melaksanakan perbuatan hukum;
   d. Tidak pernah dinyatakan pailit oleh pengadilan dalam waktu lima tahun terakhir sebelum pencalonan;
   e. Tidak pernah menjadi Direktur yang dinyatakan bersalah oleh Pengadilan dalam waktu lima tahun terakhir sebelum pencalonan;
   f. Tidak boleh ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda (menantu atau ipar) dengan Direktur lain dan/atau Anggota Dewan Komisaris;

   g. Tidak boleh merangkap jabatan lain yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perseroan dan atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku;
   h. Memiliki integritas dan moral yang baik;
   i. Berwatak baik dan mempunyai kemampuan untuk mengembangkan usaha guna kemajuan Perseroan;
   j. Memiliki kompetensi, yaitu kemampuan dan pengalaman dalam bidang-bidang yang menunjang pelaksanaan tugas dan kewajiban Direksi;
   k. Memiliki komitmen untuk mematuhi peraturan perundang-undangan yang berlaku;
   l. Bukan pengurus partai politik dan/atau calon anggota legislatif.

LEGAL BASIS OF APPOINTMENT OF THE BOARD OF DIRECTORS

a. Law No. 40 of Year 2007 regarding Limited Liability Companies.
b. Financial Services Authority Regulation No. 33/POJK.04/2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Compmanies.
c. Articles of Association of the Company as amended through Deed No. 83 dated 31 Desember 2021.

TERM OF OFFICE OF THE BOARD OF DIRECTORS

Based on the Company's Articles of Association, members of the Board of Directors are appointed for a certain period of time effective as the date determinied by the GMS and ends upon closing of the third Annual GMS after the appointment.

CRITERIA AND REQUIREMENTS OF THE BOARD OF DIRECTORS

All members of the Board of Directors, appointed and dismissed by the GMS, are in compliance with the Company's Articles of Association as well as in accordance with the requirements set-forth under the Financial Services Authority Regulaltion No. 33/POJK.04/2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies.

The Board of Directors must fulfill the general requirements and specific requirements that are also stated in the Company's Board Manual which, among others, covers the following:

1. General Requirements:
   a. Individual;
   b. Having good moral values, character and integrity;
   c. Capable to carry out legal actions;
   d. Never been declared bankrupt by the court within the last five years prior to nomination;
   e. Never been a Director found guilty by the Court within the last five years prior to nomination;

   f. There must be no by-blood family relationship up to the third degree, either in a straight line or sideway line or through marital relationship (son/daughter-in-law or brother/sister-in-law) with other Directors and/or Members of the Board of Commissioners;
   g. No concurrent position that may cause direct or indirect conflict of intrest with the Company and/or contrary to applicable laws and regulations;

   h. Having integrity and good morals;
   i. Having good character and have the ability to develop business for the advancement of the Company;
   j. Having competency, namely the capability and experience in the fields that support the implementation of duties and obligations of the Bord of Directors;
   k. Having the commitment to adhere to applicable laws and regulations;
   l. Not part of the administrator of a political party and/or candidate member of legislative.

2. Persyaratan khusus:
   a. Memiliki pengalaman menangani korporasi sebagai senior management dan dapat memberikan rekomendasi dan solusi yang diperlukan;
   b. Memahami ketentuan-ketentuan terkait dengan perusahaan terbuka dan pasar modal;
   c. Berani dan cepat (*less bureaucracy*) di dalam pengambilan keputusan;
   d. Mempunyai rekam jejak yang bersih dari aspek integritas;
   e. Memiliki *leadership, sense of enterpreneurship*, dan pengalaman;
   f. Networking yang memadai dan *interpersonal skill*.

3. Pertimbangan lainnya:
   Keberagaman komposisi anggota Direksi dapat digunakan sebagai salah satu bahan pertimbangan dalam proses nominasi dan suksesi anggota Direksi dengan memperhatikan pengetahuan, keahlian dan pengalaman yang sesuai dengan kebutuhan dan kondisi perusahaan sehingga mendapatkan komposisi yang optimal serta efektivitas dalam pengambilan keputusan. Direksi Perseroan diwajibkan untuk menandatangani surat pernyataan terkait dengan pemenuhan persyaratan tersebut di atas dan didokumentasikan oleh Perseroan.

Pengangkatan Direksi Perseroan telah melalui proses *fit* & *proper test* (uji kemampuan dan kepatutan) yang dilakukan oleh pemegang saham pengendali sesuai dengan peraturan perundangan-undangan yang berlaku dan ketentuan tata kelola perusahaan, untuk kemudian diajukan kepada RUPS untuk dilakukan proses selanjutnya.

Berikut adalah status uji kemampuan dan kepatutan Direksi Perseroan sesuai dengan periode masa jabatan:

2. Special Requirements:
   a. Having the experience in handling corporations as senior management and can provide recommendations and solutions as needed;
   b. Understand the provisions related to ublic companies and capital market;
   c. Having courage and quickness (less bureaucracy) in decision making;
   d. Having a clean track record in terms of integrity;
   e. Having leadership, sense of entrepreneurship and experience;
   f. Having adequate networking and interpersonal skill.

3. Other considerations:
   Divesity in the composition of members of the Board of Directors may be used as a material to consider in processing nomination and succession of members of the Board of Directors by paying attention to knowledge, expertise and experience in accordance with the needs and conditions of the Company so as to obtain optimal composition and effectiveness in decision making. The Company's Board of Directors is obligated to sign a statement letter related to the fulfillment of such requirements and documented by the Company.

The appointment of the Company's Board of Directors has passed through the fit & proper test conducted by the controlling shareholder in accordance with prevailing laws and regulations and provisions of corporate governance, to then be submitted to the GMS for further processing.

Following is the status of the fit and proper test of the Company's Board of Directors according to the term of office:

Periode 1 Januari 2023–6 Juni 2023
Period of January 1, 2023–June 6, 2023

Nama Direksi Name of Member of the Board of Directors	Jabatan Position	Hasil *Fit & Proper Test* Result of Fit & Proper Test	Pelaksana Executor
John Hisar Simamora	Direktur Utama President Director	Lulus Pass	PT Pertamina (Persero) selaku Pemegang Saham Pengendali PT Pertamina (Persero) as Controlling Shareholder
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance	Lulus Pass	
Tenny Elfrida	Direktur SDM & Umum Director of HR & General Affairs	Lulus Pass	
Charles Harianto Lumbantobing	Direktur Operasi Director of Operation	Lulus Pass	
Ratih Esti Prihatini	Direktur Pengembangan Usaha Director of Business Development	Lulus Pass	

Periode 6 Juni 2023–17 Januari 2024
Period of June 6, 2023≠January 17, 2024

Nama Direksi Name of Member of the Board of Directors	Jabatan Position	Hasil *Fit & Proper Test* Result of Fit & Proper Test	Pelaksana Executor
John Hisar Simamora	Direktur Utama President Director	Lulus Pass	PT Pertamina (Persero) selaku Pemegang Saham Pengendali PT Pertamina (Persero) as Controlling Shareholder
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance	Lulus Pass	
Charles Harianto Lumbantobing	Direktur Operasi Director of Operation	Lulus Pass	
Ratih Esti Prihatini	Direktur Pengembangan Usaha Director of Business Development	Lulus Pass	
Hera Handayani	Direktur SDM & Umum Director of HR & General Affairs	Lulus Pass	

Periode 17 Januari 2024–Laporan Tahunan Terbit
Period of January 17, 2024–Publication of This Annual Report

Nama Direksi Name of Member of the Board of Directors	Jabatan Position	Hasil *Fit & Proper Test* Result of Fit & Proper Test	Pelaksana Executor
Bachtiar Soeria Atmadja	Direktur Utama President Director	Lulus Pass	PT Pertamina (Persero) selaku Pemegang Saham Pengendali PT Pertamina (Persero) as Controlling Shareholder
Endro Hartanto	Direktur Keuangan Director of Finance	Lulus Pass	
Stanley Iriawan	Direktur SDM & Umum Director of HR & General Affairs	Lulus Pass	
Arief Prasetyo Handoyo	Direktur Operasi Director of Operation	Lulus Pass	
Hera Handayani	Direktur Pengembangan Usaha Director of Business Development	Lulus Pass	

Keterangan terkait dengan keberagaman dalam pendidikan, pengalaman kerja dan usia dapat dilihat secara rinci pada Bab Profil Perusahaan, Sub Bab Identitas dan riwayat hidup singkat anggota Direksi.

Information related to diversity in education, work experience and age is available in details in the Chapter on Company Profile, Sub-Chapter on Identity and Brief life history of members of the Board of Directors.

KOMPOSISI DIREKSI

Komposisi Direksi Perseroan harus sedemikian rupa disesuaikan dengan besarnya kegiatan kompleksitas bisnis Perseroan dan struktur organisasi sehingga memungkinkan pengambilan putusan yang efektif, tepat, dan cepat dalam rangka pencapaian tujuan-tujuan Perseroan.

Sepanjang tahun buku 2023 hingga laporan tahunan ini terbit, komposisi Direksi telah mengalami 2 (dua) kali perubahan. Rangkaian perubahan komposisi dan susunan Direksi adalah sebagai berikut:

COMPOSITION OF THE BOARD OF DIRECTORS

The composition of the Company's Board of Directors must be in such a way as to be adjusted to the magnitude of the Company's business complexity activities and the organizational structure that it allows decision-making to be carried out effectively, accurately and quickly in the effort to reach Company's goals.

Throughout the year 2023 until the publication of this annual report, the composition of the Board of Directors has changed 2 (two) times. A series of changes in the composition of the Board of Directors is as follows:

Periode 1 Januari 2023–6 Juni 2023
Period of January 1, 2023–June 6, 2023

Nama Name	Jabatan pada Perusahaan Lain Position in Other Companies	Dasar Penunjukan Basis of Appointment
John Hisar Simamora	Direktur Utama President Director	Akta Pernyataan Keputusan Rapat No. 83 tanggal 31 Desember 2021 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 83 dated December 31, 2021 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance	Akta Pernyataan Keputusan Rapat No. 83 tanggal 31 Desember 2021 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 83 dated December 31, 2021 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta

Nama Name	Jabatan pada Perusahaan Lain Position in Other Companies	Dasar Penunjukan Basis of Appointment
Tenny Elfrida	Direktur SDM & Umum Director of HR & General Affairs	Akta Pernyataan Keputusan Rapat No. 14 tanggal 8 Juli 2020 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 14 dated July 8, 2020 made before Aulia Taufani, S.H. Notary in the Administrativve City of South Jakarta
Charles Harianto Lumbantobing	Direktur Operasi Director of Operation	Akta Pernyataan Keputusan Rapat No. 83 tanggal 31 Desember 2021 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 83 dated December 31, 2021 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta
Ratih Esti Prihatini	Direktur Pengembangan Usaha Director of Business Development	Akta Pernyataan Keputusan Rapat No. 83 tanggal 31 Desember 2021 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 83 dated December 31, 2021 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta

Periode 6 Juni 2023–17 Januari 2024
Period of June 6, 2023–January 17, 2024

Nama Name	Jabatan pada Perusahaan Lain Position in Other Companies	Dasar Penunjukan Basis of Appointment
John Hisar Simamora	Direktur Utama President Director	Akta Pernyataan Keputusan Rapat No. 83 tanggal 31 Desember 2021 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 83 dated December 31, 2021 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance	Akta Pernyataan Keputusan Rapat No. 83 tanggal 31 Desember 2021 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 83 dated December 31, 2021 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta
Charles Harianto Lumbantobing	Direktur Operasi Director of Operation	Akta Pernyataan Keputusan Rapat No. 83 tanggal 31 Desember 2021 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 83 dated December 31, 2021 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta
Ratih Esti Prihatini	Direktur Pengembangan Usaha Director of Business Development	Akta Pernyataan Keputusan Rapat No. 83 tanggal 31 Desember 2021 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 83 dated December 31, 2021 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta
Hera Handayani	Direktur SDM & Umum Director of HR & General Affairs	Akta Pernyataan Keputusan Rapat No.8 tanggal 6 Juni 2023 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No.8 dated June 6, 2023 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta

Periode 17 Januari 2024–Laporan Tahunan Terbit
Period of January 17, 2024–Publication of This Annual Report

Nama Name	Jabatan pada Perusahaan Lain Position in Other Companies	Dasar Penunjukan Basis of Appointment
Bachtiar Soeria Atmadja	Direktur Utama President Director	Akta Pernyataan Keputusan Rapat No. 33 tanggal 17 Januari 2024 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 33 dated January 17, 2024 made before Aulia Taufani, S.H., Notary in the Administrative City of South Jakarta
Endro Hartanto	Direktur Operasi Director of Operation	Akta Pernyataan Keputusan Rapat No. 33 tanggal 17 Januari 2024 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 33 dated January 17, 2024 made before Aulia Taufani, S.H., Notary in the Administrative City of South Jakarta
Stanley Iriawan	Direktur Keuangan Director of Finance	Akta Pernyataan Keputusan Rapat No. 33 tanggal 17 Januari 2024 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 33 dated January 17, 2024 made before Aulia Taufani, S.H., Notary in the Administrative City of South Jakarta
Arief Prasetyo Handoyo	Direktur Pengembangan Usaha Director of Business Development	Akta Pernyataan Keputusan Rapat No. 33 tanggal 17 Januari 2024 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 33 dated January 17, 2024 made before Aulia Taufani, S.H., Notary in the Administrative City of South Jakarta
Hera Handayani	Direktur SDM & Umum Director of HR & General Affairs	Akta Pernyataan Keputusan Rapat No. 8 tanggal 6 Juni 2023 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Statement of Meeting Resolution No. 8 dated June 6, 2023 made before Aulia Taufani, S.H. Notary in the Administrative City of South Jakarta

DIREKSI INDEPENDEN

Hingga tahun 2023, Perseroan tidak memiliki Direktur Independen.

PEDOMAN DAN TATA TERTIB KERJA DIREKSI

Direksi Perseroan telah memiliki Pedoman Kerja (*Board Manual*) yang digunakan sebagai acuan dalam menjalankan tugas, tanggung jawab dan wewenangnya. *Board Manual* tersebut berisi tentang petunjuk tata laksana kerja Direksi serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten untuk menjadi acuan bagi Direksi dalam melaksanakan tugas sesuai dengan standar prinsip tata kelola perusahaan untuk mencapai visi misi Perusahaan.

Perseroan melakukan evaluasi secara berkala *Board Manual* tersebut agar sejalan dengan perubahan peraturan perundang-undangan yang berlaku dan praktik terbaik tata kelola Perusahaan yang disesuaikan dengan kebutuhan Perseroan. *Board Manual* disusun berdasarkan prinsip-prinsip hukum perusahaan, ketentuan anggaran dasar, peraturan perundang-undangan yang berlaku, arahan dari pemegang saham serta *best practices* tata kelola perusahaan.

Ruang Lingkup Pedoman Kerja Direksi:
1. Fungsi Direksi
2. Tugas dan Kewajiban Direksi
3. Hak dan Wewenang Direksi
4. Persyaratan Direksi
5. Proses Pengangkatan Direksi
6. Keanggotaan Direksi
7. Rangkap Jabatan Direksi
8. Masa Jabatan Direksi
9. Pemberhentian Anggota Direksi
10. Pengunduran Diri Anggota Direksi
11. Keadaan Anggota Direksi Lowong
12. Pengalihan Tugas Sementara Anggota Direksi
13. Rencana Pergantian atau Perubahan Direksi
14. Independensi Direksi
15. Pengungkapan Kepemilikan Saham dan Hubungan Afiliasi
16. Program Pengenalan dan Peningkatan Kapabilitas
17. Waktu Kerja Anggota Direksi
18. Etika Jabatan Direksi
19. Penetapan Kebijakan Pengurusan Perusahaan oleh Direksi
20. Pendelegasian Wewenang di antara Direktur Perusahaan
21. Komposisi dan Pembagian Tugas Direksi
22. Rapat Direksi
23. Organ Pendukung Direksi
24. Hubungan Kerja antara Dewan Komisaris dan Direksi
25. Evaluasi Kinerja Direksi
26. Pertanggungjawaban Direksi

INDEPENDENT MEMBERS OF THE BOARD OF DIRECTORS

Until the year 2023, the Company did not retain Independent Director.

WORK GUIDELINES AND RULES OF THE BOARD OF DIRECTORS

The Board of Directors of the Company has retained the Work Guidelines (Board Manual) used as reference in carrying out its duties, responsibilities and authorities. The Board Manual contains instructions on work procedures for the Board of Directors as well as explanation on the stages of activities in structured manner, systematic, easy to understand and may be carried out consistently serving as reference for the Board of Directors in performing its duties in accordance with the standard corporate governance to achieve the Company's vision and mission.

The Company conducts periodic evaluation on the Board Manual so as to be in line with changes in applicable laws and regulations and best corporate governance practices customized to the Company's needs. The Board Manual is prepared based on company legal principles, provisions of the Articles of Association, applicable laws and regulations, directives from the shareholders as well as corporate governance best practices.

Scope of the Board Manual of the Board of Directors:
1. Function of the Board of Directors
2. Duties and Obligations of the Board of Directors
3. Rights and Authorities of the Board of Directors
4. Requirements for the Board of Directors
5. Appointment Process of the Board of Directors
6. Membership of the Board of Directors
7. Concurrent Position of the Board of Directors
8. Term of Office of the Board of Directors
9. Dismissal of Members of the Board of Directors
10. Resignation of Members of the Board of Directors
11. Vacant Position of Members of the Board of Directors
12. Temporary Transfer of Duties of Members of the Board of Directors
13. Plans for Replacement or Change in the Board of Directors
14. Independency of the Board of Directors
15. Disclosure of Share Ownership and Affiliation Relationship
16. Introduction and Competency Development Program
17. Working Hours of Members of the Bboard of Directors
18. Code of Ethics of the Board of Directors
19. Determining the Company Management Policies by the Board of Directors
20. Delegation of Authorities among the Company's Directors
21. Composition and Division of Duties of the Board of Directors
22. Meetings of the Board of Directors
23. Supporting Organs of the Board of Directors
24. Work Relationshipp between the Board of Commissioners and the Board of Directors
25. Performance Assessment of the Board of Directors
26. Accountability of the Board of Directors

TUGAS, KEWAJIBAN, DAN WEWENANG DIREKSI

Direksi menjalankan tugas dan kewenangan pengurusan Perseroan untuk tujuan dan kepentingan Perseroan termasuk mewakili Perseroan baik di dalam maupun di luar pengadilan.

1. Prinsip dasar pelaksanaan tugas dan kewajiban Direksi Perseroan sebagai berikut:
   a. Bertanggungjawab penuh dalam melaksanakan tugasnya untuk kepentingan dan usaha Perseroan dalam mencapai maksud dan tujuannya.
   b. Memimpin dan mengurus Perseroan sesuai dengan maksud dan tujuan Perseroan dan senantiasa berusaha meningkatkan efisiensi dan efektivitas Perseroan.
   c. Menguasai, memelihara, dan mengurus kekayaan Perseroan.
   d. Dalam setiap pengambilan keputusan/tindakan, harus mempertimbangkan risiko usaha.
2. Dalam melaksanakan tugas dan kewajiban tersebut, Direksi Perseroan wajib memperhatikan kebijakan umum yang diatur dalam pedoman kerja (*Board Manual*) Perseroan sebagai berikut:
   a. Dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan Perseroan.
   b. Tunduk pada ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar, dan keputusan RUPS serta memastikan seluruh aktivitas Perseroan telah sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan keputusan RUPS.
   c. Menerapkan *Good Corporate Governance* secara konsisten.
   d. Mematuhi peraturan internal Perseroan.
   e. Melaksanakan pengurusan Perseroan untuk kepentingan dan tujuan Perseroan.
   f. Menetapkan susunan organisasi Perseroan lengkap dengan pelaksanaan tugasnya.
   g. Bertindak selaku pimpinan dalam pengurusan Perseroan.
   h. Memelihara dan mengurus kekayaan Perseroan.
   i. Bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan Perseroan dalam mencapai maksud dan tujuannya.
   j. Mewakili Perseroan baik di dalam maupun di luar pengadilan.
   k. Memperhatikan masukan-masukan yang diberikan oleh Dewan Komisaris.
   l. Melakukan segala tindakan dan perbuatan, baik mengenai pengurusan maupun pemilikan kekayaan Perseroan serta mengikat Perseroan dengan pihak lain dengan pembatasan tertentu.
   m. Wajib menyelenggarakan dan menyimpan Daftar Khusus yang memuat keterangan mengenai kepemilikan saham Direktur dan Komisaris beserta keluarganya dalam Perusahaan dan/atau pada perusahaan lain serta tanggal saham itu diperoleh.
   n. Bertanggung jawab penuh secara pribadi atas kerugian Perseroan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perseroan.
3. Tugas terkait Rapat Umum Pemegang Saham
   a. Direksi wajib menyelenggarakan dan menyimpan Daftar Pemegang Saham dan dokumen-dokumen terkait dengan RUPS sesuai ketentuan peraturan perundang-undangan.

DUTIES, OBLIGATIONS, AND AUTHORITY OF THE BOARD OF DIRECTORS

The Board of Directors performs its duties and authorities in managing the Company for the purpose and interests of the Company including representing the Company both inside and outside of the court.

1. The basic principles in carrying out duties and authorities of the Board of Directors of the Company are as follows:
   a. Fully responsible for carrying out duties for the interests and efforts of the Compmany in achieving its goals and objectives.
   b. Lead and manage the Company based on purposes and objectives of the Company and always strive to improve efficiency and effectiveness of the Company.
   c. Control, maintain, and manage the Company's assets.
   d. In every decision/action taken, business risks must be considered.
2. In implementing such duties and obligations, the Company's Board of Directors is obligated to pay attention to the general policies stipulated in the Company's work guidelines (Board Manual) as follows:
   a. With good intention and full responsibility, carry out tasks for the benefit of the Company
   b. Comply with the provisions of applicable laws and regulations, the Articles of Association and resolution of the GMS as well as ensure that all Company activities adhere to the provisions of prevailing laws and regulations, the Articles of Association and GMS resolutions.
   c. Implement Good Corporate Governance consistently.
   d. Comply with Company's internal regulations.
   e. Implement management of the Company for the interests and objectives of the Company.
   f. Determine the Company's organizational structure complete with duty implementation.
   g. Act as the leader in managing the Company.
   h. Maintain and manage Company's assets.
   i. Fully responsible in carrying out duties for the interests of the Company in achieving its goals and objectives.
   j. Represent the Company both inside and outside of the court.
   k. Attend to inputs provided by the Board of Commissioners.
   l. Perform all actions regarding both the management and ownership of the Company's assets and bind the Company with other parties with certain restrictions.
   m. Mandatory to hold and keep Special Register containing information regarding share ownership of the Board of Directors and the Board of Commissioners and their families in the Company and/or in other companies and the date the shares were obtained.
   n. Personally fully responsible for the Company's loss if the concerned person is guilty or negligent in performing duties for the interests and business of the Company
3. Duties related to the General Meeting of Shareholders
   a. The Board of Directors is obligated to hold and keep safe the List of Shareholders and documents related to the GMS in accordance with regulatory provisions.

b. Memberikan informasi material secara *accurate, reliable, timely, consistent*, dan *useful* yang memungkinkan bagi pemegang saham untuk membuat keputusan.
c. Menyediakan bahan RUPS dan disampaikan kepada pemegang saham Perseroan.
d. Memberikan laporan berkala kepada pemegang saham menurut cara dan waktu sesuai dengan ketentuan yang berlaku.
e. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya Perseroan, terutama laporan keuangan baik dalam bentuk laporan tahunan maupun dalam bentuk laporan berkala lainnya menurut cara dan waktu yang ditentukan dalam Anggaran Dasar.
f. Menandatangani Laporan Tahunan, dalam hal terdapat Direktur yang tidak menandatangani Laporan Tahunan, maka yang bersangkutan harus menyebutkan alasannya dalam surat tersendiri yang dilekatkan dalam Laporan Tahunan. Dalam hal terdapat Direktur yang tidak menandatangani Laporan Tahunan dan tidak memberikan alasan secara tertulis, maka yang bersangkutan dianggap menyetujui isi laporan tahunan tersebut.
g. Memanggil dan menyelenggarakan RUPS Tahunan dan/atau RUPS Luar Biasa.
h. Membuat dan memelihara Risalah RUPS.

4. Tugas terkait dengan Anak Perusahaan. Menetapkan prosedur pengangkatan anggota Direksi dan Dewan Komisaris Anak Perusahaan, sebagai berikut:
   a. Direksi membentuk Tim Evaluasi calon Anggota Direksi dan Dewan Komisaris Anak Perusahaan yang diketuai oleh Direktur SDM dan Umum.
   b. Tim Evaluasi menunjuk tenaga ahli atau Lembaga Profesional untuk melakukan penilaian (jika diperlukan), melakukan penjaringan calon kemudian diserahkan kepada Direksi untuk memperoleh persetujuannya.
   c. Tim Evaluasi melakukan penilaian terhadap calon-calon yang masuk dalam daftar bakal calon yang telah disetujui Direksi.
   d. Dalam hal penilaian dilakukan oleh ahli atau lembaga profesional yang ditunjuk, Tim Evaluasi mengevaluasi berdasarkan hasil penilaian oleh ahli atau lembaga profesional.
   e. Tim Evaluasi menyampaikan hasil penilaian tersebut kepada Direksi untuk penetapan calon Anggota Direksi/Dewan Komisaris anak Perusahaan terpilih.
   f. Direksi melakukan evaluasi akhir atas hasil penilaian untuk menetapkan Direksi dan Komisaris terpilih untuk masing-masing jabatan Anggota Direksi dan Dewan Komisaris Anak Perusahaan.

5. Tugas terkait dengan strategi dan rencana kerja diuraikan sebagai berikut:
   a. Menyiapkan visi, misi, tujuan, strategi, dan budaya Perseroan, termasuk logo Perseroan.
   b. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perseroan sesuai dengan maksud dan tujuan serta kegiatan usahanya.
   c. Menyiapkan rencana pengembangan Perseroan tepat pada waktunya.

b. Provide material information accurately, reliably, timely, consistent and useful for the shareholders to make decisions.
c. Provide GMS materials and submit to the shareholders of the Company.
d. Provide periodic reports to the shareholders in accordance with the method and time stipulated by applicable provisions.
e. Provide accountability and all information concerning the Company's condition and operation, especially financial statements both in the form of annual reports as well as other periodic reports in accordance with the method and time stipulated under the Articles of Association.
f. Sign the Annual Report, in the event the Board of Directors does not sign the Annual Report, then the concerned party must state the reason in a separate letter attached to the Annual Report. In the event a Director does not sign the Annual Report nor provide the reason in writing, thus the concerned party is regarded to have approved the content of the report.
g. Invite and hold the Annual GMS and/or Extraordinary GMS.
h. Make and maintain the GMS Minutes of Meeting.

4. Duties related to Subsidiaries. Establish procedures for the appointment of members of the Board of Directors and the Board of Commissioners of Subsidiaries, as follows:
   a. The Board of Directors forms the Evaluation Team for prospective Members of the Board of Directors and the Board of Commissioners of Subsidiaries chaired by the Director of HR and General Affairs.
   b. The Evaluation Team appoints experts or Professional Institutions to assess (if required), to screen candidates and then submit to the Board of Directors for approval.
   c. The Evaluation Team evaluates candidates that made the list of prospectives as approved by the Board of Directors.
   d. In the event assessment is carried out by an expert or appointed professional institution, Evaluation Team assess based on results of the expert's or professional institution's assessment.
   e. The Evaluatin Team submits results of assessment to the Board of Directors to confirm selected candidate Members of the Board of Directors of Subsidiaries.
   f. The Board of Directors conducts final evaluation on assessment results to establish the Board of Directors and the Board of Commissioners of Subsidiaries.

5. Duties related to strategies and work plans as described below:
   a. Draft Company's vision, mission, purpose, strategies and culture, including Corporate logo.
   b. Undertake and guarantee business implementation and Company's activities in line with the purpose and objectives as business activities.
   c. Draft the Company's development plan on time as scheduled.

d. Mengupayakan tercapainya sasaran-sasaran jangka panjang yang tercantum dalam RJPP.
e. Menyampaikan Rencana Kerja yang memuat juga anggaran tahunan Perseroan kepada Dewan Komisaris selambatnya 30 (tiga puluh) hari sebelum tahun buku berikutnya dimulai.
f. Mengupayakan tercapainya target-target jangka pendek yang tercantum dalam RKAP.

6. Terkait dengan Manajemen Risiko diuraikan sebagai berikut:
   a. Menyusun kebijakan dan strategi manajemen risiko secara tertulis dan komprehensif di tingkat korporat termasuk penetapan dan persetujuan limit risiko secara keseluruhan, per jenis risiko dan per aktivitas fungsional (kegiatan usaha) Perseroan.
   b. Mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi, antara lain meliputi komunikasi yang memadai kepada seluruh jenjang organisasi tentang pentingnya pengendalian intern yang efektif.
   c. Bertanggung jawab atas pelaksanaan kebijakan manajemen risiko dan paparan risiko yang diambil oleh Perseroan secara keseluruhan, termasuk mengevaluasi dan memberikan arahan strategi manajemen risiko berdasarkan laporan yang disampaikan oleh pejabat risk management yang ditunjuk.
   d. Mengevaluasi dan memutuskan transaksi yang melampaui kewenangan pejabat satu level di bawah Direksi atau transaksi yang memerlukan persetujuan sesuai dengan kebijakan dan prosedur intern yang berlaku.
   e. Memastikan peningkatan kompetensi sumber daya manusia yang terkait dengan penerapan manajemen risiko, antara lain dengan cara program pendidikan dan latihan secara berkesinambungan terutama yang berkaitan dengan sistem dan proses manajemen risiko.
   f. Memastikan bahwa fungsi manajemen risiko telah diterapkan secara independen yang dicerminkan antara lain adanya hubungan antara unit Manajemen Risiko yang melakukan identifikasi, pengukuran, pemantauan, dan pengendalian risiko dengan Satuan Kerja yang melakukan dan menyelesaikan transaksi.
   g. Melaksanakan kaji ulang secara berkala dengan frekuensi sesuai dengan kebutuhan Perseroan untuk memastikan:
      i. Keakuratan metodologi manajemen risiko.
      ii. Kecukupan implementasi sistem informasi manajemen risiko.
      iii. Ketepatan kebijakan, prosedur dan penetapan limit risiko.
7. Terkait dengan pemberantasan korupsi diuraikan sebagai berikut:
   Direksi dilarang untuk memberikan atau menawarkan atau menerima baik langsung ataupun tidak langsung sesuatu yang berharga kepada pejabat pemerintah dan pihak-pihak lain yang mempengaruhi atau sebagai imbalan atas apa yang telah dilakukannya dan tindakan lainnya sesuai peraturan perundang-undangan yang berlaku.
8. Terkait dengan sistem pengendalian internal dapat diuraikan sebagai berikut:
   Sistem Pengendalian Intern yang efektif merupakan komponen penting dalam manajemen dan menjadi dasar bagi kegiatan operasional Perseroan. Sistem Pengendalian Intern harus dapat memastikan seluruh aktivitas bisnis mematuhi peraturan

d. Undertake efforts to achieve long-term targets stated in the RJPP.
e. Submit the Work Plan that contains the Company's annual budget to the Board of Commissioners at the latest within 30 (thirty) days before the next financial year begins.
f. Undertake efforts to achieve short-term targets stated in the RKAP.

6. Related to Risk Management as described below:
   a. Establish written and comprehensive risk management policies and strategies at the corporate level including the establishment and approval of overall risk limits, per risk type and per functional activity (business activity) of the Company.
   b. Develop risks management culture at all levels of the organization, among others, on adequate communication to all levels of the organization on the importance of effective internal control
   c. Responsible for the implementation of risk management policies and review of overall risks taken by the Company, including to evaluate and provide directives on risk management strategies submitted by appointed risk management officers.
   d. Evaluate and decide on transactions that go beyond the authority of officials one level below the Board of Directors or transactions requiring approval in accordance with applicable ntrnal policies and procedures.
   e. Ensure the increase in human resource competencies related to the application of risk management, among others, by continuous education and training programs especially related to risk management systems and processes.
   f. Ensure that risk management function is implemented independently as reflected, among others, in the relationship between the Risk Management unit that identifies, measures, monitors and controls risks with the Work Units that perform and complete transactions.
   g. Conduct periodic reviews for a frequency as needed by the Company to ensure the following:
      i. Accuracy of risk management methodology.
      ii. Adequacy of risk management information system implementation.
      iii. Accuracy of policies, procedures and establishment of risk limits.
7. Related to corruption eradication as described below:
   The Board of Directors is prohibited from giving or offering or receiving, directly or indirectly, anything of value to government officials and other parties that influence or as reward for what they have exerted and other actions in accordance with applicable laws and regulations.
8. Related to internal control system as described below:

   Effective internal control system is an important component in management and becomes the basis for the Company's operational activities. The Internal Control System must ensure that all business activities comply with the laws and regulations,

perundang-undangan, pedoman Good Corporate Governance maupun kebijakan Perseroan.

Sistem Pengendalian Internal harus dapat mendayagunakan informasi-informasi yang meliputi:
a. Laporan manajemen.
b. Laporan auditor internal.
c. Opini dan laporan auditor eksternal.
d. Laporan dan pendapat aktuaris mengenai tingkat risiko dan premi.
e. Hal-hal lain yang dianggap perlu.

9. Terkait dengan keterbukaan dan kerahasiaan informasi dapat diuraikan sebagai berikut:
   a. Direksi wajib mengungkapkan informasi penting dalam Laporan Tahunan dan Laporan Keuangan kepada pihak lain sesuai peraturan perundang-undangan yang berlaku.
   b. Informasi yang disampaikan berupa:
      i. Informasi/data non publik yaitu informasi/data yang diberikan atau disampaikan untuk keperluan intern Perseroan baik yang bersifat reguler maupun insidental.
      ii. Informasi/data publik yaitu informasi/data yang diberikan atau disampaikan sebagai laporan kepada Pemegang Saham dalam rangka memenuhi kewajiban rutin maupun keterbukaan informasi yang bersifat insidental.
   c. Direksi harus mengungkapkan pelaksanaan prinsip *Good Corporate Governance* yang telah dilaksanakan dalam Laporan Tahunan.
   d. Informasi rahasia yang diperoleh sewaktu menjabat sebagai Direksi Perseroan, termasuk rahasia Perseroan harus tetap dijaga sesuai dengan peraturan perundang-undangan yang berlaku.
   e. Dalam hal menjaga kerahasiaan informasi Perseroan, Direksi dituntut untuk mengutamakan kepentingan Perseroan daripada kepentingan individu atau kelompok.

10. Terkait dengan hubungan dengan para Pemangku Kepentingan dapat diuraikan sebagai berikut:
    a. Memastikan terjaminnya hak-hak para pemangku kepentingan (*stakeholders*) yang timbul berdasarkan peraturan perundang-undangan yang berlaku dan atau perjanjian yang dibuat oleh Perseroan dengan karyawan, rekanan, mitra kerja, pemasok, pelanggan, dan *stakeholders* lainnya.
    b. Memastikan Perseroan melakukan tanggung jawab sosialnya (*corporate social responsilibility*) secara konsisten dan berkesinambungan.
    c. Memastikan Perseroan memperhatikan kepentingan *stakeholders*.
    d. Memastikan bahwa aset-aset dan lokasi usaha serta fasilitas Perseroan lainnya memenuhi peraturan perundang-undangan yang berlaku berkenaan dengan pelestarian lingkungan hidup, kesehatan dan keselamatan kerja.
    e. Dalam mempekerjakan, menetapkan besarnya gaji, memberikan pelatihan, menetapkan jenjang karier, serta menentukan persyaratan kerja lainnya untuk karyawan, Perseroan tidak melakukan diskriminasi karena latar belakang

the guidelines to Good Corporate Governance as well as Company policies.

The Internal Control System must be able to empower information including the following:
a. Management report.
b. Intrnal auditor report
c. Opinion and report of external auditor.
d. Report and opinion on risk and premium levels.
e. Other matters deemed necessary.

9. Related to information transparency and confidentiality as described beow:
   a. The Board of Directors is required to disclose important information in the Annual Report and Financial Statements to other parties according to applicable laws and regulations.
   b. Information provided in the form of the following:
      i. Non-public information/data, namely information/data provided or submitted for internal corporate needs both regular and incidental.
      ii. Public informationi/data namely information/data provided or submitted as a report to the Shareholders in order to fulfill routine obligations and incidental information disclosure.
   c. The Board of Directors must disclose in the Annual Report the implementation of the principles of Good Corporate Governance carried out.
   d. Confidential information obtained during the time period serving as the Company's Board of Directors, including Company's secrets that must be kept in accordance with applicable laws and regulations.
   e. In the context of maintaining Company's confidential information, the Board of Directors is demanded to be able to prioritize the Company's interests more than individual or group interests.

10. Related to relationship with Stakeholders as described below:
    a. Ensure guarantee of the rights of stakeholders that arise based on applicable laws and regulations or agreements made by the Company with employees, associates, work partners, suppliers, customers and other stakeholders.
    b. Ensure the Company carries out its corporate social responsibility consistently and sustainably.
    c. Ensure the Company pays attention to stakeholders' interests.
    d. Ensure that Company's assets and business locations as well as facilities comply with applicable laws and regulations in connection with environmental preservation, occupational health and safety.
    e. In hiring, setting salary levels. Providing training, setting career paths, and determining other work requirements for employees, the Company does not discriminate due to one's ethnic background, religion, gender, age, disability of a

etnik seseorang, agama, jenis kelamin, usia, cacat tubuh yang dipunyai seseorang atau keadaan khusus lainnya yang dilindungi oleh peraturan perundang-undangan.

f. Direksi wajib menyediakan lingkungan kerja yang bebas dari segala bentuk tekanan (pelecehan/*harrasment*).

11. Terkait dengan teknologi informasi dapat diuraikan sebagai berikut:
    a. Menetapkan tata kelola informasi yang efektif.
    b. Menyampaikan laporan pelaksanaan tata kelola teknologi informasi secara periodik kepada Dewan Komisaris.
    c. Menjaga dan mengevaluasi kualitas fungsi tata kelola informasi di Perseroan
12. Terkait sistem akuntansi dan keuangan dapat diuraikan sebagai berikut:
    a. Menyusun sistem akuntansi berdasarkan prinsip-prinsip standar akuntansi keuangan yang berlaku umum.
    b. Memastikan keandalan data yang mencakup kelengkapan, akurasi, klasifikasi, dan otorisasi yang memadai sehingga laporan keuangan yang dihasilkan tepat waktu, tepat guna dan bebas dari salah saji material.
    c. Mengadakan dan memelihara pembukuan dan administrasi Perseroan untuk menghasilkan penyelenggaraan pembukuan yang tertib, kecukupan modal kerja dengan biaya modal yang efisien, struktur neraca yang baik dan kokoh.
13. Terkait dengan tugas dan kewajiban lain dapat diuraikan sebagai berikut:
    Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan yang berlaku.

person or other special circumstances that are protected by statuory regulations.

f. The Board of Directors is obligated to provide work environment that is free from all forms of harassment.

11. Related to information technology as described below:
    a. Establish effective information governance.
    b. Submit period reports on the implementation of information technology governance to the Board of Commissioners.
    c. Maintain and evaluate the quality of information governance function in the Company.
12. Related to accounting and financial systems as described below:
    a. Set up accounting system based on the principles of generally applicable financial accounting standards.
    b. Ensure reliability of data covering the completeness, accuracy, classification and adequate authorization so that the resulting financial statements are timely, appropriate and free from material misstatements.
    c. Hold and maintain Company's bookkeeping and administration to generate orderly bookkeeping, adequacy of working capital with efficient capital costs, a good and firm balance sheet structure.
13. Related to other duties and obligations as described below:
    Perform other obligations in line with the provisions stipulated in the Articles of Association and those determined by GMS based on applicable laws and regulations.

PEMBAGIAN PERAN DAN TANGGUNG JAWAB PENGAWASAN MASING-MASING ANGGOTA DIREKSI

Rincian tugas dan tanggung jawab masing-masing anggota Direksi sebagai berikut:

DIVISION OF SUPERVISORY ROLES AND RESPONSIBILITIES OF EACH MEMBER OF THE BOARD OF DIRECTORS

Details of duties and responsibilities of each member of the Board of Directors are as follows:

Jabatan Position	Tugas dan Tanggung Jawab	Duties and Responsibilities
Direktur Utama President Director	Menentukan, memutuskan, dan menetapkan strategi perencanaan serta pelaksanaan seluruh kegiatan Perseroan di antaranya Internal Audit, Legal and Contract, HSSE, dan Corporate Secretary di mana seluruh kegiatan tersebut dikaitkan dengan usaha pencapaian visi dan misi Perusahaan.	Determines, decides, and establishes the planning strategy as well as implementation of all Company activities, among others, Internal Audit, Legal and Contract, HSSE, and Corporate Secretary where all such activities are related to efforts to achieve the Company's vision and mission.
Direktur Keuangan Director of Finance	Menentukan, memutuskan, menetapkan, dan mengendalikan pembuatan kebijakan dan strategi keuangan Perseroan untuk meningkatkan profitabilitas, likuiditas Perseroan guna mencapai tujuan dan sasaran Perseroan secara efektif dan efisien.	Determines, decides, establishes, and controls the making of the Company's financial policies and strategies to increase the Companys profitability, liquidity in order to achieve the Company's purpose and objectives effectively and efficiently.
Direktur Operasi Director of Operation	Menentukan, memutuskan, menetapkan dan mengendalikan pembuatan kebijakan operasi Perseroan meliputi Divisi Upstream Services, Divisi EPCOM, dan Divisi Asset Reliability & Productivity serta mengevaluasi dan mengkaji kinerja operasi unit usaha dan Anak Perusahaan.	Determines, decides, establishes and controls the making of the Company's operational policies that incude the Upstream Services Division, EPCOM Division, and Asset Reliability & Productivity Division as well as evaluates and reviews the operational performance of business units and Subsidiaries.

Jabatan Position	Tugas dan Tanggung Jawab	Duties and Responsibilities
Direktur Pengembangan Usaha Director of Business Development	Menentukan, memutuskan, menetapkan, dan mengendalikan kebijakan kegiatan Pengembangan usaha Perseroan, melalui pemantauan dan evaluasi baik operasi di dalam Perseroan maupun di luar Perseroan, guna meningkatkan dan melakukan upaya-upaya optimalisasi kegiatan pengembangan usaha di bidang migas dalam rangka mencapai target yang telah ditetapkan.	Determines, decides, establishes, and controls the Company's policies on business development activities, through monitoring and assessing both operations inside the Company as well as outside of the Company, in order to improve and conduct optimization efforts on business development activities in the field of oil and gas in the context of achieving the set targets.
Direktur SDM & Umum Director of HR & General Affairs	Menentukan, memutuskan, menetapkan, dan mengendalikan kegiatan sumber daya manusia & umum meliputi Human Capital, Supply Chain Management, Property Management & General Affair, Information System, dan Elnusa Petroleum School dalam rangka menyiapkan sumber daya manusia yang handal mendukung kegiatan operasi rutin secara tepat waktu, *accountable,* dan *auditable*.	Determines, decides, establishes, and controls activities concerning human resources & general affairs, including Human Capital, Supply Chain Management, Property Management & General Affairs, Information System and Elnusa Petroleum School in the context of preparing reliable human resources that support routine operational activities accurately, on time, accountable, and auditable.

ORIENTASI BAGI ANGGOTA DIREKSI

Perseroan telah memiliki dan menjalankan program orientasi atau pengenalan Perseroan bagi anggota Direksi yang baru menjabat dengan tujuan memberikan gambaran kondisi Perseroan secara umum. Program pengenalan disusun dan disampaikan oleh Corporate Secretary dalam bentuk tampilan presentasi serta *hard copy*, meliputi:

1. Profil Perseroan
2. *Update* Kinerja Perseroan
3. CoC
4. *Board Manual*
5. HSE
6. Rencana Kerja dan Anggaran (RKAP)
7. RJPP

Pada tahun 2023 dilakukan program pengenalan perseroan terhadap anggota Direksi yang baru diangkat pada RUPS Luar Biasa 17 Januari 2024. Program Pengenalan dilakukan secara bertahap oleh masing-masing fungsi sepanjang tanggal 18–23 Januari 2024.

PENGEMBANGAN KOMPETENSI

Kebijakan Pelatihan dan/atau Peningkatan Kompetensi Direksi

Perseroan juga merancang program untuk memberikan wawasan baru bagi Direksi untuk meningkatkan kapasitas Perseroan dalam lingkungan usaha yang kompetitif, serta memberikan kesempatan untuk membangun jaringan dalam rangka memberdayakan sumber daya yang ada dalam organisasi sehingga menjadikan Perseroan sebagai organisasi berkinerja tinggi.

ORIENTATION FOR MEMBERS OF THE BOARD OF DIRECTORS

The Company retains and implements the Company orientation or introduction program for new members of the Board of Directors with the objective to provide an overview of the Company's condition in general. The program is set up and presented by the Corporate Secretary in the form of a presentation display and hard copy that includes the following:

1. Company Profile
2. Update on Company Performance
3. CoC
4. Board Manual
5. HSE
6. Work Plan and Budget (RKAP)
7. RJPP

In the year 2023, the introduction program was held for the new members of the Board of Directors on January 17, 2024. The Introduction Program was held in stages by each of the functions during the period of January 18–23, 2024.

COMPETENCY DEVELOPMENT

Policies on Training and/or Competency Development of the Board of Directors

The Company also designs a program to provide new insights for the Board of Directors to increase the Company's capacity in a competitive business environment as well as provide opportunities to develop network in the context of empowering available resources within the organization so as to make the Company a high-performing organization.

Realisasi Pengembangan Kompetensi

Realization of Competecy Development

Pelatihan dan/atau Peningkatan Kompetensi yang Diikuti Anggota Direksi Tahun 2023

Training and/or Competency Development Joined by Members of the Board of Directors in 2023

Nama Peserta Name of Participant	Jenis Pelatihan Type of Training	Waktu Penyelenggaraan Date of Implementation	Tempat Penyelenggaraan Venue	Penyelenggara Provider
John Hisar Simamora	Aligning Vision, Values & Direction	9 Maret 2023 March 9, 2023	Lokasi Project Elnusa Elnusa Project Location	Elnusa
	AKHLAK Course	2 Mei 2023 May 2, 2023	Virtual Online	Pertamina Corporate University
	Behaviour Based Safety	2 Mei 2023 May 2, 2023	Virtual Online	Pertamina Corporate University
	Awareness SMAP	28 Juli 2023 July 28, 2023	Virtual Online	Elnusa
	IAMTI Activities APOGCE Forum 2023	9 Oktober 2023 October 9, 2023	Fairmont Hotel Senayan, Jakarta	Ikatan Ahli Teknik Peminyakan Indonesia (IATMI) Association of Indonesian Petroleum Engineers
Bachtiar Soeria Atmadja	AKHLAK Course	2 Mei 2023 May 2, 2023	Virtual Online	Pertamina Corporate University
	Behaviour Based Safety	2 Mei 2023 May 2, 2023	Virtual Online	Pertamina Corporate University
	Awareness SMAP	28 Juli 2023 July 28, 2023	Virtual Online	Elnusa
	International Indonesia CCS Forum 2023	13 September 2023 September 13, 2023	Hotel Mulia, Jakarta	Pertamina Persero
	IAMTI Activities APOGCE Forum 2023	9 Oktober 2023 October 9, 2023	Fairmont Hotel Senayan, Jakarta	Ikatan Ahli Teknik Peminyakan Indonesia (IATMI) Association of Indonesian Petroleum Engineers
	ELSA-Personal Branding: Membangun Citra Positif untuk Masa Depan Personal Branding: Developing A Positive Image for the Future	30 November 2023 November 30, 2023	Virtual Online	Elnusa
Hera Handayani	Implementasi CSMS di Bisnis Migas Indonesia	24 Januari 2023 January 24, 2023	Virtual Online	Elnusa
	Climate Change	27 Januari 2023 January 27, 2023	Virtual Online	Elnusa
	Kontrak Kapal Indonesia	9 Februari 2023 February 9, 2023	Virtual Online	Elnusa
	Aligning Vision, Values, & Direction	11 April 2023 April 11, 2023	Virtual Online	Elnusa
	AKHLAK Course	2 Mei 2023 May 2, 2023	Virtual Online	Pertamina Corporate University
	Behaviour Based Safety	2 Mei 2023 May 2, 2023	Virtual Online	Pertamina Corporate University
	Indonesia HR Summit	20 Juni 2023 June 20, 2023	Bali	PT Multi Taruna Sejati
	Awareness SMAP	28 Juli 2023 July 28, 2023	Virtual Online	Elnusa
	IAMTI Activities APOGCE Forum 2023	9 Oktober 2023 October 9, 2023	Fairmont Hotel Senayan, Jakarta	Ikatan Ahli Teknik Peminyakan Indonesia (IATMI) Association of Indonesian Petroleum Engineers
	ELSA-Personal Branding: Membangun Citra Positif untuk Masa Depan Personal Branding: Developing A Positive Image for the Future	30 November 2023 November 30, 2023	Virtual Online	Elnusa

LAPORAN SINGKAT PELAKSANAAN TUGAS DAN TANGGUNG JAWAB DIREKSI TAHUN 2023

Selama tahun 2023 Direksi telah mengeluarkan berbagai keputusan baik di bidang operasional, keuangan, maupun beberapa penunjang usaha melalui perangkat kebijakan berupa Keputusan Direksi, Peraturan Direksi, Surat Edaran, dan Instruksi Direksi.

BRIEF REPORT ON THE IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS IN 2023

During the year 2023, the Board of Directors issued various decisions in the fields of operation, finance, as well as several business supports through the policy tools in the forms of Decrees of the Board of Directors, Regulations of the Board of Directors, Circular Letters and Instructions of the Board of Directors.

Surat Keputusan Direksi
Decrees/Decision Letters of the Board of Directors

No.	Nomor Surat Letter Number	Tanggal Date	Perihal Subject
1	001/EN/EDR/000D/2023	14 April 2023 April 14, 2023	"Arahan Direktur Utama" terkait aspek HSSE selama libur Idul Fitri 1444 H
2	002/EN/EDR/000D/2023	5 Desember 2023 December 5, 2023	Instruksi Direktur Utama untuk meningkatkan kewaspadaan HSSE di penghujung tahun 2023
3	023/EN/EDR/005D/2023	5 Desember 2023 December 5, 2023	Penghentian pemberian bantuan fasilitas paket data/internet PT Elnusa Tbk
4	006/EN/EDR/005D/2023	17 Maret 2023 March 17, 2023	Surat edaran netralitas dan larangan penggunaan sumber daya perusahaan dalam kegiatan politik praktis pemilihan Presiden/Wakil Presiden, kepala daerah dan/atau legislatif
5	008/EN/EDR/000D/2023	24 Maret 2023 March 24, 2023	Surat edaran tentang kepatutan pekerja dalam interaksi sosial
6	010/EN/EDR/000D/2023	2 Mei 2023 May 2, 2023	Surat edaran optimalisasi perjalanan dinas
7	011/EN/EDR/005D/2023	8 Mei 2023 May 2, 2023	Surat edaran optimalisasi perjalanan dinas
8	020/EN/EDR/000D/2023	9 November 2023 November 9, 2023	Surat edaran tindak lanjut bersama optimalisasi perjalanan dinas
9	021/EN/EDR/005D/2023	9 November 2023 November 9, 2023	Surat edaran keterlibatan Direksi, Dewan Komisaris, Dewan Pengawas, Organ Pendukung , dan pekerja Elnusa Group pada penyelenggaraan pemilihan umum, pemilihan kepala daerah, dan/atau sebagai pengurus partai politik atau pejabat kepala daerah dan wakil kepala daerah
10	004/EN/EDR/001D/2023	12 Mei 2023 May 12, 2023	Surat emergency kondisi project EPC SPL Balongan & pengajuan permintaan bayar/ panjar kerja
11	001/EN/EDR/003D/2023	15 Mei 2023 May 15, 2023	*Monitoring* pelaksanaan sinergi Pertamina Grup tahun 2023
12	001/EN/EDR/000D/2023	26 Juli 2023 July 26, 2023	Kebijakan pengelolaan aset tahun 2023
13	024/EN/EDR/005D/2023	5 Desember 2023 December 5, 2023	Kebijakan pengadaan barang dan jasa, serta ketentuan khusus untuk pengadaan proyek jasa *Operation* & *Maintenance* (O&M) yang mensyaratkan SLA pemenuhan pekerjaan di bawah 30 hari kalender dari perintah kerja klien hingga *delivery* barang/ jasa
14	001/EN/EDR/005D/2023	19 Januari 2023 January 19, 2023	Surat edaran cuti bersama tahun baru Imlek Januari 2023
15	002/EN/EDR/005D/2023	30 Januari 2023 January 30, 2023	Pelaksanaan pekerjaan bagi pekerja dl lingkungan PT Elnusa Tbk & Group selama pemberhentian pemberlakuan pembatasan kegiatan masyarakat (PPKM)
16	004/EN/EDR/005D/2023	15 Maret 2023 March 15 , 2023	SE cuti bersama tahun 2023 di lingkungan PT Elnusa Tbk & Group
17	007/EN/EDR/005D/2023	17 Maret 2023 March 17, 2023	SE perubahan waktu kerja selama bulan Ramadan, libur, dan cuti bersama Idul Fitri 1444 H tahun 2023
18	009/EN/EDR/005D/2023	29 Maret 2023 March 29, 2023	Surat edaran cuti bersama tahun 2023 di lingkungan PT Elnusa Tbk & Group (hari raya Idul Fitri 1444 H tahun 2023
19	015/EN/EDR/005D/2023	22 Mei 2023 May 22, 2023	Surat edaran cuti bersama tahun 2023 di lingkungan PT Elnusa Tbk & Group (hari raya Waisak)
20	016/EN/EDR/005D/2023	20 Juni 2023 June 20, 2023	Surat edaran cuti bersama tahun 2023 di lingkungan PT Elnusa Tbk & Group (hari raya Idul Adha)
21	018/EN/EDR/005D/2023	2 September 2023 September 2, 2023	Surat edaran pengaturan mekanisme pola kerja khusus untuk mendukung kegiatan konferensi tingkat tinggi *Association of South East Asian Nation* (KTT ASEAN) tanggal 4–7 September 2023 di lokasi kerja terdampak lingkungan PT Elnusa Tbk & Group
22	022/EN/EDR/005D/2023	29 November 2023	Surat edaran cuti bersama hari raya Natal tahun 2023

No.	Nomor Surat Letter Number	Tanggal Date	Perihal Subject
23	011/EN/KPTS/005D/2023	17 Februari 2023	Surat keputusan tentang penyesuaian upah minimum (UMP) bagi tenaga kerja *direct* tahun 2023
24	012/EN/KPTS/005D/2023	17 Februari 2023	Surat keputusan tentang penyesuaian upah minumum (UMP) bagi tenaga kerja *outsourcing* tahun 2023
25	041/EN/KPTS/005D/2023	05 April 2023	Surat keputusan tentang tunjangan hari raya keagamaan tahun 2023 bagi pekerja *direct* di lingkungan PT Elnusa Tbk & Anak Perusahaan
26	049/EN/KPTS/000D/2023	25 April 2023	Surat keputusan tentang panjar insentif kedua atas kinerja tahun 2022 bagi pekerja di lingkungan PT Elnusa Tbk & Anak Perusahaan
27	065/EN/KPTS/005D/2023	16 Mei 2023	Surat keputusan tentang *addendum* SK No. 015/EN/KPTS/005D/2019 tentang Ketentuan Remunerasi dan Fasilitas Pengurus Perseroan pada anak perusahaan PT Elnusa Tbk
28	078/EN/KPTS/000D/2023	30 Mei 2023	Surat keputusan tentang panjar insentif tahap ketiga atas kinerja tahun 2022 bagi pekerja di lingkungan PT Elnusa Tbk & Anak Perusahaan
29	084/EN/KPTS/005D/2023	05 Juni 2023	Pemberian *souvenir* purna jabatan bagi pengurus Perseroan dan pekerja di PT Elnusa Tbk & Anak Perusahaan
30	115/EN/KPTS/000D/2023	21 Juli 2023	Insentif final atas kinerja tahun 2022 dan bonus tahun buku 2022 PT Elnusa Tbk & Anak Perusahaan serta insentif final atas kinerja tahun 2022 pekerja OS & KSO BP tangguh
31	173/EN/KPTS/000D/2023	25 September 2023	Kenaikan upah tahun 2023 PT Elnusa Tbk & Anak Perusahaan
32	176/EN/KPTS/000D/2023	05 Oktober 2023	SK *addendum* Sk No. 115/EN/KPTS/000D/2023 tentang insentif final dan bonus atas kinerja tahun 2022 PT Elnusa Tbk
33	231/EN/KPTS/000D/2023	11 Desember 2023	Surat keputusan panjar insentif atas kinerja tahun 2023 di lingkungan PT Elnusa Tbk & Anak Perusahaan
34	233/EN/KPTS/005D/2023	11 Desember 2023	Surat keputusan ketentuan panjar insentif atas kinerja tahun 2023 di lingkungan PT Elnusa Tbk & Anak Perusahaan
35	234/EN/KPTS/005D/2023	18 Desember 2023	Surat keputusan tentang penyesuaian upah minimum (UMP) tahun 2024 bagi pekerja *direct* di lingkungan PT Elnusa Tbk & Anak Perusahaan
36	235/EN/KPTS/005D/2023	18 Desember 2023	Surat keputusan tentang penyesuaian upah minimum (UMO) tahun 2024 bagi pekerja *outsourcing* di lingkungan PT Elnusa Tbk & Anak Perusahaan
37	003/EN/KPTS/005D/2023	16 Januari 2023	Surat keputusan pembentukan tim *task force* program penyehatan pengelolaan keuangan di PT Elnusa Fabrikasi Konstruksi (EFK)
38	001/EN/PRT/000D/2023	31 Januari 2023	Surat perintah *agent of change* (AOC) tata nilai akhlak di lingkungan PT Elnusa Tbk & Anak Perusahaan
39	001/EN/KPTS/000D/2023	06 Maret 2023	Tim *adhoc Contractor Safety Management System* (CSMS)
40	032/EN/KPTS/005D/2023	13 Maret 2023	SK pembentukan dan penunjukan pengurus Badan Dakwah Islam (BDI) PT Elnusa Tbk & Group periode 2023–2025
41	040/EN/KPTS/005D/2023	03 April 2023	SK penetapan tim *monitoring* kegiatan CIP dan verifikasi keuangan CIP di lingkungan PT Elnusa Tbk & Group
42	043/EN/KPTS/000D/2023	14 April 2023	Surat Keputusan penetapan tim *Cost Optimization* untuk pencapaian target laba RKAP tahun 2023 PT Elnusa Tbk
43	057/EN/KPTS/005D/2023	08 Mei 2023	Surat Keputusan pembentukan dan penunjukan tim *Task Force* Tanggung Jawab Sosial Lingkungan (TJSL) di area operasional PT Elnusa Tbk & Group periode 2023–2025
44	001/EN/KPTS/005D/2023	30 Mei 2023	Surat Keputusan VAM 2023
45	114/EN/KPTS/005D/2023	17 Juli 2023	Susunan Manajemen *Upstream Services* Agustus 2023
46	001/EN/KPTS/005D/2023	21 Juli 2023	Tim *Task Force review* dan pemutakhiran dokumen sistem manajemen Elnusa 2023
47	116/EN/KPTS/005D/2023	21 Juli 2023	Tim *Task Force review* dan pemutakhiran dokumen sistem manajemen Elnusa 2023
48	001/EN/KPTS/000D/2023	04 September 2023	Tim *Task Force* pengadaan aset tanah untuk PT Sigma Cipta Utama
49	152/EN/KPTS/005D/2023	12 September 2023	Tim *Task Force review* dan pemutakhiran dokumen sistem manajemen anak perusahaan Elnusa 2023
50	177/EN/KPTS/005D/2023	05 Oktober 2023	Surat Keputusan susunan panitia forum presentasi Continuous Improvement Program (CIP) PT Elnusa & Group 2023
51	184/EN/KPTS/005D/2023	03 November 2023	SK tim *Task Force review* dan perumusan revitalisasi area operasi di Kalimantan Timur
52	188/EN/KPTS/005D/2023	20 November 2023	SK pembentukan tim kepanitiaan Elnusa Contractors HSSE Meeting (Encore) PT Elnusa Tbk tahun 2023
53	221/EN/KPTS/005D/2023	04 Desember 2023	SK pembentukan tim panitia tender untuk pengadaan jasa penyediaan tenaga kerja penunjang tahun 2024
54	237/EN/KPTS/005D/2023	21 Desember 2023	SK pembentukan tim kepanitiaan Elnusa Contractors Rookie Stars-Controller Academy PT Elnusa Tbk tahun 2023
55	004/EN/KPTS/005D/2023	22 Desember 2023	Pembentukan tim panitia tender untuk pengadaan jasa *facility management services* tahun 2024

No.	Nomor Surat Letter Number	Tanggal Date	Perihal Subject
56	006/EN/KPTS/000D/2023	27 Januari 2023	Penunjukan Komisaris PT Elnusa fabrikasi konstruksi
57	137/EN/KPTS/000D/2023	03 Agustus 2023	Surat Keputusan penunjukan Direktur Keuangan dan Administrasi PT Elnusa Petrofin atas nama sdr. Yogi Firdaus-11200912
58	136/EN/KPTS/000D/2023	03 Agustus 2023	Pemberhentian Direktur Keuangan dan Administrasi PT Elnusa Petrofin dan penunjukan VP Finance & Treasury PT Elnusa Tbk
59	175/EN/KPTS/000D/2023	02 Oktober 2023	Surat Keputusan ketentuan pengelolaan *Project Expert* (PE), *Project Staff* (PS), Pekerja Dalam Pembinaan (PDP), dan Pekerja Dalam Kondisi Khusus (PDKK) PT Elnusa Tbk
60	004/EN/PRT/000D/2023	01 November 2023	Surat Perintah penugasan Head Operation EIR, Direksi Anak Perusahaan, dan BOD-1 PT Elnusa Tbk
61	187/EN/KPTS/005D/2023	13 November 2023	Ketentuan pengelolaan *Project Expert* (PE), *Project Staff* (PS), Pekerja Dalam Pembinaan (PDP), dan Pekerja Dalam Kondisi Khusus (PDKK) PT Elnusa Tbk dan Anak Perusahaan
62	001/EN/KPTS/001D/2023	01 Juni 2023	Surat minat kerja sama penyewan *crane* 75t operasional PHE NSO
63	139/EN/KPTS/005D/2023	12 Agustus 2023	Employee Excellence Award PT Elnusa Tbk periode 2023
64	145/EN/KPTS/005D/2023	16 Agustus 2023	Penyesuaian level jabatan fungsional
65	010/EN/KPTS/005D/2023	01 Maret 2023	Struktur dan susunan organisasi Division of Upstream Services
66	072/EN/KPTS/005D/2023	25 Mei 2023	Struktur organisasi Supply Chain Management
67	236/EN/KPTS/005D/2023	21 Desember 2023	SK struktur organisasi Internal Audit
68	048/EN/KPTS/005D/2023	18 April 2023	Surat Keputusan perubahan waktu kerja di lingkungan PT Elnusa Tbk & Group

Penilaian Direksi terhadap Kinerja Komite yang Mendukung Pelaksanaan Tugas Direksi Tahun 2023

Pada tahun 2023 Perseroan tidak memiliki komite di bawah Direksi yang mendukung pelaksanaan tugas Direksi.

Assessment of the Board of Directors on the Performance of Committees that Support the Implementation of Duties of the Board of Directors in the Year 2023

In 2023, the Company does not retain committees under the Board of Directors that support the implementation of duties of the Board of Directors.

Transparansi Informasi Dewan Komisaris dan Direksi

Information Transparency of the Board of Commissioners and the Board of Directors

HUBUNGAN DEWAN KOMISARIS DAN DIREKSI

Dewan Komisaris dan Direksi memiliki hubungan dalam pelaksanaan tugas dan tanggung jawabnya sebagaimana diamanahkan dalam Anggaran Dasar Perseroan maupun Pedoman Kerja/*Board Manual* Dewan Komisaris dan Direksi serta peraturan perundang-undangan yang berlaku. Hubungan Dewan Komisaris dengan Direksi dapat mencakup tetapi tidak terbatas pada hal-hal antara lain sebagai berikut:

1. Dewan Komisaris menyetujui secara tertulis usulan Direksi mengenai RJPP, RKAP, pengangkatan dan pemberhentian Chief Audit Executive dan Sekretaris Perusahaan serta hal-hal lain sebagaimana tercantum dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku;
2. Direksi wajib menyampaikan laporan berkala kepada Dewan Komisaris sebagai fungsi pengawasan Dewan Komisaris terhadap

RELATIONSHIP BETWEEN THE BOARD OF COMMISSIONERS AND THE BOARD DIRECTORS

The Board of Commissioners and the Board of Directors retain a relationship in carrying out their duties and responsibilities as mandated in the Company's Articles of Association as well as in the Board Manual of the Board of Commissioners and the Board of Directors as well as applicable laws and regulations. The relationship of the Board of Commissioners with the Board of Directors consists but not limited to matters, among others, as follows:

1. The Board of Commissioners approves in writing of recommendations by the Board of Directors on RJPP, RKAP, Appointment and Dismissal of Chief Audit Executive and Corporate Secretary as well as on other matters as stated in the Company's Articles of Association and prevailing laws and regulations;
2. The Board of Directors is obligated to periodically report to the Board of Commissioners as the supervisory function of the Board

kebijakan pengurusan Perseroan serta bersama-sama dengan Direksi menyampaikan Laporan tahunan kepada RUPS;

3. Dewan Komisaris wajib mengadakan rapat bersama Direksi dalam rangka mengikuti perkembangan kegiatan Perseroan, memberikan pendapat, saran dan nasihat kepada Direksi dalam melakukan pengurusan Perseroan;

4. Dewan Komisaris bersama dengan Direksi melakukan kajian visi dan misi Perusahaan;
5. Apabila diperlukan, Dewan Komisaris dibantu Direksi dalam proses penunjukan calon auditor eksternal sesuai dengan ketentuan pengadaan barang & jasa, dan penunjukan penilai (assessor) independen dalam proses asesmen penerapan GCG di Perseroan;

6. Dewan Komisaris berhak memperoleh akses atas informasi Perseroan secara tepat waktu, terukur, dan lengkap;

7. Dengan pemberitahuan terlebih dahulu sebelumnya, Dewan Komisaris dapat menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
8. Hal-hal lainnya sebagaimana tercantum dalam Pedoman Kerja/ *Board Manual* Dewan Komisaris dan Direksi serta Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

Tugas dan tanggung jawab yang terkait hubungan Dewan Komisaris dan Direksi tersebut telah dilaksanakan oleh Perseroan secara efektif dan sesuai Anggaran Dasar, Pedoman Kerja/Board Manual Dewan Komisaris dan Direksi.

of Commissioners on the Company's management policies as well as jointly with the Board of Directors in submitting the Annual Report to the GMS;
3. The Board of Commissioners is obligated to hold joint meetings with the Board of Directors in the context of following developments of the Company's activities, provide opinions, suggestions and advices to the Board of Directors in managing the Company.
4. The Board of Commissioners jointly with the Board of Directors conduct a review of the Company' vision and mission;
5. If required, the Board of Commissioners is assisted by the Board of Directors in the process of appointing a prospective external auditor in accordance with provisions on the procurement of goods & services, and the appointment of an independent assessor for the assessment process of GCG implementation in the Company;
6. The Board of Commissioners has the right to obtain access to Company information on timely manner, measurable and complete;
7. With prior notice, the Board of Commissioners may attend meetings of the Board of Directors and provide views on matters discussed;
8. Other matters as stated in the Board Manual of the Board Commissioners and the Board of Directors as well as in the Company's Articles of Association and prevailing laws and regulations.

Duties and responsibilities related to this relationship of the Board of Commissioners with the Board of Directors are carried out by the Company effectively and in accordance with the Articles of Association, the Board Manual of the Board of Commissioners and the Board of Directors.

Hubungan Afiliasi Dewan Komisaris, Direksi, dan/atau Pemegang Saham Pengendali

Affiliate Relationship between the Board of Commissioners, the Board of Directors, and/or Controlling Shareholder

PEMEGANG SAHAM UTAMA, PEMEGANG SAHAM PENGENDALI, HINGGA NAMA PEMILIK AKHIR

Pemegang Saham Utama/Pengendali Perseroan adalah PT Pertamina Hulu Energi dengan kepemilikan sebesar 51,10%. PT Pertamina Hulu Energi (PHE) merupakan anak perusahaan PT Pertamina (Persero) yang mengelola portofolio blok-blok migas di dalam dan luar negeri, serta bergerak di kegiatan usaha hilir migas dan *services*. Sementara PT Pertamina (Persero) adalah perusahaan energi nasional yang 100% kepemilikan sahamnya dimiliki oleh Pemerintah Republik Indonesia, melalui Kementerian Negara Badan Usaha Milik Negara (BUMN) selaku Kuasa Pemegang Saham. Dengan demikian, entitas induk tertinggi, atau *ultimate parent entity* Perseroan adalah Pemerintah Republik Indonesia.

MAJOR SHAREHOLDERS, CONTROLLING SHAREHOLDERS, TO THE NAME OF ULTIMATE OWNER

The Major/Controlling Shareholder of the Company is PT Pertamina Hulu Energi with ownership of 51.10%. PT Pertamina Hulu Energi (PHE) is subsidiary of PT Pertamina (Persero) that manages the portfolio of oil and gas blocks domestically and overseas, and engages in downstream oil and gas business activities and services. Meanwhile PT Pertamina (Persero) is a national energy company of which 100% of its shares is owned by the Government of the Republic of Indonesia, through the Ministry of State-Owned Enterprises (BUMN) as the Shareholder Authority. Thus, the highest parent entity, or ultimate parent entity of the Company is the Government of the Republic of Indonesia.

PENGUNGKAPAN HUBUNGAN AFILIASI ANTARA DIREKSI, DEWAN KOMISARIS, DAN PEMEGANG SAHAM UTAMA/PENGENDALI

Pemegang Saham Pengendali, Dewan Komisaris dan Direksi saling menghormati pelaksanaan tugas, tanggung jawab, dan wewenang masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar. Dewan Komisaris dan Direksi Perseroan memiliki pedoman dan tata tertib kerja yang mencantumkan antara lain tanggung jawab, kewajiban, wewenang, dan hak masing-masing.

Setiap anggota Dewan Komisaris dan Direksi yang baru menjabat juga diwajibkan untuk membuat surat pernyataan terkait dengan pemenuhan persyaratan yang wajib dipenuhi oleh setiap anggota Dewan Komisaris dan Direksi, di antaranya adalah menyatakan status hubungan afiliasi, dan hubungan kepengurusan di perusahaan lain. Hal ini untuk memastikan tidak adanya rangkap jabatan yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perseroan atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan.

DISCLOSURE OF AFFILIATE RELATIONSHIP BETWEEN THE BOARD OF DIRECTORS, THE BOARD OF COMMISSIONERS, AND MAJOR / CONTROLLING SHAREHOLDERS

The Controlling Shareholders, the Board of Commissioners and the Board of Directors mutually respect each other's implementation of duties, responsibilities and authorities in accordance with the laws and regulations and the Articles of Association. The Board of Commissioners and the Board of Directors of the Company retain guidelines and work procedures that state, among others, responsibilities, obligations authorities and rights of each respective party.

Each newly appointed member of the Board of Commissioners and the Board of Director is also obligated to make a statement letter related to the fulfilment of requirements that must be met by each member of the Board of Commissioners and the Board of Directors, among others, to state the status of affiliate relationship and management relationship in other companies. This is to ensure there is no concurrent position that may cause direct or indirect conflict of interest with the Company or that may be in conflict with applicable regulatory provisions and the Articles of Association of the Company.

Nama Name	**Hubungan Keluarga dengan** Family Relationship with			**Hubungan Keuangan dengan** Financial Relationship with		
	Dewan Komisaris Board of Commissioners	**Direksi** Board of Directors	**Pemegang Saham Utama/ Pengendali Perseroan** Company Major/ Controlling Shareholder	**Dewan Komisaris** Board of Commissioners	**Direksi** Board of Directors	**Pemegang Saham Utama/ Pengendali Perseroan** Company Major/ Controlling Shareholder
Dewan Komisaris | Board of Commissioners						
Lusiaga Levi Susila	x	x	x	x	x	x
Hernawan Bekti Sasongko*	x	x	x	x	x	x
Wakhid Hasyim	x	x	x	x	x	x
Nur Endro Buwono**	x	x	x	x	x	x
Denie S. Tampubolon**	x	x	x	x	x	x
Direksi | Board of Directors						
John Hisar Simamora*	x	x	x	x	x	x
Bachtiar Soeria Atmadja	x	x	x	x	x	x
Tenny Elfrida***	x	x	x	x	x	x
Charles Harianto Lumbantobing*	x	x	x	x	x	x
Ratih Esti Prihatini*	x	x	x	x	x	x
Hera Handayani	x	x	x	x	x	x
Endro Hartanto**	x	x	x	x	x	x
Stanley Iriawan**	x	x	x	x	x	x
Arief Prasetyo Handoyo**	x	x	x	x	x	x

√ = ada | x = tidak ada
Keterangan:
* Menjabat hingga 17 Januari 2024
** Mulai menjabat sejak 17 Januari 2024
*** Menjabat hingga 6 Juni 2023
√ = yes | x = no
Description:
* Served in office until January 17, 2024
** Started serving in office since January 17, 2024
*** Served in office until June 6, 2023

Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

MEKANISME RAPAT DEWAN KOMISARIS DAN RAPAT DEWAN KOMISARIS BERSAMA DIREKSI

Pelaksanaan rapat Dewan Komisaris mengacu pada Anggaran Dasar Perseroan dan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Dalam peraturan tersebut disebutkan bahwa Dewan Komisaris wajib mengadakan Rapat paling kurang 1 (satu) kali dalam 2 (dua) bulan dan mengadakan rapat bersama Direksi secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan. Selain itu, Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris atau Direksi, dengan menyebutkan hal-hal yang akan dibicarakan.

Dewan Komisaris dapat juga mengambil keputusan yang sah tanpa mengadakan Rapat Dewan Komisaris dengan ketentuan semua anggota Dewan Komisaris telah diberitahu secara tertulis dan semua anggota Dewan Komisaris memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut.

Rapat Dewan Komisaris terdiri atas:
1. Rapat Dewan Komisaris yang terdiri dari Rapat Internal Dewan Komisaris.
2. Rapat Dewan Komisaris dengan mengundang Direktur terkait dan manajemen.
3. Rapat Dewan Komisaris bersama Direksi yaitu Rapat Dewan Komisaris bersama Direksi yang dihadiri Corporate Secretary dan Sekretaris Dewan Komisaris.

RAPAT DEWAN KOMISARIS

Kebijakan Rapat

Sesuai Anggaran Dasar Perseroan, rapat Dewan Komisaris diadakan sekurang-kurangnya sekali setiap 2 (dua) bulan. Pemanggilan rapat dilakukan oleh Komisaris Utama dan disampaikan paling lambat 5 (lima) hari sebelum rapat diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal rapat, atau dalam waktu yang lebih singkat jika dalam keadaan mendesak. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh paling kurang 2/3 (dua per tiga) dari jumlah anggota Dewan Komisaris.

Bahan rapat disampaikan kepada peserta rapat paling lambat 5 (lima) hari sebelum rapat diselenggarakan. Jika rapat yang diselenggarakan di luar jadwal yang telah disusun, bahan rapat disampaikan kepada peserta rapat paling lambat sebelum rapat diselenggarakan.

MECHANISM OF MEETINGS OF THE BOARD OF COMMISSIONERS AND JOINT MEETINGS OF THE BOARD OF COMMISSIONERS WITH THE BOARD OF DIRECTORS

Implementation of meetings of the Board of Commissioners refers to the Company's Articles of Association and Financial Services Authority Regulation No. 33/POJK.04/2014 dated 8 December 2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies. The regulation states that the Board of Commissioners is obligated to hold at least 1 (one) Meeting in 2 (two) months and Joint Meeting with the Board of Directors periodically at least 1 (one) time in 4 (four) months. In addition, the Board of Commissioners may hold a meeting at any time upon request of 1 (one) or several members of the Board of Commissioners or the Board of Directors by stating the matters to be discussed.

The Board of Commissioners may also make legitimate decisions without the Board of Commissioners' Meeting subject to term that all members of the Board of Commissioners are informed in writing and all members of the Board of Commissioners extend their approval on the recommendations proposed in writing as well as their signatures on the concerned approval.

Meeting of the Board of Commissioners consists of the following:
1. Board of Commissioners Meeting that entails Internal Meeting of the Board of Commissioners.
2. Board of Commissioners Meeting that invites related Director and the management.
3. Board of Commissioners Meeting together with the Board of Directors, namely Joint Meeting between the Board of Commissioners and the Board of Directors attended by the Corporate Secretary and the Secretary to the Board of Commissioners.

MEETING OF THE BOARD OF COMMISSIONERS

Meeting Policy

In accordance with the Company's Articles of Association, the meeting of the Board of Commissioners is held at least once every 2 (two) months. Invitation to the meeting is carried out by the President Commissioners and delivered at the latest 5 (five) days prior to the meeting, without taking into account the date of the invitation and the date of the meeting, or within a shorter time if there is urgency. Meetings of the Board of Commissioners are legitimate and entitled to make binding decisions if attended or represented by at least 2/3 (two-thirds) of the total number of members of the Board of Commissioners.

Meeting materials are delivered to the meeting participants at the latest by 5 (five) days prior to the meeting. If the meeting is held outside of the scheduled time, meeting materials are to be delivered to meeting participants at the latest right before the meeting begins.

Rapat Internal Dewan Komisaris dipimpin oleh Komisaris Utama, dalam hal Komisaris Utama tidak dapat hadir atau berhalangan, rapat Dewan Komisaris dipimpin oleh seorang anggota Dewan Komisaris lainnya yang ditunjuk oleh Komisaris Utama. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris bertindak sebagai pimpinan Rapat Dewan Komisaris. Dalam hal anggota Dewan Komisaris yang paling lama menjabat lebih dari satu orang, maka yang memimpin rapat adalah anggota Dewan Komisaris yang tertua dalam usia.

Internal meeting of the Board of Commissioners is chaired by the President Commissioner, in the event the President Commissioner is unable to attend or is absent, the meeting of the Board of Commissioners is chaired by another member of the Board of Commissioners appointed by the President Commissioner. In the event the President Commissioner does not make the appointment, then the member of the Board of Commissioners who has served the longest as member of the Board of Commissioners acts as chairman of the Meeting of the Board of Commissioners. In the event there are more than one members of the Board of Commissioners who have served the longest, then the meeting shall be chaired by the oldest member of the Board of Commissioners.

Realisasi Rapat

Pada tahun 2023, Rapat Internal Dewan Komisaris 2023 dipimpin oleh Komisaris Utama. Rapat Dewan Komisaris 2023 telah diagendakan sebelum tahun berjalan yang dituangkan di dalam program kerja Dewan Komisaris. Selama tahun 2023, Rapat Internal Dewan Komisaris telah dilakukan sebanyak 22 (dua puluh dua) kali.

Meeting Realization

In the year 2023, Internal Meetings of the Board of Commissioners of 2023 were chaired by the President Commissioner. Meetings of the Board of Commissioners in 2023 were scheduled prior to the current year as stated in the work program of the Board of Commissioners. During the year 2023, 22 (twenty-two) Internal Meetings of the Board of Commissioners were held.

Frekuensi dan Kehadiran Rapat Dewan Komisaris

Frequency and Attendance of the Board of Commissioners Meeting

Nama Name	Jabatan Position	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners			Rapat Gabungan dengan Direksi Joint Meeting with the Board of Directors			Kehadiran di RUPS Attendance at the GMS		
		Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	%	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	%	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	%
Agus Prabowo*	Komisaris Utama President Commissioner	22	22	100	16	16	100	1	1	100
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	22	21	95	16	16	100	1	1	100
Hernawan Bekti Sasongko*	Komisaris Independen Independent Commissioner	22	21	95	16	14	88	1	1	100
Wakhid Hasyim	Komisaris Commissioner	22	20	91	16	16	100	1	1	100
Nur Endro Buwono**	Komisaris Utama President Commissioner	1	1	100	1	1	100	1	1	100
Denie S. Tampubolon**	Komisaris Independen Independent Commissioner	1	1	100	1	1	100	1	1	100

Keterangan:
* Menjabat hingga 17 Januari 2024
** Menjabat mulai 17 Januari 2024
Description:
* Served in office until January 17, 2024
** Serves in office starting January 17, 2024

Agenda Rapat Dewan Komisaris

Agenda of the Board of Commissioners Meetings

No.	Agenda Rapat	Meeting Agenda
1	Laporan kinerja bulanan dan progress laporan audit tahunan 31 Desember 2022.	Monthly performance report and progress of annual audit report as of December 31, 2022.
2	Komite di bawah Dewan Komisaris dan hasil penilaian kinerja.	Committees under the Board of Commissioners and results of performance assessment.
3	Komite di bawah Dewan Komisaris dan hasil penilaian kinerja dan progress laporan audit tahunan 31 Desember 2022.	Committees under the Board of Commissioners and results of performance assessment and annual audit report progress as of December 31, 2022.
4	Laporan kinerja bulanan, progress laporan audit tahunan 31 Desember 2022 dan RUPS Tahunan Tahun Buku 2022.	Monthly performance report, progress of the annual audit report as of December 31, 2022 and the Annual GMS of Financial Year 2022.
5	Komite di bawah Dewan Komisaris.	Committees under the Board of Commissioners.
6	Laporan kinerja bulanan.	Monthly performance report.

No.	Agenda Rapat	Meeting Agenda
7	Laporan Komite Nominasi dan Remunerasi.	Report of the Nomination and Remuneration Committee.
8	Laporan Komite Audit dan hasil evaluasi auditor eksternal tahun buku 2022.	Report of the Audit Committee and evaluation results of the external auditor for financial year 2022.
9	Laporan kinerja bulanan dan RUPS Tahunan Tahun Buku 2022.	Report of monthly performance and Annual GMS of Financial Year 2022.
10	Laporan kinerja bulanan dan rencana investasi.	Report of monthly performance and investment plan.
11	Rencana investasi.	Investment plan.
12	Laporan kinerja bulanan dan rencana investasi.	Report of monthly performance and investment plan.
13	Rencana investasi.	Investment plan.
14	Laporan kinerja bulanan dan laporan Komite Audit.	Report of monthly performance and report of the Audit Committee.
15	Laporan Komite Nominasi dan Remunerasi.	Report of the Nomination and Remuneration Committee.
16	Rencana pembiayaan.	Financing plan.
17	Laporan kinerja bulanan dan laporan Komite Audit.	Report of monthly performance and report of the Audit Committee.
18	Laporan kinerja bulanan.	Report of monthly performance.
19	Rencana Kerja dan Anggaran Perusahaan tahun buku 2024 Dewan Komisaris dan Komite.	Company Work Plan and Budget of financial year 2024 of the Board of Commissioners and Committees.
20	Laporan kinerja bulanan, laporan Komite Audit dan laporan Komite Pemantau Risiko.	Report of monthly performance, report of the Audit Committee and report of the Risk Monitoring Committee.
21	Laporan kinerja bulanan, Rencana Kerja dan Anggaran Perusahaan tahun buku 2024.	Report of monthly performance, Company Work Plan and Budget of financial year 2024.
22	Laporan kinerja bulanan dan laporan Komite Audit.	Report of monthly performance and report of the Audit Committee

RAPAT DIREKSI

Kebijakan Rapat

Sesuai dengan ketentuan pada Anggaran Dasar Perseroan dan *Board Manual*, Direksi wajib mengadakan rapat internal paling kurang 1 (satu) kali dalam setiap bulan. Rapat dilakukan untuk membicarakan mengenai hal-hal strategis atau operasional. Strategis artinya adalah hal-hal yang diputuskan dengan memerlukan diterbitkannya surat keputusan Direksi atau memo Direksi yang berdampak pada semua unit kerja. Sedangkan operasional, artinya hal-hal yang berkenaan dengan tindak lanjut yang diperlukan untuk pelaksanaan keputusan strategis.

Materi rapat disiapkan oleh Sekretaris Perusahaan dan disampaikan paling lambat lima hari sebelum rapat diselenggarakan. Materi rapat disampaikan bersamaan dengan penyampaian undangan rapat. Semua keputusan dalam rapat Direksi diambil dengan musyawarah untuk mufakat. Apabila tidak tercapai musyawarah mufakat, maka keputusan diambil dengan pemungutan suara berdasarkan suara setuju paling sedikit 1/2 (satu per dua) dari jumlah suara yang dikeluarkan dalam rapat.

Realisasi Rapat

Sepanjang 1 Januari–31 Desember 2023, Direksi melaksanakan rapat sebanyak 54 (lima puluh empat) kali. Berikut disampaikan rekapitulasi tingkat kehadiran Direksi dalam rapat tersebut.

MEETING OF THE BOARD OF DIRECTORS

Meeting Policy

In line with provisions in the Company's Articles of Association and the Board Manual, the Board of Directors is obligated to hold at least 1 (one) internal meeting every month. Meetings are held to discuss strategic or operational matters. Strategic means matters that are decided by requiring the issuance of a Board of Directors decision letter or Board of Directors memo that impacts all work units. While operational means matters involving follow-up actions required for the implementation of strategic decisions.

Meeting materials are prepared by the Corporate Secretary and delivered at the latest by five days before the meeting is held. Meeting materials are delivered together with the invitation to the meeting. All decisions in the Board of Directors meeting are taken by deliberation to reach consensus. In the event deliberation for consensus is not reached, then decision is taken by voting based on affirmative votes at least by 1/2 (one-half) of the total votes issued in the meeting.

Meeting Realization

During the period of January 1–December 31, 203, the Board of Directors held 54 (fifty-four) meetings. Following is recapitulation of the attendance level of the Board of Directors at these meetings.

Frekuensi dan Kehadiran Rapat Direksi
Frequency and Attendance of Meetings of the Board of Directors

Nama Name	Jabatan Position	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners			Rapat Gabungan dengan Direksi Joint Meeting with the Board of Directors			Kehadiran di RUPS Attendance at the GMS		
		Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	%	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	%	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	%
John Hisar Simamora*	Direktur Utama President Director	54	51	94%	16	16	100%	1	1	100%
Bachtiar Soeria Atmadja	Direktur Utama President Director	54	46	85%	16	12	75%	1	1	100%
Tenny Elfrida***	Direktur Director	26	25	96%	4	4	100%	1	1	100%
Charles Harianto Lumbantobing*	Direktur Director	54	41	76%	16	12	75%	1	1	100%
Ratih Esti Prihatini*	Direktur Director	50	37	74%	15	11	73%	1	1	100%
Hera Handayani	Direktur Director	28	23	82%	9	8	88%	–	–	–
Endro Hartanto**	Direktur Director	–	–	–	–	–	–	–	–	–
Stanley Iriawan**	Direktur Director	–	–	–	–	–	–	–	–	–
Arief Prasetyo Handoyo**	Direktur Director	–	–	–	–	–	–	–	–	–

Keterangan:
* Menjabat hingga 17 Januari 2024
** Menjabat mulai 17 Januari 2024
*** Menjabat hingga 6 Juni 2023

Description:
* Served in office until January 17, 2024
** Serves in office starting January 17, 2024
*** Served in office until June 6, 2023

Agenda Rapat Direksi
Agenda of the Board of Directors Meetings

No.	Agenda Rapat	Meeting Agenda
1	1Usulan Perubahan Pergantian Komisaris PT Elnusa Fabrikasi Konstruksi (EFK)	Proposal on Changes to Replacement of Commissioners of PT Elnusa Fabrikasi Konstruksi (EFK)
2	1. *Update* Kinerja Holding W3 Januari 2023 2. *Update* Kinerja Desember 2022 Elnusa Holding	1. Update on W3 January 2023 Performance of Holding 2. Update on December 2022 Performance of Elnusa Holding
3	1. *Update* Kinerja W3 Januari 2023 2. Aktual YTD Keuangan Desember 2022 Anak Perusahaan 3. Strategi Perpanjangan Asuransi Aset ENHO 4. *Draft* Perubahan SAM Untuk Aktivitas Switching Budget 5. HC *Matters*	1. Update on W3 January 2023 Performance 2. Actual YTD December 2022 Finance of Subsidiaries 3. Strategy for Insurance Extension of ENHO Asset 4. Draft of Changes to SAM for Switching Budget Activities 5. HC Matters
4	Proposal Penyehatan PT EFK	Proposal Penyehatan PT EFK
5	1. *Update* kinerja W4 Januari 2023 2. Prognosa keuangan Ytd Januari 2023 Elnusa Holding	1. Update on W4 January 2023 Performance 2. Financial Prognosis for YTD January 2023 of Elnusa Holding
6	1. Laporan Hasil Audit PT Elnusa Petrofin 2. Laporan Konsultasi Project di PT Elnusa Trans Samudra 3. Laporan Hasil Audit ENHO	1. Report on Audit Results of PT Elnusa Petrofin 2. Report on Project Consultation in PT Elnusa Trans Samudra 3. Report on Audit Results of ENHO
7	Perkembangan kasus PKPU PT Alpha Dwi Marine Indonesia (ADMI)	Development of PKPU Case of PT Alpha Dwi Marine Indonesia (ADMI)
8	1. *Update* Kinerja Actual Januari dan Prognosa YTD 28 February 2023 2. Actual Keuangan YTD 31 Januari 2023 3. Prognosa Keuangan YTD 28 Februari 2023 Anak Perusahaan	1. Update on Actual January Performance and Prognosis of YTD January 28, 2023 2. Actual Finance of YTD January 31, 2023 3. Financial Prognosis YTD February 28, 2023 subsidiaries
9	1. *Update* Kinerja W4 Februari 2023 2. Prognosa Keuangan Ytd Februari 2023 Elnusa Holding	1. Update on W4 February 2023 Performance 2. Financial Prognosis of YTD February 2023 of Elnusa Holding
10	1. HC matters 2. Proposal pengajuan pembagian dividen 2022 3. Laporan Konsultasi ETSA dengan Internal Audit 2022 4. Laporan Hasil Audit ENHO 2022 (Bisnis DFS)	1. HC matters 2. Proposal on disbursement of dividends 2022 3. Report on ETSA Consultation with Internal Audit 2022 4. Report on Audit Results of ENHO 2022 (DFS Business)
11	1. *Update* Kinerja Operational W1 Maret dan YTD Februari 2023 2. Actual Keuangan YTD 28 Februari 2023 Anak Perusahaan Elnusa	1. Update on Operational Performance of W1 March and YTD February 2023 2. Actual Finance YTD February 28, 2023 of Elnusa Subsidiaries

No.	Agenda Rapat	Meeting Agenda
12	1. Update Kinerja W2 Maret 2023 2. Prognosa Keuangan Ytd Maret 2023 Elnusa Holding	1. Update on W2 March 2023 Performance 2. Financial Prognosis of YTD March 2023 of Elnusa Holding
13	1. *Update* Kinerja Operational W3 Maret dan Prognosa YTD Maret 2023 2. Prognosa Keuangan YTD 31 Maret 2023 Anak Perusahaan	1. Update on W3 March Operational Performance and Prognosis of YTD March 2023 2. Financial Prognosis of YTD March 31, 2023 of Subsidiaries
14	1. *Update* Bisnis Drumroll 2. *Strategic Intiatives* 2023 3. Batasan Kewenangan BOD/BOC	1. Update on Drumroll Business 2. 2023 Strategic Initiatives 4. BOD/BOC Authority Limits
15	1. *Update* Kinerja W4 Maret 2023 2. Prognosa Keuangan Ytd Maret 2023 Elnusa Holding	1. Update on W4 March 2023 Performance 2. Financial Prognosis of YTD March 2023 of Elnusa Holding
16	1. *Update Offshore Capabilities* 2. HC *Matters*	1. Update on Offshore Capabilities 2. HC Matters
17	1. *Update* Kinerja Operational W1 April dan Prognosa YTD Maret 2023 2. Keuangan YTD 31 Maret 2023 Anak Perusahaan	1. Update on W1 April Operational Performance and Prognosis of YTD March 2023 2. Finance of YTD March 31, 2023 of Subsidiaries
18	1. *Update* Kinerja W2 April 2023 2. Aktual Kinerja Keuangan Ytd Maret 2023 Elnusa Holding	1. Update on W2 April 2023 Performance 2. Actual Financial Performance of YTD March 2023 of Elnusa Holding
19	1. *Update* Kinerja Operational PT Elnusa Tbk W3 April 2023 2. Prognosa *Significant Prospect*/Tender, *Critical Issue* 3. Keuangan YTD 31 Maret 2023 Anak Perusahaan 4. *Update* Perkembangan Elbike 5. Hasil Investigasi Insiden Bitung 6. HC *Matters*	1. Update on W3 April 2023 Operational Performance of PT Elnusa Tbk 2. Prognosis of Significant Prospects/Tender, Critical Issues 3. Finance of YTD March 31, 2023 of Subsidiaries 4. Update on Elbike Development 5. Investigation Results on Bitung Incident 6. HC Matters
20	1. *Update* Kinerja W1 Mei 2023 2. Prognosa Kinerja Ytd April 2023 Elnusa Holding 3. Bisnis Penyediaan Surfaktan Chemical EOR Lapangan WK Rokan Oleh EPN	1. Update on W1 May 2023 Performance 2. Performance Prognosis of YTD April 2023 of Elnusa Holding 3. Procurement of EOR Chemical Surfactants Business for WK Rokan Field by EPN
21	1. *Update* Kinerja Operational W2 Mei dan Actual YTD April 2023 2. Actual Keuangan YTD 30 April 2023 Anak Perusahaan Elnusa 3. Skema Penyelesaian Proyek Main Oil Line Balongan dengan PT Onasis Indonesia oleh VP EPCOM	1. Update on W2 May Operational Performance and Actual of YTD April 2023 2. Actual Finance of YTD 30 April 2023 of Elnusa Subsidiaries 3. Completion Scheme of Balongan Main Oil Line Project with PT Onasis Indonesia by VP EPCOM
22	Update Investasi TLPG Kolaka	Update on TLPG Kolaka Investment
23	1. *Update* Kinerja W3 Mei 2023 2. Actual Kinerja Keuangan YTD April 2023 Elnusa Holding	1. Update on W3 May 2023 Performance 2. Actual Financial Performance of YTD April 2023 of Elnusa Holding
24	1. *Improvement* SCM 2. *Update* Realisasi Program ELDP 3. Rencana Perubahan Domain *E-mail* Elnusa	1. SCM Improvement 2. Update of ELDP Program Realization 3. Plans for Change in Elnusa E-mail Domain
25	1. *Update* Kinerja W4 Mei dan Prognosa YTD Mei 2023 2. Actual Keuangan YTD 31 Mei 2023 Anak Perusahaan	1. Update on W4 May Performance and Prognosis of YTD May 2023 2. Actual Finance of YTD May 31, 2023 of Subsidiaries
26	1. Update Kinerja W5 Mei 2023 2. Prognosa Kinerja Keuangan YTD Mei 2023 Elnusa Holding	1. Update on W5 May 2023 Performance 2. Prognosis of Financial Performance of YTD May 2023 of Elnusa Holding
27	*Update* Investasi PT Elnusa Petrofin (EPN) di Kolaka	Update on Investment of PT ELusa Petrofin (EPN) in Kolaka
28	1. *Update* Kinerja W2 Juni 2023 2. Tindak lanjut *Monitoring Strategic Initiatives* dan *Strategic Project* Investasi dan *Monitoring Internal Process* Anak Perusahaan 3. Rencana Investasi MT dengan skema *All In* dan Sewa 4. Rencana Investasi CO Log	1. Update on W2 June 2023 Performance 2. Follow-Up on Strategic Initiatives and Strategic Investment Project Monitoring and Internal Process Monitoring of Subsidiaries 3. MT Investment Plan with All-In Scheme and Leasing 4. CO Log Investment Plan
29	*Update* Kinerja W3 Juni 2023 Elnusa Holding (Fungsi PMGS, SCM, HC)	Upate on W3 June 2023 Performance of Elnusa Holding (PMGS, SCM, HC Functions)
30	1. *Update* W5 Juni 2023 2. Tindak lanjut *Monitoring Strategic Initiatives* dan *Strategic Project* Investasi, dan *Monitoring Internal Process*	1. Update on W5 June 2023 2. Follow-Up on Strategic Initiatives and Strategic Investment Project Monitoring and Internal Process Monitoring
31	1. *Update* Kinerja ENHO W1 Juli 2023 2. *Update* Kinerja YTD Juni 2023 3. Prognosa YTD Des 2023 ENHO	1. Update on W1 July 2023 Performance of ENHO 2. Update on YTD June 2023 Performance 3. Prognosis of YTD December 2023 of ENHO
32	1. *Update* Kinerja W2 Juli 2023 2. *Monitoring Strategic Initiatives* dan *Strategic Project* Investasi dan *Monitoring Internal Process* Anak Perusahaan	1. Update o W2 Jul 2023 Performance 2. Strategic Initiatives and Strategic Investment Project Monitoring and Internal Process Monitoring of Subsidiaries
33	1. Penjadwalan Ulang Pembayaran Deviden EPN Tahun Buku 2022 2. *Project Charter*: Reaktivasi Elsa Regent	1. Rescheduling of Dividend Payment of EPN of Financial Year 2022 2. Project Charter: Reactivation of Elsa Regent
34	1. *Update* Kinerja ENHO W3 Juli 2023 2. *Update* aktivitas operasi ENHO *Project Charter Project Quality Plan*	1. Update on W3 July 2023 Performance of ENHO 2. Update on Operational Activities of ENHO Project Charter Project Quality Plan

No.	Agenda Rapat	Meeting Agenda
35	1. Kronologis Kerja Sama Operasi PP-Elnusa 2. Pengalihan saham EDK dari EFK (Tindak lanjut catatan project Paramount)	1. Chronology of PP-Elnusa Operational Cooperation 2. Transfer of Shares of EDK from EFK (Follow-up on Paramount project notes)
36	1. *Update* Kinerja W2 Agustus 2023 2. *Monitoring Strategic Initiatives* dan *Strategic Project* Investasi dan *Monitoring Internal Process*	1. Update on W2 August 2023 Performance 2. Strategic Initiatives and Strategic Investment Project Monitoring and Internal Process Monitoring
37	1. *Update* Kinerja ENHO W2 Agustus 2023 2. *Update* Aktivitas Operasi ENHO Kinerja W2 Agustus 2023	1. Update on W2 August 2023 Performance of ENHO 2. Update on W2 August 2023 Operational Activities Performance of ENHO
39	1. *Update* Kinerja W4 Agustus 2023 2. Anak Perusahaan PT Elnusa Tbk W3 Agustus 2023 3. *Monitoring Strategic Initiatives* dan *Strategic Project* Investasi dan *Monitoring Internal Process*	1. Update on W4 August 2023 Performance 2. W3 August 2023 of PT Elnusa Tbk Subsidiaries 3. Strategic Initiatives and Strategic Investment Project Monitoring and Internal Process Monitoring
40	1. *Update* Kinerja ENHO W4 Agustus 2023 2. *Update Monitoring Strategic Issue* dan *Internal Process* HSSE, HC, dan IT	1. Update on W4 August 2023 Performance of ENHO 2. Update on Monitoring of Strategic Issues and HSSE, HC, and IT Internal Process
41	1. Optimalisasi Aset Property 2. Investasi CT String Upstream 3. Investasi General Asset PT SCU	1. Optimization of Property Asset 2. Investment on CT String Upstream 3. Investment on General Assets of PT SCU
42	1. *Update* Kinerja W1 September 2023 2. *Update* Bisnis Chemical EPN, *Update* Penyehatan EFK, *Update* Proposal Bisnis EFK Kepada EPN, *Monitoring Strategic Initiatives* dan *Strategic Project* dan *Monitoring Internal Process* Anak Perusahaan Elnusa	1. Update on W1 September 2023 Performance 2. Update on EPN Chemical Business, Update on EFK Rehabilitation, Update on EFK Business Proposal to EPN, Strategic Initiatives and Strategic Investment Project Monitoring and Internal Process Monitoring of Elnusa Subsidiaries
43	1. *Update* Kinerja ENHO W3 September 2023 2. *Update* Kinerja HSSE, ARP, Operasi & Keuangan ENHO YTD Agustus 2023 3. Pemaparan Hasil FGD *Retreat Midyear* 2023. 4. Update Investasi di GRS 5. HC *Matters*	1. Update on W3 September 2023 Performance of ENHO 2. Update on YTD August 2023 HSSE, ARP, Operational & Financial Performance of ENHO 3. Presentation of FGD Midyear 2023 Retreat Results 4. Update on Investment in GRS 5. HC Matters
44	Kinerja AP PT Elnusa Tbk W4 September 2023 1. Laporan HSSE 2. Laporan Kinerja AP Elnusa yaitu SCU/PND dan ETSA	W4 September 2023 AP Performance of PT Elnusa Tbk 1. HSSE Report 2. Report on AP Performance of Elnusa, namely SCU/PND and ETSA
45	Kinerja ENHO W1 Oktober 2023 1. Laporan HSSE 2. Laporan Kinerja ENHO (Fungsi HSSE, Legal, dan Corporate Secretary)	W1 October 2023 Performance of ENHO 1. HSSE Report 2. Performance Report of ENHO (HSSE, Legal, and Corporate Secretary Functions)
46	1. *Update* Kinerja W2 Oktober 2023 2. *Update* Kinerja Keuangan dan Bisnis EPN, *Update* Penyehatan EFK, *Update* Proposal Bisnis EFK Kepada EPN, *Monitoring Strategic*, *Strategic Initiatives* dan *Strategic Project* dan *Monitoring Internal Process* Anak Perusahaan Elnusa	1. Update on W2 October 2023 Performance 2. Update on Financial Performance and EPN Business, Update on EFK Rehabilitation, Update on EFK Business Proposal to EPN, Strategic Monitoring, Straegic Initiatives and Strategic Project and Internal Process Monitoring of Elnusa Subsidiaries
47	1. *Update* Kinerja ENHO W3 Oktober 2023 2. *Update* Kinerja HSSE, ARP, Operasi, & Keuangan ENHO YTD September 2023 3. *Update Progress Long Unbilled*	1. Update on W3 October 2023 Performance of ENHO 2. Update on YTD September 2023 HSSE, ARP, Operational & Financial Performance of ENHO 3. Update on Long Unbilled Progress
48	1. *Update* Kinerja W4 Oktober 2023 2. *Monitoring Strategic Project*, *Internal Process* dan *Update* Kinerja Keuangan dan bisnis PT Elnusa Trans Samudera dan PT Sigma Cipta Utama-PT Patra Nusa data	1. Update on W4 October 2023 Performance 2. Monitoring of Strategic Project, Internal Process and Update on Financial Performance and Business of PT Elnusa Trans Samudera and PT Sigma Cipta Utama-PT Patra Nusa Data
49	1. Rencana Pengembangan Bisnin EPN-Skema Import Gasoil (HSD) 2. Project Blending B0 & Fame oleh PT Elnusa Petrofin	1. Development Plan of EPN Business-Gasoil Import Scheme (HSD) 2. BO & Fame Blending Project by PT Elnusa Petrofin
50	1. Laporan HSSE 2. Laporan Kinerja ENHO (oleh Fungsi PMGS dan EPCOM) 3. Laporan terkait progres Struktur Oganisasi Elnusa di Balikpapan	1. HSSE Report 2. Report on ENHO Performance (by PMGS and EPCOM Functions) 3. Report related to progress of Elnusa Organizational Structure in Balikpapan
51	1. HSSE Improvement Program 2. Implikasi Insiden HSSE terhadap KPI 2023 3. Pra-RKAP 2024 4. Investasi Reaktivasi Kapal Dredging 5. Investasi General Overhaul EMR 6. Investasi Hardware untuk PUDC	1. HSSE Improvement Program 2. Implication of HSSE Incident on 2023 KPI 3. Pre-2024 RKAP 4. Investment on Reactivation of Dredging Ship 5. Investment on EMR General Overhaul 6. Investment on Hardware for PUDC
52	Rapat Permohonan Persetujuan Dewan Komisaris RKAP 2024	Meeting on Proposal for 2024 RKAP Approval from the Board of Commissioners

No.	Agenda Rapat	Meeting Agenda
53	1. Investasi *Docking Special Survey* oleh ETSA 2. Investasi Pembangunan WH Duri Tahap 1 oleh PMGS 3. Investasi *General Storage* oleh SCU	1. Investment on Docking Special Survey by ETSA 2. Investment on Development of WH Duri Stage 1 by PMGS 3. Investment on General Storage by SCU
54	Klaim PT Dewirahmi Jaya Perkasa dalam Project Penyisipan (Segmental Partial Replacement) Main Oil Line XAP - MGS Balongan	Claim of PT Dewirahmi Jaya Perkasa in Insertion Project (Segmental Partial Replacement) of XAP-MGS Balongan Main Oil Line

RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Kebijakan Rapat

Sesuai Anggaran Dasar Perseroan, Rapat Dewan Komisaris bersama Direksi diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan, dengan agenda pembahasan di antaranya membahas progres kinerja Perusahaan, isu-isu strategis Perseroan atau *corporate action* yang perlu diketahui/disetujui oleh Dewan Komisaris.

Rapat Dewan Komisaris bersama Direksi untuk tahun 2023 telah diagendakan sebelum tahun berjalan yang dituangkan di dalam program kerja Dewan Komisaris tahun 2023, di mana Rapat Dewan Komisaris yang mengundang Direksi akan dilaksanakan 1 (satu) kali dalam sebulan.

Realisasi Rapat

Pada tahun 2023, Rapat Dewan Komisaris yang mengundang Direksi telah dilakukan sebanyak 16 (enam belas) kali.

JOINT MEETINGS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Meeting Policy

In accordance with the Company's Articles of Association, Joint Meetings of the Board of Commissioners and the Board of Directors are held periodically at least 1 (one) time in 4 (four) months, with agenda for discussion including on the Company's performance progress, Company strategic issues or corporate actions that need to be acknowledged/approved by the Board of Commissioners.

Joint Meetings of the Board of Commissioners and the Board of Directors for the year 2023 were scheduled before the current year as stated in the Board of Commissioners' work program of 2023, whereby meeting with the Board of Directors was to be conducted once a month.

Meeting Realization

In 2023, the Board of Commissioners held 16 (sixteen) meetings with the Board of Directors.

Frekuensi dan Kehadiran Rapat Dewan Komisaris dan Direksi dalam Rapat Gabungan
Frequency and Attendance of the Board of Commissioners Joint Meetings with the Board of Directors

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Kehadiran Attendance	Persentase Percentage
Agus Prabowo*	Komisaris Utama | President Commissioner	16	16	100
Lusiaga Levi Susila	Komisaris Independen | Independent Commissioner	16	16	100
Hernawan Bekti Sasongko*	Komisaris Independen | Independent Commissioner	14	16	88
Wakhid Hasyim	Komisaris | Commissioner	16	16	100
Nur Endro Buwono**	Komisaris Utama | President Commissioner	1	1	100
Denie S. Tampubolon**	Komisaris Independen | Independent Commissioner	1	1	100
John Hisar Simamora*	Direktur Utama | President Director	16	16	100
Bachtiar Soeria Atmadja	Direktur Utama | President Director	16	12	75
Tenny Elfrida***	Direktur | Director	4	4	100
Charles Harianto Lumbantobing*	Direktur | Director	16	12	75
Ratih Esti Prihatini*	Direktur | Director	15	11	73
Hera Handayani****	Direktur | Director	9	8	88
Endro Hartanto**	Direktur | Director	1	1	100
Stanley Iriawan**	Direktur | Director	1	1	100
Arief Prasetyo Handoyo**	Direktur | Director	1	1	100

Keterangan:
* Menjabat hingga 17 Januari 2024
** Menjabat mulai 17 Januari 2024
*** Menjabat hingga 6 Juni 2023
**** Menjabat mulai 6 Juni 2023

Description:
* Served in office until January 17, 2024
** Serves in office starting January 17, 2024
*** Served in office until June 6, 2023
**** Served in office until June 6, 2023

Agenda Rapat Gabungan Dewan Komisaris Bersama Direksi
Agenda of the Board of Commissioners and the Board of Directors Joint Meetings

No.	Agenda Rapat	Meeting Agenda
1	Laporan kinerja bulanan	Monthly performance report
2	Laporan kinerja bulanan	Monthly performance report
3	Laporan kinerja bulanan dan rencana investasi	Report on monthly performance and investment plan
4	Hasil evaluasi auditor eksternal tahun buku 2022	Evaluation results of external auditor in financial year 2022
5	Laporan kinerja bulanan	Monthly performance report
6	Laporan kinerja bulanan	Monthly performance report
7	Laporan auditor internal	Internal auditor report
8	Rencana investasi	Investment plan
9	Laporan kinerja bulanan	Monthly performance report
10	Rencana investasi	Investment plan
11	Laporan kinerja bulanan	Monthly performance report
12	Laporan kinerja bulanan dan pelaksanaan manajemen risiko	Report on monthly performance and risk management implementation
13	Laporan kinerja bulanan	Monthly performance report
14	Laporan kinerja bulanan dan pelaksanaan manajemen risiko	Report on monthly performance and risk management implementation
15	Laporan kinerja bulanan	Monthly performance report
16	Laporan kinerja bulanan	Monthly performance report

Rencana Pelaksanaan Rapat Dewan Komisaris dan Direksi Tahun 2024

Dalam Anggaran Dasar Perseroan telah diatur ketentuan mengenai pelaksanaan Rapat Dewan Komisaris dan Rapat Direksi, yakni bahwa Rapat Dewan Komisaris dilaksanakan minimal sekali setiap 2 (dua) bulan, Rapat Dewan Komisaris mengundang Direksi dilaksanakan minimal sekali setiap 4 (empat) bulan, serta Rapat Direksi dilaksanakan minimal sekali setiap 1 (satu) bulan.

Untuk lebih meningkatkan koordinasi dan pengambilan keputusan yang lebih efektif, maka untuk tahun 2024, sesuai Program Kerja Dewan Komisaris, Rapat Internal Dewan Komisaris dan Rapat Dewan Komisaris yang mengundang Direksi akan dilaksanakan sekali dalam 1 (satu) bulan. Penyelenggaraan rapat Dewan Komisaris tersebut direncanakan dilakukan setiap minggu ke-3 atau ke-4 pada bulan berjalan dengan agenda rapat di antaranya membahas tentang laporan bulanan kinerja, evaluasi terhadap pelaksanaan keputusan Rapat Dewan Komisaris sebelumnya serta tindak lanjut atas arahan dan/ atau keputusan Dewan Komisaris dan/atau tindak lanjut yang dilaksanakan oleh Direksi serta hal-hal lain yang dianggap perlu sesuai tugas dan fungsi pengawasan Dewan Komisaris.

Untuk Rapat Direksi di tahun 2024 direncanakan untuk dilaksanakan 1 (satu) kali dalam satu minggu dengan waktu pelaksanaan pada setiap hari Rabu di minggu berjalan. Agenda rapat di antaranya membahas tentang laporan mingguan masing-masing Direktorat dan Laporan Mingguan Anak Perusahaan, penetapan kebijakan strategis Perusahaan, kinerja operasional, strategi perusahaan serta hal-hal lain yang dianggap perlu sesuai tugas dan fungsi Direksi.

Implementation Plan of the Board of Commissioners and the Board of Directors Joint Meetings in 2024

The Company's Articles of Association stipulate the provision regarding the implementation of Meetings of the Board of Commissioners and Meetings of the Board of Directors, namely that Meeting of the Board of Commissioners is conducted at least once every 2 (two) months, the Board of Commissioners Meeting inviting the Board of Directors is held at least once every 4 (four) months, and the Board of Directors Meeting is held at least once every 1 (one) month.

To further improve coordination and more effective decision-making, thus for the year 2024, in line with the Board of Commissioners' Work Program and Board of Commissioners' Internal Meeting and Board of Commissioners' Meeting which invites the Board of Directors will be held once a month. Implementation of such meeting of the Board of Commissioners is planned for every 3rd or 4th week of the current month with the meeting agenda to include discussions on monthly performance report, evaluation on the implementation of the previous Board of Commissioners Meeting decisions as well as on follow-ups of directives and/or decisions of the Board of Commissioners and/or follow-ups carried out by the Board of Directors and other matters considered necessary in line with the supervisory duties and function of the Board of Commissioners.

The Board of Directors Meetings in 2024 are planned to be conducted 1 (one) time in a week with implementation timeline on every Wednesday of the current week. Meeting agenda , among others, to include discussions on weekly report of each of the Directorate and Weekly Report of Subsidiaries, establishing Company strategic policies, operational performance, company strategies as well as other matters regarded as necessary in line with the duties and function of the Board of Directors.

No.	Rapat Meeting	Tahun Buku 2024 | Financial Year 2024											
		Jan	Feb	Mar	Apr	Mei	Jun	Jul	Agu	Sep	Okt	Nov	Des
1	Rapat Dewan Komisaris Meeting of the Board of Commissioners	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3
2	Rapat Dewan Komisaris bersama Direksi Joint Meeting of the Board of Commissioners and the Board of Directors	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3
3	Rapat Direksi Meeting of the Board of Directors	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4	M1 M2 M3 M4

Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity in Members Composition of the Board of Commissioners and the Board of Directors

Mekanisme pemilihan dan pengangkatan anggota Dewan Komisaris Perseroan dilakukan melalui Rapat Umum Pemegang Saham (RUPS). Secara umum calon anggota ditetapkan dengan memenuhi prinsip *fairness* setelah memenuhi aspek terkait keberagaman, non-diskriminasi, dan hak asasi manusia. Pengangkatan atau pemilihan Dewan Komisaris mempertimbangkan kompetensi dan keahlian serta latar belakang yang dibutuhkan Perusahaan, juga penilaian atas integritas. Meski belum ada kebijakan tertulis mengenai hal ini, Pemegang Saham Pengendali Perseroan memperhatikan penerapan prinsip GCG dan UU No. 39 tahun 1999 tentang Hak Asasi Manusia di dalam mekanisme tersebut.

Perusahaan berupaya untuk menjaga bauran keahlian dan pengalaman anggota Dewan Komisaris dan Direksi yang mencakup di antaranya bidang *supply chain management*, keuangan, tata kelola, sumber daya manusia, perminyakan, komunikasi, maupun energi. Identifikasi keahlian Dewan Komisaris dan Direksi dilakukan berdasarkan latar belakang pendidikan, pengalaman kerja serta pelatihan yang pernah diikuti. Elnusa juga berkomitmen untuk meningkatkan kompetensi Dewan Komisaris dan Direksi, baik melalui *training*, *workshop,* serta kegiatan lainnya yang relevan bagi peningkatan kompetensi Dewan Komisaris dan Direksi.

The mechanism in selecting and appointing members of the Board of Commissioners of the Company is conducted through the General Meeting of Shareholders (GMS). In general, candidate members are determined by complying to the principle of fairness after fulfilling all the aspects related to diversity, non-discrimination, and human rights. The appointment or selection of members of the Board of Commissioners takes into account the competency and expertise as well as background required by the Company, in addition to evaluation on integrity. Although there are yet written policies on this matter, the Controlling Shareholder takes notice of the implementation of GCG principles and Law No. 39 of year 1999 regarding Human Rights within this mechanism.

The Company strives to maintain a mix of expertise and experience of members of the Board of Commissioners and the Board of Directors that include, among others, the fields of supply chain management, finance, governance, human resources, petroleum, communication as well as energy. Identification of expertise of the Board of Commissioners and the Board of Directors is performed based on educational background, work experience as well as joined training programs. Elnusa is also committed to enhancing the competency of the Board of Commissioners and the Board of Directors, both through training, workshop, and other activities relevant to improving competency of the Board of Commissioners and the Board of Directors.

Keberagaman Komposisi Dewan Komisaris dan Direksi diuraikan sebagai berikut:

The diversity of the composition of the Board of Commissioners and the Board of Directors is described as follows:

Nama Name	**Jabatan** Position	**Gender** Gender	**Latar Belakang Keahlian dan Kecakapan** Expertise and Competency Background	**Tingkat Pendidikan** Education Level
Agus Prabowo*	Komisaris Utama President Commissioners	Laki-laki Male	Supply Chain Management, Lingkungan Hidup Supply Chain Management, Environment	Doktor Doctoral
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Laki-laki Male	Oil & Gas	Sarjana Bachelor
Hernawan Bekti Sasongko*	Komisaris Independen Independent Commissioner	Laki-laki Male	Manajemen, Keuangan, Regulasi Management, Finance, Regulation	Magister Master
Wakhid Hasyim	Komisaris Commissioner	Laki-laki Male	Teknik Kimia, Lingkungan, Sumber Daya Manusia Chemical Engineering, Environment, Human Resource	Magister Master
Nur Endro Buwono**	Komisaris Utama President Commissioners	Laki-laki Male	Oil & Gas	Sarjana Bachelor
Denie S. Tampubolon**	Komisaris Independen Independent Commissioner	Laki-laki Male	Oil & Gas	Sarjana Bachelor
John Hisar Simamora*	Direktur Utama President Director	Laki-laki Male	Manajemen, Oil, and Gas Management, Oil, and Gas	Magister Master
Bachtiar Soeria Atmadja	Direktur Director	Laki-laki Male	Oil & Gas	Magister Master
Tenny Elfrida***	Direktur Director	Perempuan Female	Sumber Daya Manusia Human Resource	Sarjana Bachelor
Charles Harianto Lumbantobing*	Direktur Director	Laki-laki Male	Oil & Gas	Magister Master
Ratih Esti Prihatini*	Direktur Director	Perempuan Female	Pemasaran, Commercial Marketing, Commercial	Magister Master
Hera Handayani	Direktur Director	Perempuan Female	Sumber Daya Manusia Human Resource	Magister Master
Endro Hartanto**	Direktur Director	Laki-laki Male	Manajemen, Teknik Geologi, Teknik Geofisika Management, Geological Engineering, Geophysical Engineering	Magister Master
Stanley Iriawan**	Direktur Director	Laki-laki Male	Bisnis Manajemen Management Business	Sarjana Bachelor
Arief Prasetyo Handoyo**	Direktur Director	Laki-laki Male	Manajemen, Teknik Geologi Management, Geological Engineering	Magister Master

Keterangan:
* Menjabat hingga 17 Januari 2024
** Menjabat mulai 17 Januari 2024
*** Menjabat hingga 6 Juni 2023
**** Menjabat mulai 6 Juni 2023

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**** Served in office until June 6, 2023

Penilaian Kinerja terhadap Dewan Komisaris dan Direksi

Performance Assessment of the Board of Commissioners and the Board of Directors

Penilaian kinerja Dewan Komisaris dan Direksi mengacu pada ketentuan Pemegang Saham Pengendali, yang telah mengacu pada ketentuan perundang-undangan, antara lain:

1. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-11/MBU/11/2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara.

2. Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.
3. Pedoman Umum Governansi Korporat Indonesia tahun 2021 oleh Komite Nasional Kebijakan Governansi.

PENILAIAN KINERJA DEWAN KOMISARIS

Secara umum, Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan dan jalannya pengurusan baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi. Selain itu, Dewan Komisaris juga bertugas memberikan nasihat kepada Direksi, termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Tahunan Perseroan, ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perundang-undangan, untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan. Tugas-tugas tersebut telah diformulasikan dalam bentuk *Key Performance Indicator* (KPI) pengawasan Dewan Komisaris dan juga AKHLAK Behavior.

Agregasi hasil evaluasi pada tahun 2023 menunjukkan bahwa Dewan Komisaris telah melaksanakan tugas pengawasan dengan baik.

Prosedur Penilaian

Proses pelaksanaan evaluasi kinerja Dewan Komisaris diuraikan sebagai berikut:

1. *Self-assessment* untuk menilai pencapaian target kinerja atau realisasi KPI anggota Dewan Komisaris.
2. *Survey* 360° dilakukan oleh *subordinate*, *peer* dan pimpinan atau pejabat lainnya untuk menilai kesesuaian perilaku kerja terhadap indikator-indikator dalam AKHLAK Behavior.
3. Penelaahan atau evaluasi terhadap realisasi KPI anggota Dewan Komisaris dan *score* AKHLAK Behavior hasil *self-assessment* dan *survey* 360°.
4. Penentuan dan penetapan predikat kinerja berdasarkan konversi nilai kinerja dari dua komponen di atas (KPI dan AKHLAK Behavior).

Performance assessment of the Board of Commissioners and the Board of Directors refers to the provision of the Controlling Shareholder, which refers to the provisions of the laws and regulations, including the following:

1. Minister of State-Owned Enterprises Regulation No. PER-11/MBU/11/2020 regarding Management Contract and Annual Management Contract of the Bboard of Directors of State-Owned Enterprises.
2. Secretary to the Ministry of State-Owned Enterprises Decision No. SK-16/S.MBU/2012 regarding Indicator/Parameter of Assessment and Evaluation on the Implementation of Good Corporate Governance in State-Owned Enterprises.
3. General Guidelines of Corporate Governance of year 2021 by the National Committee for Governance Policy

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

In general, the Board of Commissioners is tasked to carry out supervision of the management policies and management implementation both on the Company and the Company's business performed by the Board of Directors. In addition, the Board of Commissioners is also tasked to provide advices to the Board of Directors, including supervising the implementation of the Company's Long-Term Plan, the Company's Annual Work Plan and Budget, provisions of the Articles of Association and GMS Resolutions, as well as laws and regulations, for the interests of the Company in accordance with the purpose and objectives of the Company. Such tasks are formulated in the form of the Board of Commissioners' Supervisory Key Performance Indicator (KPI) and also AKHLAK Behavior.

The aggregate assessment results in the year 2023 show that the Board of Commissioners has carried out its supervisory duties appropriately well.

Assessment Procedures

The implementation process of performance assessment of the Board of Commissioners is described as follows:

1. Self-assessment to assess the achievement of performance targets or KPI realization of members of the Board of Commissioners.
2. Survey 360° performed by subordinates, peers and supervisors or other officials to assess work behavioral suitability to indicators in AKHLAK Behavior.
3. Review or evaluation on KPI realization of members of the Board of Commissioners and AKHLAK Behavior score of self-assessment and survey 360° results.
4. Determining and establish performance assessment result based on performance value conversion from the above two components (KPI and AKHLAK Behavior).

Kriteria Penilaian

Kriteria penilaian kinerja berdasarkan KPI Program Kerja Dewan Komisaris terdiri dari tiga aspek yakni:

1. Aspek Perencanaan
2. Aspek Pengawasan dan Nasihat
3. Aspek Pelaporan
4. Aspek Dinamis

Pihak yang Melakukan Penilaian

Penilaian Dewan Komisaris dilakukan melalui *self-assessment* dan penilaian 360^0 untuk AKHLAK Behavior Survey.

PENILAIAN KINERJA DIREKSI

Setiap awal tahun buku, Direksi menyusun kontrak manajemen yang berisi KPI Korporasi untuk mengukur hasil kinerja dari sasaran-sasaran yang ditetapkan dalam RKAP yang dievaluasi oleh Dewan Komisaris dan disampaikan kepada Pemegang Saham.

Prosedur Penilaian

Proses pelaksanaan evaluasi kinerja Direksi diuraikan sebagai berikut:

1. *Self-assessment* untuk menilai pencapaian target kinerja atau realisasi KPI secara kolegial dan/atau individual.
2. *Survey* 360^0 dilakukan oleh *subordinate*, *peer* dan pimpinan atau pejabat lainnya untuk menilai kesesuaian perilaku kerja terhadap indikator-indikator dalam AKHLAK Behavior.
3. Penelaahan atau evaluasi terhadap realisasi KPI dan *score* AKHLAK Behavior anggota Direksi hasil self-assessment dan survey 360^0.
4. Penentuan *rating* kinerja berdasarkan konversi nilai kinerja dari dua komponen di atas (KPI dan AKHLAK Behavior) dan penggunaan target distribusi tertentu untuk penetapan rating kinerja Direksi.
5. Penetapan *rating* kinerja Direksi berdasarkan usulan rating kinerja.

Kriteria Penilaian

Kriteria penilaian kinerja berdasarkan KPI Program Kerja Direksi terdiri dari empat aspek yakni:

1. Aspek Perencanaan
2. Aspek Pengawasan dan Nasihat
3. Aspek Pelaporan
4. Aspek Dinamis

Pihak yang Melakukan Penilaian

Penilaian Direksi dilakukan melalui self-assessment dan penilaian 3600 untuk AKHLAK Behavior Survey.

PENILAIAN PENERAPAN GCG UNTUK ASPEK DEWAN KOMISARIS DAN DIREKSI

Hasil Assessment Dewan Komisaris dan Direksi sesuai Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka

Assessment Criteria

Criteria in performance assessment based on Work Program KPI of the Board of Commissioners consisting of three aspects namely as follows:

1. Planning Aspect
2. Supervision and Advice Aspects
3. Reporting Aspect
4. Dynamic Aspect

Assessor

Assessment of the Board of Commissioners is carried out through the self-assessment and 360° assessment for AKHLAK Behavior Survey.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

At the beginning of every financial year, the Board of Directors prepare the management contract that contain Corporate KPI to measure performance results from predetermined targets set-forth in the RKAP as evaluated by the Bboard of Commissioners and submitted to the Shareholders.

Assessment Procedures

The implementation process of performance assessment of the Board of Directors is described below:

1. Self-assessment to assess the achievement of performance targets or KPI collegially or individually.
2. Survey 360° performed by subordinates, peers and supervisors or other officials to assess work behavioral suitability to indicators in AKHLAK Behavior.
3. Review or evaluation on KPI realization and score of AKHLAK Behavior of members of the Board of Directors' self-assessment and survey 360° results.
4. Determining the performance rating based on performance value conversion from the two components above (KPI and AKKHLAK Behavior) and the use of certain target distribution to determine performance rating of the Board of Directors.
5. Determine the performance rating of the Board of Directors based on recommendations of performance rating.

Performance Criteria

Performance assessment criteria based on the Work Program KPI of the Board of Directors consist of the four following aspects:

1. Planning Aspect
2. Supervision and Advice Aspect
3. Reporting Aspect
4. Dynamic Aspect

Assessor

Assessment of the Board of Directors is carried out through the self-assessment and the 360° assessment for AKHLAK Behavior Survey.

ASSESSMENT ON GCG IMPLEMENTATION FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS ASPECTS

Assessment results of the Board of Commissioners and the Board of Directors in accordance with Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 dated November 17, 2015 regarding

dan berdasarkan ASEAN CG *Scorecard* dapat dilihat dalam Section Tata Kelola Perusahaan bagian Evaluasi Implementasi Tata Kelola Perusahaan.

Corporate Governance Guidelines of Public Companies and based on ASEAN CG Scorecard are available in the Corporate Governance Section on Assessment of Corporate Governance Implementation.

Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Nomination and Remuneration of the Board of Commissioners and the Board of Directors

PROSEDUR NOMINASI DEWAN KOMISARIS DAN DIREKSI

Anggota Dewan Komisaris diharapkan dapat memberikan keahliannya dalam melaksanakan pengawasan secara profesional dan senantiasa memberikan yang terbaik selama melaksanakan tugas, tanggung jawab dan kewenangannya. Nominasi anggota Dewan Komisaris direkomendasikan oleh Komite Nominasi dan Remunerasi (KNR) kepada Dewan Komisaris, berdasarkan kriteria nominasi dan kandidat sesuai dengan kualifikasi yang diperlukan dan peraturan pasar modal serta peraturan lainnya sebagai referensi.

Begitu pun dengan anggota Direksi, pengangkatan dan pemberhentian anggota Direksi dilakukan oleh RUPS. Proses nominasi dilakukan oleh KNR yang kemudian disampaikan kepada Dewan Komisaris. KNR mengkaji struktur dan komposisi Direksi, menetapkan kriteria pencalonan dan mencari kandidat dengan kualifikasi yang sesuai dengan kebutuhan Perusahaan dan peraturan pasar modal serta peraturan lainnya sebagai referensi.

REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remunerasi bagi Dewan Komisaris dan Direksi ditetapkan dengan Keputusan Pemegang Saham saat RUPS dengan mempertimbangkan kondisi dan kinerja Perseroan. Penetapan remunerasi Dewan Komisaris dan Direksi Perseroan mengacu pada ketentuan:

1. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
2. Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tentang Perubahan Keenam Atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawasan BUMN.

NOMINATION PROCEDURES OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Members of the Board of Commissioners are expected to provide their expertise in carrying out supervision professionally and continuously give their best throughout the implementation of duties, responsibilities and authorities. Nomination of members of the Board of Commissioners is recommended by the Nomination and Remuneration Committee to the Board of Commissioners, based on nomination and candidate criteria according to the qualification required and capital market regulations as well as other regulations as reference.

Likewise with members of the Board of Directors, the appointment and dismissal of members of the Board of Directors is conducted by the GMS. The nomination process is carried out by the Nomination and Remuneration Committee which then submitted to the Board of Commissioners. The Nomination and Remuneration Committee reviews the structure and composition of the Board of Directors, determines the nomination criteria and seeks for candidates with the qualifications suitable with the needs of the Company and the capital market regulations as well as other regulations as reference.

REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Remuneration for the Board of Commissioners and the Board of Directors is determined by the Resolutions of the Shareholders at the GMS by taking into account the conditions and performance of the Company. Determining the remuneration for the Board of Commissioners and the Board of Directors of the Company refers to the following provisions:

1. Minister of the State-Owned Enterprises (BUMN) Regulation No. PER-3/MBU/03/2023 regarding Organs and Human Resources of State-Owned Enterprises.
2. Minister of BUMN Regulation No. PER-13/MBU/09/2021 regarding the Sixth Amendment of the Minister of BUMN Regulation No. PER-04/MBU/2014 regarding Guidelines to Determining the Remuneration of the Board of Directors, the Board of Commissioners, and BUMN Supervisory Board.

3. Anggaran Dasar Perseroan yang telah beberapa kali diubah dan terakhir berdasarkan Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar No. 8 tanggal 17 Oktober 2022 yang dibuat oleh Notaris Aryanti Artisari, S.H., M.Kn. di Jakarta.

Berdasarkan Keputusan RUPS Tahunan Perseroan Tahun Buku 2022 RUPS memutuskan:

1. Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan pemegang saham pengendali Perseroan yaitu PT Pertamina Hulu Energi untuk menetapkan tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2022.

2. Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan pemegang saham pengendali Perseroan yaitu PT Pertamina Hulu Energi untuk menetapkan besarnya gaji/honorarium, tunjangan dan fasilitas bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2023.

Prosedur Penetapan Remunerasi

Secara garis besar prosedur penetapan remunerasi Dewan Komisaris dan Direksi dilakukan melalui tahapan berikut:

1. Komite Nominasi dan Remunerasi melakukan evaluasi terhadap kajian remunerasi yang berlaku bagi Dewan Komisaris dan Direksi Perseroan.
2. Selanjutnya Komite Nominasi dan Remunerasi akan memberikan rekomendasi kepada Dewan Komisaris mengenai kajian remunerasi bagi Dewan Komisaris dan Direksi Perseroan.

3. Dewan Komisaris menyampaikan usulan rekomendasi remunerasi bagi Dewan Komisaris dan Direksi Perseroan kepada Pemegang Saham Pengendali.
4. Remunerasi Dewan Komisaris dan Direksi Perseroan ditetapkan dengan Keputusan Pemegang Saham dalam RUPS.

3. Company's Articles of Association which have been amended several times and the last amendment was based on Deed of Statement of the Meeting Resolution and Change in the Articles of Association No. 8 dated October 17, 2022 made before Notary Aryanti Artisari, S.H., M.Kn. in Jakarta.

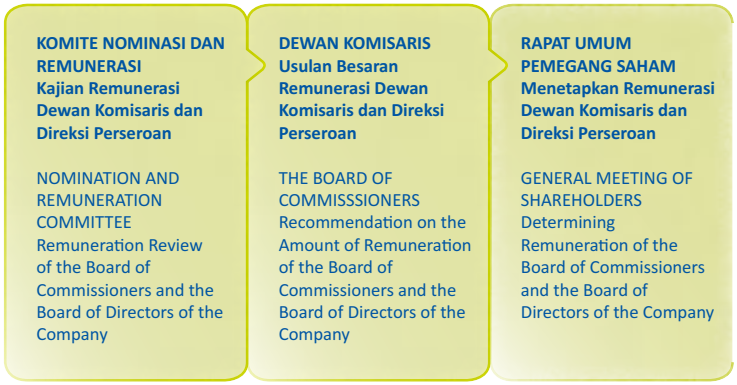
Based on the Company's Annual GMS Resolutions of Financial Year 2022 whereby the GMS decided on the following:

1. Granted the power and authority to the Board of Commissioners of the Company with prior approval from the controlling shareholder of the Company, namely PT Pertamina Hulu Energi, to determine the tantiem for members of the Board of Directors and the Board of Commissioners of the Company for financial year 2022.
2. Granted the power and authority to the Board of Commissioners of the Company with prior approval from the controlling shareholder of the Company, namely PT Pertamina Hulu Energi to determine the amount of salary/honorarium, allowances and facilities for members of the Board of Directors and the Board of Commissioners of the Company for financial year 2023.

Procedures for Establishing Remuneration

In general, the procedures in determining remuneration of the Board of Commissioners and the Board of Directors are carried out through the following stages:

1. The Nomination and Remuneration Committee evaluates remuneration reviews applicable to the Board of Commissioners and the Board of Directors of the Company.
2. Subsequently, the Nomination and Remuneration Committee will provide recommendations to the Board of Commissioners concerning remuneration reviews for the board of Commissioners and the Board of Directors of the Company.
3. The Board of Commissioners submit the remuneration recommendation for the Board of Commissioners and the Board of Directors of the Company to the Controlling Shareholder.
4. Remuneration of the Board of Commissioners and the Board of Directors of the Company is determined by the Shareholders Resolution in the GMS.



Struktur Remunerasi Anggota Dewan Komisaris dan Direksi
Remuneration Structure of Members of the Board of Commissioners and the Board of Directors

Struktur Remunerasi Dewan Komisaris Remuneration Structure of the Board of Commissioners	Struktur Remunerasi Direksi Remuneration Structure of the Board of Directors
HONORARIUM DEWAN KOMISARIS Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Dewan Komisaris Perseroan, dengan ketentuan sebagai berikut: • Honorarium Komisaris Utama adalah 45% dari gaji Direktur Utama • Honorarium Komisaris adalah 90% dari honorarium Komisaris Utama **HONORARIUM FOR THE BOARD OF COMMISSIONERS** Fixed income in the form of money received each month for the position undertaken as a member of the Board of Commissioners of the Company, with the following provisions: • Honorarium for the President Commissioner is 45% of the salary of the President Director • Honorarium for a Commissioner is 90% of the honorarium of the President Commissioner	**GAJI DIREKSI** Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Direksi Perseroan, dengan ketentuan sebagai berikut: • Gaji Direktur Utama sebesar 100% • Gaji Direktur adalah 85% dari gaji Direktur Utama **SALARY FOR THE BOARD OF DIRECTORS** Fixed income in the form of money received each month for the position undertaken as member of the Board of Directors of the Company, with the following provisions: • Salary for the President Director is 100% • Salary for a Director is 85% of the salary of the President Director
TUNJANGAN DEWAN KOMISARIS Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota Dewan Komisaris selain honorarium, yang dapat berupa antara lain: • Tunjangan Hari Raya Keagamaan • Tunjangan Transportasi • Asuransi Purna Jabatan **ALLOWANCE FOR THE BOARD OF COMMISSIONERS** Income in the form of money or that can be valued with money received at a certain time by members of the Board of Commissioners other than the Honorarium, that can be in the form, among others, of the following: • Religious Holiday Allowance • Transportation Allowance • Post Term of Office Insurance	**TUNJANGAN DIREKSI** Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota Direksi selain gaji, yang dapat berupa antara lain: • Tunjangan Hari Raya Keagamaan • Tunjangan Perumahan • Asuransi Purna Jabatan **ALLOWANCE FOR THE BOARD OF DIRECTORS** Income in the form of money or that may be valued with money received at certain times by members of the Board of Directors other than Salary, that can be in the form, among others, of the following: • Religious Holiday Allowance • Housing Allowance • Post Term of Office Insurance
FASILITAS DEWAN KOMISARIS Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Dewan Komisaris dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa antara lain: • Fasilitas Kesehatan • Fasilitas Bantuan Hukum **FACILITIES FOR THE BOARD OF COMMISSIONERS** Income in the form of facilities and/or benefits and/or guarantees used/benefited by members of the Board of Commissioners in the context of carrying out their duties, authorities, obligations and responsibilities based on laws and regulations, that can be in the form, among others of the following: • Health Facilities • Legal Aid Facilities	**FASILITAS DIREKSI** Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Direksi dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa antara lain: • Fasilitas Kesehatan • Fasilitas Kendaraan • Fasilitas Bantuan Hukum // **FACILITIES FOR THE BOARD OF DIRECTORS** Income in the form of facilities and/or benefits and/or guarantees used/benefited by members of the Board of Directors in the context of carrying out their duties, authorities, obligations and responsibilities based on laws and regulations, that can be in the form, among others, of the following: • Health Facilities • Vehicle Facilities • Legal Aid Facilities
TANTIEM DEWAN KOMISARIS Penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris atas pencapaian kinerja. Struktur dan komponen remunerasi yang diterima oleh Dewan Komisaris tidak terdapat pemberian bonus non kinerja, dan/atau opsi saham bagi setiap anggota Dewan Komisaris. **TANTIEM FOR THE BOARD OF COMMISSIONERS** Income as an appreciation reward given to members of the Board of Commissioners for their performance achievements. The structure and components of the remuneration received by the Board of Commissioners do not include providing non-performance bonuses, and/or stock options for each member of the Board of Commisioners.	**TANTIEM DIREKSI** Penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi atas pencapaian kinerja. Struktur dan komponen remunerasi yang diterima oleh Direksi tidak terdapat pemberian bonus non kinerja, dan/atau opsi saham bagi setiap anggota Direksi. **TANTIEM OF THE BOARD OF DIRECTORS** Income as an appreciation reward given to members of the Board of Directors for their performance achievements. The structure and components of the remuneration received by the Board of Directors do not include providing non-performance bonuses, and/or stock options for each member of the Board of Directors.

Indikator Penetapan Remunerasi Dewan Komisaris dan Direksi

Dalam menetapkan indikator remunerasi yang diterima anggota Dewan Komisaris dan Direksi Perseroan mengacu kepada Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tentang Perubahan Keenam atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawasan BUMN sebagai berikut:

1. Faktor skala usaha
2. Faktor kompleksitas usaha
3. Tingkat inflasi
4. Kondisi dan kemampuan keuangan Perusahaan
5. Faktor-faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan.

Indicators for Determining the Remuneration of the Board of Commissioners and the Board of Directors

Determining remuneration indicators received by members of the Board of Commissioners and the Board of Directors of the Company refers to BUMN Minister Regulation No. PER-13/MBU/09/2021 regarding the Sixth Amendment to BUMN Minister Regulation No. PER-04/MBU/2014 on the Guidelines to Determining Income of the Board of the Directors, the Board of Commissioners and BUMN Supervisory Board which include the following considerations:

1. Business scale factor
2. Business complexity factor
3. Inflation rate
4. Condition and financial capability of the Company
5. Other factors that are relevant and are not conflicting with laws and regulations.

Transparansi Remunerasi Dewan Komisaris dan Direksi Tahun 2023

Rincian jumlah nominal remunerasi bagi Dewan Komisaris dan Direksi berdasarkan struktur remunerasi adalah sebagai berikut:

Transparency of Remuneration of the Board of Commissioners and the Board of Directors in 2023

Details on the nominal amount of remuneration for the Board of Commissioners and the Board of Directors based on the remuneration structure are as follows:

Jumlah Nominal Remunerasi Dewan Komisaris dan Direksi Tahun 2023

Total Nominal of Remuneration of the Board of Commissioners and the Board of Directors in 2023

Komponen	Jumlah Diterima Amount Received		Component
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	
Honorarium/Gaji, THR, Tantiem (termasuk pajak)	17.039.419.680	46.678.392.104	Honorarium/Salary, Religious Holiday Allowance (THR), Tantiem (including tax)
Purna Jabatan	–	1.846.424.623	Retirement Insurance
Lain-lain (Iuran)	189.797.138	518.298.508	Others (Dues)

Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2023

Amount of Remuneration of the Board of Commissioners and the Board of Directors in 2023

Komponen	Jumlah Diterima Amount Received	Component
Jumlah Remunerasi Dewan Komisaris	17.229.216.818	Total Amount of Remuneration of the Board of Commissioners
Jumlah Remunerasi Direksi	49.043.115.235	Total Amount of Remuneration of the Board of Directors
Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2023	**66.272.332.053**	**Total Remuneration of the Board of Commissioners and the Board of Directors in 2023**

Bonus Non Kinerja dan Opsi Saham Dewan Komisaris dan Direksi

Struktur dan komponen remunerasi yang diterima oleh Dewan Komisaris dan Direksi tidak terdapat pemberian bonus non kinerja, dan/atau opsi saham bagi setiap anggota Dewan Komisaris dan Direksi.

Non-Performance Bonus and Stock Options of the Board of commissioners and the Board of Directors

The structure and components of the remuneration received by the Board of Commissioners and the Board of Directors do not include providing non-performance bonuses, and/or stock options for each member of the Board of Commissioners and the Board of Directors.

Komite Audit
Audit Committee

Komite Audit merupakan komite yang dibentuk oleh/dan bertanggung jawab kepada Dewan Komisaris. Fungsi komite adalah membantu memastikan efektivitas sistem pengendalian internal di semua lini Perseroan dan keandalan informasi keuangan.

DASAR PEMBENTUKAN KOMITE AUDIT

1. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.
2. Peraturan Otoritas Jasa Keuangan No. 9 tanggal 11 Juli 2023 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.
3. Peraturan Otoritas Jasa Keuangan No. 30 tanggal 29 Desember 2023 tentang Pengkomunikasian Hal Audit Utama dalam Laporan Akuntan Publik atas Laporan Keuangan yang Diaudit di Pasar Modal.
4. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
5. Anggaran Dasar Perseroan yang telah beberapa kali diubah dan terakhir berdasarkan Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar No. Dasar No. 8 tanggal 17 Oktober 2022 yang dibuat oleh Notaris Aryanti Artisari, S.H., M.Kn. di Jakarta.

PIAGAM KOMITE AUDIT

Komite Audit Perseroan telah memiliki piagam sebagai pedoman tata cara pelaksanaan kegiatan operasional yang secara terus menerus disempurnakan dan diperbaharui sesuai dengan perkembangan peraturan perundang-undangan yang berlaku serta kondisi terkini. Pembaruan/penyempurnaan atas Piagam Komite Audit Perseroan terakhir dilakukan pada Desember 2023.

Piagam Komite Audit tersebut memuat:
1. Landasan hukum;
2. Struktur organisasi dan keanggotaan Komite Audit;
3. Persyaratan keanggotaan Komite Audit;
4. Tanggung jawab Komite Audit;
5. Tugas Komite Audit;
6. Wewenang hak dan kewajiban Komite Audit;
7. Rapat Komite Audit;
8. Masa jabatan anggota Komite Audit;

KODE ETIK KOMITE AUDIT

Setiap anggota Komite Audit berkomitmen memberikan kemampuan terbaiknya dan mematuhi kode etik yang berlaku, dengan mengutamakan integritas, independensi, objektivitas, kejujuran, dan komitmen terhadap prinsip-prinsip GCG.

The Audit Committee is a committee established by/and responsible to the Board of Commissioners. The Committee's function is to assist in ensuring the effectiveness of the internal control system in all levels of the Company and the reliability of financial information.

BASIS OF ESTABLISHMENT OF THE AUDIT COMMITTEE

1. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015 regarding Establishment and Work Implementation Guidelines of the Audit Committee.
2. Financial Services Authority Regulation No. 9 dated July 11, 2023 on the Use of Public Accountant and Public Accounting Firm Services in Financial Service Activities.
3. Financial Services Authority Regulation No. 30 dated December 29, 2023 on the Communication of Main Audit Matters in the Public Accountant Report on the Financial Statements Audited in the Capital Market.
4. State-Owned Enterprises Minister Regulation No. PER-3/MBU/03/2023 regarding Organs and Human Resources of State-Owned Enterprises.
5. Company's Articles of Association that have been amended several times and the last amended based on Deed of Statement of the Meeting Resolutions and Change in the Articles of Association No. Anggaran Dasar No. 8 dated 17 October 2022 made before Notary Aryanti Artisari, S.H., M.Kn. in Jakarta.

CHARTER OF THE AUDIT COMMITTEE

The Audit Committee of the Company has retained a charter as guidelines of implementation procedures for operational activities that continuously undergo improvements and updates in line with developments of applicable laws and regulations as well as current conditions. The most recent update/improvement of the Audit Committee Charter of the Company was conducted in December 2023.

The Audit Committee Charter contains the following:
1. Legal Basis;
2. Organizational structure and membership of the Audit Committee;
3. Audit Committee membership requirements;
4. Responsibilities of the Audit committee;
5. Duties of the Audit Committee;
6. Authorities, rights and obligations of the Audit Committee;
7. Meetings of the Audit Committee;
8. Term of office of members of the Audit Committee

CODE OF ETHICS OF THE AUDIT COMMITTEE

Each member of the Audit Committee is committed to providing the best of capabilities and complying with applicable code of conduct, with prioritizing on integrity, independency, objectivity, honesty, and commitment to GCG principles.

KEANGGOTAAN KOMITE AUDIT

1. Komite Audit dibentuk oleh dan bertanggung jawab kepada Dewan Komisaris.
2. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris.
3. Anggota Komite Audit paling kurang terdiri dari:
   a. Komite Audit paling kurang terdiri dari 3 (tiga) orang anggota.
   b. Ketua Komite Audit merangkap anggota yang merupakan Komisaris Independen.
   c. Anggota Komite Audit lainnya merupakan pihak yang berasal dari luar Perusahaan.

Persyaratan Keanggotaan Komite Audit

Secara umum, persyaratan keanggotaan Komite Audit Perseroan antara lain:

1. Wajib memiliki integritas yang tinggi, akhlak dan moral yang baik, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik;
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;
3. 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 terakhir;
4. Wajib memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Perseroan, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya;
5. Wajib mematuhi kode etik yang ditetapkan oleh Perseroan;
6. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan;
7. Wajib memiliki paling kurang satu anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan/atau keuangan;
8. Tidak mempunyai saham langsung maupun tidak langsung pada Perseroan;
9. Dalam hal anggota Komite Audit memperoleh saham Perseroan baik langsung maupun tidak langsung akibat suatu peristiwa hukum, maka saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut;
10. Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perseroan; dan
11. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Ketentuan Masa Jabatan

Masa jabatan anggota Dewan Komisaris yang merangkap sebagai anggota Komite Audit sama dengan masa jabatannya sebagai anggota Dewan Komisaris sebagaimana ditetapkan melalui RUPS. Masa jabatan anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

MEMBERSHIP OF THE AUDIT COMMITTEE

1. The Audit Committee is established by and responsible to the Board of Commissioners
2. Members of the Audit Committee are appointed and dismissed by the Board of Commissioners.
3. Members of the Audit committee at least consist of the following:
   a. The Audit Committee at least consist of 3 (three) members.
   b. Chairman of the Audit Committee concurrently as member is an Independent Commissioner.
   c. Other members of the Audit Committee are Parties from outside of the Company.

Audit Committee Membership Requirements

In general, membership requirements of the Audit Committee of the Company, among others are as follows:

1. Compulsory to have high integrity, good moral values and character, ability, knowledge, experience in accordance with the field of work, as well as capable of communication well;
2. Not a person who works or has the authority and responsibility to plan, lead control, or supervise the Company's activities within the last 6 (six) months except for the Independent Commissioner;
3. Not a person in a Public Accounting Firm, Legal Consultant Firm, Public Appraisal Service Firm or other parties providing assurance services, non-assurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months;
4. Compulsory to understand the financial statements, the Company's business, especially those related to the Company's services or business activities, the audit process, risk management, and laws and regulations in the Capital Market sector and other related laws and regulations.
5. Compulsory to comply with the code of ethics set-forth by the Company;
6. Willing to continually improve competency through educational and training;
7. Compulsory to have at least one members with the educational background and expertise in accounting and/or finance;
8. Not having direct or indirect shares of the Company;
9. In the event that a member of the Audit Committee obtains shares of the Company either directly or indirectly as a result of a legal event, the shares must be transferred to another party within a maximum period of 6 (six) months after obtaining the shares.
10. Not having Affiliate relationship with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the Company; and
11. Not having direct or indirect business relationship related to the Company's business activities.

Provisions on Term of Office

The term of office of members of the Board of Commissioners concurrently as members of the Audit Committee is the same with the term of office as members of the Board Commissioners as determined through the GMS. The term of office of members of the Audit Committee may not be more than the term of office of the Board of Commissioners and may be reappointed only for 1 (one) following period.

Personalia Anggota Komite Audit

Jumlah anggota Komite Audit sedikitnya 3 (tiga) orang termasuk Komisaris Independen sebagai ketua, serta anggota lainnya yang dapat berasal dari Komisaris Independen lainnya maupun pihak eksternal yang independen antara lain yang bukan karyawan Perseroan setidaknya dalam 6 (enam bulan) terakhir. Komite Audit wajib memiliki paling sedikit 1 (satu) anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan keuangan.

Susunan Komite Audit

Susunan Komite Audit Perseroan hingga 31 Desember 2023 adalah sebagai berikut:

Personnel of Audit Committee Members

The Audit Committee has at least 3 (three) members including an Independent Commissioner as chairman, as well as other members who may be from other Independent Commissioners and independent external parties, including those who have not been employees of the Company for at least the last 6 (six) months. The Audit Committee is obligated to retain at least 1 (one) member with the educational background and expertise in the fields of accounting and finance.

Composition of the Audit Committee

The composition of the Audit Committee of the Company until December 31, 2023 was as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Position
Hernawan Bekti Sasongko	Ketua Komite/Komisaris Independen Committee Chairman/ Independent Commissioner	SK Dewan Komisaris No. 004 Tahun 2022 Decree of the Board of Commissioners No. 004 of Year 20022	2022–2025	Ke-1 1st
Adil Nusyirwan	Anggota Member	SK Dewan Komisaris No. 006 Tahun 2023 Decree of the Board of Commissioners No. 006 of Year 2023	2023–2026	Ke-2 2nd
Maryanto Makhdori	Anggota Member	SK Dewan Komisaris No. 005 Tahun 2023 Decree of the Board of Commissioners No. 005 of Year 2023	2023–2026	Ke-1 1st

Untuk memenuhi Peraturan OJK No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, informasi mengenai pengangkatan dan pemberhentian Komite Audit telah disampaikan kepada Otoritas Jasa Keuangan dalam jangka waktu paling lama 2 (dua) hari kerja setelah pengangkatan atau pemberhentian, dan telah dimuat dalam situs web bursa efek dan/atau situs web Perseroan.

To fulfil OJK Regulation No. 55/POJK.04/2015 dated 23 December 2015 regarding Establishment and Work Implementation Guidelines for the Audit Committee, information on the appointment and dismissal of the Audit Committee is submitted to the Financial Services Authority within the period at the latest 2 (two) working after the appointment or dismissal, and published on the Stock Exchange's Website and/or the Company's Website

PROFIL KOMITE AUDIT

Hernawan Bekti Sasongko

Ketua Komite Audit

Profil disajikan pada "Profil Dewan Komisaris" dalam bab "Profil Perusahaan" yang terdapat dalam Laporan Tahunan ini.

PROFILE OF THE AUDIT COMMITTEE

Hermawan Bekti Sasongko

Chairman of the Audit Committee

The profile is presented on the section on "Profile of the Board of Commissioners" in the chapter on "Company Profile" of this Annual Report.



ADIL NUSYIRWAN

Anggota Komite Audit | Member of the Audit Committee

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 56 tahun per 31 Desember 2023 | Age 56 years old as of December 31, 2023
Kelahiran Jakarta, 31 Januari 1957 | Born Jakarta, January 31, 1957
Domisili Jakarta Selatan, DKI Jakarta | Domicile South Jakarta, DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No. 006 Tahun 2023	Decree of the Board of Commissioners No. 006 of Year 2023
Periode Jabatan Term of Office	2023–2026, Periode Ke-2	2023–2026, 2nd Period
Pendidikan Education	• Master Akuntansi, University of Illinois at Urbana Champaign, USA (1994) • Sarjana Akuntansi, Jurusan Akuntansi, Universitas Sumatera Utara (1982)	• Master degree in Accounting, University of Illinois at Urbana Champaign, USA (1994) • Bachelor degree (Sarjana) in Accounting, Major in Accounting, Universitas Sumatera Utara (1982)
Pengalaman Kerja Work Experience	• Direktur Keuangan PT Patra Jasa (2009–2013) • Direktur Keuangan & Administrasi PT Patra Niaga (2005–2009) • Direktur Keuangan & Administrasi PT Elnusa Harapan (2003–2005)	• Director of Finance of PT Patra Jasa (2009–2013) • Director of Finance & Administration of PT Putra Niaga (2005–2009) • Director of Finance & Administration of PT Elnusa Harapan (2003–2005)
Rangkap Jabatan Concurrent Position	Tidak ada	None
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama	No affiliation with other members of the Board of Commissioners, the Board of Directors and Major Shareholder
Kepemilikan Saham ELSA ELSA Share Ownership	Tidak ada	None



MARYANTO MAKHDORI

Anggota Komite Audit | Member of the Audit Committee

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 58 tahun per 31 Desember 2023 | Age 58 years old as of December 31, 2023
Kelahiran Brebes, 11 April 1965 | Born Brebes, April 11, 1965
Domisili Serang, Banten | Domicile Serang, Banten

Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No. 005 Tahun 2023	Decree of the Board of Commissioners No. 005 of Year 2023
Periode Jabatan Term of Office	2023–2026, Periode Ke-1	2023–2026, 1st Period
Pendidikan Education	• Magister Manajemen Keuangan, STIE IPWI, Jakarta (2001) • Sarjana Akuntansi, Universitas Indonesia, Jakarta (1996)	• Master (Magister) in Financial Management, STIE IPWI, Jakarta (2001) • Bachelor (Sarjana) in Accounting, Universitas Indonesia, Jakarta (1996)
Pengalaman Kerja Work Experience	**PT Elnusa Tbk & Group** • Risk Management Expert (2021) • Division Head of Risk & Portfolio Management (2014–2015) • Komite Pengembangan Usaha PT Elnusa Petrofin (2013–2021) • Department Head of Risk & Performance Management (2012–2014) • Section Head of Risk Management (2010–2011) • Analis Manajemen Risiko (2008–2009) **Badan Pengawasan Keuangan dan Pembangunan (BPKP)** Ketua Tim Audit; Leader of GCG and Risk Management (1988-2009)	**PT Elnusa Tbk & Group** • Risk Management Expert (2021) • Division Head of Risk & Portfolio Management (2014–2015) • Business Development Committee of PT Elnusa Petrofin (2013–2021) • Department Head of Risk & Performance Management (2012–2014) • Section Head of Risk Management (2010–2011) • Risk Management Analyst (2008-2009) **Financial and Development Supervisory Agency (BPKP)** Head of the Audit Team, Leader of GCG and Risk Management (1988-2009)
Rangkap Jabatan Concurrent Position	Tidak ada	None
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama	No affiliation with other members of the Board of Commissioners, the Board of Directors and Major Shareholder
Kepemilikan Saham ELSA ELSA Share Ownership	Tidak ada	None

INDEPENDENSI ANGGOTA KOMITE AUDIT

Anggota Komite Audit memberikan penilaian secara wajar dan seimbang terhadap seluruh kondisi yang relevan dan tidak terpengaruh oleh kepentingan pribadi atau pihak lain dalam menyampaikan pendapatnya.

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit seluruh Anggota Komite Audit yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali, yang dapat mempengaruhi kemampuannya bertindak independen. Pemenuhan kriteria independensi oleh anggota Komite Audit disajikan dalam tabel berikut:

INDEPENDENCY OF MEMBERS OF THE AUDIT COMMITTEE

Members of the Audit Committee provide fair and balanced assessment of all relevant conditions and are not influenced by personal interests or other parties in extending their opinion.

Based on Financial Services Authority Regulation No. 55/POJK.04/2015 regarding Establishment and Work Implementation Guidelines of the Audit Committee, all Members of the Audit Committee from independent parties do not have affiliation in finance, management, share ownership and/or family relationship with the Board of Commissioners, the Bboard of Directors and/or Controlling Shareholder, that may influence their ability to act independently. Fulfilment of independency criteria by members of the Audit Committee is presented in the Table below:

Aspek Independensi Independency Aspect	Hernawan Bekti Sasongko	Adil Nusyirwan	Maryanto Makhdori
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa *assurance*, jasa *non-assurance*, jasa penilai dan/atau jasa konsultasi lain kepada Perusahaan dalam waktu 6 (enam) bulan terakhir. Not a person from inside a Public Accounting Firm, Legal Consultant Firm, Public Appraisal Service Office or other parties providing assurance services, non-assurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months.	√	√	√
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen. Not a person who works or has authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months except as an Independent Commissioner.	√	√	√
Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan. Has no direct or indirect shares in the Company.	√	√	√
Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perusahaan. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the Company.	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. No direct or indirect business affiliation related to business activities of the Company.	√	√	√

√: memenuhi | complied

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan Publik kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan.
2. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan.
3. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan atas jasa yang diberikannya.
4. Memberikan evaluasi dan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa.
5. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal.
6. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan.

DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

1. Review financial information to be released by Public Company to the public and/or the authorities, including financial statements, projections, and other reports related to the Company's financial information.
2. Review compliance with laws and regulations related to the Company's activities
3. Provide independent opinion in the event of a difference of opinion between the management and the Accountant on the services provided.
4. Provide evaluation and recommendation to the Board of Commissioners on the appointment of the Accountant based on independency, scope of assignment, and service fees.
5. Review audit implementation by internal auditor and supervise follow-up implementation by the Board of Directors on internal auditor's findings.
6. Review complaints related to accounting process and financial reporting of the Company.

7. Melakukan *review* atas permohonan persetujuan Direksi kepada Dewan Komisaris atas rencana *corporate actions* antara lain investasi, pembiayaan, RKAP, dan RJPP.
8. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan.
9. Menjaga kerahasiaan dokumen, data dan informasi Perseroan.

Tanggung Jawab Komite Audit dalam Pemberian Rekomendasi atas Penunjukan dan Pemberhentian Auditor Eksternal

Membantu Dewan Komisaris dalam melakukan pengawasan aktif terhadap aktivitas auditor eksternal dengan:

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan dan/atau penggantian Akuntan Publik dan/atau Kantor Akuntan Publik yang didasarkan pada dan tidak terbatas pada independensi, ruang lingkup penugasan, biaya, keahlian, dan metode yang digunakan.
2. Mendiskusikan rencana audit yang meliputi sifat dan ruang lingkup audit dengan para pihak terkait.
3. Menelaah kecukupan pemeriksaan oleh Kantor Akuntan Publik.
4. Memantau dan mengevaluasi pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh Akuntan Publik dan/atau Kantor Akuntan Publik termasuk kesesuaiannya dengan standar akuntansi keuangan yang berlaku, kecukupan waktu pekerjaan lapangan, kecukupan uji petik dan rekomendasi perbaikan yang diberikan.

Pembagian Tugas dan Tanggung Jawab Dalam Keanggotaan Komite Audit

Anggota Komite Audit terdiri dari 3 (tiga) orang yang berlatar belakang pendidikan diantaranya akuntansi dan keuangan serta mempunya pengalaman kerja yang beragam. Sifat pekerjaan Komite Audit adalah kolektif kolegial. Dengan demikian, pelaksanaan tugas Komite Audit dapat dilakukan secara bersama-sama sesuai dengan latar belakang pendidikan dan kompetensi yang dimiliki dari masing-masing anggota Komite Audit.

Wewenang Komite Audit

1. Dalam melaksanakan tugasnya Komite Audit mempunyai wewenang sebagai berikut:
   a. Mengakses dokumen, data, dan informasi Perseroan tentang karyawan, dana, aset, dan sumber daya perusahaan yang diperlukan.
   b. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan Akuntan terkait tugas dan tanggung jawab Komite Audit.
   c. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).
   d. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.
2. Dalam melaksanakan wewenangnya, Komite Audit dapat bekerja sama dengan Unit Audit Internal.

7. Review requests for approval of the Board of Directors to the Board of Commissioners on corporate actions plan including on ivestment, financing, RKAP and RJPP.
8. Review and provide suggestions to the Board of Commissioners related to potential conflicts of interest of the Company.
9. Maintain confidentiality of documents, data and information of the Company.

Responsibilities of the Audit Committee in Providing Recommendations on the Appointment and Dismissal of the External Auditor

Assist the Board of Commissioners in carrying out active supervision on external auditor's activities with the following:

1. Provide recommendations to the Board of Commissioners on the appointment and/or replacement of the Public Accountant and/or Public Accounting Firm based on and not limited to the independency, scope of assignment, fees, expertise and method used.
2. Discuss audit plans that covers the characteristics and scope of the audit with related parties.
3. Review the adequacy of the audit by the Public Accounting Firm.
4. Monitor and evaluate the implementation of audit services provided on annual historical financial information by the Public Accountant and/or Public Accounting Firm including the suitability with applicable financial accounting standards, adequacy of time for field work, adequacy of test ase and recommendation for improvement provided.

Division of Duties and Responsibilities in the Membership of the Audit Committee

Members of the Audit Committee consist of 3 (three) personnel with educational background including in accounting and finance as well as with diverse work experience. The characteristic of the work of the Audit Committee is collective collegial. Thus, the implementation of duties of the Audit Committee may be carried out simultaneously in accordance with the educational background and competency of each of the member of the Audit Committee.

Authority of the Audit Committee

1. In carrying out its duties, the Audit Committee has authorities as follows:
   a. To access documents, data and information of the Company regarding employees, funds, assets, and company resources as required.
   b. To communicate directly with employees, including the Board of Directors and parties that conduct the functions of internal audit, risk management, and accounting related to the duties and responsibilities of the Audit Committee.
   c. To engage an independent party outside of the Audit Committee required to assist in the implementation of duties (if necessary).
   d. To act on other authorities provided by the Board of Commissioners.
2. In carrying out its authorities, the Audit Committee may work together with the Internal Audit Unit.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE AUDIT TAHUN 2023

Dalam rangka melaksanakan pengelolaan Perseroan yang baik (*Good Corporate Governance*), Dewan Komisaris telah membentuk Komite Audit dengan berpedoman kepada ketentuan yang berlaku. Untuk memenuhi Peraturan OJK No. 55/POJK.04/2015 tanggal 23 Desember 2015, Perseroan telah memuat Piagam Komite Audit yang memuat tugas dan tanggung jawab Komite Audit serta informasi lainnya yang diwajibkan dalam Peraturan OJK tersebut pada Situs Web Perseroan.

Dalam tahun buku 2023, Komite Audit melalui rapat-rapat Komite telah melakukan pembahasan dengan pihak terkait antara lain:

a. Manajemen
   Komite Audit melakukan penelaahan atas laporan keuangan *audited* dan *unaudited* yang dipublikasikan pada tahun 2023, guna memastikan bahwa isi dan pengungkapan informasi telah sesuai dengan standar akuntansi dan ketentuan yang berlaku. Evaluasi terhadap efektivitas pelaksanaan audit oleh auditor eksternal, independensi, objektivitas, serta kecukupan lingkup pemeriksaannya juga dilakukan oleh Komite Audit melalui pembahasan bersama Manajemen. Komite Audit juga melakukan pembahasan dan *monitoring* tindak lanjut penyelesaian temuan Audit baik Audit Internal maupun audit eksternal, *monitoring* tindak lanjut penyelesaian kasus-kasus yang terjadi dalam rangka mendorong percepatan penyelesaian.
b. Auditor Eksternal
   - Dalam rangka proses audit laporan keuangan perusahaan per 31 Desember 2023 yang dilakukan oleh Kantor Akuntan Publik (KAP), Komite Audit membahas rencana audit, monitoring progress pelaksanaan audit termasuk temuan yang memerlukan penyesuaian-penyesuaian, evaluasi terhadap pengendalian internal termasuk pengendalian internal atas pelaporan keuangan Perseroan, serta kualitas pelaporan keuangan Perseroan secara keseluruhan.
   - Untuk memenuhi Peraturan OJK No. 13/POJK.03/2017 tanggal 27 Maret 2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan, Komite Audit telah menyampaikan laporan hasil evaluasi pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan tahun buku 2022 kepada OJK pada bulan April 2023.
   - Sebagai pemenuhan Peraturan OJK No. 9 tanggal 11 Juli 2023 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan, Komite Audit memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan dan/atau penggantian Akuntan Publik dan/atau Kantor Akuntan Publik untuk pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan tahun buku 2023.
   - Komite Audit juga telah melakukan kegiatan pengkomunikasian kepada Akuntan Publik dan/atau Kantor Akuntan Publik dan pendokumentasiannya terkait hal audit utama atau key audit matters guna memenuhi Peraturan OJK No. 30 tanggal 29 Desember 2023 tentang Pengomunikasian Hal Audit Utama dalam Laporan Akuntan Publik atas Laporan Keuangan yang Diaudit di Pasar Modal.

BRIEF REPORT ON THE IMPLEMENTATION OF ACTIVITIES OF THE AUDIT COMMITTEE IN 2023

In the context of implementing Good Corporate Governance, the Board of Commissioners established the Audit Committee based on applicable provisions. To comply with OJK Regulation No. 55/POJK.04/2015 dated 23 December 2015, the Company has posted the Charter of the Audit Committee that contains the duties and responsibilities of the Audit Committee as well as other information as required by OJK Regulation on the Company Website.

In the financial year 2023, the Audit Committee, through Committee meetings, carried out discussions with related parties including the following:

a. Management
   The Audit Committee reviewed the audited and unaudited financial statements published in the year 2023, in order to ensure that the content and disclosure of information comply with applicable accounting standards and provisions. Evaluation of the effectiveness in the audit implementation by the external auditor, the independency, objectivity, as well as adequacy of the scope of the audit was also conducted by the Audit Committee through discussions and monitoring of follow-ups in completing the Audit findings both by Internal and External Audits, monitoring of follow-ups in completing the cases that occurred in the context of accelerating completion.

b. External Auditor
   - In the audit process of the Company's financial statements as per December 31, 2023 conducted by the Public Accounting Firm (KAP), the Audit Committee discussed audit plans, monitoring the audit implementation progress including findings that require adjustments, evaluation on internal control including internal control of the Company's financial statements, as well as the quality of the overall Company's financial reporting.
   - To comply with OJK Regulation No. 13/POJK.03/2017 dated March 27, 2017 regarding the Use of Public Accountant and Public Accounting Firm in Financial Service Activities, the Audit Committee submitted the report on evaluation results of the implementation of audit services provided on the annual historical financial information for the financial year 2022 to OJK April 2023.
   - As compliance to OJK Regulation No. 9 dated July 11, 2023 regarding the Use of Public Accountant and Public Accounting Firm Services in Financial Service Activities, the Audit Committee extended its recommendations to the Board of Commissioners concerning the appointment and/or replacement of Public Accountant and/or Public Accounting Firm to provide audit services on the annual historical financial information for financial year 2023.
   - The Audit Committee also carried out communication with the Public Accountant and/or Public Accounting Firm and documented the activities related to key audit matters in order to comply with OJK Regulation No. 30 dated December 29, 2023 regarding Communication on Key Audit Matters in the Public Accountant Report on the Audited Financial Statements in the Capital Market.

c. Unit Audit Internal
   - Komite Audit melakukan penelaahan terhadap rencana audit internal tahunan, memonitor pelaksanaan dan hasil pemeriksaan, serta tindak lanjut penyelesaiannya oleh Manajemen Perseroan. Komite Audit juga melakukan pembahasan dengan Unit Audit Internal, dalam upaya mendorong efektivitas dan penguatan fungsi Unit Audit Internal.
   - Berkenaan dengan upaya untuk lebih mengoptimalkan fungsi Unit Audit Internal, Komite Audit telah merekomendasikan untuk menerapkan Risk Based Audit sebagai metode dan pendekatan audit yang digunakan Unit Audit Internal dalam melakukan pemeriksaan.

d. Dewan Komisaris
   Pelaksanaan tugas dan tanggung jawab, serta rekomendasi Komite Audit, secara periodik dilaporkan kepada Dewan Komisaris. Secara garis besar sebagai berikut:
   - Melakukan penelaahan atas usulan penunjukan KAP dan Komite Audit telah memberikan rekomendasi kepada Dewan Komisaris untuk menunjuk KAP Purwantono, Sungkoro & Surja (member of Ernst & Young) untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan yang berakhir 31 Desember 2023, serta melakukan penelaahan atas efektivitas pelaksanaan Jasa Audit Kantor Akuntan Publik termasuk aspek independensi dan objektivitas.
   - Melakukan penelaahan atas Laporan Keuangan audited dan unaudited yang dipublikasikan pada tahun 2023.
   - Melakukan tinjauan atas efektivitas fungsi Internal Audit berkaitan dengan realisasi RKAT, temuan-temuan dan rekomendasi audit mencakup kepatuhan atas Internal Control, proses pengelolaan risiko dan pelaksanaan tata kelola perusahaan (GCG).
   - Melakukan tinjauan efektivitas tindak lanjut atas penyelesaian temuan-temuan Auditor Internal maupun Auditor Eksternal.
   - Melakukan penelaahan antara lain terhadap laporan kinerja bulanan Perseroan, usulan RKAP Tahun 2024 dan usulan-usulan Manajemen yang memerlukan persetujuan Dewan Komisaris.
   - Melakukan pemutakhiran piagam atau pedoman kerja Komite Audit disesuaikan dengan peraturan perundang-undangan maupun kegiatan Perseroan.
   - Menyusun rencana kerja Komite Audit tahun 2024.

Pelaporan

Piagam Komite Audit mengatur bahwa Komite Audit wajib menyampaikan laporan berikut kepada Dewan Komisaris:

1. Komite Audit wajib membuat laporan kepada Dewan Komisaris atas setiap penugasan yang diberikan.
2. Komite Audit wajib membuat laporan tahunan pelaksanaan kegiatan Komite Audit yang diungkapkan dalam Laporan Tahunan Perusahaan.

c. Internal Audit Unit
   - The Audit Committee reviewed the annual internal audit plan, monitored the implementation and audit results, as well as follow-ups on its completion by the Company's Management. The Audit Committee also discussed with the Internal Audit Unit in the effort to encourage the effectiveness and strengthening of the function of the Internal Audit Unit.
   - In the effort to heighten optimization of the Internal Audit Unit's function, the Audit Committee recommended the implementation of Risk Based Audit as an audit method and approach to be used by the Internal Audit Unit in conducting audits.

d. The Board of Commissioners
   Implementation of duties and responsibilities, as well as recommendation of the Audit Committee is periodically reported to the Board of Commissioners generally as follows:
   - Review of the recommendation on KAP appointment and the Audit Committee provided recommendation to the Board of Commissioners to appoint KAP Purwanto, Sungkoro & Surja (member of Ernst & Young) to conduct the audit of the Company's consolidated Financial Statements which ended on 31 December 2023, as well as review on the effectiveness of the implementation of Public Accounting Firm Audit Services including the aspect of independency and objectivity.
   - Review of the audited and unaudited Financial Statements published in the year 2023.
   - Review of the effectiveness of the Internal Audit function related to the realization of the RKAT, audit findings and recommendations that include compliance of the Internal Control, the process of risk management and implementation of GCG.
   - Review of the effectiveness of follow-ups on the completion of the Internal and External Auditors' findings.
   - Review, among others, of the Company's monthly performance report, suggestions on 2024 RKAP and Management's suggestions that require the approval of the Board of Commissioners.
   - Update the charter or work guidelines of the Audit committee for suitability with the laws and regulations as well as Company activities.
   - Preparation of work plan of the Audit Committee for the year 2024.

Reporting

The Audit Committee Charter regulates that the Audit Committee is obligated to submit the following reports to the Board of Commissioners:

1. The Audit Committee is required to submit a report to the Board of Commissioners on each assignment given.
2. The Audit Committee is required to submit an annual report on the implementation of activities of the Audit Committee disclosed in the Company's Annual Report.

Hubungan Kerja Komite Audit
Work Relationship of the Audit Committee

Hubungan Kerja Komite Audit dengan Auditor Internal Work Relationship of the Audit Committee with the Internal Auditor	1. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal. 2. Mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal. 3. Melakukan komunikasi secara langsung dengan pihak yang menjalankan fungsi audit internal. 4. Mengadakan rapat secara berkala dan insidentil dengan Auditor Internal.	1. Review audit implementation by internal auditor and supervise implementation of follow-ups by the Board of Directors on findings of the Internal Auditor. 2. Supervise implementation of follow-ups by the Board of Directors on findings of the Internal Auditor. 3. Communicate directly with the party that conducts the internal audit function. 4. Hold meetings periodically and incidentally with the Internal Auditor.
Hubungan Kerja Komite Audit dengan Auditor Eksternal Work Relationship of the Audit Committee with the External Auditor	1. Memberikan rekomendasi penunjukan Auditor Eksternal kepada Dewan Komisaris. 2. Melakukan evaluasi pelaksanaan pemberian jasa audit. 3. Melakukan penelaahan atas laporan keuangan.	1. Provide recommendations on the appointment of External Auditor to the Board of Commissioners. 2. Evaluate the implementation of audit services provided by the External Auditor. 3. Review financial statements.
Hubungan Kerja Komite Audit dengan Accounting Work Relationship of the Audit Committee with Accounting	1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Emiten atau Perusahaan publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Emiten atau Perusahaan Publik. 2. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Emiten atau Perusahaan publik.	1. Review financial information to be released by Issuer or Public Company and/or authorities, including financial reports, projections, and other reports related to the financial information of the Issuer or Public Company. 2. Review compliance with laws and regulations related to the activities of the Issuer or Public Company.

PENILAIAN KINERJA (KPI) KOMITE AUDIT

Penilaian kinerja Komite Audit dilakukan setidaknya 1 (satu) tahun sekali, dengan mempertimbangkan efektivitas Komite Audit dalam menjalankan fungsinya, tingkat kehadiran dalam rapat, dan tingkat pemahaman akan masalah yang dihadapi Perusahaan yang diformulasikan dalam bentuk Key Performance Indicator (KPI) dan juga AKHLAK Behavior.

REMUNERASI KOMITE AUDIT

Penentuan jumlah remunerasi Komite Audit ditetapkan dengan mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara yang mengatur bahwa penghasilan anggota Komite Audit, yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite Audit tidak diberikan penghasilan tambahan dari jabatan tersebut.

RAPAT KOMITE AUDIT

Kebijakan

1. Komite Audit mengadakan rapat secara berkala paling kurang satu kali dalam 3 (tiga) bulan.
2. Rapat Komite Audit dapat mengambil keputusan apabila sekurang-kurangnya dihadiri oleh lebih dari 1/2 (satu per dua) dari jumlah anggota termasuk seorang Komisaris Independen.
3. Keputusan rapat komite dilakukan berdasarkan musyawarah mufakat. Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan dilakukan dengan suara terbanyak.

PERFORMANCE ASSESSMENT (KPI) OF THE AUDIT COMMITTEE

The performance assessment of the Audit Committee is carried out at least one a year, by taking into account the effectiveness of the Audit Committee in performing its function, level of attendance in meetings, and level of comprehension on the problems faced by the Company formulated in the form of Key Performance Indicator (KPI) and also AKHLAK Behavior.

REMUNERATION OF THE AUDIT COMMITTEE

Determining the amount of remuneration of the Audit Committee refers to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 regarding Organs and Human Resources of State-Owned Enterprises which regulates that income of members of the Audit Committee, namely in the form of honorarium at maximum of 20% (twenty percent) of the salary of the Company's President Director with the provision that taxes are borne by the Company and are not permitted to receive income other than the honorarium. Member of the Board of Commissioners serving as Chairman/Member of the Audit Committee is not provided with additional income from the assigned position.

MEETINGS OF THE AUDIT COMMITTEE

Policy

1. The Audit Committee holds periodic meetings at least once in 3 (three) months.
2. Meetings of the Audit Committee may make decisions if at least attended by more than ½ (one-half) of the total members including an Independent Commissioners.
3. Decisions of the committee meetings are carried out based on deliberation for consensus. In the event deliberation for consensus is not reached, decision making is conducted by majority vote.

4. Rapat dipimpin oleh Ketua Komite Audit atau anggota Komite Audit dari Komisaris Independen apabila Ketua Komite Audit berhalangan hadir.
5. Setiap rapat Komite Audit harus dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir. Perbedaan pendapat yang terjadi dalam rapat komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan tersebut.

Realisasi Rapat dan Tingkat Kehadiran

Selama tahun 2023, Komite Audit telah melaksanakan 23 (dua puluh tiga) kali, baik rapat internal Komite maupun rapat bersama Direktur dan Divisi terkait seperti Fungsi Audit Internal, dan *Accounting/ Controller*. Komite Audit juga aktif hadir dan terlibat dalam Rapat Dewan Komisaris dengan tujuan agar hal-hal yang bersifat substantif dapat segera dilaporkan kepada Dewan Komisaris.

Berikut frekuensi dan tingkat kehadiran Rapat Komite Audit:

4. Meetings are chaired by the Chairman of the Audit Committee or an Independent Commissioner member of the Audit Committee if the Audit Committee Chairman is unable to attend.
5. Each meeting of the Audit Committee must be documented in the minutes of meeting signed by all attended members of the Audit Committee. Difference of opinion that occur in the committee meetings must be clearly documented in the minutes of meeting together with the reasons behind the differences.

Realization of Meeting and Level of Attendance

During the year 2023, the Audit Committee conducted 23 (twenty-three) meetings, both the Committee's internal meeting as well as joint meetings with the Board of Directors and related Divisions such as Internal Audit Function and Accounting/Controller. The Audit Committee also actively attended and involved in the Meeting of the Board of Commissioners with the objective so that matters that were substantive were immediately reported to the Board of Commissioners.

Following is the frequency and level of attendance of the Audit Committee Meetings:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Kehadiran Attendance
Hernawan Bekti Sasongko	Ketua Komite/Komisaris Independen Chairman of Committee/Independent Commissioners	20	81%
Adil Nusyirwan	Anggota | Member	23	100%
Maryanto Makhdori	Anggota | Member	14	100%

AGENDA RAPAT KOMITE AUDIT

Selama tahun 2023, rapat Komite Audit telah membahas agenda-agenda antara lain:

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan maupun evaluasi Akuntan Publik dan/atau Kantor Akuntan Publik.
2. Rapat dengan Direktur Keuangan dan pejabat eksekutif untuk membahas:
   a. Penelaahan atas laporan keuangan mencakup penyajian dan pengungkapan dalam laporan keuangan, perlakuan dan kebijakan akuntansi dan kesesuaiannya dengan prinsip akuntansi yang berlaku umum.
   b. Penelaahan atas kinerja keuangan dan kecukupan laporan keuangan publikasi dan pelaporan kepada OJK.
   c. Rekomendasi serta progres tindak lanjut hasil audit dari auditor eksternal.
3. Rapat dengan Chief Audit Executive untuk membahas:
   a. Rencana audit, ruang lingkup dan temuan audit, tindak lanjut, rekomendasi hasil audit dan kecukupan sistem pengendalian internal.
   b. Kinerja internal audit.
4. Rapat dengan Akuntan Publik untuk membahas rencana audit, ruang lingkup audit, temuan audit, rekomendasi hasil audit dan management letter yang telah disampaikan.
5. Pemutakhiran piagam atau pedoman kerja serta rencana program kerja Komite Audit untuk tahun buku 2024.

AGENDA OF AUDIT COMMITTEE MEETINGS

During the year 2023, the Audit Committee meetings discussed various agenda, including the following:

1. Recommendations to the Board of Commissioners on the appointment and evaluation of the Public Accountant and/or Pubic Accounting Firm.
2. Meetings with the Director of Finance and executive officials to discuss the following:
   a. Review of the financial statements covering presentation and disclosure in the financial statements, accounting treatment and policy and its suitability with the generally applicable accounting principles.
   b. Review of financial performance and adequacy of financial statement publication and reporting to OJK.
   c. Recommendations as well as follow-up progress on audit findings from the external auditor.
3. Meetings with Chief Audit Executive to discuss:
   a. Audit plans, scope and findings of audit, follow-up, recommendation of audit results and adequacy of internal control system.
   b. Performance of internal audit.
4. Meetings with the Public Accountant to discuss audit plans, scope of audit, audit findings, recommendations on audit results and management letter submitted.
5. Update on the charter or work guidelines as well as work program plans of the Audit Committee for financial year 2024.

RENCANA PELAKSANAAN RAPAT KOMITE AUDIT TAHUN 2024

Dalam rangka meningkatkan koordinasi yang lebih efektif, sesuai Program Kerja Komite Audit tahun buku 2024 bahwa rapat dengan Fungsi Internal Audit Elnusa direncanakan dilakukan setiap minggu ke-2 setidaknya setiap 2 (dua) bulan dengan agenda rapat di antaranya membahas tentang progres penugasan audit termasuk tindak lanjutnya. Begitu pun rapat dengan Fungsi Accounting Elnusa rencananya dilakukan per kuartal. Sedangkan rapat dengan Akuntan Publik dan/atau Kantor Akuntan Publik di antaranya untuk penelaahan informasi keuangan. Rapat yang bersifat *unplanned* juga dapat dilaksanakan sewaktu-waktu sesuai dengan kebutuhan.

PLANS FOR IMPLEMENTATION OF AUDIT COMMITTEE MEETINGS IN 2024

In the effort to improve a more effective coordination, in line with the Work Program of the Audit Committee for financial year 2024 that meetings with Elnusa's Internal Audit Function are planned to be conducted every second week at least every 2 (two) months with the meeting agenda to include discussions on audit assignment progress and its follow-ups. So as the meetings with Elnusa Accounting Function are planned to be conducted per quarter. While meetings with the Public Accountant and/or Public Accounting Firm, among others, are to review financial information. Unplanned meetings may also be held at any time as needed.

PENGEMBANGAN KOMPETENSI ANGGOTA KOMITE AUDIT

Perseroan memfasilitasi pelaksanaan program pengembangan bagi Komite Audit dalam rangka meningkatkan kompetensi anggota Komite Audit. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Komite Audit.

COMPETENCY DEVELOPMENT OF MEMBERS OF THE AUDIT COMMITTEE

The Company facilitates the implementation of development programs for the audit Committee in the effort to enhance the competency of members of the Audit committee. These programs are hoped to be able to provide positive impact on productivity and effectiveness of the Audit Committee's performance.

Nama Name	Pelatihan dan Pengembangan Training Development	Tempat dan Tanggal Place and Date	Penyelenggara Organizer
Hernawan Bekti Sasongko	BLMI GRC Masterclass	Daring, 10 Agustus 2023 Online, August 10, 2023	PT Bursa Efek Indonesia
Adil Nusyirwan	Special Directorship Program	Bali, 29–30 November 2023 Bali, November 29–30, 2023	Indonesian Institute for Corporate Directorship
Maryanto Makhdori	Special Directorship Program	Bali, 29–30 November 2023 Bali, November 29–30, 2023	Indonesian Institute for Corporate Directorship

Sertifikasi Profesi
Certification of Profession

No.	Jenis Sertifikasi	Jumlah Pemilik Number of Owner	Type of Certification
1	Sertifikasi Manajemen Risiko Level 4	1	Certification of Risk Management Level 4

Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi adalah organ pendukung Dewan Komisaris yang bertugas dan tanggung jawab untuk membantu Dewan Komisaris dalam menjalankan tugas pengawasan dan pemberian nasihat di bidang pengelolaan dan pengembangan Sumber Daya Manusia (SDM) termasuk proses remunerasi dan nominasi Dewan Komisaris dan Direksi Perseroan.

The Nomination and Remuneration Committee is a supporting organ of the Board of Commissioners with duties and responsibilities to assist the Board of Commissioners in carrying out its supervisory and advisory duties in the field of management and development of Human Capital (HC) including the remuneration and nomination process of the Board of Commissioners and the Board of Directors of the Company.

DASAR PEMBENTUKAN KOMITE NOMINASI DAN REMUNERASI

1. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tanggal 8 Desember 2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

LEGAL BASIS OF THE ESTABLISHMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

1. Financial Services Authority Regulation No. 34/POJK.04/2014 dated December 8, 2014 on the Nomination and Remuneration Committee of Issuers or Public Companies.

2. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
3. Anggaran Dasar Perseroan yang telah beberapa kali diubah dan terakhir berdasarkan Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar No. 8 tanggal 17 Oktober 2022 yang dibuat oleh Notaris Aryanti Artisari, S.H., M.Kn. di Jakarta.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi Perseroan telah memiliki piagam sebagai pedoman tata cara pelaksanaan kegiatan operasional yang secara terus menerus disempurnakan dan diperbarui sesuai dengan perkembangan peraturan perundang-undangan yang berlaku serta kondisi terkini. Pembaruan/penyempurnaan atas Piagam Komite Nominasi dan Remunerasi Perseroan terakhir dilakukan pada Desember 2023.

Piagam Komite Nominasi dan Remunerasi tersebut memuat:

1. Landasan hukum;
2. Struktur organisasi dan keanggotaan Komite Nominasi dan Remunerasi;
3. Persyaratan keanggotaan Komite Nominasi dan Remunerasi;
4. Tanggung jawab Komite Nominasi dan Remunerasi;
5. Tugas Komite Nominasi dan Remunerasi;
6. Wewenang hak dan kewajiban Komite Nominasi dan Remunerasi;
7. Rapat Komite Nominasi dan Remunerasi;
8. Masa jabatan anggota Komite Nominasi dan Remunerasi.

KODE ETIK KOMITE NOMINASI DAN REMUNERASI

Setiap anggota Komite Nominasi dan Remunerasi berkomitmen memberikan kemampuan terbaiknya dan mematuhi kode etik yang berlaku, dengan mengutamakan integritas, independensi, objektivitas, kejujuran, dan komitmen terhadap prinsip-prinsip GCG.

KEANGGOTAAN KOMITE NOMINASI DAN REMUNERASI

1. Anggota Komite paling kurang terdiri dari 3 (tiga) orang Anggota yaitu:
   a. Ketua Komite merangkap Anggota yang merupakan Komisaris Independen maupun Anggota Komite yang merupakan pihak yang berasal dari luar perusahaan wajib memenuhi persyaratan sebagai berikut:
      - Tidak memiliki saham baik langsung maupun tidak langsung pada Perusahaan.
      - Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.
      - Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi Perusahaan ini dalam waktu 6 (enam) bulan sebelum diangkat oleh Dewan Komisaris.

2. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.
3. The Company's Articles of Association which have been amended several times and most recently based on Deed of Meeting Resolution and Amendment of Articles of Association No. 8 dated October 17, 2022 made by Notary Aryanti Artisari, S.H., M.Kn. in Jakarta.

CHARTER OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee of the Company has a charter as guidelines on the procedures for implementing operational activities which are continuously refined and updated in accordance with the development of applicable laws and regulations and current conditions. The last updated/refined version of the Company's Nomination and Remuneration Committee Charter was carried out in December 2023.

The Nomination and Remuneration Committee Charter consists of the following:

1. Legal basis;
2. Organizational structure and membership of the Nomination and Remuneration Committee;
3. Membership requirements for the Nomination and Remuneration Committee;
4. Responsibilities of the Nomination and Remuneration Committee;
5. Duties of the Nomination and Remuneration Committee;
6. Authority on the rights and obligations of the Nomination and Remuneration Committee;
7. Meeting of the Nomination and Remuneration Committee;
8. Term of office of members of the Remuneration and Nomination Committee.

CODE OF ETHICS OF THE NOMINATION AND REMUNERATION COMMITTEE

Each member of the Nomination and Remuneration Committee is committed to extend his/her best ability and to comply with the applicable code of ethics, by prioritizing integrity, independency, objectivity, honesty, and commitment to GCG principles.

MEMBERSHIP OF THE NOMINATION AND REMUNERATION COMMITTEE

1. The Committee consists of at least 3 (three) members, namely as follows:
   a. The Chairman of the Committee who is concurrently an Independent Commissioner and Committee Members who is from outside of the Company is required to fulfil the following requirements:
      - Do not own shares either directly or indirectly in the Company.
      - Do not have direct or indirect business relationship related to the Company's business activities.
      - Not a person who works or has the authority and responsibility to plan, lead, control or supervise this Company within 6 (six) months before appointed by the Board of Commissioners.

- Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan Anggota Dewan Komisaris lainnya atau dengan Anggota Direksi.

b. Anggota Komite lainnya dapat berasal dari:
   - Anggota Dewan Komisaris
   - Pihak yang berasal dari luar Perusahaan
   - Pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi Sumber Daya Manusia

2. Anggota Komite lainnya sebagaimana dimaksud pada angka 1 huruf b di atas sebagian besar tidak dapat berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi Sumber Daya Manusia.
3. Anggota Direksi Perusahaan tidak dapat menjadi Anggota Komite.

PERSYARATAN KEANGGOTAAN KOMITE NOMINASI DAN REMUNERASI

Secara umum, persyaratan anggota Komite Nominasi dan Remunerasi, antara lain:

1. Memiliki integritas, dedikasi, kemampuan, pendidikan, independensi dan pengalaman sesuai dengan bidang pekerjaannya, serta mampu mengkomunikasikan secara lisan maupun tertulis semua hasil pelaksanaan tugasnya kepada Dewan Komisaris sesuai prosedur yang berlaku.
2. Memiliki pengetahuan yang cukup untuk dapat memahami prinsip dan proses penetapan Nominasi dan Remunerasi serta mampu mengkomunikasikan pelaksanaan tugas dan fungsinya kepada Dewan Komisaris.
3. Memiliki pengetahuan yang memadai tentang Anggaran Dasar Perusahaan, peraturan perundang-undangan dan peraturan lainnya terkait penetapan Nominasi dan Remunerasi.
4. Memiliki pengetahuan mengenai Nominasi dan Remunerasi yang berlaku pada industri sesuai dengan kegiatan usaha Perusahaan sejenis dan skala usaha dari Perusahaan dalam industrinya.
5. Sekurang-kurangnya salah satu Anggota Komite harus memiliki latar belakang dan kompetensi dalam pendidikan atau memiliki keahlian dalam bidang Sumber Daya Manusia.

KETENTUAN MASA JABATAN

Masa jabatan anggota Dewan Komisaris yang merangkap sebagai anggota Komite Nominasi dan Remunerasi sama dengan masa jabatannya sebagai anggota Dewan Komisaris sebagaimana ditetapkan melalui RUPS. Masa jabatan anggota Komite Nominasi dan Remunerasi tidak boleh lebih lama dari masa jabatan Dewan Komisaris dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

PERSONALIA ANGGOTA KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi untuk tahun buku 2023 terdiri dari 3 (tiga) orang di antaranya Komisaris Independen sebagai Ketua.

- Do not have a family relationship up to 3rd degree, either in a straight line or sideway-line or a relationship arising from marriage with another Member of the Board of Commissioners or with a Member of the Board of Directors.

b. Other Committee members may come from the following:
   - Member of the Board of Commissioners
   - Party from outside of the Company
   - Party who holds a managerial position under the Board of Directors in charge of Human Resources

2. Other Committee members as referred to in number 1 letter b above mostly cannot come from parties who hold managerial positions under the Board of Directors in charge of Human Resources.
3. Members of the Company's Board of Directors may not be appointed as Committee Members.

MEMBERSHIP REQUIREMENTS OF THE NOMINATION AND REMUNERATION COMMITTEE

In general, the requirements for members of the Nomination and Remuneration Committee, among others are as follows:

1. Having integrity, dedication, ability, education, independency and experience in accordance with the field of work, and be able to communicate verbally and in writing of all results of carrying out their duties to the Board of Commissioners in accordance with applicable procedures.
2. Having sufficient knowledge to be able to understand the principles and processes for determining Nomination and Remuneration and be able to communicate the implementation of their duties and functions to the Board of Commissioners.
3. Having adequate knowledge of the Company's Articles of Association, statutory regulations and other regulations related to determining Nomination and Remuneration.
4. Having knowledge of Nomination and Remuneration that applies to the industry in accordance with the business activities of similar companies and the business scale of the company in the industry.
5. At least one Committee Member must have the background and competency in education or expertise in the field of Human Resources.

PROVISIONS ON TERM OF OFFICE

The term of office of members of the Board of Commissioners who also serve as members of the Nomination and Remuneration Committee is the same as their term of office as members of the Board of Commissioners as determined by the GMS. The term of office of members of the Nomination and Remuneration Committee may not be longer than the term of office of the Board of Commissioners and can only be reappointed for 1 (one) subsequent period.

PERSONNEL MEMBERS OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee for the financial year 2022 consists of 3 (three) members, including an Independent Commissioner as Chairman.

SUSUNAN KOMITE NOMINASI DAN REMUNERASI

Per 31 Desember 2023, komposisi dan susunan Komite Nominasi dan Remunerasi terdiri dari 1 (satu) orang ketua dan 2 (dua) orang anggota sebagai berikut:

COMPOSITION OF THE NOMINATION AND REMUNERATION COMMITTEE

As of December 31, 2023, the composition of the Nomination and Remuneration Committee consists of 1 (one) chairman and 2 (two) members, as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Position
Lusiaga Levi Susila	Ketua Komite/Komisaris Independen Committee Chairman/ Independent Commissioner	SK Dewan Komisaris No. 003 Tahun 2021 Decree of the Board of Commissioners No. 003 of Year 20021	2021–2024	Ke-2 2nd
Yudo Irianto	Anggota Member	SK Dewan Komisaris No. 009 Tahun 2023 Decree of the Board of Commissioners No. 009 of Year 2023	2023–2026	Ke-2 2nd
Agung Wahidin Wibisana	Anggota Member	SK Dewan Komisaris No. 010 Tahun 2023 Decree of the Board of Commissioners No. 010 of Year 2023	2023–2026	Ke-2 2nd

PROFIL KOMITE NOMINASI DAN REMUNERASI NON- KOMISARIS

Lusiaga Levi Susila

Ketua Komite Nominasi dan Remunerasi

Profil disajikan pada "Profil Dewan Komisaris" dalam bab "Profil Perusahaan" yang terdapat dalam Laporan Tahunan ini.

PROFILE OF THE NON-COMMISSIONER OF THE NOMINATION AND REMUNERATION COMMITTEE

Lusiaga Levi Susila

Chairman of the Nomination and Remuneration Committee

The profile is presented in the "Profile of the Board of Commissioners" section of the "Company Profile" chapter contained in this Annual Report.



YUDO IRIANTO

Anggota Komite Nominasi dan Remunerasi | Member of the Nomination and Remuneration Committee

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 60 tahun per 31 Desember 2023 | Age 60 years old as of December 31, 2023
Kelahiran Kebumen, 14 Oktober 1963 | Born Kebumen, October 14, 1963
Domisili Bekasi, Jawa Barat | Domicile Bekasi, West Java

Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No. 010 Tahun 2020	Decree of the Board of Commissioners No. 010 of 2020
Periode Jabatan Term of Office	2023–2026, Periode Ke-2	2023–2026, 2nd Period
Pendidikan Education	• Sarjana Ekonomi Akuntansi, Universitas Diponegoro, Semarang (1988) • Magister Management, Human Resources Management, Universitas Padjajaran, Bandung dan College Business Administration, Kentucky University, USA (1996)	• Bachelor (Sarjana) in Economics - Accounting, Universitas Diponegoro, Semarang (1988) • Master (Magister) in Management, Human Resources Management, Universitas Padjajaran, Bandung and College Business Administration, Kentucky University, USA (1996)
Pengalaman Kerja Work Experience	• Dewan Pengawas Dana Pensiun Pertamina (2022–sekarang) • Komisaris Independen di PT Pertalife Insurance (2021–2022) • SVP HRD PT Pertamina (Persero) (2017–2018) • VP People Management PT Pertamina (Persero) (2013–2017) • VP HR Operation PT Pertamina (Persero) (2009–2013) • VP HR Group Shared Services PT Pertamina (Persero) (2008–2009) • Presiden Komisaris PT Pertamina Pedeve Indonesia (2018) • Presiden Komisaris PT Pertamina Dana Ventura (2013–2018) • Komisaris Perseroan (2017–2018) • Dewan Pengawas di Dana Pensiun Pertamina (2009–2013)	• Supervisory Board at Pertamina Pension Fund (2022–current) • Independent Commissioner at PT Pertalife Insurance (2021–2022) • SVP HRD of PT Pertamina (Persero) (2017–2018) • VP People Management of PT Pertamina (Persero) (2013–2017) • VP HR Operation of PT Pertamina (Persero) (2009–2013) • VP HR Group Shared Services of PT Pertamina (Persero) (2008–2009) • President Commissioner of PT Pertamina Pedeve Indonesia (2018) • President Commissioner of PT Pertamina Dana Ventura (2013–2018) • Commissioner of the Company (2017–2018) • Supervisory Board at Pertamina Pension Fund (2009–2013)
Rangkap Jabatan Concurrent Position	Tidak ada	None
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama	No affiliation with other members of the Board of Commissioners, the Board of Directors and Major Shareholder
Kepemilikan Saham ELSA ELSA Share Ownership	Tidak ada	None



AGUNG WAHIDIN WIBISANA

Anggota Komite Nominasi dan Remunerasi | Member of the Nomination and Remuneration Committee

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 48 tahun per 31 Desember 2023 | Age 48 years old as of December 31, 2023
Kelahiran Jakarta, 20 Desember 1975 | Born Jakarta, December 20, 1975
Domisili Bekasi, Jawa Barat | Domicile Bekasi, West Java

Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No. 010 Tahun 2020	Decree of the Board of Commissioners No. 010 of 2020
Periode Jabatan Term of Office	2023–2026, Periode Ke-2	2023–2026, 2nd Period
Pendidikan Education	• Sarjana Hukum Bisnis, Universitas Parahyangan, Bandung (1999) • Diploma Human Capital Management, Singapore Human Resources Institute (2009) • Master in Business Administration, IPMI Business School (2022)	• Bachelor (Sarjana) in Business Law, Universitas Parahyangan, Bandung (1999) • Diploma in Human Capital Management, Singapore Human Resources Institute (2009) • Master in Business Administration, IPMI Business School (2022)
Pengalaman Kerja Work Experience	• Senior Manager of Human Capital Business Partner Perseroan (2018–2020) • Department Head of Human Resources Drilling & Oilfield Services Perseroan (2016–2018) • Department Head of Organization Development & Talent Management Perseroan (2012–2016) • Section Head of Sourcing Perseroan (2010–2012) • Human Resources Policy & System Manager PT Infomedia Nusantara (2010) • Human Resource Performance Manager PT Infomedia Nusantara (2008–2010) • Human Resource Operation Manager PT Infomedia Nusantara (2006–2008) • Associate di Konsultan Hukum (1999–2002)	• Senior Manager of Human Capital Business Partner of the Company (2018–2020) • Department Head of Human Resources Drilling & Oilfield Services of the Company (2016–2018) • Department Head of Organization Development & Talent Management of the Company (2012–2016) • Section Head of Sourcing of the Company (2010–2012) • Human Resources Policy & System Manager of PT Infomedia Nusantara (2010) • Human Resource Performance Manager of PT Infomedia Nusantara (2008–2010) • Human Resource Operation Manager of PT Infomedia Nusantara (2006–2008) • Associate at Law Consultant (1999–2002)
Rangkap Jabatan Concurrent Position	VP Human Capital Perseroan (2020–sekarang)	VP of Company Human Capital (2020–present)
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama	No affiliation with other members of the Board of Commissioners, the Board of Directors and Major Shareholder
Kepemilikan Saham ELSA ELSA Share Ownership	Tidak ada	None

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Pernyataan independensi Komite Nominasi dan Remunerasi Perseroan diuraikan melalui tabel di bawah ini:

INDEPENDENCY OF THE NOMINATION AND REMUNERATION COMMITTEE

The statement of independency of the Company's Nomination and Remuneration Committee is outlined in the table below:

Aspek Independensi Independency Aspect	Lusiaga Levi Susila	Yudo Irianto	Agung Wahidin Wibisana
Tidak berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia. Not from a party that holds managerial position under the Board of Directors in charge of human resources.	√	√	√
Tidak mempunyai saham langsung maupun tidak langsung di Perusahaan. Not having direct or indirect shares in the Company.	√	√	√
Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perusahaan. No affiliation with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the Company.	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. No direct or indirect business relationship related to the Company's business activities.	√	√	√

Aspek Independensi Independency Aspect	Lusiaga Levi Susila	Yudo Irianto	Agung Wahidin Wibisana
Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah. Not serving as a political party administrator and/or legislative candidate/member and/or a candidate or serving as head/deputy head of a regional government.	√	√	√
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di Perusahaan. Having no other positions that may cause conflict of interest related to the position in the Company.	√	√	√

√: memenuhi | complied

TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi melakukan evaluasi serta menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai sistem/kebijakan nominasi dan remunerasi bagi Dewan Komisaris dan Direksi:

1. Terkait dengan fungsi nominasi:
   a. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
      - Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris;
      - Kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi; dan
      - Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris.

   b. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris.

   c. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris.

   d. Memberikan usulan/rekomendasi calon anggota Direksi dan/atau calon anggota Dewan Komisaris yang memenuhi syarat kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham.

   e. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai sistem dan prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris dan Direksi kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham.
2. Terkait fungsi Remunerasi:
   a. Melakukan evaluasi terhadap sistem/kebijakan remunerasi yang didasarkan atas kinerja, risiko, kewajaran dengan *peer group*, sasaran, dan strategi jangka panjang.
   b. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai:
      - Struktur remunerasi;
      - Kebijakan remunerasi; dan
      - Besaran remunerasi; Struktur, kebijakan dan besaran remunerasi bagi Dewan Komisaris dan Direksi tersebut di atas dievaluasi oleh Komite Nominasi dan Remunerasi sekurang-kurangnya satu kali dalam satu tahun.

DUTIES AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee evaluates, prepares and provides recommendations to the Board of Commissioners regarding the nomination and remuneration system/policy for the Board of Commissioners and the Board of Directors:

1. Related to the nomination function:
   a. Provide recommendations to the Board of Commissioners regarding the following:
      - Composition of positions of members of the Board of Directors and/or members of the Board of Commissioners;
      - Policies and criteria required in the Nomination process; and
      - Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners.
   b. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners.
   c. Provide recommendations to the Board of Commissioners regarding capacity development programs for members of the Board of Directors and/or members of the Board of Commissioners.
   d. Provide proposals/recommendations for prospective members of the Board of Directors and/or prospective members of the Board of Commissioners who meet the requirements to the Board of Commissioners to be submitted to the General Meeting of Shareholders.
   e. Prepare and provide recommendations to the Board of Commissioners regarding the system and procedures for selecting and/or replacing members of the Board of Commissioners and Directors to the Board of Commissioners to be submitted to the General Meeting of Shareholders.
2. Regarding Remuneration function:
   a. Evaluate remuneration systems/policies based on performance, risks, fairness with peer groups, targets and long-term strategies.
   b. Prepare and provide recommendations to the Board of Commissioners regarding:
      - Remuneration structure;
      - Remuneration policy; and
      - Amount of remuneration; The structure, policies and amount of remuneration for the Board of Commissioners and Directors above are evaluated by the Nomination and Remuneration Committee at least once a year.

c. Menyampaikan hasil evaluasi dan memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Direksi dan Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham.
d. Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan yang berlaku.
e. Melakukan evaluasi secara berkala terhadap penerapan kebijakan remunerasi.
f. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.

3. Melaksanakan tugas lainnya yang diberikan oleh Dewan Komisaris terkait fungsi nominasi dan remunerasi.

Pembagian Tugas dan Tanggung Jawab dalam Keanggotaan Komite Nominasi dan Remunerasi

Sesuai dengan Piagam Komite Nominasi dan Remunerasi, tidak ada pembagian tugas antar anggota komite, seluruh anggota komite bekerja secara kolektif kolegial dengan independen dan profesional, untuk membantu Dewan Komisaris melaksanakan fungsi pengawasan, pemberian nasihat serta memastikan telah dilaksanakannya proses nominasi, remunerasi serta pengembangan SDM.

Wewenang Komite Nominasi dan Remunerasi

1. Komite Nominasi dan Remunerasi dapat mengakses catatan atau informasi tentang karyawan, dana, aset, serta sumber daya lainnya milik Perusahaan yang berkaitan dengan pelaksanaan tugasnya. Komite wajib melaporkan secara tertulis hasil penugasan tersebut kepada Dewan Komisaris.
2. Untuk melaksanakan tugasnya Komite Nominasi dan Remunerasi dapat bekerja sama dengan Divisi Human Capital dan Divisi lainnya yang terkait.
3. Anggota Komite Nominasi dan Remunerasi wajib menjalankan tugas dengan baik dan menjaga kerahasiaan seluruh dokumen, data dan informasi Perusahaan, baik dari pihak internal maupun pihak eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE NOMINASI DAN REMUNERASI TAHUN 2023

Selama tahun 2023, Komite Nominasi dan Remunerasi telah melaksanakan tugas dan tanggung jawabnya dalam rangka membantu pelaksanaan tugas Dewan Komisaris. Mekanisme pelaksanaan kegiatan/tugas KNR dilakukan melalui pelaksanaan Rapat KNR maupun penelaahan/evaluasi/*review* di luar forum rapat yang hasilnya disampaikan kepada Dewan Komisaris sebagai laporan dan rekomendasi baik secara tertulis maupun dalam forum Rapat Dewan Komisaris.

c. Submit evaluation results and provide recommendations to the Board of Commissioners regarding remuneration policies for the Board of Directors and Board of Commissioners to be submitted to the General Meeting of Shareholders.
d. Ensure that the remuneration policy is in accordance with applicable regulations.
e. Conduct regular evaluations of the implementation of remuneration policies.
f. Assist the Board of Commissioners in conducting performance assessments according to the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners.

3. Carry out other tasks assigned by the Board of Commissioners related to nomination and remuneration functions.

Distribution of Duties and Responsibilities in Nomination and Remuneration Committee Membership

In accordance with the Nomination and Remuneration Committee Charter, there is no division of duties between committee members, all committee members work collectively, collegiately, independently and professionally, to assist the Board of Commissioners in carrying out their supervisory functions, providing advice and ensuring that the nomination, remuneration and human resource development processes have been implemented.

Authority of the Nomination and Remuneration Committee

1. The Nomination and Remuneration Committee can access records or information about employees, funds, assets and other resources belonging to the Company related to the implementation of its duties. The Committee is obliged to report in writing the results of the assignment to the Board of Commissioners.
2. To carry out its duties, the Nomination and Remuneration Committee may collaborate with the Human Capital Division and other related divisions.
3. Members of the Nomination and Remuneration Committee are obliged to carry out their duties properly and maintain the confidentiality of all Company documents, data and information, both from internal and external parties and are only used for the purposes of carrying out the Committee's duties.

BRIEF REPORT OF THE IMPLEMENTATION ACTIVITIES FROM THE NOMINATION AND REMUNERATION COMMITTEE IN 2023

During 2023, the Nomination and Remuneration Committee carried out its duties and responsibilities in order to support the implementation of the duties of the Board of Commissioners. The mechanism for implementing Committee activities/tasks is carried out through the implementation of Nomination and Remuneration Meetings as well as reviews/evaluations/reviews outside the meeting forum, the results of which are presented to the Board of Commissioners as reports and recommendations both in writing and in the Board of Commissioners Meeting forum.

Pelaksanaan kegiatan Komite Nominasi dan Remunerasi tersebut secara umum antara lain:

1. Pelaksanaan tugas nominasi:
   a. Melakukan *review*/penelaahan terhadap calon pengurus yang berasal dari pihak internal Perseroan serta memberikan usulan/rekomendasi mengenai calon pengurus yang memenuhi persyaratan untuk diusulkan dalam RUPS.
   b. Melakukan *review*/penelaahan terhadap para calon pengurus Anak Perusahaan yang akan diusulkan kepada Subholding Upstream.
   c. Sebagai fasilitator pelaksanaan penilaian kinerja Dewan Komisaris, Direksi dan Komite-Komite di bawah Dewan Komisaris.
2. Pelaksanaan tugas remunerasi:
   a. Melakukan evaluasi atas sistem/kebijakan remunerasi bagi anggota Direksi dan Dewan Komisaris.
   b. Menelaah usulan tantiem untuk tahun buku 2022 dan remunerasi Direksi dan Dewan Komisaris untuk tahun buku 2023 untuk disampaikan kepada Dewan Komisaris dan untuk selanjutnya diusulkan dalam RUPS.

PELAPORAN

Piagam Komite Nominasi dan Remunerasi mengatur bahwa Komite Nominasi dan Remunerasi wajib menyampaikan laporan berikut kepada Dewan Komisaris:

1. Komite Nominasi dan Remunerasi wajib membuat laporan kepada Dewan Komisaris atas setiap penugasan yang diberikan.
2. Komite Nominasi dan Remunerasi wajib membuat laporan tahunan pelaksanaan kegiatan Komite Nominasi dan Remunerasi yang diungkapkan dalam Laporan Tahunan Perusahaan.

KEBIJAKAN SUKSESI DIREKSI

Perseroan memiliki komitmen untuk mencapai pertumbuhan usaha yang berkelanjutan, termasuk kesinambungan pengelolaan perusahaan oleh pemimpin yang profesional, berintegritas, berdedikasi dan memiliki kompetensi dalam menjalankan kegiatan operasional Perusahaan.

Sebagaimana tercantum dalam POJK No. 33/POJK.04/2014, usulan pengangkatan, pemberhentian, dan/atau penggantian anggota Direksi kepada RUPS harus memperhatikan rekomendasi dari Dewan Komisaris atau Komite yang menjalankan fungsi nominasi. Dalam hal ini Perseroan memiliki Komite Nominasi dan Remunerasi yang memiliki peran dalam proses pencalonan Anggota Direksi Perseroan.

Lebih lanjut diatur dalam peraturan internal sumber nominasi anggota Direksi dapat berasal dari:

a. Anggota Direksi Anak Perusahaan yang sedang menjabat;
b. Pejabat internal Perusahaan setingkat di bawah Direksi;
c. Sumber lain yang telah memiliki reputasi yang baik, relevan dan dapat dipertanggungjawabkan.

The general implementation of the Nomination and Remuneration Committee activities includes:

1. Implementation of nomination duties:
   a. Conduct a review/examination of management candidates who come from internal parties of the Company and provide suggestions/recommendations regarding management candidates who meet the requirements to be proposed at the GMS.
   b. Conduct a review/examination of prospective candidates for Subsidiary management who will be proposed to Upstream Subholding.
   c. As a facilitator for implementing performance assessments of the Board of Commissioners, the Board of Directors and Committees under the Board of Commissioners.
2. Implementation of remuneration tasks:
   a. Evaluate the remuneration system/policy for members of the Board of Directors and Board of Commissioners.
   b. Review the proposed tantiem for the 2022 financial year and remuneration for the Directors and Board of Commissioners for the 2023 financial year to be submitted to the Board of Commissioners and then proposed at the GMS.

REPORTING

The Nomination and Remuneration Committee Charter regulates that the Nomination and Remuneration Committee is obligated to submit the following report to the Board of Commissioners:

1. The Nomination and Remuneration Committee is obligated to make a report to the Board of Commissioners regarding each assignment given.
2. The Nomination and Remuneration Committee is required to prepare an annual report on the implementation of the Nomination and Remuneration Committee activities which is disclosed in the Company's Annual Report.

SUCCESSION POLICY OF THE BOARD OF DIRECTORS

The Company is committed to achieve sustainable business growth, including continued management of the company by leaders who are professional, with integrity, dedicated and with the competency in carrying out the Company's operational activities.

As stated in POJK No. 33/POJK.04/2014, proposals for appointment, dismissal and/or replacement of members of the Board of Directors to the GMS must take into account recommendations from the Board of Commissioners or the Committee that carries out the nomination function. In this case the Company has a Nomination and Remuneration Committee with a role in the process of nominating members of the Company's Board of Directors.

It is further regulated in internal regulations that the source of nominations for members of the Board of Directors may come from the following:

a. Current members of the Subsidiary's Board of Directors;
b. Internal Company officials at the level below the Directors;
c. Other sources that have a good reputation, are relevant and can be accounted for.

Komite Nominasi dan Remunerasi berperan dalam proses pengusulan calon anggota Direksi yang berasal dari internal Perseroan yaitu proses *Fit and Proper Test* untuk calon yang merupakan pejabat 1 (satu) level di bawah Direksi yang telah memenuhi kualifikasi melalui *assessment* yang dilakukan oleh Lembaga Independen.

PENILAIAN KINERJA (KPI) KOMITE NOMINASI DAN REMUNERASI

Penilaian kinerja Komite Nominasi dan Remunerasi dilakukan setidaknya 1 (satu) tahun sekali, dengan mempertimbangkan efektivitas Komite Nominasi dan Remunerasi dalam menjalankan fungsinya, tingkat kehadiran dalam rapat, dan tingkat pemahaman akan masalah yang dihadapi Perusahaan yang diformulasikan dalam *bentuk Key Performance Indicator* (KPI) dan juga AKHLAK Behavior.

REMUNERASI KOMITE NOMINASI DAN REMUNERASI

Remunerasi Komite Nominasi dan Remunerasi ditetapkan dengan mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara yang mengatur terkait penghasilan anggota Komite yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/anggota Komite Nominasi dan Remunerasi tidak diberikan penghasilan tambahan dari jabatan tersebut.

RAPAT KOMITE NOMINASI DAN REMUNERASI

Kebijakan

1. Komite Nominasi dan Remunerasi mengadakan rapat secara berkala paling kurang satu kali dalam 4 (empat) bulan;
2. Rapat Komite Nominasi dan Remunerasi dapat mengambil keputusan apabila sekurang-kurangnya dihadiri oleh lebih dari 1/2 (satu per dua) dari jumlah anggota termasuk Ketua Komite.
3. Keputusan rapat komite dilakukan berdasarkan musyawarah mufakat. Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan dilakukan dengan suara terbanyak;
4. Rapat dipimpin oleh Ketua Komite Nominasi dan Remunerasi yang merupakan Komisaris Independen.
5. Setiap rapat Komite Nominasi dan Remunerasi harus dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Nominasi dan Remunerasi yang hadir. Perbedaan pendapat yang terjadi dalam rapat komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan tersebut.

Realisasi Rapat dan Tingkat Kehadiran

Selama tahun 2023, Komite Nominasi dan Remunerasi telah melaksanakan 10 (sepuluh) kali rapat internal. Komite Nominasi dan Remunerasi juga aktif hadir dan terlibat dalam Rapat Dewan

The Nomination and Remuneration Committee plays a role in the process of nominating candidates for members of the Board of Directors who come from within the Company, through a Fit and Proper Test process for candidates who are officials 1 (one) level below the Board of Directors who have met the qualifications through an assessment carried out by an Independent Institution.

PERFORMANCE ASSESSMENT (KPI) OF THE NOMINATION AND REMUNERATION COMMITTEE

The performance assessment of the Nomination and Remuneration Committee is carried out at least once a year, taking into account the effectiveness of the Nomination and Remuneration Committee in carrying out its functions, the level of attendance at meetings, and the level of understanding of the problems faced by the Company which are formulated in the form of Key Performance Indicators (KPI) and also AKHLAK Behavior.

REMUNERATION OF THE NOMINATION AND REMUNERATION COMMITTEE

The remuneration of the Nomination and Remuneration Committee is determined by referring to the Regulation of the Minister of State for State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises which regulates the income of Committee members, namely in the form of a maximum honorarium of 20% (twenty percent) of the salary of the Company's President Director provided that the tax is borne by the Company and no other income other than the honorarium is permitted. Members of the Board of Commissioners who are Chair/members of the Nomination and Remuneration Committee are not given additional income from that position.

MEETINGS OF THE NOMINATION AND REMUNERATION COMMITTEE

Policies

1. The Nomination and Remuneration Committee holds their regular meetings at least once every 4 (four) months;
2. The Nomination and Remuneration Committee meetings can make decisions if at least attended by more than 1/2 (one half) of the total members including the Committee Chairman.
3. Committee meeting decisions are made based on deliberation to reach consensus. In the event deliberation and consensus are not reached, decisions are then made through a majority vote;
4. The meeting is led by the Chairman of the Nomination and Remuneration Committee who is an Independent Commissioner.
5. Every meeting of the Nomination and Remuneration Committee must benoted in the minutes of the meeting signed by all members of the Nomination and Remuneration Committee present. Differences of opinion that occur during committee meetings must be stated clearly in the minutes of the meeting along with the reasons for the differences.

Meeting Realization and Level of Attendance

During the year 2023, the Nomination and Remuneration Committee held 10 (ten) internal meetings. The Nomination and Remuneration Committee was also actively present and involved in Board of

Komisaris dengan tujuan agar hal-hal yang bersifat substantif dapat segera dilaporkan kepada Dewan Komisaris.

Commissioners meetings with the aim that substantive matters can be immediately reported to the Board of Commissioners.

Berikut frekuensi dan tingkat kehadiran Rapat Komite Nominasi dan Remunerasi:

The following is the frequency and level of attendance of the Nomination and Remuneration Committee Meetings:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Kehadiran Attendance	Persentase Percentage
Lusiaga Levi Susila	Ketua Komite/Komisaris Independen Chairman of Committee/Independent Commissioners	10	10	100%
Yudo Irianto	Anggota | Member	10	10	100%
Agung Wahidin Wibisana	Anggota | Member	10	10	100%

Agenda Rapat Komite Nominasi dan Remunerasi

Sepanjang tahun 2023 dilakukan 10 (sepuluh) kali rapat, dimana ada salah satu rapat yang pelaksanaannya membahas dua agenda yakni nominasi maupun remunerasi. Adapun agenda rapat dimaksud sebagai berikut:

1. Jumlah agenda rapat terkait nominasi sebanyak 3 (tiga) kali rapat.
2. Jumlah agenda rapat terkait remunerasi sebanyak 3 (tiga) kali rapat.
3. Jumlah agenda rapat terkait penilaian kinerja sebanyak 3 (tiga) kali rapat.
4. Jumlah agenda rapat terkait penelaahan kebijakan sebanyak 2 (dua) kali rapat.

Agenda of Nomination and Remuneration Committee Meetings

Throughout 2023, 10 (ten) meetings were held, one of which discussed two agendas, namely nomination and remuneration. The meeting agenda are as follows:

1. 3 (three) meetings agenda were related to nomination.
2. 3 (three) meetings agenda were related to remuneration.
3. 3 (three) meeting agenda were related to performance assessment.
4. 2 (two) meeting agenda were related to policy review.

Rencana Pelaksanaan Rapat Komite Nominasi dan Remunerasi Tahun 2024

Komite Nominasi dan Remunerasi melaksanakan rapat sesuai dengan kebutuhan atau minimal 4 (empat) bulan sekali sejalan dengan yang diatur dalam Piagam Komite Nominasi dan Remunerasi. Selaras dengan cara bekerja baru (hybrid working) pelaksanaan rapat Komite Nominasi dan Remunerasi dapat dilaksanakan baik pertemuan secara fisik atau luring (luar jaringan), virtual atau daring (dalam jaringan) maupun hybrid (fisik/luring dan virtual/daring).

Implementation Plan for the 2024 Nomination and Remuneration Committee Meetings

The Nomination and Remuneration Committee holds meetings as needed or at least once every 4 (four) months as regulated in the Nomination and Remuneration Committee Charter. In line with the new way of working (hybrid working), the Nomination and Remuneration Committee meetings can be held either physically or offline (outside the network), virtual or online (on the network) or hybrid (physical/offline and virtual/online).

Pengembangan Kompetensi Komite Nominasi dan Remunerasi

Perseroan mengikutsertakan Komite Nominasi dan Remunerasi dalam kegiatan pengembangan kompetensi sebagai bentuk program untuk menambah wawasan dan pengetahuan.

Competency Development of Nomination and Remuneration Committee

The Company involves the Nomination and Remuneration Committee in competency development activities as a form of program to enhance insights and knowledge.

Nama Name	Pelatihan dan Pengembangan Training Development	Tempat dan Tanggal Place and Date	Penyelenggara Organizer
Lusiaga Levi Susila	Special Directorship Program	Bali, 29–30 November 2023 Bali, November 29–30, 2023	Indonesian Institute for Corporate Directorship
Yudo Irianto	Special Directorship Program	Bali, 29–30 November 2023 Bali, November 29–30, 2023	Indonesian Institute for Corporate Directorship
Agung Wahidin Wibisana	Elnusa Leader Development Program	Sepanjang tahun 2023 During 2023	PT Elnusa Tbk bersama provider lainnya (Rindam Jaya, Universitas Prasetia Mulya) PT Elnusa Tbk jointly with other providers (Rindam Jaya, Universitas Prasetia Mulya)

Sertifikasi Profesi
Certification of Profession

No.	Jenis Sertifikasi	Jumlah Pemilik Number of Owner	Type of Certification
1	Certified Executive Coach	1	Certified Executive Coach
2	Certified Professional Coach	2	Certified Professional Coach
3	Certified Assessment Center Assessor	1	Certified Assessment Center Assessor

Komite Pemantau Risiko
Risk Monitoring Committee

Dewan Komisaris membentuk Komite Pemantau Risiko dalam rangka membantu Dewan Komisaris untuk memantau dan memastikan bahwa Direksi telah menetapkan kebijakan, prinsip dan sistem pengelolaan manajemen risiko Perseroan serta melaksanakannya secara konsisten dalam seluruh aspek kegiatan perusahaan.

DASAR PEMBENTUKAN PEMANTAU RISIKO

1. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
2. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
3. Anggaran Dasar Perseroan yang telah beberapa kali diubah dan terakhir berdasarkan Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar No. 8 tanggal 17 Oktober 2022 yang dibuat oleh Notaris Aryanti Artisari, S.H., M.Kn. di Jakarta.

PIAGAM KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko memiliki piagam sebagai pedoman tata cara pelaksanaan kegiatan operasional komite. Piagam tersebut secara terus-menerus disempurnakan dan diperbaharui sesuai dengan perkembangan/perubahan peraturan perundang-undangan yang berlaku serta kondisi terkini. Pembaruan/penyempurnaan atas Piagam Komite Pemantau Risiko terakhir dilakukan pada Desember 2023.

Piagam Komite Pemantau Risiko tersebut memuat antara lain:

1. Landasan hukum;
2. Struktur organisasi dan keanggotaan Komite Pemantau Risiko;
3. Persyaratan keanggotaan Komite Pemantau Risiko;
4. Tanggung jawab Komite Pemantau Risiko;
5. Tugas Komite Pemantau Risiko;
6. Wewenang hak dan kewajiban Komite Pemantau Risiko;
7. Rapat Komite Pemantau Risiko;
8. Masa jabatan anggota Komite Pemantau Risiko.

The Board of Commissioners formed the Risk Monitoring Committee to assist the Board of Commissioners to monitor and ensure that the Board of Directors has established the Company's risk management policies, principles and management system and implement them consistently in all aspects of the company's activities.

BASIS FOR ESTABLISHMENT OF RISK MONITORING

1. Financial Services Authority Regulation No. 33/POJK.04/2014 dated December 8, 2014 regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies.
2. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.
3. Articles of Association of the Company which have been amended several times and most recently based on Deed of Meeting Resolution and Amendment to Articles of Association No. 8 dated October 17, 2022 made by Notary Aryanti Artisari, S.H., M.Kn. in Jakarta.

CHARTER OF THE RISK MONITORING COMMITTEE

The Risk Monitoring Committee retains a charter as guidelines to implement the committee's operational activities. The charter is continuously refined and updated in accordance with the developments/changes in applicable laws and regulations as well as current conditions. The last updated/refined version of the Risk Monitoring Committee Charter was carried out in December 2023.

The Risk Monitoring Committee Charter contains among others of the following:

1. Legal basis;
2. Organizational structure and membership of the Risk Monitoring Committee;
3. Risk Monitoring Committee membership requirements;
4. Responsibilities of the Risk Monitoring Committee;
5. Duties of the Risk Monitoring Committee;
6. Authority of rights and obligations of the Risk Monitoring Committee;
7. Risk Monitoring Committee Meeting;
8. Term of office of members of the Risk Monitoring Committee

KODE ETIK KOMITE PEMANTAU RISIKO

Setiap anggota Komite Pemantau Risiko berkomitmen memberikan kemampuan terbaiknya dan mematuhi kode etik yang berlaku, dengan mengutamakan integritas, independensi, objektivitas, kejujuran, dan komitmen terhadap prinsip-prinsip GCG.

KEANGGOTAAN KOMITE PEMANTAU RISIKO

1. Komite Pemantau Risiko paling kurang terdiri dari 3 (tiga) orang Anggota.
2. Ketua Komite Pemantau Risiko merangkap Anggota yang merupakan Anggota Komisaris.
3. Anggota Komite Pemantau Risiko lainnya merupakan Anggota Komisaris maupun Pihak yang berasal dari luar Perusahaan.

PERSYARATAN KEANGGOTAAN KOMITE PEMANTAU RISIKO

Secara umum, persyaratan anggota Komite Pemantau Risiko, antara lain:

1. Memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik.
2. Memahami bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Perusahaan, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya.
3. Mematuhi kode etik yang ditetapkan oleh Perusahaan.
4. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan.
5. Memiliki paling kurang satu anggota yang berlatar belakang pendidikan dan keahlian di bidang manajemen risiko, akuntansi dan/atau keuangan.
6. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa assurance, jasa non-assurance, jasa penilai dan/atau jasa konsultasi lain kepada Perusahaan dalam waktu 6 (enam) bulan terakhir.
7. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir kecuali Anggota Dewan Komisaris.
8. Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan. Dalam hal anggota Komite Pemantau Risiko memperoleh saham Perusahaan baik langsung maupun tidak langsung akibat suatu peristiwa hukum, maka saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut.
9. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.

KETENTUAN MASA JABATAN

Masa jabatan anggota Dewan Komisaris yang merangkap sebagai anggota Komite Pemantau Risiko sama dengan masa jabatannya sebagai anggota Dewan Komisaris sebagaimana ditetapkan melalui

CODE OF ETHICS OF THE RISK MONITORING COMMITTEE

Each member of the Risk Monitoring Committee is committed to provide the best of their ability and comply with the applicable code of ethics, by prioritizing integrity, independence, objectivity, honesty and commitment to GCG principles.

MEMBERSHIP OF THE RISK MONITORING COMMITTEE

1. The Risk Monitoring Committee consists of at least 3 (three) members.
2. The Chairman of the Risk Monitoring Committee is also a Member who is a Commissioner.
3. Other members of the Risk Monitoring Committee are Commissioners or parties from outside the Company.

MEMBERSHIP REQUIREMENTS OF THE RISK MONITORING COMMITTEE MEMBER

In general, the requirements for a members of the Risk Monitoring Committee,among others, are as follows:

1. Having high integrity, ability, knowledge, experience in accordance with the field of work, and be able to communicate well.
2. Understand the company's business, especially those related to the Company's services or business activities, audit processes, risk management, and laws and regulations in the Capital Market sector as well as other related laws and regulations.
3. Comply with the code of ethics established by the Company.
4. Willing to continuously improve competency through education and training.
5. Have at least one member with the educational background and expertise in the fields of risk management, accounting and/or finance.
6. Not a person in a Public Accounting Firm, Legal Consultant Firm, Public Appraisal Services Firm or other party that provides assurance services, non-assurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months.
7. Not a person who works or has the authority and responsibility to plan, lead, control or supervise the Company's activities within the last 6 (six) months except for members of the Board of Commissioners.
8. Not having direct or indirect shares in the Company. In the event that a member of the Risk Monitoring Committee acquires Company shares, either directly or indirectly as a result of a legal event, the shares must be transferred to another party within a maximum period of 6 (six) months after acquiring the shares.
9. Not having direct or indirect business relationship related to the Company's business activities.

PROVISIONS OF TERM OF OFFICE

The term of office for members of the Board of Commissioners who also serve as members of the Risk Monitoring Committee is the same as their term of office as members of the Board of Commissioners as

RUPS. Masa jabatan anggota Komite Pemantau Risiko tidak boleh lebih lama dari masa jabatan Dewan Komisaris dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

PERSONALIA ANGGOTA KOMITE PEMANTAU RISIKO

Jumlah anggota Komite Pemantau Risiko sedikitnya 3 (tiga) orang termasuk anggota Komisaris sebagai ketua, serta anggota lainnya yang dapat berasal dari anggota Komisaris lainnya maupun pihak eksternal antara lain yang bukan karyawan Perseroan setidaknya dalam 6 (enam bulan) terakhir.

SUSUNAN KOMITE PEMANTAU RISIKO

Per 31 Desember 2023, komposisi dan susunan Komite Pemantau Risiko terdiri dari 1 (satu) orang ketua dan 3 (tiga) orang anggota dengan susunan Komite Pemantau Risiko sebagai berikut:

determined through the GMS. The term of office of members of the Risk Monitoring Committee may not be longer than the term of office of the Board of Commissioners and can only be re-elected for 1 (one) subsequent period.

PERSONNEL OF RISK MONITORING COMMITTEE MEMBERS

The Risk Monitoring Committeeconsists of at least 3 (three) members including the Commissioner as chairman, as well as other members who may be from other Commissioners or external parties, including those who are not employees of the Company for at least the last 6 (six months).

COMPOSITION OF THE RISK MONITORING COMMITTEE

As of December 31, 2023, the composition and structure of the Risk Monitoring Committee consists of 1 (one) chairman and 3 (three) members with the composition of the Risk Monitoring Committee as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Position
Wakhid Hasyim	Ketua Komite/Komisaris Independen Committee Chairman/ Independent Commissioner	SK Dewan Komisaris No. 002 Tahun 2021 Decree of the Board of Commissioners No. 002 of Year 20021	2021–2024	Ke-1 1st
Lusiaga Levi Susila	Anggota/Komisaris Independen Member/Independent Commissioner	SK Dewan Komisaris No. 002 Tahun 2021 Decree of the Board of Commissioners No. 002 of Year 20021	2021–2024	Ke-2 2nd
Taufiq Martakusuma	Anggota Member	SK Dewan Komisaris No. 002 Tahun 2022 Decree of the Board of Commissioners No. 002 of Year 20022	2022–2025	Ke-1 1st
Widianto Soepeno	Anggota Member	SK Dewan Komisaris No. 004 Tahun 2023 Decree of the Board of Commissioners No. 004 of Year 2023	2023–2026	Ke-1 1st

PROFIL KOMITE PEMANTAU RISIKO

Wakhid Hasyim

Ketua Komite Pemantau Risiko

Profil disajikan pada “Profil Dewan Komisaris” dalam bab “Profil Perusahaan” yang terdapat dalam Laporan Tahunan ini.

Lusiaga Levi Susila

Anggota Komite Pemantau Risiko

Profil disajikan pada “Profil Dewan Komisaris” dalam bab “Profil Perusahaan” yang terdapat dalam Laporan Tahunan ini.

PROFILE OF THE RISK MONITORING COMMITTEE

Wahid Hasyim

Chairman of the Risk Monitoring Committee

Profile is available in the section on “Profile of the Board of Commissioners” in the chapter on “Company Profile” contained in this Annual Report.

Lusiaga Levi Susila

Member of the Risk Monitoring Committee

Profile is available in the section on “Profile of the Board of Commissioners” in the chapter on “Company Profile” cantained in this Annual Report.



TAUFIQ MARTAKUSUMA

Anggota Komite Pemantau Risiko | Member of the Risk Monitoring Committee

Data Pribadi | Personal Data

Warga Negara Indonesia | Indonesian Citizen
Usia 57 tahun per 31 Desember 2023 | Age 57 years old as of December 31, 2023
Kelahiran Bandung, 2 Maret 1966 | Born Bandung, March 2, 1966
Domisili Jakarta Timur, DKI Jakarta | Domicile East Jakarta, DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No. 002 Tahun 2022	Decree of the Board of Commissioners No. 002 of 2022
Periode Jabatan Term of Office	2022–2025, Periode Ke-1	2022–2025, 1st Period
Pendidikan Education	• Sarjana Ekonomi Akuntansi, Sekolah Tinggi Ilmu Ekonomi Nasional Indonesia, Jakarta (1997) • Magister Administrasi Publik, Sekolah Tinggi Ilmu Administrasi, Lembaga Administrasi Negara, Jakarta (2015)	• Bachelor (Sarjana) of Economics in Accounting, Indonesia National College of Economics, Jakarta (1997) • Master (Magister) in Public Administration, College of Administration, Lembaga Administrasi Negara, Jakarta (2015)
Pengalaman Kerja Work Experience	• Koordinator Penatausahaan Barang Milik Negara, Sekretariat Jenderal, Pusat Pengelolaan Barang Milik Negara KESDM (2020–2022) • Kepala Bidang Penatausahaan Barang Milik Negara, Sekretariat Jenderal, Pusat Pengelolaan Barang Milik Negara KESDM (2019–2020) • Kepala Bagian Umum dan Hukum, Sekretariat Badan Pengembangan Sumber Daya Manusia, KESDM (2019) • Kepala Bagian Keuangan, Sekretariat Direktorat Jenderal Minyak dan Gas Bumi, KESDM (2015–2019) • Kepala Subbagian Akuntansi, Sekretariat Direktorat Jenderal Minyak dan Gas Bumi, KESDM (2011–2015) • Kepala Subbagian Akuntansi dan Pelaporan, Sekretariat Direktorat Jenderal Minyak dan Gas Bumi, KESDM (2007–2011)	• State Property Administration Coordinator, Secretariat General, Center for State Property Management KESDM (2020–2022) • Head of State Property Administration Division, Secretariat General, Center for State Property Management KESDM (2019–2020) • Head of General and Legal Affairs, Human Resources Development Agency Secretariat, KESDM (2019) • Head of Finance, Secretariat of the Directorate General of Oil and Gas, KESDM (2015–2019) • Head of Accounting Subdivision, Secretariat of the Directorate General of Oil and Gas, KESDM (2011–2015) • Head of Accounting and Reporting Subdivision, Secretariat of the Directorate General of Oil and Gas, KESDM (2007–2011)
Rangkap Jabatan Concurrent Position	• Koordinator Pengawasan dan Pengelolaan Informasi Gas Bumi BPH Migas KESDM (2022–sekarang) • Analis Kebijakan Ahli Madya, KESDM (2020–sekarang)	• Coordinator of Supervision and Management of Natural Gas Information BPH Migas KESDM (2022–present) • Intermediate Expert Policy Analyst, KESDM (2020–present)
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama	No affiliation with other members of the Board of Commissioners, the Board of Directors and Major Shareholder
Kepemilikan Saham ELSA ELSA Share Ownership	Tidak ada	None



WIDIANTO SOEPENO

Anggota Komite Pemantau Risiko | Member of the Risk Monitoring Committee

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 57 tahun per 31 Desember 2023 | Age 57 years old as of December 31, 2023
Kelahiran Blora, 20 Desember 1966 | Born Blora, December 20, 1966
Domisili Jakarta Timur, DKI Jakarta | Domicile East Jakarta, DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No. 004 Tahun 2023	Decree of the Board of Commissioners No. 004 of 2023
Periode Jabatan Term of Office	2023–2026, Periode Ke-1	2023–2026, 1st Period
Pendidikan Education	Teknik Perminyakan, Universitas Pembangunan Nasional Veteran, Yogyakarta	Petroleum Engineering, Veteran National Development University, Yogyakarta
Pengalaman Kerja Work Experience	• General Manager PT Samudra Energy-BWPMeruap (KSO Pertamina) (2016–2022) • President Commissioner PT Obsidian Muara Mandiri (Seismic Services) (2010–2016) • Director PT Geo Link Nusantara (Drilling & Workover Services) (2006–2011) • General Manager PT Barata Nusatama Prima (Drilling & Workover Services) (2006 –2007) • Operation Director PT Batam Dwi Karya (Drilling & Workover Services) (2005–2007) • Operation Manager & Acting General Manager PT Prakarsa Betung Meruo Senami (TAC Pertamina) (2004–2005) • Sr. Drilling Engineer PT Jasa Karya Utama (Drilling & Workover Services) (2001 –2004) • Petroleum/Drilling Engineer GAT Bangkudulis Petroleum Company Ltd. (TAC Pertamina) (1997–2001) • Petroleum Engineer PT Tri Jaya Gasanugraha (Consultant) (1993–1997)	• General Manager of PT Samudra Energy-BWPMeruap (KSO Pertamina) (2016–2022) • President Commissioner of PT Obsidian Muara Mandiri (Seismic Services) (2010–2016) • Director of PT Geo Link Nusantara (Drilling & Workover Services) (2006–2011) • General Manager of PT Barata Nusatama Prima (Drilling & Workover Services) (2006–2007) • Operation Director of PT Batam Dwi Karya (Drilling & Workover Services) (2005–2007) • Operation Manager & Acting General Manager of PT Prakarsa Betung Meruo Senami (TAC Pertamina) (2004–2005) • Sr. Drilling Engineer of PT Jasa Karya Utama (Drilling & Workover Services) (2001–2004) • Petroleum/Drilling Engineer at GAT Bangkudulis Petroleum Company Ltd. (TAC Pertamina) (1997–2001) • Petroleum Engineer at PT Tri Jaya Gasanugraha (Consultant) (1993–1997)
Rangkap Jabatan Concurrent Position	Tidak ada	None
Hubungan Afiliasi Affiliated Relationships	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama	No affiliation with other members of the Board of Commissioners, the Board of Directors and Major Shareholder
Kepemilikan Saham ELSA ELSA Share Ownership	Tidak ada	None

INDEPENDENSI KOMITE PEMANTAU RISIKO

Seluruh anggota Komite Pemantau Risiko yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham pengendali, yang dapat mempengaruhi kemampuannya bertindak independen.

INDEPENDENCY OF THE RISK MONITORING COMMITTEE

All members of the Risk Monitoring Committee who are from independent parties have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or controlling Shareholders, which could affect their ability to act independently.

Aspek Independensi Aspects of Independence	Wakhid Hasyim	Lusiaga Levi Susila	Taufiq Martakusuma	Widianto Soepeno
Tidak mempunyai saham langsung maupun tidak langsung di Perseroan. Having not direct nor indirect share of the Company.	√	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan. Having no direct or indirect business relationship related to the Company's business activities.	√	√	√	√
Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah. Not serving as a political party administrator and/or legislative candidate/ member and/or being a candidate or serving as head/deputy head of regional government.	√	√	√	√

Aspek Independensi Aspects of Independence	Wakhid Hasyim	Lusiaga Levi Susila	Taufiq Martakusuma	Widianto Soepeno
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di Perseroan. Not having other positions that may cause conflict of interest related to positions in the Company.	√	√	√	√

√: memenuhi | complied

TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU RISIKO

Tugas dan Tanggung Jawab Komite Pemantau Risiko berpedoman pada Piagam Komite Pemantau Risiko, di antaranya adalah:

1. Melakukan evaluasi kebijakan dan strategi manajemen risiko baik operasional dan pengembangan usaha Perseroan.
2. Memantau dan melakukan evaluasi penerapan manajemen risiko dan mitigasinya atas rencana bisnis dan investasi Perseroan serta pelaksanaan operasional ditinjau dari sisi keuangan dan legal.
3. Melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapat perhatian Dewan Komisaris.
4. Melakukan penelaahan atas permohonan persetujuan Direksi kepada Dewan Komisaris atas rencana corporate actions antara lain investasi, pembiayaan, RKAP dan RJPP.

PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DALAM KEANGGOTAAN KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko terdiri dari 4 (empat) orang yang berlatar belakang pendidikan manajemen, akuntansi maupun teknik perminyakan dan teknik kimia serta mempunyai pengalaman kerja yang beragam. Sifat pekerjaan Komite Pemantau Risiko adalah kolektif kolegial. Dengan demikian, pelaksanaan tugas Komite Pemantau Risiko dapat dilakukan secara bersama-sama sesuai dengan latar belakang pendidikan dan kompetensi yang dimiliki dari masing-masing anggota Komite Pemantau Risiko.

WEWENANG KOMITE PEMANTAU RISIKO

Dalam melaksanakan tugasnya Komite Pemantau Risiko mempunyai wewenang sebagai berikut:

1. Mengakses dokumen, data, dan informasi Perusahaan tentang karyawan, dana, aset, dan sumber daya perusahaan yang diperlukan;
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan fungsi lainnya terkait tugas dan tanggung jawab Komite Pemantau Risiko.
3. Melibatkan pihak independen di luar anggota Komite Pemantau Risiko yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

DUTIES AND RESPONSIBILITIES OF THE RISK MONITORING COMMITTEE

Duties and Responsibilities of the Risk Monitoring Committee are guided by the Risk Monitoring Committee Charter, among others as follows:

1. To evaluate risk management policies and strategies for both operational and business development of the Company.
2. To monitor and evaluate the implementation of risk management and mitigation of the Company's business and investment plans as well as operational implementation from the financial and legal aspects side.
3. To report the results of monitoring and evaluation as well as providing recommendations on matters that needs the attention of the Board of Commissioners.
4. To review the request for approval from the Board of Directors to the Board of Commissioners for the corporate actions plan, among others on, investment, financing, RKAP and RJPP.

DIVISION OF DUTIES AND RESPONSIBILITIES N THE MEMBERSHIP OF THE RISK MONITORING COMMITTEE

The Risk Monitoring Committee consists of 4 (four) members with educational backgrounds in management, accounting and petroleum and chemical engineering and has diverse work experience. The nature of the work of the Risk Monitoring Committee is collegial collective. So, the implementation of the duties of the Risk Monitoring Committee can be carried out jointly in accordance with the educational background and competencies of each member of the Risk Monitoring Committee.

AUTHORITY OF THE RISK MONITORING COMMITTEE

In performing their duties, the Risk Monitoring Committee has the following authorities:

1. To access Company documents, data and information referring to employees, funds, assets and required company resources;
2. To Communicate directly with employees, including the Board of Directors and parties carrying out the internal audit, risk management and other functions related to the duties and responsibilities of the Risk Monitoring Committee.
3. To involve independent parties outside of the Risk Monitoring Committee members as needed to assist in carrying out their duties (if necessary).
4. To carry out other authorities granted by the Board of Commissioners.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE PEMANTAU RISIKO TAHUN 2023

Dalam menjalankan tugas dan fungsinya, Komite Pemantau Risiko telah melaksanakan pembahasan baik bersama Dewan Komisaris, Manajemen dan internal komite. Selama tahun 2023, realisasi atas pelaksanaan tugas Komite Pemantau Risiko antara lain:

1. Menyampaikan rekomendasi berkaitan dengan aspek manajemen risiko kepada Dewan Komisaris atas kebijakan yang telah diterapkan.
2. Melakukan penelaahan atas usulan perubahan threshold Dewan Komisaris.
3. Melakukan penelaahan antara lain terhadap laporan kinerja bulanan Perseroan, usulan RKAP Tahun 2024 dan usulan-usulan Manajemen yang memerlukan persetujuan Dewan Komisaris.
4. Melakukan pemutakhiran piagam atau pedoman kerja Komite Pemantau Risiko disesuaikan dengan peraturan perundang-undangan maupun kegiatan Perseroan.
5. Menyusun rencana kerja Komite Pemantau Risiko tahun 2024.

PELAPORAN

Piagam Komite Pemantau Risiko mengatur bahwa Komite Pemantau Risiko wajib menyampaikan laporan berikut kepada Dewan Komisaris:

1. Komite menyampaikan laporan atas aktivitas Komite kepada Dewan Komisaris secara berkala sekurang-kurangnya 1 (satu) kali dalam setahun atau atas permintaan Dewan Komisaris.
2. Laporan Komite tersebut merupakan bagian dari laporan pelaksanaan tugas Dewan Komisaris dan disampaikan dalam Rapat Umum Pemegang Saham.

PENILAIAN KINERJA (KPI) KOMITE PEMANTAU RISIKO

Penilaian kinerja Komite Pemantau Risiko dilakukan setidaknya 1 (satu) tahun sekali, dengan mempertimbangkan efektivitas Komite Pemantau Risiko dalam menjalankan fungsinya, tingkat kehadiran dalam rapat, dan tingkat pemahaman akan masalah yang dihadapi Perusahaan yang diformulasikan dalam bentuk *Key Performance Indicator* (KPI) dan juga AKHLAK Behavior.

REMUNERASI KOMITE PEMANTAU RISIKO

Penentuan jumlah remunerasi Komite Pemantau Risiko ditetapkan dengan mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara yang mengatur bahwa penghasilan anggota Komite, yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/anggota Komite Pemantau Risiko tidak diberikan penghasilan tambahan dari jabatan tersebut.

BRIEF REPORT OF THE IMPLEMENTATION OF THE ACTIVITIES OF THE RISK MONITORING COMMITTEE IN 2023

In carrying out its duties and functions, the Risk Monitoring Committee carried out discussions both with the Board of Commissioners, and with the Management and internal committees. During 2023, the realization of the implementation of the Risk Monitoring Committee's duties includes the following:

1. Submit recommendations related to risk management aspects to the Board of Commissioners regarding the policies that have been implemented.
2. Review the proposed changes to the threshold for the Board of Commissioners.
3. Reviewing, among other things, the Company's monthly performance reports, the 2024 RKAP proposal and Management proposals that require approval from the Board of Commissioners.
4. Update the Risk Monitoring Committee's charter or work guidelines in accordance with statutory regulations and the Company's activities.
5. Prepare a work plan for the Risk Monitoring Committee for 2024.

REPORTING

The Risk Monitoring Committee Charter regulates that the Risk Monitoring Committee is required to submit the following reports to the Board of Commissioners:

1. The Committee submits reports on Committee activities to the Board of Commissioners periodically at least once a year or as requested by the Board of Commissioners.
2. The Committee's report is part of the report on the implementation of the duties of the Board of Commissioners and is submitted at the General Meeting of Shareholders.

PERFORMANCE ASSESSMENT (KPI) OF THE RISK MONITORING COMMITTEE

The performance assessment of the Risk Monitoring Committee is held at least once a year, taking into account the effectiveness of the Risk Monitoring Committee in executing their functions, the level of attendance at meetings, and the level of understanding of the problems faced by the Company which are formulated in the form of Key Performance Indicators (KPI) and also AKHLAK Behavior.

REMUNERATION OF THE RISK MONITORING COMMITTEE

Determining of the amount of remuneration for the Risk Monitoring Committee is refers to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises which regulates that the income of Committee members, namely in the form of a maximum honorarium of 20 % (twenty percent) of the salary of the President Director of the Company provided that the tax is borne by the Company and no other income is permitted other than the honorarium. Members of the Board of Commissioners who are Chair/members of the Risk Monitoring Committee are not given additional income from this position.

KEBIJAKAN RAPAT KOMITE PEMANTAU RISIKO

1. Komite Pemantau Risiko mengadakan rapat secara berkala paling kurang satu kali dalam 3 (tiga) bulan.
2. Rapat Komite Pemantau Risiko hanya dapat dilaksanakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota. Salah satu dari mayoritas jumlah Anggota Komite Pemantau Risiko merupakan Ketua Komite Pemantau Risiko.
3. Keputusan rapat Komite Pemantau Risiko diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah mufakat tidak tercapai, pengambilan keputusan dilakukan berdasarkan suara terbanyak. Jika dalam pengambilan keputusan yang dilakukan dengan cara pemungutan suara terjadi suara yang sama banyaknya, maka Ketua Rapat yang akan memutuskan.
4. Setiap rapat Komite Pemantau Risiko dituangkan dalam risalah rapat, termasuk apabila terdapat perbedaan pendapat (*dissenting opinions*), yang ditandatangani oleh seluruh anggota Komite Pemantau Risiko yang hadir dan disampaikan kepada Dewan Komisaris.

RISK MONITORING COMMITTEE MEETING POLICY

1. The Risk Monitoring Committee holds reoutine meetings at least once every 3 (three) months.
2. Risk Monitoring Committee meetings can only be held if attended by more than 1/2 (one half) of the number of members. One of the majority of members of the Risk Monitoring Committee is the Chairman of the Risk Monitoring Committee.
3. Decisions in Risk Monitoring Committee meetings are taken based on deliberation to reach consensus. In the event that a decision based on deliberation and consensus is not reached, the decision is made based on the majority vote. If the decision is made by voting, there are an equal number of votes, then the Chairman of the Meeting will decide.
4. Every Risk Monitoring Committee meeting is noted in the minutes of the meeting, including if there are dissenting opinions, which are signed by all members of the Risk Monitoring Committee present and submitted to the Board of Commissioners.

REALISASI RAPAT DAN TINGKAT KEHADIRAN

Selama tahun 2023, Komite Pemantau Risiko telah melaksanakan 5 (lima) kali rapat Komite bersama Direktur dan Divisi terkait serta 7 (tujuh) kali rapat pembahasan rencana corporate actions bersama Dewan Komisaris, Direksi, Komite-Komite di bawah Dewan Komisaris dan Manajemen. Komite Pemantau Risiko juga aktif hadir dan terlibat dalam Rapat Dewan Komisaris dengan tujuan agar hal-hal yang bersifat substantif dapat segera dilaporkan kepada Dewan Komisaris.

Berikut frekuensi dan tingkat kehadiran Rapat Komite Pemantau Risiko:

MEETING REALIZATION AND ATTENDANCE LEVEL

During 2023, the Risk Monitoring Committee held 5 (five) Committee meetings with Directors and related Divisions as well as 7 (seven) meetings to discuss plans for corporate actions with the Board of Commissioners, Directors, Committees under the Board of Commissioners and Management. The Risk Monitoring Committee was also actively present and involved in Board of Commissioners meetings with the aim that substantive matters can be immediately reported to the Board of Commissioners.

Frequency and level of attandence at the Risk Monitoring Committee Meetings are as follows:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Kehadiran Attendance	Persentase Percentage
Wakhid Hasyim	Ketua Komite/Komisaris Independen Chairman of Committee/Independent Commissioners	12	12	100%
Lusiaga Levi Susila	Anggota/Komisaris Independen Member/Independent Commissioners	12	12	100%
Taufiq Martakusuma	Anggota | Member	12	12	100%
Widianto Soepeno	Anggota | Member	9	9	100%

AGENDA RAPAT KOMITE PEMANTAU RISIKO

Selama tahun 2023, rapat Komite Pemantau Risiko telah membahas agenda-agenda antara lain:

1. Laporan pengelolaan manajemen risiko per kuartal.
2. *Top risks* 2023 maupun 2024.
3. Laporan kinerja bulanan maupun *corporate action* Perseroan maupun Anak Perusahaan.
4. Pemutakhiran piagam atau pedoman kerja serta rencana program kerja Komite Pemantau Risiko untuk tahun buku 2024.

AGENDA OF RISK MONITORING COMMITTEE MEETINGS

During 2023, the Risk Monitoring Committee meetings discussed the agenda including the following:

1. Quarterly risk management reports.
2. Top risks 2023 and 2024.
3. Monthly performance reports and corporate actions of the Company and Subsidiaries.
4. Update the charter or work guidelines as well as the Risk Monitoring Committee work program plan for the 2024 financial year.

RENCANA PELAKSANAAN RAPAT KOMITE PEMANTAU RISIKO TAHUN 2024

Rencana pelaksanaan rapat mengacu pada Program Kerja Komite Pemantau Risiko tahun buku 2024 bahwa rapat dengan Fungsi Enterprise Risk Management Elnusa direncanakan dilakukan setiap kuartal dengan agenda rapat di antaranya membahas tentang laporan pengelolaan manajemen risiko per kuartal. Rapat yang bersifat unplanned juga dapat dilaksanakan sewaktu-waktu sesuai dengan kebutuhan.

IMPLEMENTATION PLAN FOR THE 2024 RISK MONITORING COMMITTEE MEETING

The meeting implementation plan refers to the Risk Monitoring Committee Work Program for the 2024 financial year that meetings with Elnusa's Enterprise Risk Management Function are planned to be held every quarter with the meeting agenda which includes discussing quarterly risk management reports. Unscheduled meetings can also be held at any time according to the requirement.

PENGEMBANGAN KOMPETENSI ANGGOTA KOMITE PEMANTAU RISIKO

Perseroan memfasilitasi pelaksanaan program pengembangan bagi Komite Pemantau Risiko dalam rangka meningkatkan kompetensi anggota Komite Pemantau Risiko. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Komite Pemantau Risiko.

COMPETENCY DEVELOPMENT OF MEMBERS OF THE RISK MONITORING COMMITTEE

The Company facilitates the implementation of development programs for the Risk Monitoring Committee in order to enhance the competency of the Risk Monitoring Committee members. This program is expected to have a positive impact on the productivity and effectiveness of the Risk Monitoring Committee's performance.

Nama Name	Pelatihan dan Pengembangan Training Development	Tempat dan Tanggal Place and Date	Penyelenggara Organizer
Wakhid Hasyim	Leadership Development Program	4 Agustus, 27–28 Oktober 2024 August 4, October 27–28, 2024	BPSDM KESDM
	Seminar Cybersecurity Mindset Revolution	Bandung, 26 Mei 2023 Bandung, May 26, 2023	BPSDM KESDM
Lusiaga Levi Susila	Special Directorship Program	Bali, 29–30 November 2023 Bali, November 29–30, 2023	Indonesian Institute for Corporate Directorship
Taufiq Martakusuma	Business Strategy Management	Jakarta, 26 Juni 2023–4 Juli 2023 Jakarta, June 26, 2023–July 4, 2023	Pusat Pengembangan SDM Aparatur, KESDM Center for Agency of Human Resources Development, KESDM
	Regulatory Impact Assessment	Jakarta, 17–24 Juli 2023 Jakarta, July 17–24, 2023	Lembaga Management Fakultas Ekonomi dan Bisnis UI UI Management Institute, Faculty of Economics and Business
Widianto Soepeno	Enterprise Risk Management Implementation	Bandung, 17–20 Oktober 2023 Bandung, October 17–20, 2023	Center for Risk Management & Sustainability

Sertifikasi Profesi
Certification of Profession

No.	Jenis Sertifikasi	Jumlah Pemilik Number of Owner	Type of Certification
1	Certified in Enterprise Risk Governance	1	Certified in Enterprise Risk Governance

Sekretaris Perusahaan
Corporate Secretary

Sebagai perusahaan publik, Perseroan wajib memiliki fungsi Sekretaris Perusahaan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik. Sekretaris Perusahaan mempunyai tugas dan tanggung jawab dalam memfasilitasi komunikasi antara organ Perseroan, bertanggung jawab dalam penyusunan kebijakan, perencanaan serta memastikan efektivitas dan transparansi komunikasi perusahaan, hubungan kelembagaan, hubungan investor dan pelaku pasar modal lainnya dengan tetap memperhatikan prinsip standar etika perusahaan, prinsip tata kelola Perusahaan, dan nilai-nilai perusahaan.

Sekretaris Perusahaan bertanggung jawab langsung kepada Direksi serta diangkat dan diberhentikan berdasarkan Keputusan Direksi berdasarkan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris.

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan merupakan pejabat senior Perseroan yang diangkat secara khusus untuk melaksanakan fungsi Sekretaris Perusahaan serta diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perseroan dengan persetujuan Dewan Komisaris. Sekretaris Perusahaan bertanggung jawab dan melaporkan kegiatannya langsung kepada Direktur Utama. Sekretaris Perusahaan dilarang merangkap jabatan apa pun di emiten atau perusahaan publik lain.

STRUKTUR ORGANISASI SEKRETARIS PERUSAHAAN

Struktur organisasi Sekretaris Perusahaan ditetapkan sesuai Keputusan Direksi No. 803/EN/KPTS/005D/2022 tentang Struktur & Susunan Organisasi Corporate Secretary.

As a public listed company, the Company is required to have the function of a Corporate Secretary in accordance with Financial Services Authority Regulation No. 35/POJK.04/2014 concerning Corporate Secretary for Issuers or Public Companies. The Corporate Secretary has its duties and responsibilities to facilitate communication between the Company's units, responsible to formulate policies, planning and ensuring the effectiveness and transparency of corporate communications, institutional relations, investor relations and other capital market players while still paying attention to the principles of corporate ethical standards and governance principles of the Company, and company values.

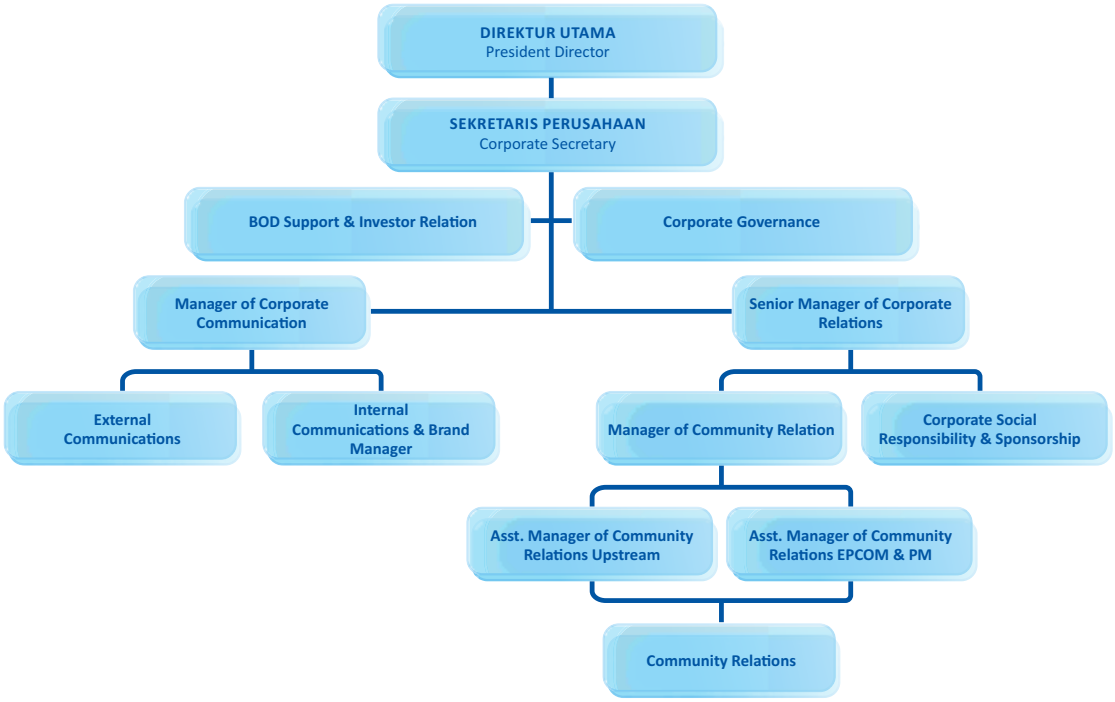
The Corporate Secretary is directly responsible to the Board of Directors and is appointed and dismissed based on the Board of Directors' decision in accordance with the Company's internal mechanisms and the approval of the Board of Commissioners.

THE PARTY IN CHARGE OF THE APPOINTMENT AND DISMISSAL OF THE CORPORATE SECRETARY

The Corporate Secretary is a senior official of the Company who is specifically appointed to carry out the functions of Corporate Secretary and is appointed and dismissed by the President Director based on the Company's internal mechanism with the approval of the Board of Commissioners. The Corporate Secretary is responsible and reports his activities directly to the President Director. The Corporate Secretary is prohibited from holding any other positions in issuers or other public companies.

ORGANIZATIONAL STRUCTURE OF THE CORPORATE SECRETARY

The organizational structure of the Corporate Secretary is appointed in accordance with the Baord of Directors' Decree No. 803/EN/KPTS/005D/2022 regarding the Corporate Secretary Organizational Structure & Composition.



PEJABAT SEKRETARIS PERUSAHAAN

Penetapan Pejabat Sekretaris Perusahaan sesuai dengan Keputusan Direksi No. 629/EN/DKP/005D/2022 yang mengangkat Asmal Salam sebagai Sekretaris Perusahaan dan telah mendapat persetujuan Dewan Komisaris. Pengangkatan Sekretaris Perusahaan telah dipublikasikan di situs web Perseroan dan dilaporkan kepada OJK pada 9 Mei 2022 untuk memenuhi Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

CORPORATE SECRETARY OFFICER

The determining the Corporate Secretary Officer in accordance with the Board of Directors' Decree No. 629/EN/DKP/005D/2022 which appointed Asmal Salam as Corporate Secretary and has received approval from the Board of Commissioners. The appointment of the Corporate Secretary was published on the Company's website and reported to OJK on 9 May 2022 to comply with OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies.



ASMAL SALAM

Sekretaris Perusahaan | Corporate Secretary

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 54 tahun per 31 Desember 2023 | Age 54 years old as of December 31, 2023
Kelahiran Padang, 23 Mei 1969 | Born Padang, May 23, 1969
Domisili Jakarta Timur, DKI Jakarta | Domicile East Jakarta, DKI Jakarta

Dasar Hukum Penunjukan Legal Basis of Appointment	No. 629/EN/DKP/005D/2022	No. 629/EN/DKP/005D/2022
Pendidikan Education	• Sarjana Hukum Perdata Universitas Indonesia (1995) • Magister Kenotariatan, Universitas Indonesia	• Bachelor (Sarjana) in Civil Law, Universitas Indonesia (1995) • Master (Magister) in Notarial Affairs, Universitas Indonesia
Pengalaman Kerja Work Experience	Jabatan di Perseroan: • Corporate Secretary (Mei 2022–sekarang) • Chief of Legal & Compliance (2021–April 2022) • Head of Legal & Contract (Pjs) (2016–2021) • Head of Legal Corporate & Subsidiaries (2015–2016) • Senior Legal Counsel (2014–2015) • Department Head Of Corporate Legal (2010–2014) • Corporate Legal (2008–2010) • Manager Lca (2005–2008)	Position in the Company: • Corporate Secretary (May 2022–present) • Chief of Legal & Compliance (2021–April 2022) • Head of Legal & Contract (Pjs) (2016–2021) • Head of Legal Corporate & Subsidiaries (2015–2016) • Senior Legal Counsel (2014–2015) • Department Head Of Corporate Legal (2010–2014) • Corporate Legal (2008–2010) • Manager Lca (2005–2008)
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan sesuai POJK No. 35/POJK.04/2014	No concurrent position in accordance with POJK No. 35/POJK.04/2014

PROGRAM PENGEMBANGAN KEAHLIAN SEKRETARIS PERUSAHAAN

Program Pengembangan keahlian yang diikuti Sekretaris Perusahaan selama tahun 2023, sebagai berikut:

CORPORATE SECRETARY SKILLS DEVELOPMENT PROGRAM

The skills development program that the Corporate Secretary has participated in during 2023 are as follows:

No.	Pelatihan/*Workshop* Training/Workshop	Tanggal Date	Penyelenggara Organizer
1	Penerapan HSSE Di Laboratorium Implementation of HSSE in the Laboratory	13 April 2023 April 13, 2023	Pertamina Persero
2	Behaviour Based Safety	19 Mei 2023 May 19, 2023	Pertamina Corporate University
3	Training-Continuous Improvement Program (Corporate Secretary)	31 Mei 2023 May 31, 2023	Elnusa
4	Penguatan Program HSSE Terutama Aspek Keselamatan untuk Mendukung Kegiatan Operasi yang Aman dan Andal di Zona 5 Regional 2 Strengthening the HSSE Program, Especially Safety Aspects to Support Safe and Reliable Operation Activities in Zone 5 Regional 2	5 Juni 2023 June 5, 2023	Pertamina Persero
5	Perikatan, Perselisihan, dan Penyelesaian Sengketa Association, Disputes, and Dispute Resolution	25 Juli 2023 July 25, 2023	Pertamina Persero
6	SMAP Awareness	28 Juli 2023 July 28, 2023	Elnusa
7	Leading Change & Managing Transformation	24 Agustus 2023 August 24, 2023	Prof. Rhenald Kasali
8	IAMTI Activities APOGCE Forum 2023	9 Oktober 2023 October 9, 2023	Ikatan Ahli Teknik Peminyakan Indonesia (IATMI) Indonesian Petroleum of Engineers Association
9	Environmental Social Governance (ESG)	14 Desember 2023 December 14, 2023	Fidelitas Institute
10	Environmental Social Governance (ESG)	15 Desember 2023 December 15, 2023	Fidelitas Institute
11	Environmental Social Governance (ESG)	18 Desember 2023 December 18, 2023	Fidelitas Institute

TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Tugas dan tanggung jawab Sekretaris Perusahaan tercantum dalam Uraian Jabatan tanggal 26 Mei 2015 di mana Sekretaris Perusahaan memiliki lima fungsi utama dalam mendukung hubungan Perusahaan dengan *stakeholders*, yaitu:

1. Sebagai pejabat penghubung.
2. Sebagai komunikator perusahaan.
3. Sebagai pelaksana GCG.
4. Sebagai penatausahaan dokumen perusahaan.
5. Sebagai pusat informasi dan publikasi resmi perusahaan.

Tugas dan tanggung jawab Sekretaris Perusahaan telah disesuaikan dengan Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014, sebagai berikut:

1. Persiapan, penyelenggaraan, penyediaan untuk Rapat Direksi, Rapat Dewan Komisaris, Rapat Umum Pemegang Saham (RUPS), serta monitoring pelaksanaan keputusan dalam Rapat Direksi, rapat Dewan Komisaris dan RUPS dan mengelola dan mengkoordinasikan sumber daya yang ada terkait hal tersebut.

2. Menjadi gerbang informasi perusahaan dan pengelolaan berbagai *communications channel* (*e-mail blast, internal magazine, website, intranet, press release*) baik untuk kepentingan internal maupun eksternal.

DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

The duties and responsibilities of the Corporate Secretary are stated in the Position Description dated May 26, 2015 where the Corporate Secretary has five main functions supporting the Company's relationship with stakeholders, namely:

1. As a liaison officer.
2. As a company communicator.
3. As GCG implementer.
4. As administrator of company documents.
5. As the company's official information and publication center.

The duties and responsibilities of the Corporate Secretary were adjusted in accordance to the Financial Services Authority Regulation No. 35/POJK.04/2014, as follows:

1. Preparation, organization, provision for Board of Diretors' Meetings, Board of Commissioners' Meetings, General Shareholders' Meetings (GMS)s, as well as monitoring the implementation of decisions at Directors' Meetings, Board of Commissioners' meetings and GMS and managing and coordinating existing resources related to this matter.
2. Become the gateway to company information and manage various communication channels (email blast, internal magazine, website, intranet, press releases) for both internal and external purposes.

3. Penyusunan strategi untuk peningkatan citra (*image*) dan kinerja perusahaan serta meredam isu negatif yang mungkin atau telah timbul dan mempunyai dampak terhadap citra, dan kinerja perusahaan.
4. Memastikan perusahaan melakukan kepatuhan terhadap peraturan pasar modal dan melakukan *review* terhadap seluruh keterbukaan informasi yang dikeluarkan perusahaan terkait dengan ketentuan pasar modal tersebut.
5. Penanggung jawab *Good Corporate Governance* (GCG) dengan pengaturan terkait pengawalan terhadap penerapan GCG *Code* dan *Code of Conduct* (CoC) Perusahaan.
6. Pendamping kegiatan *Corporate Social Responsibility* (CSR) untuk komunitas internal maupun eksternal agar mendukung kegiatan operasi maupun pembentukan/pengembangan citra positif perusahaan.
7. Mengarahkan, mengelola, memonitor, dan mengevaluasi seluruh kegiatan yang terkait dengan *corporate event* khususnya yang akan mempengaruhi citra perusahaan sesuai kebutuhan perusahaan.
8. Bertanggung jawab atas pelaksanaan program pengenalan perusahaan bagi Dewan Komisaris dan Direksi yang baru diangkat.

3. Develop strategies to improve the company's image and performance as well as reduce negative issues that may or have emerged and have impact on the company's image and performance.
4. Ensure that the company complies with capital market regulations and reviews all information disclosures issued by the company related to capital market regulations.
5. Responsible for Good Corporate Governance (GCG) with regulations related to monitoring the implementation of the Company's GCG Code and Code of Conduct (CoC).
6. Accompany Corporate Social Responsibility (CSR) activities for internal and external communities to support operational activities and the formation/development of a positive image of the company.
7. Direct, manage, monitor and evaluate all activities related to corporate events, especially those that will affect the company's image according to the company's needs.
8. Responsible for implementing the company introduction program for the newly appointed Board of Commissioners and Directors.

PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN 2023

Terkait *Corporate Governance*

Corporate Secretary dalam kaitannya dengan fungsi *Corporate Governance* dapat diuraikan sebagai berikut:

IMPLEMENTATION OF THE CORPORATE SECRETARY DUTIES IN 2023

Related to Corporate Governance

Corporate Secretary in its function related to Corporate Governance, can be describe as follows:

No.	Aktivitas Activities	Keterangan Description
1	Kepatuhan kepada Peraturan Pasar Modal (Laporan Tahunan, laporan keuangan, laporan terkait RUPS, laporan registrasi pemegang efek, dll). Compliance with Capital Market Regulations (Annual Reports, financial reports, reports related to GMS, securities holder registration reports, etc.).	Bertujuan untuk memenuhi dan memastikan bahwa Perseroan mematuhi peraturan yang berlaku sebagai *public & listed company* sesuai dengan peraturan yang ditetapkan oleh OJK dan BEI. Aims to fulfill and ensure that the Company complies with applicable regulations as a public & listed company in accordance with the regulations set by OJK and BEI.
2	Manajemen registrasi pemegang saham. Aims to fulfill and ensure that the Company complies with applicable regulations as a public & listed company in accordance with the regulations set by the OJK and BEI.	Melakukan manajemen registrasi pemegang saham dibantu dengan BAE Perseroan. Conduct shareholder registration management assisted by the Company's BAE.
3	Pelaksanaan RUPS. Implementation of the GMS.	Selama tahun buku 2023, Perseroan menyelenggarakan 1 (satu) kali RUPS Tahunan. During the 2023 financial year, the Company held 1 (one) Annual GMS.
4	Manajemen dan administrasi pembayaran dividen tahun buku 2022. Manage and administer the dividend payments for the 2022 financial year.	Melakukan manajemen proses administrasi pembayaran dividen sesuai dengan peraturan yang berlaku. Manage the administration process for dividend payments in accordance to applicable regulations
5	Melaksanakan *assessment* implementasi GCG Perseroan tahun 2022. Conduct the assessment for Company's GCG implementation in 2022	Perseroan melaksanakan *assessment* GCG dengan parameter ASEAN CG *Scorecard*. The Company conducts the GCG assessment using the ASEAN CG Scorecard parameters.
6	Melakukan *review* dan pembaruan *Corporate Governance Policy*. Review and renew Corporate Governance Policy.	Pada tahun 2023 Perseroan melakukan beberapa *update* atau pembaruan atas beberapa prosedur terkait dengan *Corporate Governance* di antaranya: prosedur pelaksanaan pengendalian anti penyuapan, prosedur investigasi dan penanganan penyuapan dan prosedur penerimaan, pemberian hadiah, dan hiburan. In 2023, the Company conducted several updates or improvements to several procedures related to Corporate Governance, including: procedures for implementing anti-bribery control, procedures for investigating and handling bribery and procedures for receiving, giving gifts and entertainment.

No.	Aktivitas Activities	Keterangan Description
7	Memenuhi Audit ABC *Capability Assessment*. Fulfill ABC Capability Assessment Audit.	ABC *Capability Assessment* dari BP. ABC Capability Assessment from BP
8	Melakukan uji kelayakan (*due delligence*) untuk calon Mitra. Conduct a due diligence for prospective partners.	Bersama dengan fungsi lain melakukan uji kelayakan untuk memastikan calon mitra memenuhi standar kualifikasi yang ditetapkan oleh Perseroan. With other functions, conduct a due diligence to ensure prospective partners meet the qualification standards set by the Company.
9	Melakukan kegiatan peringatan Hari Antikorupsi Sedunia (HAKORDIA). Conduct activities to commemorate World Anti-Corruption Day (HAKORDIA).	Bertujuan untuk meningkatkan *awareness* antikorupsi kepada seluruh Pekerja. Aim to increase anti-corruption awareness among all workers
10	Melaksanakan pengelolaan upaya kepatuhan terkait antikorupsi, pengendalian gratifikasi dan penyampaian LHKPN serta pelaksanaan sosialisasinya. Carry out management of compliance efforts related to anti-corruption, control of gratification and delivery of LHKPN as well as implementation of socialization.	Perseroan secara berkala melakukan sosialisasi kepada karyawan terkait antikorupsi, penanganan gratifikasi dan LHKPN. The Company regularly conducts socialization to employees regarding anti-corruption, handling gratification and LHKPN.

Terkait Investor Relations

Investor Relations merupakan fungsi pada Corporate Secretary yang bertugas melingkupi aspek keterbukaan, kinerja keuangan, serta strategi perseroan. Secara khusus Investor Relations bertugas untuk memberikan informasi yang akurat, terpercaya dan tepat waktu kepada pihak-pihak baik internal maupun eksternal termasuk di antaranya pemegang saham, investor, analis, pemerintah, serta regulator.

Dalam melaksanakan fungsinya, Investor Relations bekerja sama dengan Manajemen dari berbagai fungsi (Direktorat Keuangan, Direktorat Pengembangan Usaha, serta pihak terkait lainnya). Sepanjang tahun 2023, kegiatan Investor Relations adalah sebagai berikut:

Related to Investor Relations

nvestor Relations is a function of the Corporate Secretary where the work is to cover aspects of openness, financial performance and company strategy. Specifically, Investor Relations is to provide accurate, reliable and timely information to parties, both internal and external, including shareholders, investors, analysts, government and regulators.

In carrying out its functions, Investor Relations collaborates with Management from various functions (Directorate of Finance, Directorate of Business Development, and other related parties). Throughout 2023, Investor Relations activities are as follows:

No.	Aktivitas Activities	Keterangan	Description
1	Paparan Publik Public Exposure	Perseroan telah melaksanakan 1 (satu) kali Paparan Publik pada tanggal 30 November 2023 yang diselenggarakan oleh Bursa Efek Indonesia secara digital melalui media webinar Zoom Meeting, bertempat di Graha Elnusa untuk menyampaikan bisnis outlook, highlight kinerja keuangan per September 2023, inisiatif pengembangan bisnis Perseroan serta strategic direction untuk tahun 2024.	The Company has carried out 1 (one) Public Expose on November 30, 2023 held by the Indonesia Stock Exchange digitally through Zoom Meeting webinar media, at Graha Elnusa to convey the business outlook, financial performance highlights as of September 2023, the Company's business development initiatives and strategic direction for 2024.
2	Analis *Meeting* dan *conference call* dengan Analis Sekuritas & Asset Management Analyst Meeting and conference call with Security & Asset Management Analysts	Selama tahun 2023, Perseroan telah melakukan pertemuan analis meeting atau *conference call* dengan beberapa analis dari sekuritas maupun *asset management*, seperti PT Ashmore Asset Management, PT Syailendra Capital, PT Trimegah Sekuritas, PT Jarvis Asset Management, PT Majoris Asset Management, Allianz Global Investors, PT Succor Sekuritas, PT CGS -CIMB Sekuritas, PT Korea Investment & Sekuritas Indonesia, PT Sinarmas Sekuritas dan Asset Management, PT Ciptadana Asset Management, PT BRI Danareksa Sekuritas, PT Shinhan Asset Management dan PT Panin Sekuritas.	During 2023, the Company has held analyst meetings or conference calls with several analysts from securities and asset management, such as PT Ashmore Asset Management, PT Syailendra Capital, PT Trimegah Sekuritas, PT Jarvis Asset Management, PT Majoris Asset Management, Allianz Global Investors, PT Succor Sekuritas, PT CGS -CIMB Sekuritas, PT Korea Investment & Sekuritas Indonesia, PT Sinarmas Sekuritas and Asset Management, PT Ciptadana Asset Management, PT BRI Danareksa Sekuritas, PT Shinhan Asset Management and PT Panin Sekuritas.
3	Investor Call Meeting	Perseroan melakukan beberapa pertemuan secara online dengan investor dalam bentuk Webinar yang diikuti juga oleh beberapa analis dari sekuritas, antara lain Webinar dengan PT Indovesta Utama Mandiri dan PT Sinarmas Sekuritas.	The company held several online meetings with investors through webinars which were also attended by several security analysts, including webinars with PT Indovesta Utama Mandiri and PT Sinarmas Sekuritas.
4	Emiten Report Issuer Report	Analis sekuritas melakukan emiten report penulisan laporan analis Perseroan secara berkala baik yang sifatnya coverage maupun daily notes. Beberapa research report dari PT Profindo Sekuritas Indonesia dan Sadif Investment Analytics.	Security analysts provide issuer reports, write Company analyst reports regularly, both in the nature of coverage and daily notes. Several research reports from PT Profindo Sekuritas Indonesia and Sadif Investment Analytics.

No.	Aktivitas Activities	Keterangan	Description
5	Internal Research Report	Perseroan melakukan market analis report terkait saham ELSA maupun kondisi pasar modal kepada internal perusahaan, manajemen maupun pemegang saham setiap periode kuartal selama tahun 2023.	The company provide market analysis reports regarding ELSA shares and capital market conditions for internal purpose, management and shareholders every quarter throughout 2023.

Terkait Corporate Communication

Corporate Communications Elnusa (Corcom) memiliki tugas dalam memastikan visi, misi, strategi maupun nilai perseroan dapat diterima dan dipahami oleh setiap stakeholders. Secara spesifik Corporate Communications memiliki peran, pada Internal Communication, Brand Management, dan External Communication.

Internal Communications

Internal Communications bertujuan untuk memastikan strategi, kebijakan, pesan-pesan Direksi dan informasi Perseroan lainnya tersebar dan dipahami oleh seluruh manajemen dan karyawan. Corporate Communications sebagai fungsi yang khusus menangani hal ini telah melakukan berbagai inisiatif dan program kegiatan untuk penyebaran informasi tersebut, baik melalui *channel* dan *tools communications* di media *online* dan *offline* maupun melalui pertemuan.

Related to Corporate Communication

Elnusa Corporate Communications (Corcom) has the duty to ensure that the company's vision, mission, strategy and values can be accepted and understood by every stakeholder. In specific, Corporate Communications has the role for Internal Communication, Brand Management and External Communication.

Internal Communications

Internal Communications aims to ensure that strategies, policies, messages from the Board of Directors and other Company's information are spread and understood by all management and employees. Corporate Communications as a function that specifically handles this matter carries out various initiatives and activity programs to spread this information, both through communication channels and tools through online and offline media as well as through meetings.

Communications Tools & Program	Keterangan Description	Jumlah Publikasi Number of Publication
Tools & Program		
ELSA News Publishing	Perseroan secara terkini senantiasa memberikan Informasi yang dirangkum menjadi sebuah narasi singkat menggunakan bahasa produktif kepada stakeholder internal khususnya karyawan. The Company is always current to provide information summarized into a short narrative using productive language for internal stakeholders, especially employees.	190 publikasi berita i.e : ELSANEWS: Menuju 2024: ELNUSA Refleksi Pencapaian Q3 dan Paparan Arahan Strategis di Townhall Meeting 190 news publications i.e : ELSANEWS: Towards 2024: ELNUSA Reflects on Q3 Achievements and Presents Strategic Direction at Townhall Meeting
Digital Creative Content	Perseroan menyampaikan pesan strategis maupun campaign melalui komunikasi kreatif The company presents strategic as well as campaign messages through creative communications	441 e-poster publishing i.e : Jejak Sejarah Elnusa, HUT ke-54 Elnusa 441 e-poster publishing i.e: Traces of Elnusa's History, Elnusa's 54th Anniversary
Corporate Event	Perseroan memiliki wadah yang dikemas dalam bentuk kegiatan yang melibatkan pekerja dengan tujuan penyampaian pesan strategis dari Top Management melalui Corporate Secretary maupun dari fungsi-fungsi lainnya The Company's platform packaged in the form of activities involving employees with the aim to convey strategic messages from Top Management through the Corporate Secretary and from other functions.	98 Corporate Event i.e: Rapat Umum Pemegang Saham Tahunan (RUPST) 98 Corporate Events i.e: Annual General Meeting of Shareholders (AGMS)
News Flash	Perseroan menyampaikan pencapaian maupun kegiatan strategis lainnya melalui berita singkat dilengkapi dengan gambar yang mendukung The Company submits its achievements as well as other strategic activities through short news with supporting images	24 News Flash i.e: Pemenang CIP Elnusa 24 News Flash i.e: Winner of CIP Elnusa
ELSA Top Moment	Perseroan merangkum kejadian demi kejadian melalui album foto digital sebagai salah satu program komunikasi yang transparan kepada stakeholder internal The Company summarizes events after events through digital photo albums as a transparent communication program to internal stakeholders	38 Top Moment i.e: Hakordia Elnusa

Communications Tools & Program	Keterangan Description	Jumlah Publikasi Number of Publication
Key Visual Communications	Perseroan konsisten dalam menyampaikan pesan kepada stakeholder dengan menggunakan digital design menyesuaikan konsep kegiatan namun tetap merujuk pada key visual di tahun tersebut The Company consistently provides messages to stakeholders by using digital design, adapting the activity concept but still refers to key visuals for the concerned year	24 Key Visual i.e: HUT Elnusa 54 24 Key Visual i.e: Elnusa 54 Anniversary
Video Campaign	Perseroan senantiasa meningkatkan awareness karyawan atas perkembangan perusahaan yang perlu diketahui oleh karyawan. Salah satunya membuat kampanye yang divisualisasikan melalui video The Company always increases employee awareness about the company's developments that employees need to know. Among them is creating a campaign that is visualized through video	141 Video Campaign i.e: AKHLAK Moment, Safety Moment, dll 141 Video Campaign i.e: AKHLAK Moment, Safety Moment, etc
Internal Communications Campaign	Promosi pesan-pesan perusahaan maupun kegiatan yang memang menjadi prioritas untuk di sampaikan kepada seluruh karyawan Promote company messages and activities as priority to be conveyed to all employees	12 Campaign i.e: Visi Misi Elnusa, HSSE Campaign , CoC Series, dll 12 Campaign i.e.: Vision Mission of Elnusa, HSSE Campaign, CoC Series, etc
Internalisasi Kebijakan Management	Tim Komunikasi Elnusa secara khusus mendukung capaian atas pemahaman kebijakan management Perseroan The Elnusa Communication Team specifically supports the achievement of understanding to the Company's management policies	3x Penyelenggaraan THM 10 BOD Spech Pointer 6x Board Greeting 3x THM Organizing 10 BOD Spech Pointers 6x Board Greetings
Pedoman & Prosedur	Perseroan berkomitmen untuk menerapkan standar komunikasi perusahaan yang terstruktur dan memiliki planing yang jelas, dalam hal ini melalui Corporate Communications, pengelolaan pedoman dan prosedur terdiri atas pengelolaan komunikasi perusahaan, penyelenggaraan acara dll The Company is committed to implement structured and clear planned corporate communication standards, in this case through Corporate Communications, managing guidelines and procedures consisting of managing corporate communications, organizing events, etc.	1 Pedoman & 4 Prosedur i.e : Prosedur Pengelolaan Materi Website 1 Guidelines & 4 Procedures i.e: Website Material Management Procedures
Outcome-Internal Engagament	Pemahaman karyawan mengenai Visi Elnusa secara utuh hingga ke bawah Employees' understanding of the Elnusa Vision as in full and down to the bottom	72,5% pekerja paham terhadap pemahaman visi Elnusa 72.5% of the employees understand the vision of Elnusa

Brand Management

Pengelolaan merek atau *brand management* adalah fungsi Corcom, namun bukan pada pengelolaan merek secara keseluruhan karena fungsi utama pengelolaan merek menjadi tugas dan tanggung jawab fungsi Marketing. Pengelolaan merek dalam ruang lingkup Corcom terbatas pada standardisasi dan penyelarasan penggunaan logo Perseroan, termasuk aplikasinya dalam materi presentasi, media promosi dan atau penggunaan lainnya baik secara *online* maupun secara fisik.

Sebagai penguatan brand Elnusa yang merupakan anak perusahaan dari Pertamina Hulu Energi yang merupakan pengelola kegiatan operasi di Subholding Upstream, Elnusa membuat cover hymne Pertamina dan lagu kebangsaan Indonesia Raya yang di konsepkan ulang dengan menampilkan lebih banyak jasa Elnusa dan Anak Perusahaan. Adapun beberapa apresiasi yang merupakan bukti nyata atas kompetensi yang dimiliki pekerja yang mampu mendukung dan menjaga image Perseroan. Apresiasi tersebut diantaranya menilai eksistensi Elnusa di media *online* maupun media cetak saat ini, di antaranya: The Most Anticipated High Engagement dari BUMN

Brand Management

Brand management is Corcom's function, although it's not on the brand management as a whole as the main function of brand management is the duty and responsibility of the Marketing function. Brand management within Corcom's scope is limited to standardization and harmonization of the use of the Company's logo, including its application in presentation materials, promotional media and/or other uses both online and physically.

To strengthen the Elnusa brand, as a subsidiary of Pertamina Hulu Energi which is n charge of managing the operational activities at Upstream Subholding, Elnusa created a cover of the Pertamina hymn and the national anthem Indonesia Raya which was reimagined by featuring more Elnusa and Subsidiary services. There are several appreciations which are concrete evidence of the competence of employees who are able to support and maintain the Company's image. This appreciation includes assessing Elnusa's existence in online and print media today, including: The Most Anticipated High Engagement from BUMN Track, Best Popular Company Plc, Best

Track, Best Popular Company Tbk, Best Corporate Secretary, Best Press Release dari Serikat perusahaan Pers, Insan PR Indonesia dari Perhumas serta Best Spoke Person dari E2S.

External Communication

External Communications bertujuan untuk menciptakan hubungan yang baik dan harmonis antara Perseroan dan publik eksternal (media massa, komunitas, Pemerintah, klien, vendor) guna mendukung program-program Perseroan, membangun citra positif dan reputasi perusahaan melalui berbagai aktivitas komunikasi.

Corporate Secretary, Best Press Release from the Press Company Union, Indonesian PR Person from Perhumas and Best Spoke Person from E2S.

External Communication

External Communications is aimed at creating good and harmonious relationships between the Company and the external public (mass media, community, Government, clients, vendors) in order to support the Company's programs, build a positive image and reputation of the company through various communication activities.

No.	Aktivitas Activities	Realisasi Realization
1	Pemberitaan Elnusa di berbagai media cetak, online maupun elektronik News about on Elnusa in various print, online and electronic media	3.646 berita 3,646 news
2	Tone Pemberitaan Positive Tone Positive News	95% tone pemberitaan positif 95% tone positive news
3	Viewership/Reach	6.491.037.446 miliar viewers 6,491,037,446 billion viewers
4	Exhibition	9 exhibition
5	Press Release Production	81 press release
6	Media Interview	25 media interview
7	Press Conference	2 press conference
8	Media Gathering	1 media gathering
9	Media Meeting	4 media meeting

Terkait Corporate Relations

1. Community Relation

   Membawahi fungsi strategis untuk membangun hubungan dengan *stakeholder* dan masyarakat di area *site services*, melakukan penggalangan untuk mendapatkan dukungan dari pihak *stakeholder* dan masyarakat di area *site services* dalam pelaksanaan kegiatan operasional dan melaksanakn penanganan *damage claim* kepada masyarakat yang terdampak dengan adanya kegiatan operasional secara transparan dengan melibatkan pihak stakeholder yang terkait. Sehingga dapat mengawal target-target operasi di setiap site services yang ada bisa tercapai dengan baik secara OTOBOSOR (on *time, on budget, on schedule, on return*).

   Dalam pelaksanaanya fungsi community relation akan dilibatkan dari tahapan pra-proyek dengan melakukan *social mapping* dengan indikator ideologi, politik, ekonomi, sosial dan budaya, dan keamanan, di mana hal ini diperlukan untuk mendapatkan gambaran secara menyeluruh dari suatu kondisi masyarakat di sekitar *site services* sehingga dalam pengembangan mitigasi dari berbagai risiko yang timbul karena adanya interaksi antara *project entity* dengan masyarakat tepat sasaran dan terukur. *Key indicator* tersebut akan didetailkan sesuai dengan isu-isu yang dominan hingga terindentifikasi *key person* yang mempengaruhi isu tersebut yang pada akhirnya menjadi objek penggalangan untuk diberdayakan lebih lanjut dalam memperkuat langkah-langkah mitigasi yang diperlukan. Indentifikasi *key indicator* akan memberikan arah dalam upaya penanganan *damage claim* yang tepat dan tuntas, di mana dengan identifikasi terhadap komoditas perekonomian masayarakat yang dominan akan didapatkan benang merah yang mampu memunculkan pihak *stakeholder* terkait yang harus di lakukan kerja sama dan menentukan metode

Related to Corporate Relation

1. Community Relation

   Supervise strategic functions to build relationships with stakeholders and the community at the site services area, mobilize support from stakeholders and the community at the site services area in carrying out operational activities and carry out handling of damage claims that affected communities through operational activities in a transparent manner involving relevant stakeholders. So that we can monitor operational targets at each existing service site and achieve well with OTOBOSOR (on time, on budget, on schedule, on return).

   In its implementation, the community relations function will be involved from the pre-project phase by carrying out social mapping with indicators of ideology, politics, economics, social and culture, and security, where this is necessary to get a comprehensive picture of the condition of the community around the services site so that in development of mitigation of various risks that arise due to interactions between the project entity and the community are in appropriate and measurable manner. These key indicators will be detailed according to the dominant issues until the key person who influences the issue is identified, which ultimately becomes the object of mobilization for further empowerment in strengthening the necessary mitigation measures. Identification of key indicators will provide direction in efforts to handle damage claims appropriately and completely, where by identifying the dominant community economic commodities, a common thread will be obtained which will be able to bring out relevant stakeholders who must collaborate and determine technical methods for carrying out impact reduction

secara teknis untuk melakukan upaya pengurangan dampak, inventarisasi, dan penentuan nilai kompensasinya, sehingga memungkinkan untuk mendapatkan penyelesaian terhadap damage claim yang fair dan accountable kepada masayarakat.

Pada tahapan pelaksanaan operasional proyek, community relation akan melakukan sosialisasi bertahap secara community hingga individual kepada *stakeholder* dan masyarakat, serta melakukan pengawalan unit operasional di *site* dengan memonitor terhadap munculnya risiko yang menghambat dan segera melakukan mitigasi dengan melibatkan *stakeholder* dan *key person* yang sebelumnya telah dilibatkan. *Monitoring* ini merupakan upaya deteksi dini terhadap potensi risiko yang ada untuk memastikan kegiatan operasional di *site* tidak mengalami hambatan (*delay*) yang berakibat terhentinya kegiatan operasi. Deteksi dini juga berjalan secara pararel dengan upaya untuk memelihara hubungan baik dengan *stakeholder* dan *key person* dengan secara berkala melakukan komunikasi untuk mengkoordinasikan tujuan dan rencana operasional sehingga memungkinkan melibatkan sumber daya masyarakat lokal di sekitaran *site services* yang bertujuan untuk mendukung pemberdayaan masyarakat. Upaya tanggung jawab sosial (*Corporate Social Responsibility*) juga memegang peran strategis dalam membangun hubungan yang saling mendukung antara *project entity* dengan *stakeholder* dan masyarakat setempat yang pada akhirnya menjadi tercipta kolaborasi yang produktif untuk kelancaran kegiatan operasional dan kemaslahatan bagi masyarakat setempat.

Sementara untuk tahapan pasca operasi, fungsi community relation harus berupaya untuk memastikan bahwa dalam closing project harus tuntas dan tidak meninggalkan permasalahan terkait damage claim kepada masyarakat. Hal tersebut bisa tercapai dengan pemahaman yang baik terhadap komoditi masyarakat yang ada dengan melibatkan asistensi dari pihak stakeholder terkait sehingga didapatkan langkah penanganan yang tepat.

Selama tahun 2023, dari beberapa site project yang berjalan di Upstream dan EPC OM, fungsi community relation telah memberikan pengawalan dan dukungan terhadap pelaksanaan kegiatan operasi, dimana dari setiap kendala-kendala yang timbul akibat adanya gesekan antara entity project dengan masyarakat setempat dapat diselesaikan dan mendapatkan solusinya dengan baik. Hal ini tentunya akan menambah experience dan knowledge sehingga makin melengkapi competency personil community relation yang tersebar di berbagai penjuru area site project.

Hal ini tentunya akan menjadikan rasa optimisme kepada personil community relation dalam menghadapi berbagai tantangan dan kendala yang ada. Sehingga dengan berjalannya waktu, profesionalisme yang berpijak dari kompetensi akan terus berkembang dan saling melengkapi, yang menjadikan personil community relation yang dapat diandalkan.

2. CSR & Event
   Fungsi CSR & Corporate Event adalah fungsi yang diberikan amanah untuk mengembangkan dan menetapkan standar tata kelola dan tata laksana program tanggung jawab sosial dan lingkungan perseroan. Dalam hal ini, Tanggung Jawab Sosial

effort, inventory, and determining compensation value, making it possible to obtain a fair and accountable settlement of damage claims to the community.

At the operational phase of the project, community relations will carry out gradual socialization on a community to individual scale to stakeholders and the community, as well as supervise operational units at the site by monitoring the emergence of risks that hinder and immediately carry out mitigation by involving stakeholders and key persons who have previously been involved. This monitoring is an early detection effort of potential risks to ensure that operational activities at the site do not experience delays that result in the cessation of operational activities. Early detection also runs in parallel with efforts to maintain good relations with stakeholders and key persons by regularly communicating to coordinate operational goals and plans so that it is possible to involve local community resources around the service site which aims to support community empowerment. Social responsibility efforts (Corporate Social Responsibility) also play a strategic role in building mutually supportive relationships between the project entity, stakeholders and the local community, which ultimately creates productive collaboration for smooth operational activities and the benefit of the local community.

Meanwhile, for the post-operation stage, the community relations function must make sure that in closing the project, it has to be complete and does not leave problems related to damage claims to the community. This can be achieved with a good understanding of the existing community commodities by involving assistance from relevant stakeholders so that appropriate handling steps are obtained.

During 2023, from several operational project sites at the Upstream and EPC OM, the community relations function has provided supervision and support for the implementation of operational activities, where any obstacles that arise due to friction between the project entity and the local community can be resolved and obtained a good solution. This will of course increase the experience and knowledge so that it will further complement the competency of community relations personnel who are spread across various corners of the project site area.

This will certainly create a sense of optimism for community relations personnel to face various existing challenges and obstacles. So that as time goes by, professionalism basedon competence will continue to develop and complement each other, making community relations personnel reliable.

2. CSR & Event
   The CSR & Corporate Event function is a function that is mandated to develop and establish standards for governance and administration of the company's social & environmental responsibility programs. In this case, the Company's

Lingkungan (TJSL) atau CSR Perseroan lebih mengarah kepada program *community involvement* dan *development*.

Pada 2023 secara konsolidasi Perseroan telah memberikan manfaat kepada 97.672 orang yang tersebar di seluruh Indonesia. Dana yang telah dikeluarkan perseroan secara konsolidasian adalah sebesar Rp5.212.774.918.

Kegiatan TJSL meliputi bidang lingkungan, pendidikan, kesehatan, dan ekonomi. Sebaran data yang diperoleh sepanjang tahun 2023 adalah sebagai berikut:

Environmental Social Responsibility (TJSL) or CSR is more directed towards community involvement and development programs.

In 2023, on a consolidated basis, the Company provided benefits to 97,672 people spread throughout Indonesia. The funds disbursed by the company on a consolidated basis amounted to Rp5,212,774,918.

TJSL's activities encompasses such fields as the environment, education, health and economics. The distribution of data obtained throughout 2023 is as follows:

Bidang	Jumlah Dana Total Funds	Fields
Lingkungan	615.028.507	Environment
Pendidikan	781.691.186	Education
Kesehatan	409.322.550	Health
Ekonomi	3.406.732.681	Economy

Unit Audit Internal

Internal Audit Unit

DASAR PENGANGKATAN CHIEF AUDIT EXECUTIVE

Pengangkatan Chief Audit Executive dilakukan oleh Direktur Utama atas Persetujuan Komisaris Utama. Berdasarkan Surat Keputusan Direksi PT Elnusa Tbk No. 764/EN/KPTS/000D/2022 tanggal 1 September 2022 tentang Penunjukan Chief Audit Executive, Direktur Utama mengangkat Tugimin sebagai Chief Audit Executive Perusahaan.

BASIS OF APPOINTMENT OF THE CHIEF AUDIT EXECUTIVE

The appointment of the Chief Audit Executive is done by the President Director with the approval of the President Commissioner. Based on the Decree of the Directors of PT Elnusa Tbk No.764/EN/KPTS/000D/2022 dated 1 September 2022 concerning the Appointment of the Chief Audit Executive, the President Director appointed Tugimin as the Company's Chief Audit Executive

PROFIL KEPALA UNIT AUDIT INTERNAL

PROFILE OF THE HEAD OF INTERNAL AUDIT UNIT



TUGIMAN

Chief Audit Executive | Chief Audit Executive

Data Pribadi | Personal Data
Warga Negara Indonesia | Indonesian Citizen
Usia 42 tahun per 31 Desember 2023 | Age 42 years old as of December 31, 2023
Kelahiran Boyolali, 15 November 1981 | Born Boyolali, November 15, 1981
Domisili Bekasi, Jawa Barat | Domicile Bekasi, West Java

Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan No.764/EN/KPTS/000D/2022	Decree No.764/EN/KPTS/000D/2022
Pendidikan Education	Sarjana Akuntansi, Universitas Indonesia (2004)	Bachelor in Accounting, Universitas Indonesia (2004)
Pengalaman Kerja Work Experience	• Manager Region I dan Manager Region III PT Kilang Pertamina Internasional (Oktober 2020–Agustus 2022) • Auditor dan Senior Auditor PT Pertamina (Persero) (Februari 2012–September 2020) • Pemeriksa pada Badan Pemeriksa Keuangan Republik Indonesia (BPK RI) (Juli 2007–Januari 2011)	• Region I Manager and Region III Manager of PT Kilang Pertamina Internasional (October 2020–August 2022) • Auditor and Senior Auditor of PT Pertamina (February 2012–September 2020) • Auditor at the Financial Audit Agency of the Republic of Indonesia (BPK RI) (July 2007–January 2011)
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN AUDIT EXECUTIVE

Unit Audit Internal dipimpin oleh seorang Chief Audit Executive yang diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris. Selanjutnya setiap pengangkatan atau pemberhentian Chief Audit Executive, perusahaan wajib menyampaikan pemberitahuan kepada Otoritas Jasa Keuangan (OJK).

THE PARTY RESPONSIBLE FOR THE APPOINTMENT AND DISMISSAL OF THE AUDIT EXECUTIVES

The Internal Audit Unit is led by a Chief Audit Executive who is appointed and dismissed by the President Director with approval from the Board of Commissioners. Furthermore, every time the Chief Audit Executive is appointed or dismissed, the company is required to provide notification to the Financial Services Authority (OJK).

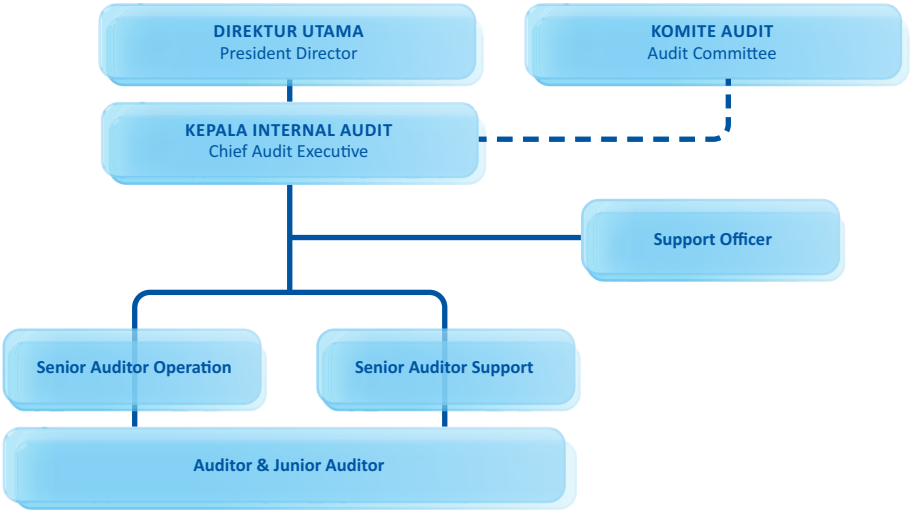
STRUKTUR ORGANISASI DAN KEDUDUKAN INTERNAL AUDIT

Secara struktural Chief Audit Executive bertanggung jawab kepada Direktur Utama dan mempunyai hubungan fungsional dengan Komite Audit.

ORGANIZATIONAL STRUCTURE AND THE POSITION OF THE INTERNAL AUDIT

Structurally, the Chief Audit Executive is responsible to the President Director and has a functional relationship with the Audit Committee.

Struktur Organisasi Internal Audit
Internal Audit Organizational Structure



Hingga akhir tahun 2023, jumlah SDM Unit Audit Internal ada 8 (delapan) orang dengan rincian sebagai berikut:

Until the end of 2023, the Internal Audit Unit consisted of 8 (eight) personnel with with details as follows:

Jabatan	Jumlah Number of Personel	Position
Chief Audit Executive	1 orang | person	Chief Audit Executive
Senior Auditor Operation	Vacant	Senior Auditor Operation
Senior Auditor Support	Vacant	Senior Auditor Support
Auditor	3 orang | person	Auditor
Junior Auditor	4 orang | person	Junior Auditor
Support Officer	Vacant	Support Officer
Jumlah	**8 orang | person**	**Total**

SERTIFIKASI PROFESI INTERNAL AUDIT

Sesuai dengan Standar Profesi Internal Audit, personel di lingkungan Unit Audit Internal wajib mengembangkan pengetahuan dan kompetensi melalui sertifikasi profesi. Auditor wajib memenuhi kualifikasi dan persyaratan antara lain:

1. Memiliki integritas dan perilaku yang profesional, independen, jujur dan obyektif dalam pelaksanaan tugasnya;
2. Memiliki pengetahuan dan pengalaman mengenai teknis audit dan disiplin ilmu lain yang relevan dengan bidang tugasnya;
3. Memiliki kecakapan untuk berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif;
4. Wajib mematuhi standar profesi yang dikeluarkan oleh asosiasi Audit Internal;
5. Wajib mematuhi kode etik Internal Audit (Integritas, Objektivitas, Kerahasiaan dan Kompetensi);
6. Wajib menjaga kerahasiaan informasi dan/atau data Perusahaan terkait pelaksanaan tugas dan tanggung jawab Audit Internal kecuali diwajibkan berdasarkan peraturan perundang-undangan atau penetapan/putusan pengadilan;
7. Memahami prinsip-prinsip tata kelola perusahaan yang baik dan manajemen risiko; dan

CERTIFIATION OF NTERNAL AUDIT PROFESSION

In accordance with the Internal Audit Profession Standards, personnel within the Internal Audit Unit are required to develop knowledge and competency by a certification of profession. Auditors must meet the qualifications and requirements, among others:

1. Having the integrity and professional, independent, honest and objective behavior in carrying out their duties;
2. Having the knowledge and experience regarding audit techniques and other scientific disciplines relevant to their field of work;
3. Having the skills to interact and communicate both verbally and in writing effectively;
4. Must comply with professional standards issued by the Internal Audit association;
5. Must comply with the Internal Audit code of ethics (Integrity, Objectivity, Confidentiality and Competence);
6. Must maintain the confidentiality of Company information and/or data related to the implementation of Internal Audit duties and responsibilities unless required based on statutory regulations or court decisions/decisions;
7. Understand the principles of good corporate governance and risk management; and

8. Bersedia meningkatkan pengetahuan, keahlian dan kemampuan profesionalismenya secara terus menerus. Untuk itu seluruh auditor dilengkapi dengan pengetahuan yang perlu ditingkatkan secara berkelanjutan.

Berikut daftar sertifikasi pekerja Internal Audit:

a. Satu orang yaitu Chief Audit Executive yang memiliki sertifikat Certified Internal Auditor (CIA), Chartered Accountant (CA), Certified Fraud Examiner (CFE) dan Qualified Internal Auditor (QIA); dan

b. Empat orang auditor memiliki sertifikat Qualified Internal Auditor (QIA).

PIAGAM UNIT AUDIT INTERNAL

Dalam melaksanakan tugas dan tanggung jawabnya, Internal Audit mengacu pada Piagam Audit Internal (*Audit Charter*) yang ditetapkan pertama kali oleh Direksi PT Elnusa Tbk. dengan SK No. 053/EN/KPTS/000d/2009 tanggal 2 Januari 2009 dan telah dilakukan beberapa kali pembaruan. Pada tanggal 16 Juni 2023 dilakukan kembali pembaruan Piagam Internal Audit yang ditandatangani oleh Direktur Utama, Komisaris Utama dan Chief Audit Executive. Pembaruan Piagam Internal Audit mengacu pada Peraturan dan Perundang-undangan yang berlaku maupun *International Standards for the Professional Practice of Internal Auditing* (Standards).

TUGAS DAN TANGGUNG JAWAB

Unit Audit Internal bersifat independen dan mempunyai tugas dan tanggung jawab sebagai berikut:

1. Melaksanakan kegiatan pengawasan melalui kegiatan *assurance* dan *consulting* di seluruh area kegiatan operasional dan bisnis Perusahaan;
2. Memastikan aspek integritas, objektivitas, kerahasiaan dan kompetensi diterapkan secara memadai;
3. Menyusun dan mengusulkan *Annual Audit Plan* (AAP) yang mencakup antara lain objek penugasan, jadwal penugasan, dan resources yang dibutuhkan untuk mendapatkan persetujuan Direktur Utama, dan Dewan Komisaris melalui Komite Audit;
4. Melakukan penelaahan AAP yang sedang berjalan, untuk memastikan kesesuaiannya dengan proses bisnis dan risiko Perusahaan, serta lingkup dan tujuan penugasan;
5. Mengkomunikasikan keterbatasan sumber daya pelaksanaan penugasan, perubahan AAP, dan perubahan arah kebijakan kepada Direktur Utama, dan Dewan Komisaris melalui Komite Audit;
6. Memastikan setiap penugasan dilakukan dengan supervisi dan didukung dengan kertas kerja yang memadai, serta rekomendasi, *advice*, dan *insight* yang disampaikan dapat diimplementasikan oleh Auditee;
7. Memastikan Fungsi Internal Audit secara kolektif memiliki/memperoleh pengetahuan, keterampilan dan kompetensi yang memadai.
8. Melaksanakan koordinasi pengelolaan kegiatan Internal Audit yang tidak terbatas pada kegiatan assurance dan consulting dengan Internal Audit Anak Perusahaan Services;
9. Menguji dan mengevaluasi efektivitas pengendalian dan manajemen risiko;

8. Willing to continuously improve their knowledge, skills and professionalism abilities. For this reason, all auditors are equipped with the knowledge that needs to be improved continuously.

The following is a list of certifications owned by the Internal Audit personnel:

a. One person, namely the Chief Audit Executive, has a Certified Internal Auditor (CIA), Chartered Accountant (CA), Certified Fraud Examiner (CFE) and Qualified Internal Auditor (QIA) certificate; and
b. Four auditors have Qualified Internal Auditor (QIA) certificates.

CHARTER OF INTERNAL AUDIT UNIT

In carrying out their duties and responsibilities, the Internal Audit refers to the Internal Audit Charter which was first established by the Board of Directors of PT Elnusa Tbk. Based on its Decree No. 053/EN/KPTS/000d/2009 dated 2 January 2009 and since then has been updated several times. On 16 June 2023, the Internal Audit Charter was renewed, signed by the President Director, President Commissioner and Chief Audit Executive. The renewal of the Internal Audit Charter refers to the applicable Regulations and Legislation as well as the International Standards for the Professional Practice of Internal Auditing (Standards).

DUTIES AND RESPONSIBILITIES

The Internal Audit Unit is independent and has the following duties and responsibilities:

1. Carry out supervisory activities through assurance and consulting activities in all areas of the Company's operational and business activities;
2. Ensure that aspects of integrity, objectivity, confidentiality and competency are implemented adequately;
3. Prepare and propose an Annual Audit Plan (AAP) which includes, among other things, the assignment object, assignment schedule, and resources needed to obtain approval from the President Director and the Board of Commissioners through the Audit Committee;
4. Conduct an ongoing AAP review, to ensure its suitability to the Company's business processes and risks, as well as the scope and objectives of the assignment;
5. Communicate limited resources for carrying out assignments, changes to the AAP, and changes in policy direction to the President Director and the Board of Commissioners through the Audit Committee;
6. Ensure that each assignment is carried out with supervision and is supported by adequate working papers, and that recommendations, advice and insights submitted can be implemented by the Auditee;
7. Ensure that the Internal Audit Function collectively has/acquired adequate knowledge, skills and competencies.
8. Coordinate the management of Internal Audit activities which are not limited to assurance and consulting activities with the Internal Audit Services of Subsidiaries;
9. Test and evaluate the effectiveness of risk control and management;

10. Melaksanakan pemeriksaan kepatuhan terhadap peraturan perundangan terkait;
11. Mengidentifikasi alternatif perbaikan dan peningkatan efisiensi operasional Perusahaan;
12. Melaksanakan koordinasi dengan Komite Audit;
13. Melaporkan hasil pengawasan kepada Direktur Utama dan Direktur lainnya yang relevan;
14. Memonitor pelaksanaan tindak lanjut hasil audit internal, eksternal dan institusi pengawasan lainnya dan melaporkan secara periodik kepada Direktur Utama dan Komite Audit;
15. Melaksanakan koordinasi kegiatan audit/pemeriksaan oleh auditor eksternal;
16. Melaksanakan koordinasi dengan Fungsi Pengawas Perusahaan dalam melakukan tindak lanjut atas pengaduan/penyingkapan melalui *Whistleblowing System* (WBS) dan pengaduan masyarakat atau pihak lainnya sesuai dengan ketentuan yang berlaku;
17. Melaksanakan audit investigasi terhadap masalah yang dapat menimbulkan kerugian bagi Perusahaan, di Elnusa Holding dan Anak Perusahaan;
18. Melaksanakan evaluasi dan peningkatan mutu (*improvement program*) kegiatan Internal Audit;
19. Melaporkan hasil kegiatan Internal Audit kepada Direktur Utama, dan Dewan Komisaris melalui Komite Audit;
20. Melaksanakan penugasan lain yang diamanatkan oleh Direksi, Dewan Komisaris dan/atau Komite Audit.

WEWENANG INTERNAL AUDIT

Untuk mendukung kelancaran pelaksanaan tugasnya, Unit Audit Internal diberikan wewenang untuk:

1. Memiliki akses tidak terbatas atas semua data, dokumen, fungsi, kegiatan, dan sumber daya Perusahaan lainnya termasuk meminta keterangan atau penjelasan pada semua pejabat/pekerja dalam rangka pelaksanaan tugas Internal Audit;
2. Menentukan ruang lingkup, metode, cara, teknik, strategi dan pendekatan audit;
3. Melaksanakan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit;
4. Melaksanakan koordinasi dengan auditor eksternal dan institusi pengawasan lainnya;
5. Meminta atau mendapatkan bantuan dari pekerja internal Perusahaan maupun dari pihak luar Perusahaan, dalam rangka pelaksanaan tugasnya;
6. Mengadakan rapat secara berkala dan pada saat diperlukan dengan Direksi, Dewan Komisaris, dan/atau Komite Audit;
7. Menentukan arah kebijakan, struktur organisasi, pengelolaan pembinaan karier pekerja (mutasi dan/atau promosi), pengelolaan *manpower* pelaksanaan penugasan, serta melakukan koordinasi dan pengawasan kegiatan Internal Audit di Elnusa Holding, dan Anak Perusahaan;
8. Melaksanakan kegiatan *assurance*, *consulting,* dan audit investigasi di Elnusa Holding dan Anak Perusahaan melalui mekanisme yang ditentukan sebelumnya.

10. Carry out compliance check with related laws and regulations;
11. Identify alternative improvements and increase the Company's operational efficiency;
12. Coordinate with the Audit Committee;
13. Report the results of supervision to the President Director and other relevant Directors;
14. Monitor the implementation of follow-ups to internal, external audit results and other supervisory institutions and report periodically to the President Director and Audit Committee;
15. Coordinate audit/inspection activities by external auditors;
16. Carry out coordination with the Company Supervisory Function in carrying out follow-up actions on complaints/disclosures through the Whistleblowing System (WBS) and complaints from the public or other parties in accordance with applicable regulations;
17. Carry out investigative audits of problems that may cause losses to the Company, at Elnusa Holding and Subsidiaries;
18. Carry out evaluation and quality improvement (improvement program) of Internal Audit activities;
19. Report the results of Internal Audit activities to the President Director and the Board of Commissioners through the Audit Committee;
20. Carry out other assignments mandated by the Board of Directors, Board of Commissioners and/or Audit Committee.

AUTORITY OF THE INTERNAL AUDIT

To support the smooth implementation of its duties, the Internal Audit Unit is given the following authorities:

1. Unlimited access to all data, documents, functions, activities and other Company resources, including request for information or explanation from all officials/workers in the context of carrying out Internal Audit duties;
2. Specify the scope, methods, ways, techniques, strategies and audit approaches;
3. Carry out direct communication with the Board of Directors, Board of Commissioners, and/or Audit Committee;
4. Coordinate with external auditors and other supervisory institutions;
5. Request or obtain assistance from internal employees of the Company or from parties outside the Company, in the context with carrying out their duties;
6. Hold meetings periodically and if necessary with the Board of Directors, Board of Commissioners and/or Audit Committee;
7. Specify policy direction, organizational structure, management for employee career development (transfer and/or promotion), management of manpower to carry out assignments, as well as coordination and supervision of Internal Audit activities at Elnusa Holding and Subsidiaries;
8. Carry out assurance, consulting, and investigative audit activities at Elnusa Holding and Subsidiaries through previously determined mechanisms.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN INTERNAL AUDIT TAHUN 2023

Pelaksanaan kegiatan internal audit dilakukan berdasarkan Program Kerja Audit Tahunan (PKAT) atau *Annual Audit Plan* (AAP) yang telah disetujui oleh Direktur Utama dan Ketua Komite Audit. Aktivitas yang dilakukan oleh Internal Audit mencakup kegiatan audit yang direncanakan dalam PKAT (*planned assignment*) dan kegiatan audit lainnya seperti audit khusus dan konsultansi yang tidak direncanakan dalam PKAT (*unplanned assignment*). Berikut gambaran aktivitas Audit tahun 2023:

BRIEF REPORT ON THE IMPLEMENTATION OF INTERNAL AUDIT ACTIVITIES IN 2023

The implementation of internal audit activities is carried out based on the Annual Audit Work Program (PKAT) or Annual Audit Plan (AAP) approved by the President Director and Chairman of the Audit Committee. Activities carried out by Internal Audit include audit activities planned in PKAT (planned assignment) and other audit activities such as special audits and consultancies that are not planned in PKAT (unplanned assignment). The following is an overview of Audit activities in 2023:

No.	Penugasan Audit	Laporan Report	Audit Assignment
	Penugasan Terencana		**Planned Assigment**
1	Audit Operasional	2	Operational Audit
2	Audit Khusus	1	Special Audit
3	Konsultasi	2	Consultation
	Penugasan Tidak Terencana		**Unplanned Assignment**
1	Audit Khusus	3	Special Audit
	Jumlah	**8**	**Total**

Hasil pelaksanaan audit tertuang dalam Laporan Hasil Audit (LHA) yang antara lain memuat rekomendasi perbaikan yang dilaporkan kepada pihak Manajemen dan Komite Audit, serta tindak lanjutnya dimonitor secara berkala. Selain melakukan monitoring penyelesaian tindak lanjut rekomendasi audit internal, juga monitoring terhadap rekomendasi hasil audit eksternal seperti Audit BPK RI, Pertamina Persero dan Kantor Akuntan Publik (KAP).

Results of the audit implementation are stated in the Audit Result Report (LHA), which, among others, contains recommendations for improvements that are reported to the Management and the Audit Committee, and follow-up actions are monitored periodically. Apart from monitoring the completion of follow-up actions to internal audit recommendations, we also monitor recommendations from external audits such as the Audit of BPK RI, Pertamina Persero and the Public Accounting Firm (KAP).

RAPAT INTERNAL AUDIT

INTERNAL AUDIT MEETINGS

Kebijakan Rapat

Untuk meningkatkan koordinasi yang efektif, Unit Audit Internal secara berkala melaksanakan rapat dengan Direksi, Dewan Komisaris dan/atau Komite Audit. Unit Audit Internal melaksanakan rapat dengan Komite Audit setiap 2 (dua) bulan sekali dengan agenda rapat antara lain membahas progres penugasan audit termasuk tindak lanjutnya.

Rapat juga dapat diselenggarakan secara insidentil sesuai dengan kebutuhan. Selain itu, Unit Audit Internal juga menghadiri rapat Direksi yang dilaksanakan paling kurang 1 (satu) kali dalam sebulan dengan memberikan pandangan-pandangan strategis atau operasional terhadap hal-hal yang dibicarakan.

Meeting Policy

To improve effective coordination, the Internal Audit Unit regularly holds meetings with the Board of Directors, Board of Commissioners and/or Audit Committee. The Internal Audit Unit holds meetings with the Audit Committee every 2 (two) months with the meeting agenda which, among others, discuss the progress of audit assignments including follow-up actions.

Meetings can also be held incidentally as necessary. In addition, the Internal Audit Unit also attends the Board of Directors meetings held at least once a month to provide strategic or operational views on matters discussed.

Realisasi Rapat
Meeting Realization

	Rapat dengan: Meetings held with:				
	Direksi Directors	**Dewan Komisaris** Board of Commissioners	**Komite Audit** Audit Committee	**Auditor Eksternal** External Auditor	**Internal**
Jumlah Rapat Number of Meetings	66	16	8	10	25

PENGEMBANGAN KOMPETENSI UNIT AUDIT INTERNAL

Untuk meningkatkan kompetensi dan profesionalisme personel Unit Audit Internal, selain standardisasi kompetensi melalui sertifikasi profesi, pekerja Internal Audit juga mengikuti pelatihan non sertifikasi yang dapat menunjang pengembangan manajerial maupun kompetensi audit secara langsung. Pada tahun 2023, uraian pelaksanaan pengembangan kompetensi disampaikan melalui tabel di bawah ini.

COMPETENCY DEVELOPMENT OF THE INTERNAL AUDIT UNIT

To increase the competency and professionalism of the Internal Audit Unit personnel, in addition to competency standardization through professional certification, Internal Audit personnel also attend non-certification trainings which can directly support managerial development and audit competency. In 2023, a description of the implementation of competency development is presented in the table below.

Nama dan Jabatan Name and Position	Judul Pelatihan Name of Training	Tanggal Date	Lokasi Location	Penyelenggara Organizer
Tugimin (Chief Audit Executive)	1. Pelatihan Leadership Development Program Program for Leadership Development Training a. Pelatihan Character Building & Wawasan Kebangsaan Character Building & National Insight Training b. Training - Aligning Vision, Values & Direction c. Training - Leading Through Vision & Values d. Training - Establishing Strategic Direction e. Behaviour-Based Safety f. Operation Excellence g. Effective Business Communication h. Business Acumen i. Financial Management j. Agile Organization k. Market & Competitive Understanding l. Innovation & Corporate Enterpreneurship m. Training - Marketing Management n. Supply Chain Management o. Financial & Risk Management p. Managing Business System q. Project Management r. Human Capital Management s. Transformasi, Restrukturisasi & Strategic Management Process Transformation, Restructurisation t. Technology in Business Innovation: Strategies and Best Practices u. Innovation & Business Development	Januari–Desember 2023 January–December 2023	Elnusa	Elnusa
	2. Pelatihan Internal Audit Fraud Auditing Internal Audit Fraud Auditing Training	November 2023	Online Class	Lembaga Pengembangan Fraud Auditing Fraud Auditing Development Institute
Ardiyanto (Auditor)	1. Teknik Audit Berbasis ISO 19011:2018 Audit Techniques Based on ISO 19011:2018	Maret 2023 March 2023	Elnusa	Elnusa
	2. Business Continuity Management System	September 2023	Elnusa	Elnusa
	3. Dasar-Dasar Audit Teknologi dan Informasi Technology and Information Audit Basics	Desember 2023 December 2023	Elnusa	Elnusa
	4. Senior Management Development Program (SMDP)	Oktober 2023 October 2023	Elnusa	Elnusa
Wirawan Moehammad (Auditor)	1. Workshop-Project Risk	Februari 2023 February 2023	Elnusa	Elnusa
	2. Pembekalan Anti Fraud Agent Internal Audit Pertamina Group Provision of Anti-Fraud Agent Internal Audit Pertamina Group	Maret 2023 March 2023	Bandung	Pertamina Persero
	3. Business Continuity Management & Business Continuity Plan (BCM-BCP)	Mei 2023 May 2023	Online Class	Elnusa
	4. Senior Management Development Program (SMDP)	November 2023	Elnusa	Elnusa

Nama dan Jabatan Name and Position	Judul Pelatihan Name of Training	Tanggal Date	Lokasi Location	Penyelenggara Organizer
	5. Training brevet pajak AB + SPT	Desember 2023 December 2023	Online Class	Pusat Pengembangan Akuntansi Fakultas Ekonomi Universitas Indonesia (PPAFUI) Accounting Development Center, Faculty of Economics, University of Indonesia (PPAFUI)
Irma Devianti (Auditor)	1. Business Process	Juli 2023 Jult 2023	Elnusa	Elnusa
	2. CFE Exam Review Course	Oktober 2023 October 2023	Online Class	Lembaga Pengembangan Fraud Auditing Fraud Auditing Development Institute
	3. Senior Management Development Program (SMDP)	Oktober 2023 October 2023	Elnusa	Elnusa
Danang Swastiko (Jr. Auditor)	1. CISA review course	November 2023	Online Class	Pusilkom UI
	2. Junior Management Development Program (JMDP)	Oktober 2023 October 2023	Elnusa	Elnusa
Erika Putri Dewi (Jr. Auditor)	1. CFE Exam Review Course	Oktober 2023 October 2023	Online Class	Lembaga Pengembangan Fraud Auditing Fraud Auditing Development Institute
	2. Junior Management Development Program (JMDP)	Oktober 2023 October 2023	Elnusa	Elnusa
	3. Pelatihan ICoFR 2023 ICoFR Training 2023	Desember 2023 December 2023	Sentul	Pertamina Persero
Achmad Dwi Chandra (Jr. Auditor)	1. Pelatihan Qualified Internal Auditor Level Dasar Basic Level Qualified Internal Auditor Training	September 2023	Internal Audit Pertamina Persero	Yayasan Pendidikan Internal Audit
	2. Penyusunan Profit & Loss (PL) Establishing Profit & Loss (PL)	Januari 2023 January 2023	Elnusa	Elnusa
	3. Penyusunan RKAP Establishing RKAP	Februari 2023 February 2023	Elnusa	Elnusa
	4. Business Plan Electric Wireline Logging	Maret 2023 March 2023	Elnusa	Elnusa
	5. Training-Lifting Rigging	Februari 2023 February 2023	Elnusa	Elnusa
	6. Junior Management Development Program (JMDP)	November 2023	Elnusa	Elnusa
Fahmi Ramdhan (Jr.Auditor)	Pelatihan Qualified Internal Auditor Level Dasar Basic Level Qualified Internal Auditor Training	September 2023	Internal Audit Pertamina Persero	Yayasan Pendidikan Internal Audit

Sistem Pengendalian Internal
Internal Control System

Sistem Pengendalian Intern (SPI) adalah salah satu sarana utama untuk dapat memastikan bahwa pengelolaan perusahaan telah dilaksanakan sesuai dengan prinsip-prinsip *Good Corporate Governance* (GCG). Penerapan SPI diarahkan untuk memastikan bahwa Perseroan telah memiliki sistem yang andal terhadap ketaatan atas peraturan perundang-undangan, pelaporan keuangan, dan pengamanan aset.

SISTEM PENGENDALIAN KEUANGAN DAN OPERASIONAL

Perseroan menetapkan pengendalian keuangan dengan cara menyediakan informasi keuangan bagi setiap tingkatan manajemen, para pemegang saham, serta pemangku kepentingan yang dijadikan dasar pengambilan keputusan. Perseroan juga menjalankan kebijakan, prosedur, sistem operasional, dan menerapkan standar akuntansi terbaru guna menggambarkan kegiatan operasional yang aktual.

Sementara pengendalian operasional yang dilakukan oleh Perseroan, antara lain dengan mengevaluasi laporan kinerja operasional Perseroan. Dengan demikian, sehingga Direksi dapat memitigasi dan mendeteksi terjadinya kelemahan pengendalian, kesalahan laporan keuangan, atau penyimpangan lainnya.

Direksi juga menetapkan suatu sistem pengendalian intern yang efektif untuk mengamankan investasi dan aset perusahaan. Lingkungan pengendalian intern dalam perusahaan dilaksanakan dengan disiplin dan terstruktur, integritas yang tinggi, nilai etika serta kompetensi karyawan.

PENGENDALIAN KEPATUHAN TERHADAP PERATURAN PERUNDANG-UNDANGAN

Perseroan memiliki komitmen untuk menerapkan prinsip-prinsip tata kelola yang baik melalui penerapan prinsip *Good Corporate Governance* (GCG), salah satunya dengan menerapkan sistem pengendalian melalui kebijakan & prosedur internal secara konsisten dan memenuhi kepatuhan terhadap regulasi eksternal yang berkaitan dengan kegiatan usaha Perseroan. Untuk memastikan pengendalian internal dapat terlaksana secara efektif, penerapannya dilakukan secara berjenjang meliputi seluruh elemen yang terdapat di dalam Perseroan.

KESESUAIAN SISTEM PENGENDALIAN INTERNAL PERUSAHAAN DENGAN KERANGKA YANG DIAKUI SECARA INTERNASIONAL

Perseroan memiliki sistem pengendalian internal yang mengacu kepada kerangka kerja yang diakui secara internasional, yakni *Committee of Sponsoring Organization of the Treadway Commission* (COSO). Menurut COSO sistem pengendalian internal merupakan proses yang melibatkan Dewan Komisaris, Direksi dan seluruh personil lainnya. Hal ini sejalan dengan sistem pengendalian internal yang ada di Perusahaan yang terus berupaya meningkatkan sistem kontrol organisasi dengan melibatkan seluruh sumber daya yang ada.

The Internal Control System (SPI) is one of the main tools to ensure that company management is carried out in accordance with the principles of Good Corporate Governance (GCG). The implementation of SPI is directed at ensuring that the Company has a reliable system for compliance with laws and regulations, financial reporting and asset security.

FINANCIAL AND OPERATIONAL CONTROL SYSTEM

The Company sets financial control by providing financial information to every level of management, shareholders and stakeholders which can be used as a basis for decision making. The Company also implements policies, procedures, operational systems, and applies the latest accounting standards to describe actual operational activities.

Meanwhile, operational control is carried out by the Company, among others by evaluating the Company's operational performance reports. With this, the Board of Directors can mitigate and detect control weaknesses, financial reporting errors or other irregularities.

The Board of Directors also sets an effective internal control system to safeguard the company's investments and assets. The internal control environment within the company is implemented with discipline and structure, high integrity, ethical values and employee competency.

COMPLIANCE CONTROL OF LAWS AND REGULATIONS

The Company is committed to implementing the principles of good governance through the implementation of Good Corporate Governance (GCG) principles, one of which is by implementing a control system through internal policies & procedures consistently and fulfilling compliance with external regulations relating to the Company's business activities. To ensure that internal control can be implemented effectively, its implementation is carried out in stages covering all elements within the Company.

SUITABILITY OF THE COMPANY'S INTERNAL CONTROL SYSTEM TO THE INTERNATIONALLY RECOGNIZED FRAMEWORKS

The Company has an internal control system that refers to an internationally recognized framework, namely the Committee of Sponsoring Organization of the Treadway Commission (COSO). According to COSO, the internal control system is a process that involves the Board of Commissioners, the Board of Directors and all other personnel. This is in line with the Company's existing internal control system which continues to strive to improve the organization's control system by involving all available resources.

EVALUASI EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Pengendalian internal merupakan bagian yang terintegrasi dalam sistem dan prosedur di setiap kegiatan pada unit kerja sehingga apabila terjadi penyimpangan maka dapat diketahui secara dini dan dilakukan langkah perbaikan oleh unit kerja yang bersangkutan. Penelaahan dan evaluasi terhadap efektivitas sistem pengendalian internal dilakukan pada tingkat entitas dan operasional. Penelaahan dan evaluasi atas efektivitas Sistem Pengendalian Internal dilakukan secara berkala oleh auditor internal maupun eksternal sesuai prosedur audit yang berlaku.

Perseroan melakukan evaluasi atau penilaian atas efektivitas pengendalian internal pada tingkat korporat maupun tingkat operasional dengan menerapkan dan memelihara sistem pengendalian internal dan prosedur pelaporan keuangan yang memadai sesuai ketentuan berlaku melalui fungsi Internal Audit dan Manajemen Risiko.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Direksi dan Dewan Komisaris Perseroan secara berkala melakukan penelaahan atas efektivitas penerapan sistem pengendalian di lingkungan Perseroan. Penelaahan tersebut terkait mekanisme, struktur dan kecukupan infrastruktur pengendalian internal.

Hal itu tercermin dari kepatuhan dalam pelaksanaan evaluasi atas kecukupan efektivitas penerapan pengendalian internal yang salah satunya dilakukan melalui kegiatan audit internal. Perseroan selalu menindaklanjuti rekomendasi yang dihasilkan dari pelaksanaan audit internal, sebagai bentuk usaha manajemen perusahaan untuk selalu menyempurnakan sistem pengendalian internal agar bisa secara lebih efektif dan efisien serta mematuhi ketentuan yang berlaku baik internal maupun eksternal dalam menjalankan kegiatan operasional perusahaan.

Pada tahun 2023, Direksi dan Dewan Komisaris memandang bahwa penerapan sistem pengendalian internal di lingkungan Perusahaan sudah cukup memadai. Namun demikian, Perusahaan akan terus melakukan perbaikan terkait penerapan sistem pengendalian internal agar dapat memberikan manfaat yang lebih besar lagi bagi Perusahaan.

EVALUATION OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

Internal control is an integrated part of the systems and procedures in every activity in a work unit so that if deviations occur, they can be identified early and corrective steps taken by the work unit concerned. Review and evaluation of the effectiveness of the internal control system is carried out at the entity and operational levels. Review and evaluation of the effectiveness of the Internal Control System is carried out periodically by internal and external auditors in accordance with applicable audit procedures.

The Company evaluates or assesses the effectiveness of internal control at the corporate and operational levels by implementing and maintaining an adequate internal control system and financial reporting procedures in accordance with applicable regulations through the Internal Audit and Risk Management functions.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS WITH REGARD TO THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

The Company's Board of Directors and Board of Commissioners periodically review the effectiveness of the implementation of the control system in the Company. This review relates to the mechanism, structure and adequacy of internal control infrastructure.

This is reflected from the compliance in carrying out evaluations on the adequacy of the effectiveness of implementing internal control, one of which is carried out through internal audit activities. The Company always follows up on recommendations resulting from the implementation of internal audits, as a form of company management's efforts to always improve the internal control system so that it can be more effective and efficient and comply with applicable regulations both internal and external in carrying out the company's operational activities.

In 2023, the Board of Directors and Board of Commissioners consider that the implementation of the internal control system within the Company is sufficient. But the Company will continue to make improvements related to the implementation of the internal control system so that it can provide even greater benefits for the Company.

Sistem Manajemen Risiko
Risk Management System

Sebagai wujud komitmen dalam penerapan GCG, Elnusa telah memiliki Unit Kerja Risk Management (Fungsi Enterprise Risk Management) yang bertanggung jawab kepada Direktur Keuangan. Dalam melakukan pengawasan dan pengelolaan risiko On Going Business (OGB) dan proyek, Perseroan memiliki Pedoman Pengelolaan Risiko Perusahaan terkini (A42-002/F04004/2022), yang ditandatangani oleh Direktur Keuangan tanggal 19 September 2022.

As a commitment to implement GCG, Elnusa retains a Risk Management Work Unit (Enterprise Risk Management Function) responsible to the Finance Director. In supervising and managing On Going Business (OGB) and project risks, the Company has the latest Company Risk Management Guidelines (A42-002/F04004/2022), which was signed by the Finance Director on September 19, 2022.

Kebijakan tersebut bertujuan untuk memberi pedoman kepada seluruh pegawai Elnusa untuk secara efektif melakukan proses dan kegiatan manajemen risiko, sehingga sesuai dengan peraturan yang berlaku. Pedoman tersebut juga untuk memastikan bahwa manajemen dan seluruh pegawai memiliki persepsi serta pemahaman yang sama mengenai konsep manajemen risiko dan adanya kesadaran mengenai pentingnya manajemen risiko yang berkesinambungan. Dengan demikian, proses manajemen risiko dapat terkoordinasi dan terintegrasi. Fungsi lain dari pedoman yang ada adalah untuk memastikan portofolio inisiatif strategis selaras dengan arahan strategi korporat.

This policy is intended to serve as guidelines to all Elnusa employees to effectively carry out risk management processes and activities, so that they comply with applicable regulations. These guidelines are also to ensure that management and all employees have the same perception and understanding of the concept of risk management and are aware of the importance of sustainable risk management. Therefore, the risk management process can be coordinated and integrated. Another function of the existing guidelines is to ensure the portfolio of strategic initiatives is aligned with corporate strategic direction.

Dalam menerapkan prinsip GCG, Perseroan mengambil langkah-langkah pelaksanaan pengelolaan risiko berdasarkan aspek GCG, yaitu transparansi. Prinsip ini merupakan salah satu aspek yang perlu diperhatikan dalam pengendalian risiko yang dihadapi oleh Perseroan.

In implementing GCG principles, the Company takes steps to implement risk management based on GCG aspects, namely transparency. This principle is one aspect that needs to be attended in controlling the risks faced by the Company.

STRUKTUR ORGANISASI MANAJEMEN RISIKO

Pengelolaan manajemen risiko di Elnusa dilakukan oleh Fungsi Enterprise Risk Management (ERM) yang berada di bawah Direktur Keuangan berdasarkan Surat Keputusan Direksi No. 790/EN/KPTS/005D/2022 tanggal 11 Oktober 2022 tentang Struktur dan Susunan Organisasi Enterprise Risk Management. Untuk pengelolaan risiko di Fungsi, Proyek dan Anak Perusahaan, fungsi ERM dibantu oleh Risk Owner dan Risk Champion sesuai dengan Surat Keputusan Direksi No. 601/EN/KPTS/000D/2022 tanggal 1 November 2022 tentang Penunjukan *Risk Owner* dan *Risk Champion* Fungsi dan Proyek/Tender.

ORGANIZATIONAL STRUCTURE OF RISK MANAGEMENT

Risk management at Elnusa is carried out by the Enterprise Risk Management (ERM) Function which is structured under the Director of Finance based on the Board of Directors' Decree No. 790/EN/KPTS/005D/2022 dated October 11, 2022 regarding Enterprise Risk Management Organizational Structure and Composition. For risk management in Functions, Projects and Subsidiaries, the ERM function is supported by the Risk Owner and Function Risk Champion in accordance with the the Bord of Directors' Decree No. 601/EN/KPTS/000D/2022 dated November 1, 2022 regarding the Appointment of Risk Owners and Risk Champions for Functions and Projects/ Tenders.

Pengawasan pelaksanaan pengelolaan manajemen risiko Perseroan dilakukan oleh Fungsi Internal Audit dan Komite Manajemen Risiko, sehingga pengelolaan risiko Perusahaan selalu dimonitor oleh Direksi dari Pelaporan Fungsi ERM dan juga oleh Dewan Komisaris melalui Komite Pemantau Risiko.

Supervision for the implementation of the Company's risk management is carried out by the Internal Audit Function and the Risk Management Committee, so that the Company's risk management is always monitored by the Board of Directors from the ERM Reporting Function and also by the Board of Commissioners through the Risk Monitoring Committee.



JUMLAH PERSONEL, KUALIFIKASI DAN SERTIFIKASI FUNGSI ENTERPRISE RISK MANAGEMENT (ERM)

Dalam menjalankan tugas dan tanggungjawabnya, seluruh personil Fungsi ERM yang berjumlah 5 (lima) orang telah memiliki sertifikasi tekait Manajemen Risiko, yaitu sebagai berikut:

NUMBER OF PERSONNEL, QUALIFICATIONS AND CERTIFICATION OF ENTERPRISE RISK MANAGEMENT (ERM) FUNCTION

In carrying out their duties and responsibilities, all ERM Function personnel, totaling to 5 (five) members, have certification regarding Risk Management, namely as follows:

No.	Sertifikasi Certification	Dikeluarkan oleh Issued by	Jumlah Personel Fungsi ERM Number of Personel for ERM Function
1	Certified Risk Management Professional (CRMP)	Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR) Risk Management Professional Certification Institute (LSPMR)	3
2	Certified Risk Management Officer (CRMO)	Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR) Risk Management Professional Certification Institute (LSPMR)	2

PROGRAM PENGEMBANGAN KAPABILITAS SUMBER DAYA MANUSIA (SDM) MANAJEMEN RISIKO

Dalam meningkatkan kualitas SDM sesuai dengan perkembangan dan kebutuhan Perseroan untuk pelaksanaan tugas manajemen risiko di tahun 2023, baik personel Fungsi ERM maupun Risk Owner dan Risk Champion telah mengikuti berbagai program pengembangan kapabilitas. Tujuannya adalah untuk meningkatkan pengetahuan dan kemampuan. Di antara program yang diikuti:

CAPABILITY DEVELOPMENT PROGRAM OF RISK MANAGEMENT HUMAN RESOURCES (HR)

In order to improve the quality of human resources in accordance with the Company's developments and needs for carrying out risk management tasks in 2023, both ERM Function personnel as well as Risk Owners and Risk Champions have participated in various capability development programs. The aim is to increase knowledge and abilities. Among the programs followed, are as follows:

No.	Training/Workshop/Seminar	Waktu Pelaksanaan Date of Implementation	Penyelenggara Organizer
1	FGD Implementasi SOP Project Risk Management FGD Implementation of Project Risk Management SOPs	2 Februari 2023 February 2, 2023	ERM-PT Elnusa Tbk
2	Sosialisasi Sistem Manajemen Anti Penyuapan (SMAP) Terintegrasi Socialization of the Integrated Anti-Bribery Management System (SMAP)	13 April 2023 April 13, 2023	ERM-PT Elnusa Tbk
3	*Workshop* BCMS PT Elnusa Tbk PT Elnusa Tbk BCMS Workshop	17 April 2023 April 17, 2023	ERM-PT Elnusa Tbk
4	Pelatihan dan Workshop Pengisian Risk Register Warehouse, Project dan Investasi Training and Workshop on Filling in Warehouse, Project and Investment Risk Registers	Sepanjang 2023 Throughout 2023	ERM-PT Elnusa Tbk
5	Undangan Economic & Business Outlook 2024 dari Bank Rakyat Indonesia Tbk Invitation to Economic & Business Outlook 2024 from Bank Rakyat Indonesia Tbk	25 September 2023 September 25, 2023	Treasury-PT Elnusa Tbk
6	Training Comprehensive Contract Understanding Kontrak EPC Comprehensive Contract Understanding EPC Contract Training	25 Oktober 2023 October 25, 2023	Legal-PT Elnusa Tbk
7	Workshop Manajemen Risko Investasi Anorganik Upstream Upstream Inorganic Investment Risk Management Workshop	21 Juni 2023 June 21, 2023	Subholding Upstream (SHU)

PERAN DAN TANGGUNG JAWAB FUNGSI ENTERPRISE RISK MANAGEMENT

Rincian peran dan tanggung jawab Fungsi ERM diuraikan di bawah ini:

1. Membantu Direktur yang membawahi Fungsi Manajemen Risiko dalam menyusun sistem manajemen risiko perusahaan.
2. Merumuskan kebijakan pengelolaan risiko perusahaan.
3. Mempersiapkan dan memastikan agar implementasi manajemen risiko perusahaan dapat berjalan dengan lancar dan sesuai target yang direncanakan sesuai dengan kebijakan, prosedur, dan instruksi kerja manajemen risiko perusahaan.
4. Mengkoordinasikan *risk owners* dan *risk champions* di seluruh Fungsi (Operasi dan *Shared Services*) melaksanakan proses pengelolaan risiko perusahaan.
5. Pemantauan pelaksanaan strategi manajemen risiko yang telah disetujui oleh Direksi.
6. Pemantauan posisi risiko secara keseluruhan (*composite*), per jenis risiko, dan per jenis aktivitas fungsional.
7. Kaji ulang secara berkala terhadap proses manajemen risiko.
8. Melakukan manajemen risiko aktivitas rutin dan tidak rutin perusahaan.
9. Memberikan rekomendasi kepada *Risk Owner Unit* dan/atau kepada Komite Manajemen Risiko, sesuai kewenangan yang dimiliki.
10. Menyusun dan menyampaikan laporan profil Risiko kepada Direktur Utama atau Direktur yang ditugaskan secara khusus dan komite Manajemen Risiko secara berkala.
11. Berkoordinasi dengan Internal Audit dalam penyusunan perencanaan audit berbasis risiko.

SISTEM INFORMASI MANAJEMEN RISIKO

Dalam mendukung proses pengelolaan risiko, Perseroan telah memiliki *Enterprise Risk Management System* (ERMS). ERMS merupakan sistem informasi bagi Perseroan untuk melakukan proses pengelolaan risiko yang dapat membantu komunikasi bottom up secara penilaian dan respons, sehingga membantu dalam pencapaian visi dan misi Manajemen Risiko Perusahaan. Ruang lingkup ERMS saat ini mencakup RRSA (*Risk Register Self Assessment*), monitoring dan reporting.

Seluruh data yang masuk dalam ERMS telah diverifikasi dan divalidasi secara bertingkat mulai dari *Risk Champion, Risk Owner* hingga pejabat berwenang (*Risk Management*). Proses review dan persetujuan profil risiko dilakukan melalui aplikasi ERMS, di mana memiliki kekuatan yang sama dengan proses persetujuan manual (tanda tangan/TTD basah). Informasi yang dihasilkan melalui ERMS dapat digunakan oleh Divisi Internal Audit dalam membantu pelaksanaan proses audit berdasarkan risiko (*Risk Based Audit*).

Pada tahun 2023, Perseroan melakukan pengembangan aplikasi ERMS untuk *project* & *ongoing business risk* sesuai dengan kebutuhan bisnis Elnusa.

ROLES AND RESPONSIBILITIES OF THE ENTERPRISE RISK MANAGEMENT FUNCTION

Detailed roles and responsibilities of the ERM Function are outlined below:

1. To assist the Director in charge of the Risk Management Function to prepare the company's risk management system.
2. To formulate company's risk management policies.
3. To Prepare and ensure that the implementation of company risk management runs smoothly and according to planned targets in accordance with company risk management policies, procedures and work instructions.
4. To coordinate risk owners and risk champions across all functions (Operations and Shared Services) implementing the company's risk management process.
5. To monitor the implementation of risk management strategies approved by the Board of Directors.
6. To monitor the risk position as a whole (composite), per type of risk, and per type of functional activity.
7. Periodically review the risk management process.
8. To carry out risk management of the company's routine and non-routine activities.
9. To provide recommendations to the Risk Owner Unit and/or to the Risk Management Committee, according to their authority.
10. To prepare and submit Risk profile reports to the President Director or specially assigned Director and the Risk Management committee on a regular basis.
11. To coordinate with Internal Audit to prepare a risk-based audit planning.

RISK MANAGEMENT INFORMATION SYSTEM

To support the risk management process, the Company has an Enterprise Risk Management System (ERMS). ERMS is an information system for the Company to carry out the risk management process that can assist bottom up communication in terms of assessment and response, thereby assisting in achieving the Company's Risk Management vision and mission. The current scope of ERMS includes RRSA (Risk Register Self Assessment), monitoring and reporting.

All data entered into the ERMS are verified and validated in stages starting from Risk Champion, Risk Owner to authorized officials (Risk Management). The risk profile review and approval process is carried out through the ERMS application, which has the same power as the manual approval process (wet signature/TTD). Information generated through ERMS can be used by the Internal Audit Division to assist in implementing the risk-based audit process (Risk Based Audit).

In 2023, the Company developed the ERMS application for project & ongoing business risk in accordance with Elnusa's business needs.

MONITORING DAN *REVIEW* KINERJA MANAJEMEN RISIKO

Kinerja manajemen risiko diukur dan dinilai berdasarkan pencapaian *Key Performance Indicator* (KPI) yang dinilai secara tahunan dan merupakan bentuk komitmen manajemen mulai dari *risk owner* sampai Direktur Utama. Beberapa indikator dalam KPI kinerja Manajemen Risiko adalah sebagai berikut:

1. *Risk assessment*
2. *Risk treatment*
3. *Loss event*
4. *Communication* dan *consultation*

Berdasarkan realisasi kinerja tahun 2023, rata-rata pencapaian KPI kinerja Manajemen risiko tahun 2023 adalah 100%. *Risk owner* dan *risk champion* telah menjalankan tugas dan tanggung jawabnya sebagai pengelolaan risiko termasuk penilaian efektivitas pelaksanaan *risk treatment*. *Risk owners* (pemegang akuntabilitas) dan *risk champions* (pemegang responsibilitas) di Fungsi Operasi maupun Fungsi Shared Services.

MONITORING AND REVIEWING RISK MANAGEMENT PERFORMANCE

Risk management performance is measured and assessed based on the achievement of Key Performance Indicators (KPI) which is assessed annually and is a form of management commitment from the risk owner to the President Director. Several indicators in the Risk Management KPI performance are as follows:

1. Risk assessment
2. Risk treatment
3. Loss event
4. Communication and aonsultation

Based on actual performance in 2023, the average achievement of risk management KPI performance in 2023 is 100%. Risk owners and risk champions have carried out their duties and responsibilities as risk management, including assessing the effectiveness of risk treatment implementation. Risk owners (accountability holders) and risk champions (responsibility holders) in the Operations Function and Shared Services Function.

RISIKO-RISIKO UTAMA PERUSAHAAN

Melalui proses Risk Register On Going Business (RRSA), Unit Kerja Risk Management memperoleh peta seluruh risiko Perseroan (*Corporate Risk Level*). Selanjutnya, Unit Kerja Risk Management menentukan risiko-risiko yang berpengaruh signifikan terhadap arah Perseroan yang terangkum dalam profil risiko yang diperoleh dari pendekatan *bottom up* dan *top down*.

THE COMPANY'S MAIN RISKS

Through the Risk Register On Going Business (RRSA) process, the Risk Management Work Unit obtains a map of all the Company's risks (Corporate Risk Level). Furthermore, the Risk Management Work Unit determines risks that have significant influence on the direction of the Company which are summarized in the risk profile obtained from the bottom up and top down approaches.

Profil Risiko Utama dan Penanganannya Tahun 2023
Main Risk Profile and its Handling in 2023

Risk Event	Risk Cause	Aktivitas Risk Treatment Risk Treatment Activities
Project Mengalami Kerugian	1. *Cost overrun project* yang melebihi batas keekonomian awal 2. Keterlambatan penyelesaian pekerjaan (*project delay*)	1. Optimalisasi implementasi aplikasi *project monitoring* al: Equanta Promis untuk *monitoring project* secara rutin dan menyusun program efisiensi jika terjadi *cost overrun.* 2. Melakukan pemutakhiran sistem dan prosedur terkait Project Management dan memonitor evaluasi implementasinya. 3. Efektivitas *sourcing* vendor untuk mendapatkan harga yang kompetitif. 4. Peningkatan *due dilligence capability* dan *realibility* calon mitra. 5. *Strategic sourcing* untuk *material consumable* sehingga mendapatkan harga terbaik dari *supplier*. 6. Disiplin menyiapkan dokumen dan mengajukan *Change Order* untuk pekerjaan di luar kontrak awal (*initial contract*) atau apabila ada permintaan kerja tambah. 7. Pengajuan klausul *price review* untuk *existing* kontrak maupun kontrak baru. 8. Tertib melakukan penelaahan dan analisis yang lebih mendalam pada dokumen tender (*draft* kontrak dan RKS) oleh seluruh fungsi terkait untuk menghindari adanya pelaksanaan pekerjaan tambahan tanpa persetujuan tertulis dari klien. 9. Implementasi aplikasi *project monitoring* al: Equanta Promis untuk *monitoring project expense*. 10. *Monitoring critical task* dalam eksekusi proyek yang berpotensi kepada *delay* penyelesaian, misal: *long lead items*. 11. *Blanket* kontrak pekerjaan jasa sertifikasi dan inspeksi (PLO, COI, *Functional test*) *equipment* OFS (ARP & SCM). 12. Memastikan telah melakukan perbaikan strategi pengadaan agar lebih sesuai dengan persyaratan klien (SCM). 13. Disiplin melakukan *monitoring Preventif Maintenance* (PM) terlaksana dengan baik (minimal bulanan).

Risk Event	Risk Cause	Aktivitas Risk Treatment Risk Treatment Activities
Project Suffering Losses	1. Project cost overrun that exceeds the initial economic limit 2. Delay in completing work (project delay)	1. Optimizing the implementation of project monitoring application al: Equanta Promis for routine project monitoring and preparing efficiency programs if cost overruns occur. 2. Updating systems & procedures related to Project Management and monitoring evaluation of its implementation. 3. Effectiveness of vendor sourcing to obtain competitive prices. 4. Increasing due diligence capability and reliability of potential partners. 5. Strategic sourcing for consumable materials so that you get the best price from suppliers. 6. Discipline in preparing documents and submitting Change Orders for work outside the initial contract or if there is a request for additional work. 7. Submission of price review clauses for existing contracts and new contracts. 8. Orderly conduct a more in-depth review and analysis of the tender documents (draft contract and RKS) by all related functions to avoid carrying out additional work without written approval from the client. 9. Implementation of the project monitoring application al: Equanta Promis for monitoring project expenses. 10. Monitoring critical tasks in project execution that have the potential to delay completion, for example: long lead items. 11. Work contract blanket for certification and inspection services (PLO, COI, Functional test) of OFS equipment (ARP & SCM). 12. Ensure that procurement strategies have been improved so that they are more in line with client requirements (SCM). 13. Discipline in monitoring Preventive Maintenance (PM) which is carried out well (at least monthly).
Tidak Tercapainya Target HSSE Excellent	1. Kecelakan kerja yang menyebabkan *fatality* karena kelalaian, kerusakan alat, tidak sesuai prosedur. 2. *Unsafe action* & *unsafe condition*.	1. Inspeksi, sosialisasi, dan registrasi rekanan/mitra/vendor saat pendaftaran pengadaan diperketat. 2. Peningkatan kampanye Elnusa HSE *Golden Rules* & *Life Saving Rules*. 3. Peningkatan pelaksanaan *maintenance preventive* & *corrective*. 4. Meningkatkan frekuensi pelaksanaan *Job Safety Assessment*. 5. Disiplin melakukan TBT (*Toolbox Talk*) dan PTW (*Permit to Work*) sesuai peraturan lokasi kerja. 6. Disiplin melakukan PJSM (*Prejob Safety Meeting*) sebelum melakukan pekerjaan 7. Peningkatan kampanye/sosialisasi secara berkala HSSE *guidance* (*Golden Rules*) dan prosedur HSSE yang baku di Perusahaan.
HSSE Excellent Target Not Achieved	1. Work accidents that cause fatalities due to negligence, equipment damage, not in accordance with procedures. 2. Unsafe action & unsafe condition.	1. Inspection, outreach and registration of partners/vendors during procurement registration are tightened. 2. Improvement of the Elnusa HSE Golden Rules & Life Saving Rules campaign. 3. Increasing the implementation of preventive & corrective maintenance. 4. Increase the frequency of implementing Job Safety Assessments. 5. Discipline in carrying out TBT (Toolbox Talk) and PTW (Permit to Work) according to work location regulations. 6. Discipline in carrying out PJSM (Prejob Safety Meeting) before doing work 7. Increasing regular campaigns/socialization of HSSE guidance (Golden Rules) and standard HSSE procedures in the Company.
Produktivitas Tidak Optimal	1. Adanya Perubahan program kerja klien; 2. Sinergi antar AP Elnusa dan AP Pertamina group tidak sepenuhnya berjalan; 3. Keterbatasan *budget* klien; 4. *Term* kontrak *on call basis*; 5. Utilisasi alat rendah; 6. Gagal/kalah Tender (harga di atas OE); 7. *Project* dibatalkan/mundur; 8. Ketidakpastian Hulu Migas (Seismic).	1. Komunikasi proaktif memonitor rencana dan realisasi dari program klien. 2. Penyusunan RKAP bersama klien dengan Elnusa sebagai *services*. Sinkronisasi antara program pemberi kerja dan kesiapan *service* pelaksana kerja. 3. *Monitoring* realisasi KPI sinergi *upstream* yang terserap oleh *services*. 4. Optimalisasi penerapan *On Budget* sesuai *Scope of Work*. 5. Pengajuan minimum utilisasi dalam kontrak *on call basis*. 6. Alternative model contract rent time basis menggantikan model *on call* di kontrak baru. 7. Melakukan pembahasan rutin (operasi, MKT, Aset) untuk membahas opsi sewa untuk alat yang tidak terutilisasi. 8. Proaktif bersama user dalam upaya drainase kontrak. 9. Negosiasi minimum utilisasi unit dalam kontrak baru dan yang bersifat jangka panjang. 10. Mempertahakan *avaibility* alat (rusak, tua, *not complete*) al dengan melakukan penghapusan aset, *refurbish* atau investasi untuk melengkapi. 11. Penerapan *effective project budgeting* & *operation excellence* melalui inovasi berkelanjutan. 12. Memperkuat *marketing intelligence* untuk strategi pemenangan tender. 13. Perbaikan di program *strategic sourcing*. 14. Optimalisasi penyusunan harga dengan *Cost Estimator*. 15. Memiliki *back up sales plan*. 16. Perluasan ekspansi pasar seismic.

Risk Event	Risk Cause	Aktivitas Risk Treatment Risk Treatment Activities
Productivity Nont Optimized	1. Changes in the client's work program; 2. The synergy between AP Elnusa and AP Pertamina group is not fully operational; 3. Client budget limitations; 4. Contract terms on call basis; 5. Low tool utilization; 6. Failed/Lost Tender (price above OE); 7. Project canceled/ withdrawn; 8. Uncertainty in Upstream Oil and Gas (Seismic).	1. Proactive communication to monitor plans and realization of client programs. 2. Preparation of RKAP with clients and Elnusa as a service. Synchronization between employer programs and service readiness of work implementors. 3. Monitoring the realization of upstream synergy KPIs absorbed by services. 4. Optimization of the implementation of On Budget according to the Scope of Work. 5. Submission of minimum utilization in the on-call basis contract. 6. Alternative rent-time basis contract model replaces the on-call model in the new contract. 7. Implementation of routine discussions (operations, MKT, Assets) to discuss rental options for unutilized equipment. 8. Proactive with users in contract drainage efforts. 9. Negotiation of minimum unit utilization in new and long-term contracts. 10. Maintain the availability of equipment (damaged, old, incomplete) by writing off assets, refurbishing them or investing in them to complete them. 11. Implementation of effective project budgeting & operation excellence through continuous innovation. 12. Strengthen marketing intelligence for tender winning strategies. 13. Improvement in the strategic sourcing program. 14. Optimization of pricing with Cost Estimator. 15. Having back up sales plan. 16. Expansion of seismic market expansion.
Long Unbilled AR	1. Terdapat hambatan dalam administrasi kontrak; 2. Terjadinya hambatan proses SA/BA; hambatan budget di klien; 3. Mekanisme pembayaran mengunakan pembayaran berdasarkan *job progress*; 4. Adanya kerja tambah di luar *scope* kontrak.	1. Memastikan kelengkapan kontrak dan dokumen sebelum menjalankan pekerjaan (kontrak & PO). 2. Meningkatkan koordinasi dengan PIC fungsi terkait klien jika ada indikasi *unbilled* lebih dari 30 hari (sebutan bentuknya memo/*e-mail*). 3. Memastikan kelengkapan kontrak dan dokumen penagihan (SA/BA dan SP3MP). 4. Meningkatkan kepatuhan *deadline* pengerjaan kelengkapan dokumen penyelesaian pekerjaan. 5. Melakukan konsinyering dengan PIC yang berwenang untuk SA/BA. 6. PIC khusus penanganan kelengkapan penagihan di klien utama. 7. Memastikan kelengkapan kontrak dan dokumen sebelum menjalankan pekerjaan (kontrak & PO). 8. Pengusulan ke Klien untuk *term of payment* bulanan. 9. Peningkatan kelengkapan dokumentasi jika ada penambahan/ perubahan pekerjaan.
	1. There are obstacles in contract administration; 2. There are obstacles to the SA/ BA process; Budget constraints on clients; 3. The payment mechanism uses payments based on job progress; 4. There is additional work outside the scope of the contract.	1. Ensure completeness of contracts and documents before carrying out work (Contract & PO). 2. Improve coordination with the PIC of client-related functions if there are indications of being unbilled for more than 30 days (called Memo / email). 3. Ensure completeness of contracts and billing documents (SA/BA and SP3MP). 4. Increase compliance with deadlines for completing work completion documents. 5. Conduct consignment with the authorized PIC for SA/BA. 6. Special PIC for handling billing completeness for main clients. 7. Ensure completeness of contracts and documents before carrying out work (Contract & PO). 8. Proposal to clients for monthly payment terms. 9. Increased completeness of documentation if there are additions/changes to work.
Realisasi Investasi Tidak Tercapai	1. Adanya pergesaran tata waktu atau pembatalan pelaksanaan pekerjaan dari pihak klien; 2. Keterlambatan dari pihak fabrikator; 3. Terjadinya perubahan spesifikasi dalam peralatan investasi; 4. Terjadinya perubahan/penurunan nilai investasi.	1. Peningkatan *monitoring* tata waktu pekerjaan di klien dan penyesuaian tata waktu investasi. 2. Pemilihan vendor peralatan lebih ketat sesuai spesifikasi dengan kualitas baik dan peningkatan *monitoring s-curve* pengerjaan oleh *supplier*. 3. Pengajuan ke klien melakukan inspeksi bersama klien untuk memastikan kesesuaian spesifikasi alat. 4. Melakukan negosiasi perubahan harga investasi ke klien berdasarkan *market review*.
Investment Realization Not Achieved	1. There is a shift in timelines or cancellation of work implementation on the part of the Client; 2. Delays on the part of the fabricator; 3. Changes in specifications in investment equipment; 4. There is a change/decrease in investment value.	1. Increased monitoring of client work timelines and adjustments to investment timelines. 2. Selection of equipment vendors more strictly according to specifications with good quality and increased s-curve monitoring of workmanship by suppliers. 3. Submission to the client to carry out inspections with the client to ensure compliance with the equipment specifications. 4. Negotiating investment price changes with clients based on market reviews

BUSINESS CONTINUITY MANAGEMENT

Perusahaan telah menginisiasi penyusunan Pedoman Business Continuity Management System (BCMS) yang bertujuan untuk memandu Perusahaan dalam mengimplementasikan BCMS. BCMS menjadi suatu keharusan karena mempersiapkan dan melatih Perusahaan agar mempunyai ketahanan dalam Operasional bisnis kritikal, sehingga apabila terjadi bencana atau gangguan proses operasional bisnis tersebut akan tetap berjalan. Perusahaan harus memiliki kebijakan atau prosedur yang merupakan turunan dari Kebijakan Pengelolaan Risiko Perusahaan. Kebijakan atau prosedur tersebut dapat berupa pengendalian umum dan pengendalian spesifik yaitu pengendalian operasional yang bersifat umum dan spesifik pada masing-masing lini bisnis dan aktivitas pendukung Perusahaan oleh sebab itu Perusahaan harus memiliki BCMS.

Pedoman Business Continuity Management System merupakan pedoman bagi Fungsi Enterprise Risk Management serta Fungsi terkait lainnya sebagai dasar dalam pengelolaan kegiatan Operasional Perusahaan yang terpadu dan menyeluruh untuk menjamin kegiatan Operasional Perusahaan tetap dapat berjalan walaupun terdapat gangguan/bencana/kerusakan guna melindungi kepentingan para *stakeholder*. Gangguan/bencana/kerusakan yang dimaksud disebabkan oleh alam maupun manusia berupa gempa bumi, bom, kebakaran, banjir, *power failure*, kesalahan teknis, kelalaian manusia, demo buruh, huru-hara dan sebagainya. Kerusakan yang terjadi tidak hanya berdampak pada kemampuan teknologi suatu Perusahaan, tetapi juga berdampak pada kegiatan Operasional bisnis Perusahaan. Penanganan suatu bencana bila tidak ditangani secara khusus, maka Perusahaan akan menghadapi risiko operasional, juga akan mempengaruhi risiko reputasi dan berdampak pada menurunnya tingkat kepercayaan publik kepada Perusahaan. Untuk itu diperlukan adanya pengelolaan Business Continuty Perusahaan.

KINERJA BCMS TAHUN 2023

Perseroan telah memiliki Pedoman BCMS dan Standard Operating Procedure (SOP) yang mengatur aktivitas-aktivitas pengelolaan BCMS, dengan tujuan untuk memandu Perseroan dalam mengimplementasikan Business Continutity Management (BCM). BCM menjadi suatu keharusan karena bertujuan mempersiapkan dan melatih Perusahaan agar mempunyai ketahanan dalam Operasional bisnis kritikal, sehingga apabila terjadi bencana atau gangguan proses operasional bisnis tersebut akan tetap berjalan.

Kebijakan atau prosedur tersebut dapat berupa pengendalian umum dan pengendalian spesifik yaitu pengendalian operasional yang bersifat umum dan spesifik pada masing-masing lini bisnis dan aktivitas pendukung Perusahaan oleh sebab itu Perusahaan harus memiliki Business Continuity Management (BCM). Pengukuran pengelolaan BCMS atau pencapaian deliverables Pengelolaan BCMS lingkup Subholding Upstream untuk periode tahun berjalan dapat dilihat di tabel kegiatan pengelolaan BCMS berikut:

BUSINESS CONTINUITY MANAGEMENT

The Company initiated the preparation of Business Continuity Management System (BCMS) Guidelines intended to guide the Company in implementing BCMS. BCMS is a necessity as it prepares and trains companies to have resilience in critical business operations, so that if a disaster occurs or a disruption occurs, the business operational processes will continue to run. The company must have a policy or procedure that is a derivative of the Company's Risk Management Policy. These policies or procedures can be in the form of general controls and specific controls, such as general and specific operational controls for each line of business and supporting activities of the Company, therefore the Company must have a BCMS.

The Business Continuity Management System guidelines are directions for the Enterprise Risk Management Function and other related functions as a basis for managing the Company's operational activities in an integrated and comprehensive manner to ensure that the Company's operational activities can continue to run even if there is disruption/disaster/damage in order to protect the interests of stakeholders. The disruption/disaster/damage in question may be caused by nature or human in the form of earthquakes, bombs, fires, floods, power failures, technical errors, human negligence, labor demonstrations, riots and so on. Damage that occurs not only impacts a company's technological capabilities, but also impacts the company's business operations. If a disaster is not handled specifically, the Company can face operational risks, it will also affect reputation risks and have an impact on decreasing the level of public trust in the Company. For this reason, it is necessary to manage the Company's Business Continuity.

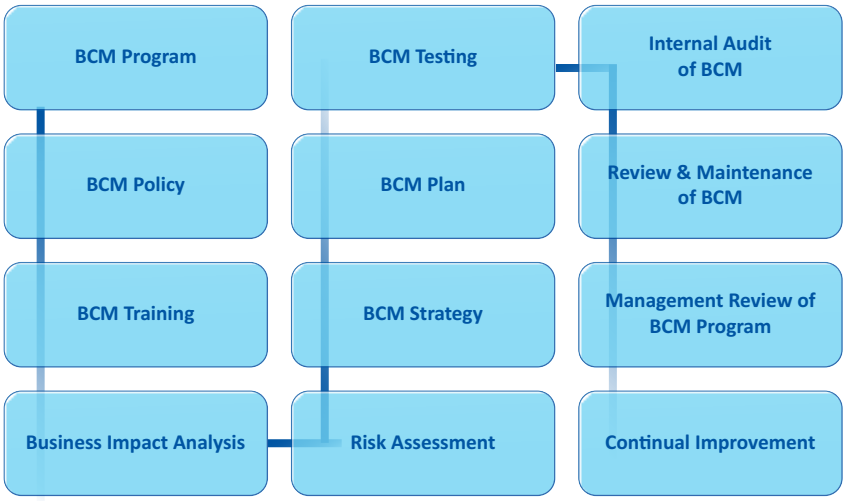
BCMS PERFORMANCE IN 2023

The Company has BCMS Guidelines and Standard Operating Procedures (SOP) which regulate BCMS management activities, with the aim to guide the Company in implementing Business Continutity Management (BCM). BCM is a necessity as it aims to prepare and train companies to have resilience in critical business operations, so that if a disaster occurs or disruption occurs, the business operational processes will continue to operate.

These policies or procedures can be in the form of general controls and specific controls, namely general and specific operational controls for each line of business and supporting activities of the Company, therefore the Company must have Business Continuity Management (BCM). Measurements of BCMS management or achievement of BCMS Management deliverables within the scope of Upstream Subholding for the current year period can be seen in the following table of BCMS management activities:

No.	Kegiatan Activities	Pelaksana Executor	Pengukuran Measurement	Sumber Data Data Source
1	Pelaksanaan penelaahan dan/atau revisi dokumen BCMS (BIA,DRA, BCS, BCP) Implementation review and/or revision of BCMS documents (BIA, DRA, BCS, BCP)	• Fungsi Manajemen Risiko Subholding, AP • Subholding: Semua Fungsi hingga Level VP (PHE, PGN, PEPC) • Risk Management Function Subholding, AP • Subholding: All Functions up to VP Level (PHE, PGN, PEPC)	Ya/Tidak Yes/No	Dokumen yang di-*update* atau pernyataan formal (surat/*e-mail*) level VP Updated document or formal statement (letter/e-mail) VP level
2	Pelaksanaan penelaahan dan/atau revisi dokumen STK terkait BCMS Implementation review and/or revision of STK documents related to BCMS	• Fungsi Manajemen Risiko Subholding, AP • Subholding: Semua Fungsi hingga Level VP (PHE, PGN, PEPC) • Risk Management Function Subholding, AP • Subholding: All Functions up to VP Level (PHE, PGN, PEPC)	Ya/Tidak Yes/No	Dokumen yang di-*update* atau pernyataan formal (surat/*e-mail*) level VP Updated document or formal statement (letter/e-mail) VP level
3	Penyelenggaraan sosialisasi BCMS Organizing BCMS socialization	• Fungsi Manajemen Risiko Subholding, AP • Risk Management Function Subholding, AP	Ya/Tidak Yes/No	Undangan, daftar hadir, *broadcast e-mail*, media, atau sarana komunikasi/ sosialisasi lainnya Invitation, attendance list, broadcast e-mail, media, or other communication/ socialization means
4	Pelaksanaan pelatihan *awareness* BCMS Implementation of BCMS awareness training	• Fungsi Manajemen Risiko Subholding, AP • Risk Management Function Subholding, AP	Ya/Tidak Yes/No	Undangan/daftar hadir/ recording Invitation/attendance list/ recording
5	Pelaksanaan Audit Internal BCMS Implementation of BCMS Internal Audit	• Fungsi Manajemen Risiko Subholding, AP • Subholding: Semua Fungsi hingga Level VP (PHE, PGN, PEPC) • Risk Management Function Subholding, AP • Subholding: All Functions up to VP Level (PHE, PGN, PEPC)	Ya/Tidak Yes/No	Undangan/daftar hadir/ recording/dokumen hasil audit Invitation/attendance list/ recording/ audit result document
6	Pelaksanaan Simulasi Desk Top/Real Implementation of Desk Top Simulation/ Real	• Fungsi Manajemen Risiko Subholding, AP • Risk Management Function Subholding, AP	Ya/Tidak Yes/No	Undangan/daftar hadir/ recording/dokumen tinjauan manajemen Invitation/attendance list/ recording/ management review documents
7	Pelaksanaan Tinjauan Manajemen BCMS Implementation of BCMS Management Review	• Fungsi Manajemen Risiko Subholding, AP • Subholding: Semua Fungsi hingga Level VP (PHE, PGN, PEPC) • Risk Management Function Subholding, AP • Subholding: All Functions up to VP Level (PHE, PGN, PEPC)	Ya/Tidak Yes/No	Undangan/daftar hadir/ recording/dokumen tinjauan manajemen Invitation/attendance list/ recording/ management review documents
8	Penyelenggaraan *monitoring* tindak lanjut hasil audit (4x setahun) Organizing the follow-up monitoring for the follow up of the audit results (4x a year)	• Fungsi Manajemen Risiko Subholding, AP • Risk Management Function Subholding, AP	Ya/Tidak Yes/No	Undangan/daftar hadir/ *recording*/dokumen *monitoring* tindak lanjut hasil audit Invitation/attendance list/ recording/documents for monitoring the follow-up of audit results
9	Tindak lanjut hasil audit (sebagai *auditee*) Follow-up on audit results (as auditee)	• Fungsi Manajemen Risiko Subholding, AP • Subholding: Semua Fungsi hingga Level VP (PHE, PGN, PEPC) • Risk Management Function Subholding, AP • Subholding: All Functions up to VP Level (PHE, PGN, PEPC)	100% Close Effective	• Laporan NCR Hasil Audit Internal Tahun Sebelumnya (hanya untuk temuan NC) • Laporan Follow Up Hasil Tindak Lanjut Audit • NCR Report on Previous Year Internal Audit Results (only for NC findings) • Report of the continuence on the Audit Follow Up Results

Milestone Penyusunan BCM Elnusa
Milestone for Preparation of BCM Elnusa



UPAYA PENINGKATAN BUDAYA RISIKO

Untuk meningkatkan efektivitas dan mencapai tujuan penerapan manajemen risiko, Fungi ERM senantiasa berupaya meningkatkan komitmen Pimpinan Perusahaan untuk memberikan dukungan dan kontribusi penuh dalam pelaksanaan manajemen risiko, mengembangkan budaya sadar risiko (*risk awareness culture*) ke seluruh lini organisasi Perusahaan dengan menitikberatkan konsep risiko sebagai tanggung jawab setiap individu (*risk is everybody's business*) melalui sosialisasi yang berkelanjutan serta selalu mengembangkan kompetensi dan proses pembelajaran risiko baik secara umum ataupun khusus. Pada tahun 2023 telah dilaksanakan pelatihan dan sosialisasi antara lain sebagai berikut:

EFFORTS TO IMPROVE RISK CULTURE

To increase effectiveness and achieve the objectives of implementing risk management, ERM Function always strives to increase the commitment of Company Leadership to provide full support and contribution in implementing risk management, developing a risk awareness culture throughout all lines of the Company's organization by emphasizing the concept of risk as a responsibility of every individual (risk is everybody's business) through continuous socialization and always developing competencies and risk learning processes both in general and in specific. In 2023, training and socialization were carried out, among others, as follows:

No.	Tema/Judul *Upskilling* Theme/Title of Upskilling	Tanggal Date
1	FGD Implementasi SOP Project Risk Management FGD SOP Implementation of Risk Management Project	Ruang Udaya, 2 Februari 202 Udaya Room, February 2, 2023
2	Sosialisasi Risk di TAP dan SPD 6–9 Maret 2023 Risk Socialization at TAP and SPD March 6–9, 2023	Kantor Proyek SPD, 6 & 8 Maret 2023 SPD Project Office, March 6 & 8, 2023
3	Sosialisasi Risk di Warehouse BSD 21 Maret 2023 Risk Socialization at BSD Warehouse Maret 21, 2023	Warehouse BSD 21 Maret 2023 Warehouse Maret 21, 2023
4	Pembahasan Risk Bussines Unit Cementing – OFS Discussion of Risk Business Unit Cementing – OFS	MS Teams, 3 April 2023 MS Teams, April 3, 2023
5	Diskusi FS Investasi GDL - (Divisi Upstream Services) GDL Investment FS Discussion - (Upstream Services Division)	MS Teams, 5 April 2023 MS Teams, April 5, 2023
6	Sosialisasi Sistem Manajemen Anti Penyuapan (SMAP) Terintegrasi Risk OGB 2023 Socialization of the Anti-Bribery Management System (SMAP) Integrated with OGB Risk 2023	MS Teams, 13 April 2023 MS Teams, April 13, 2023
7	Pendampingan Pengisian Formulir BCMS Assistance in filling out BCMS forms	MS Teams, 18 April 2023 MS Teams, April 18, 2023
8	*Workshop* Penyusunan Risk Register untuk 3D seismic acquisition in South Walio Offshore area Workshop on Preparing Risk Register for 3D seismic acquisition in the South Walio Offshore area	Trembesi Tower Jl. Pahlawan Seribu Lot VIIA CBD - BSD, South Tangerang City, Banten 15311 Thursday – Friday, 4-5 May 2023

No.	Tema/Judul *Upskilling* Theme/Title of Upskilling	Tanggal Date
9	Pelatihan dan *Workshop* Pengisian Risk Register Warehouse Training and Workshop for Risk Register Completion	Virtual melalui Microsoft Teams, Kamis, 25 Mei 2023 Virtual with Microsoft Teams, Thursday, May 25, 2023
10	Pembahasan Program Kerja untuk Audit Internal Sistem Manajemen Keberlangsungan Bisnis (SMBK) Elnusa 2023 Discussion for the Work Program for Internal Audit of the Elnusa Business Continuity Management System (SMBK) 2023	Virtual melalui Microsoft Teams, 2023, Rabu, 7 Juni 2023 Virtual with Microsoft Teams, 2023, Wednesday, June 7, 2023
11	Audit Internal SME Tahun 2023 - ERM SME Internal Audit Year 2023 - ERM	Virtual melalui Microsoft Teams, 2023, Jumat, 9 Juni 2023 Virtual with Microsoft Teams, 2023, Friday, June 9, 2023
12	Pendampingan Pembuatan Risk Register Proyek EPCOM Assistance in Creating the EPCOM Project Risk Register	MS Team , 31 Juli 2023 MS Team, July 31, 2023
13	Diskusi Pendampingan Pembuatan RR Proyek OM SPD Discussion for Assistance in Making the RR OM SPD Project	MS Team , 21 Agustus 2023 MS Team, August 21, 2023

Pelatihan dan sosialisasi tersebut ditujukan bagi Risk Owner dan Risk Champion Fungsi, Project dan Anak Perusahaan Elnusa. Selain program pelatihan, Fungsi ERM juga telah memberikan refreshment mengenai proses manajemen risiko kepada Risk Owner dan Risk Champion Fungsi/Project/ Anak Perusahaan.

Upaya untuk menanamkan sadar risiko juga dilakukan melalui sosialisasi menggunakan media e-mail "Risk Blast" kepada seluruh pegawai Elnusa.

EVALUASI EFEKTIVITAS PENERAPAN MANAJEMEN RISIKO (*RISK MATURITY LEVEL*)

Pengukuran Risk Maturity Level atau tingkat kematangan pengelolaan risiko merupakan suatu proses untuk memastikan penerapan manajemen risiko yang sudah dijalankan sesuai dengan yang direncanakan dan sesuai dengan *best practise* suatu penerapan Manajemen Risiko. Dalam pengukuran *Risk Maturity Level* tersebut mengunakan pendekatan *Risk Maturity Assessment* dengan metode PRISMA (Pertamina *Risk Maturity Self Assessment*). Pelaksanaan *Risk Maturity Assessment* PRISMA dilaksanakan dalam rangka mendorong tercapainya *Risk Maturity Level Cultured* sesuai *Roadmap* Pengembangan Manajemen Risiko Pertamina dan Aspirasi Pemegang Saham.

Pelaksanaan pengukuran tingkat kematangan pengelolaan risiko Perusahaan telah dilaksanakan Elnusa untuk pertama kalinya pada tahun lalu, yaitu pada bulan November–Desember 2022 oleh Tim Assessor Across Pertamina Group. Hasil tinjauan berupa Risk Maturity Index yang mengambarkan tingkat kematangan Perusahaan dalam menerapkan manajemen risiko.

The training and socialization is aimed at Risk Owners and Risk Champions of Functions, Projects and Elnusa Subsidiaries. Aside from the training program, the ERM Function also provided refreshment regarding the risk management process to Risk Owners and Risk Champions for Functions/ Projects/Subsidiaries.

Efforts to raise risk awareness were also carried out through socialization by use of the e-mail media "Risk Blast" to all Elnusa employees.

EVALUATION OF THE EFFECTIVENESS OF RISK MANAGEMENT IMPLEMENTATION (RISK MATURITY LEVEL)

Measuring the Risk Maturity Level or maturity level of risk management is a process to ensure that the implementation of risk management is carried out as planned and in accordance with best practices for implementing Risk Management. In measuring the Risk Maturity Level, the Risk Maturity Assessment approach uses the PRISMA (Pertamina Risk Maturity Self Assessment) method. The implementation of the PRISMA Risk Maturity Assessment is conducted in order to encourage the achievement of Risk Maturity Level Culture in accordance with Pertamina's Risk Management Development Roadmap and Shareholder Aspirations.

Elnusa carried out measurements of the Company's risk management maturity level for the first time last year, namely in November–December 2022 by the Assessor Team Across Pertamina Group. The results of the review are in the form of a Risk Maturity Index which describes the Company's maturity level in implementing risk management.

Berikut Roadmap Pengembangan Manajemen Risiko Elnusa:

Following is Elnusa's Risk Management Development Roadmap:

Level 1	Level 2	Level 3	Level 4	Level 5
Initial	**Basic** <2019	**Developed** 2021–2022	**Managed** 2023–2024	**Cultured** 2024–2026
1. Belum ada pendekatan formal dalam pengelolaan risiko. 2. Beum tersedia peranti pengelolaan risiko. 3. Bersifat intuitif dan silo. 1. There is no formal approach to risk management. 2. No risk management tools available. 3. Intuitive and siloed.	1. Ada pendekatan formal dalam pengelolaan risiko, tetapi belum lengkap. 2. Sudah mulai tersedia peranti pengelolaan risiko 3. Bersifat normatif dan silo 4. Berjalan secara insidental. 1. There is a formal approach to risk management, but it is incomplete. 2. Risk management tools are in place 3. Normative and siloed 4. Runs incidentally.	1. Pendekatan formal dalam pengelolaan risiko dan di-review berkala. 2. Memiliki strategi dan kebijakan pengelolaan risiko. 3. Bersifat preventif dan terkoordinasi. 4. Pengelolaan risiko didukung oleh kepemimpinan dan komitmen telah menjadi proses berkelanjutan. 5. Komunikasi dan konsultasi mulai dijalankan. 1. Formalized approach to risk management and regularly reviewed. 2. Risk management strategies and policies in place. 3. Preventive and coordinated. 4. Risk management is supported by leadership and commitment has become an ongoing process. 5. Communication and consultation started.	1. Pendekatan formal dalam pengelolaan risiko, menjadi bagian dari pengambilan keputusan strategis. 2. Perumusan strategi dan kebijakan pengelolaan risiko selaras dengan rencana jangka panjang pengelolaan risiko. 3. Bersifat proaktif dan terintegrasi. 4. Pengelolaan risiko didukung kepemimpinan dan terintegrasi dengan sistem manajemen lainnya. 5. Komunikasi dan konsultasi dijalankan secara periodik. 1. Formalized approach to risk management, becoming part of strategic decision-making. 2. Formulation of risk management strategies and policies aligned with long-term risk management plans. 3. Proactive and integrated. 4. Risk management is supported by leadership and integrated with other management systems. 5. Communication and consultation are carried out periodically.	1. Menjadi perangkat strategis dalam menciptakan dan melindungi nilai. 2. Keselarasan antara strategi dan kebijakan pengelolaan risiko dengan konteks perusahaan 3. Generatif dan kolaboratif 4. Pengelolaan risiko didukung kepemimpinan dan terintegrasi dengan sistem manajemen lainnya. 5. Komunikasi dan konsultasi berjalan secara berkelanjutan. 6. Mampu menjadi early warming bagi pengambilan keputusan. 1. Become a strategic tool in creating and protecting value. 2. Alignment between risk management strategies and policies with the corporate context. 3. Generative and collaborative 4. Risk management is supported by leadership and integrated with other management systems. 5. Communication and consultation are ongoing. 6. Able to be an early warming for decision making.

RISIKO ANTI KECURANGAN DAN PENYUAPAN (*FRAUD & BRIBERY*)

Elnusa telah menerapkan Sistem Manajemen Anti Penyuapan dan telah memperoleh sertifikasi ISO 37001 sesuai SNI 37001:2016. Elnusa juga sudah melakukan pemetaan dan penilaian risiko fraud dan bribery pada proses bisnis Perusahaan dengan tujuan untuk mengetahui potensi terjadinya risiko *fraud* dan *bribery* di setiap proses bisnis sehingga dapat dilakukan pengendalian dan pencegahan terjadinya peristiwa tersebut. Proses penilaian risiko fraud dan bribery mempertimbangkan perspektif proses bisnis Perseroan. Hasil pemetaan terhadap risiko penyuapan ini kemudian dinilai dan dievaluasi yang dijadikan dasar untuk menetapkan kebijakan dan prosedur serta membuat rencana tindakan.

Prosedur Penilaian Risiko Kecurangan (*fraud*) dan Penyuapan (*bribery*) ini bertujuan sebagai:

1. Panduan Perusahaan dalam menerapkan proses Penilaian Risiko Kecurangan dan Penyuapan terkait Sistem Manajemen *Anti Fraud* dan *Anti Bribery*.
2. Mengidentifikasi peristiwa Risiko Kecurangan dan Penyuapan yang berpotensi menimbulkan tindak kecurangan dan/atau penyuapan pada setiap Fungsi di Perseroan.

ANTI-FRAUD AND BRIBERY RISKS (FRAUD & BRIBERY)

Elnusa has implemented an Anti-Bribery Management System and has obtained ISO 37001 certification according to SNI 37001:2016. Elnusa has also carried out mapping and assessment of fraud and bribery risks in the Company's business processes with the aim to know the potential of fraud and bribery risks in each business process so that control and prevention of these incidents can be carried out. The fraud and bribery risk assessment process considers the Company's business process perspective. The results of the mapping of bribery risks are then assessed and evaluated, which is used as basis for establishing policies and procedures and creating action plans.

This Fraud and Bribery Risk Assessment Procedures are intended as follows:

1. Company guidelines for implementing the Fraud and Bribery Risk Assessment process related to the Anti-Fraud and Anti-Bribery Management System.
2. Identify Fraud and Bribery Risk events that have the potential to give rise to acts of fraud and/or bribery in every Function in the Company.

3. Mencegah (berulangnya kembali) terjadinya tindak kecurangan dan/atau penyuapan dengan melakukan mitigasi risiko.
4. Meningkatkan kepedulian terhadap risiko *fraud* dan *bribery awareness* yang dapat terjadi di lingkungan Perusahaan.
5. Memberikan gambaran mengenai potensi kecurangan dan penyuapan pada setiap fungsi dan menghindari adanya tindakan *fraud* yang dilakukan oleh karyawan Perseroan.

Hasil Penilaian risiko *fraud* dan *bribery* dimasukkan ke dalam ERMS (*Enterprise Risk Management System*). Selanjutnya, menjadi bagian dari *Risk Register* yang dikelola oleh masing-masing *Risk Owner* dan *Risk Champion* Fungsi/Proyek/Anak Perusahaan, sehingga dapat dievaluasi, dinilai dan dilakukan penangangan (*risk treatment*) secara berkelanjutan.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Direksi atas nama seluruh jajaran perusahaan telah menandatangani komitmen manajemen risiko pada tanggal 31 Oktober 2022 sebagai bentuk taat pada prinsip, kerangka kerja dan proses Manajemen Risiko. Direksi memandang bahwa penerapan manajemen risiko di lingkungan Perseroan pada tahun 2023 sudah memadai.

Penerapan manajemen risiko tersebut untuk mencapai visi Perseroan menjadi "Perusahaan Jasa Energi Terkemuka yang Memberikan Solusi Total". Selain itu, sebagai perwujudan misi Perseroan: Meningkatkan kelangsungan bisnis yang berkelanjutan dan menguntungkan dalam industri energi dalam negeri dan internasional serta untuk memenuhi harapan pemegang saham, memenuhi dan menjaga kepuasan pelanggan dengan memberikan solusi total melalui sinergi, operational excellence, HSSE, dan prinsip-prinsip GCG, meningkatkan kesejahteraan dan memberikan kesempatan untuk berkembang bagi karyawan, membangun hubungan yang harmonis dan saling menguntungkan dengan pemerintah, mitra, dan masyarakat.

KECUKUPAN KEBIJAKAN, PROSEDUR, DAN PENETAPAN LIMIT MANAJEMEN RISIKO

Perseroan telah memiliki kebijakan dan prosedur yang memadai untuk penerapan kerangka kerja manajemen risiko yang efektif, efisien, dan profesional dalam mendukung pertumbuhan Perseroan secara prudent, konsisten dan berkelanjutan serta meningkatkan nilai tambah Perseroan di mata seluruh pemangku kepentingan.

Kebijakan, prosedur dan penetapan limit risiko didokumentasikan dan ditinjau secara berkala serta disesuaikan dengan perkembangan internal maupun eksternal. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko serta sistem informasi manajemen risiko juga dimonitor secara berkala.

Perseroan telah memiliki infrastruktur untuk mengidentifikasi, mengukur, memantau, dan mengendalikan risiko yang didukung dengan sistem informasi manajemen yang cukup memadai dan mampu mendukung fungsi manajemen risiko secara menyeluruh. Untuk mengantisipasi potensi risiko di masa mendatang, secara

3. Prevent (recurrence) of fraud and/or bribery by mitigating risks.
4. Increase awareness of the risk of fraud and bribery awareness that can occur within the Company.
5. Provide overview of the potential fraud and bribery in each function and avoid fraudulent acts committed by Company employees.

Results of the fraud and bribery risk assessment are entered into the ERMS (Enterprise Risk Management System). Furthermore, it becomes part of the Risk Register which is managed by each Risk Owner and Risk Champion Function/Project/Subsidiary, so that it can be evaluated, assessed and handled (risk treatment) sustainably.

THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR AUDIT COMMITTEE STATEMENT REGARDING THE ADEQUACY OF THE RISK MANAGEMENT SYSTEM

The Board of Directors on behalf of all levels in the company signed a risk management commitment on October 31, 2022 as a form of compliance with the principles, framework and processes of Risk Management. The Board of Directors views that the implementation of risk management within the Company in 2023 is adequate.

The implementation of risk management is to achieve the Company's vision to become a "Leading Energy Services Company that Provides Total Solutions". Apart from that, as an embodiment of the Company's mission: Increasing sustainable and profitable business continuity in the domestic and international energy industry as well as to meet shareholders' expectations, fulfill and maintain customer satisfaction by providing total solutions through synergy, operational excellence, HSSE, and GCG principles, improve welfare and provide opportunities for development of employees, build harmonious and mutually beneficial relationships with the government, partners and society.

ADEQUACY OF POLICIES, PROCEDURES AND DETERMINING LIMIT OF RISK MANAGEMENT

The Company has adequate policies and procedures for implementing effective, efficient and professional risk management framework to support the Company's growth in a prudent, consistent and sustainable manner as well as increasing the Company's added value in the eyes of all stakeholders.

Policies, procedures and establishing risk limits are documented and reviewed periodically and adjusted to internal and external developments. The adequacy of risk identification, measurement, monitoring and control processes as well as the risk management information system are also monitored regularly.

The Company has the infrastructure to identify, measure, monitor and control risks which is supported by a management information system that is adequate and capable of supporting overall risk management functions. To anticipate potential risks in the future, in a forward looking manner, the Company has developed an emerging risk

forward looking, Perseroan mengembangkan pendekatan emerging risk sebagai mekanisme early warning untuk mengidentifikasi berbagai potensi risiko yang mungkin akan dihadapi oleh Perseroan dalam beberapa waktu mendatang.

Melalui pendekatan emerging risk tersebut, Perseroan mampu mengidentifikasi potensi risiko sesuai dengan profil karakteristik bisnis Perseroan, baik berupa besaran dampak risiko (severity of material impact) maupun perkiraan waktu terjadinya risiko tersebut (imminence), sehingga Perseroan mampu melakukan berbagai tindakan yang diperlukan untuk memitigasi dan mengendalikan potensi risiko tersebut.

PENGAWASAN AKTIF DEWAN KOMISARIS DAN DIREKSI

Dalam melaksanakan fungsi pengawasan atas penerapan manajemen risiko di Perseroan, Dewan Komisaris memiliki tugas dan tanggung jawab yang jelas, di antaranya mengawasi pelaksanaan fungsi manajemen risiko berlangsung sesuai kebijakan yang ditetapkan, memberikan arahan strategis untuk meningkatkan kualitas dan efektivitas fungsi manajemen risiko, serta meninjau dan menyetujui rekomendasi dari Komite Manajemen Risiko dalam kaitannya dengan:

1. Menciptakan konteks manajemen risiko, terutama dalam merumuskan *risk appetite* dan *risk tolerance*.
2. Mendesain struktur organisasi dan merumuskan tugas pokok serta fungsi manajemen risiko Perusahaan.
3. Persetujuan transaksi yang melampaui kewenangan pejabat satu level di bawah Direksi atau transaksi yang memerlukan persetujuan sesuai dengan kebijakan dan prosedur intern yang berlaku.

Dalam melaksanakan fungsi manajemen risiko, Direksi memiliki tugas dan tanggung jawab yang jelas, di antaranya:
1. Menyusun kebijakan dan strategi manajemen risiko secara tertulis dan komprehensif.
2. Bertanggung jawab atas pelaksanaan kebijakan manajemen risiko dan eksposur risiko yang diambil oleh Perseroan secara keseluruhan.
3. Mengevaluasi dan memutuskan transaksi yang memerlukan persetujuan Direksi.
4. Mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi Perseroan.
5. Memastikan kompetensi sumber daya manusia yang terkait dengan manajemen risiko.
6. Memastikan fungsi manajemen risiko telah beroperasi secara independen.
7. Melaksanakan kaji ulang secara berkala sesuai dengan kebutuhan Perseroan untuk:
   a. Memastikan keakuratan metodologi manajemen risiko;
   b. Kecukupan implementasi sistem informasi manajemen risiko; dan
   c. Ketepatan kebijakan, prosedur, dan penetapan limit risiko.

approach as an early warning mechanism to identify various potential risks that the Company may face in the future.

Through this emerging risk approach, the Company is able to identify potential risks in accordance with the profile of the Company's business characteristics, both in the form of the magnitude of the risk impact (severity of material impact) and the estimated time of occurrence of the risk (imminence), so that the Company is able to take various actions necessary to mitigate and control these potential risks.

ACTIVE SUPERVISION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

In conducting its supervisory function over the implementation of risk management in the Company, the Board of Commissioners has clear duties and responsibilities, among others supervising the implementation of the risk management function according to established policies, providing strategic direction to improve the quality and effectiveness of the risk management function, as well as to review and approve recommendations from the Risk Management Committee in relation to the following:
1. Create a risk management context, especially in formulating risk appetite and risk tolerance.
2. Design the organizational structure and formulate the main tasks and functions of the Company's risk management.
3. Approval of transactions that exceed the authority of officials one level below the Board of Directors or transactions that require approval in accordance with applicable internal policies and procedures

In conducting the risk management function, the Board of Directors has clear duties and responsibilities, including the following:
1. Prepare written and comprehensive policies and risk management strategies.
2. Take responsibility for implementing risk management policies and risk exposure undertaken by the Company as a whole.
3. Evaluate and decide on transactions that require approval from the Board of Directors.
4. Develop risk management culture at all levels of the Company's organization.
5. Ensure the competency of human resources that relate with risk management.
6. Ensure that risk management function operates independently.
7. Carry out periodic reviews in accordance with the Company's needs to:
   a. Ensure the accuracy of risk management methodology;
   b. Keep the adequacy of risk management information system implementation; and
   c. Keep the accuracy of policies, procedures and determination of risk limits.

MANAJEMEN RISIKO TERHADAP ASPEK KEBERLANJUTAN

Isu-isu keberlanjutan, seperti kesehatan, pendidikan masyarakat, keselamatan karyawan, perlindungan hak asasi manusia, adaptasi terhadap perubahan iklim, dan kinerja tata kelola perusahaan juga menarik perhatian Stakeholder. Perusahaan pun menyadari bahwa akan ada potensi biaya dan risiko langsung yang terlibat akibat isu-isu keberlanjutan, karena keberlanjutan jangka panjang dari bisnis apapun secara langsung terkait dengan kemampuannya menanggung tren lingkungan dan sosial yang berubah dengan cepat. Untuk itu diperlukan pengelolaan risiko pada aspek keberlanjutan.

Dalam pengelolaan risiko, Elnusa telah melakukan identifikasi risko yang berdampak pada aspek keberlanjutan. Dalam mengidentifikasi kejadian risiko (*risk event*) dikategorikan dalam 7 (tujuh) *risk type* yang dikelola oleh perusahaan yaitu:

1. *Legal, Governance,* dan *Compliance Risk*, meliputi *Legal, Governance, Compliance,* dan *fraud* & *bribery* (penyuapan).
2. *Business Strategic Risk*, meliputi *Growth* & *Sustainability, Strategy,* dan *Planning*.
3. *Financial Management Risk*, meliputi *Financial Operation, Accounting, Financial Strategy,* dan *Taxation*.
4. *Operational Risk*, meliputi *Exploration, Development* & *Production, Operational Excellence, Supply Chain Process, Sales* & *Marketing, Processing, Transportation & Distribution, Information Technology, Human Resources, Asset Management*, HSSE, dan OFS & EPC-OM.
5. *Business Environment Risk*, meliputi *Technology, Culture, Economics, Market, Government*, dan *Social Politics.*
6. *Corporate Image Risk,* meliputi *Brand Image* dan *Stakeholder Management*.
7. *Investment Risk*, meliputi *Business, Technical, Management, Commercial, External,* dan HSSE.

Untuk aspek keberlanjutan masuk pada kategori *Business Environment Risk. Business Environment* Risk adalah risiko akibat perubahan dari kondisi lingkungan bisnis Perseroan.

RISK MANAGEMENT ON SUSTAINABILITY ASPECTS

Sustainability issues, such as health, public education, employee safety, protection of human rights, adaptation to climate change, and corporate governance performance also attract the attention of the stakeholders. Companies also recognize that there will be potential direct costs and risks involved due to sustainability issues, because the long-term sustainability of any business is directly related to its ability to withstand rapidly changing environmental and social trends. Therefore reason, risk management is needed in the sustainability aspect.

In risk management, Elnusa has identified risks that povride impact on sustainability aspects. Identification of risk events are categorized into 7 (seven) risk types, managed by the company, namely as follows:

1. Legal, Governance and Compliance Risk, including Legal, Governance, Compliance and fraud & bribery.
2. Business Strategic Risk, including Growth & Sustainability, Strategy and Planning.
3. Financial Management Risk, including Financial Operations, Accounting, Financial Strategy and Taxation.
4. Operational Risk, including Exploration, Development & Production, Operational Excellence, Supply Chain Process, Sales & Marketing, Processing, Transportation & Distribution, Information Technology, Human Resources, Asset Management, HSSE, and OFS & EPC-OM.
5. Business Environment Risk, including Technology, Culture, Economics, Market, Government and Social Politics.
6. Corporate Image Risk, including Brand Image and Stakeholder Management.
7. Investment Risk, including Business, Technical, Management, Commercial, External and HSSE.

The sustainability aspect is included in the Business Environment Risk category. Business Environment Risk is a risk resulting from changes in the Company's business environmental conditions.

Perkara Penting
Important Cases

Sepanjang tahun 2023, Perseroan menghadapi perkara penting yang diuraikan melalui tabel di bawah ini:

Throughout the year 2023, the Company faced important cases as described in the table below:

Perkara Case	Pengadilan Court	Posisi Perseroan Company's Position	Materi Perkara Case Material	Status Perkara Case Status	Dampak ke Perusahaan Impact to the Company
Perkara gugatan Perseroan terhadap PT Bank Mega Tbk ("Tergugat"). No. Perkara: 284/ PDT.G/2011/PN.JKT. SEL. Tanggal 18 Mei 2011.	Pengadilan Negeri Jakarta Selatan	Penggugat	Gugatan perbuatan melawan hukum yang ditujukan kepada Bank Mega sehubungan penempatan dana deposito berjangka milik Perseroan di Bank Mega. Perseroan menuntut ganti rugi kepada Bank Mega agar Bank Mega mengembalikan dana deposito berjangka Perseroan berikut bunganya.	Majelis Hakim Pengadilan Negeri Jakarta Selatan telah mengeluarkan Putusan No. 284/ PDT.G/2011/PN.JKT.SEL. tanggal 22 Maret 2012. Dalam Putusan tersebut Majelis Hakim Pengadilan Negeri Jakarta Selatan memutuskan dalam amar putusannya antara lain sebagai berikut: 1. Menolak eksepsi Tergugat; 2. Mengabulkan gugatan Penggugat untuk sebagian; 3. Menyatakan Penggugat beritikad baik; 4. Menyatakan penempatan deposito berjangka yang dilakukan oleh Penggugat sebesar Rp.111.000.000.000,- pada tergugat adalah sah mempunyai kekuatan hukum; 5. Menyatakan secara hukum bahwa Tergugat telah melakukan perbuatan melawan hukum; 6. Menyatakan sah dan berharga sita jaminan terhadap benda tidak bergerak (Consenvatoir Beslag) milik Tergugat yang dilakukan oleh Pengadilan Negeri Jakarta Selatan pada tanggal 21 Juli 2011; 7. Menghukum Tergugat untuk membayar ganti kerugian materiil kepada Penggugat secara tunai yakni pencairan dana deposito pokok sebesar Rp.111.000.000.000,00 dan bunga 6% per tahun terhadap Deposito Berjangka tersebut terhitung sejak tanggal gugatan perkara ini didaftarkan hingga Tergugat melakukan penggantian kerugian; 8. Memerintahkan Tergugat untuk melaksanakan putusan ini; 9. Menghukum Tergugat untuk membayar biaya perkara. Tergugat, yakni Bank Mega, mengajukan upaya hukum Banding terhadap Putusan Pengadilan Negeri Jakarta Selatan. Kemudian, pada tanggal 11 Mei 2012, Perseroan selaku Terbanding telah mengajukan Kontra Memori Banding kepada Pengadilan Tinggi DKI Jakarta. Pada tanggal 10 Januari 2013, Pengadilan Tinggi DKI Jakarta telah memutuskan dengan putusan No. 237/ Pdt/PT.DKI jo. No. 284/ PDT.G/2011/ PN.JKT.SEL. Pengadilan Tinggi DKI Jakarta menguatkan putusan Pengadilan Negeri Jakarta Selatan No. 284/ PDT.G/2011/ PN.JKT.SEL tanggal 22 Maret 2012. Atas putusan Pengadilan Tinggi tersebut, Tergugat yakni Bank Mega mengajukan Kasasi ke Mahkamah Agung dan telah mengajukan Memori Kasasi pada tanggal 13 Maret 2013 dan pada tanggal 26 Maret 2013 Perseroan mengajukan Kontra Memori Kasasi ke MA melalui Pengadilan Negeri Jakarta Selatan. Pada tanggal 12 Februari 2014 Mahkamah Agung telah memutuskan dengan Putusan Nomor 1111 K/PDT/ 2013. Mahkamah Agung menolak permohonan kasasi Bank Mega. Terhadap Putusan Kasasi, pada tanggal 25 Maret 2015 Bank Mega mengajukan upaya hukum Peninjauan Kembali ke Mahkamah Agung dan telah mengajukan Memori Peninjauan Kembali pada tanggal 25 Maret 2015 dan pada tanggal 25 Mei 2015 Perseroan mengajukan Kontra Memori Peninjauan Kembali ke MA melalui Pengadilan Negeri Jakarta Selatan.	Ada potensi kepemilikan dana Perseroan yang hilang jika dana deposito Perseroan tidak kembali. Hingga saat ini, Perseroan tetap mengupayakan penyelesaian perkara tersebut.

Perkara Case	**Pengadilan** Court	**Posisi Perseroan** Company's Position	**Materi Perkara** Case Material	**Status Perkara** Case Status	**Dampak ke Perusahaan** Impact to the Company
				Pada tanggal 6 Desember 2017, Perusahaan menerima dari kuasa hukum Perusahaan Salinan Putusan Pengadilan Negeri Jakarta Selatan terkait gugatan Perlawanan Bank Mega No. 162/Pdt.G/2016/PN.Jkt.Sel tertanggal 25 Oktober 2017, yang isinya antara lain menolak gugatan perlawanan Bank Mega untuk seluruhnya. Selanjutnya pada tanggal 10 Januari 2018, Perusahaan telah menerima relaas (surat) pemberitahuan dari Pengadilan Negeri Jakarta Selatan tentang penyerahan memori banding Bank Mega terhadap putusan perlawanan tersebut. Terhadap Memori Banding Bank Mega, pada tanggal 26 Maret 2018, kuasa hukum Perusahaan mengajukan Kontra Memori Banding kepada Pengadilan Tinggi DKI Jakarta melalui Pengadilan Negeri Jakarta Selatan. Pada tanggal 20 Maret 2023 Pengadilan Tinggi DKI Jakarta menerbitkan putusan Pengadilan Tinggi DKI Jakarta No.127/PDT/2023/PT DKI yang salah satu amar putusannya menguatkan putusan pengadilan negeri Jakarta Selatan No. 162/PDT/PLW/2016/PN.JKT.SEL. Pada tanggal 27 Juni 2023 Bank Mega mengajukan Memori Kasasi kepada Mahkamah Agung melalui Pengadilan Negeri Jakarta Selatan. Terhadap Memori Kasasi yang diajukan Bank Mega, Pada tanggal 25 Juli 2023, Perusahaan mengajukan Kontra Memori Kasasi kepada Mahkamah Agung melalui Pengadilan Negeri Jakarta Selatan.	
The Company's lawsuit against PT Bank Mega Tbk ("Defendant"). No. Case: 284/ PDT.G/2011/PN.JKT. SEL. May 18, 2011.	South Jakarta District Court	Plaintiff	Lawsuit against the law to Bank Mega regarding the placement of the Company's time deposit funds at Bank Mega. The Company demanded compensation from Bank Mega for its return of the Company's time deposit funds along with interest.	The Panel of Judges at the South Jakarta District Court has issued Decision No. 284/PDT.G/2011/ PN.JKT.SEL. March 22, 2012. In this decision, the Panel of Judges at the South Jakarta District Court decided, among others, on the following: 1. Rejected the Defendant's exception; 2. Granted the Plaintiff's claim in part; 3. Stated that the Plaintiff has good intentions; 4. Declared that the placement of time deposits made by the Plaintiff amounting to Rp111,000,000,000 with the defendant is valid and has legal force; 5. Declared legally that the Defendant has committed an unlawful act; 6. Declared the legal and valuable confiscation of collateral for immovable objects (Consenvatoir Beslag) belonging to the Defendant carried out by the South Jakarta District Court on July 21, 2011; 7. Sentenced the Defendant to pay material compensation to the Plaintiff in cash, namely the disbursement of principal deposit funds amounting to Rp111,000,000,000.00 and interest of 6% per year on the Term Deposit starting from the date this lawsuit is registered until the Defendant makes compensation for losses; 8. Instructed the Defendant to implement this decision; 9. Instructed the Defendant to pay court expenses. The defendant, namely Bank Mega, filed a legal appeal against the decision of the South Jakarta District Court. Then, on May 11, 2012, the Company as the Appellee submitted a Counter Memorandum of Appeal to the DKI Jakarta High Court. On January 10, 2013, the DKI Jakarta High Court decided with decision No. 237/ Pdt/PT. DKI jo. No. 284/ PDT.G/2011/ PN.JKT.SEL. The DKI Jakarta High Court upheld the decision of the South Jakarta District Court No. 284/ PDT.G/2011/ PN.JKT. SEL dated March 22, 2012. Based on the decision of the High Court, the Defendant, namely Bank Mega, submitted an appeal to the Supreme Court and submitted a Memorandum of Cassation on March 13, 2013 and on March 26, 2013 the Company submitted a Contra Memorandum of Cassation to the Supreme Court through the South Jakarta District Court. On February 12, 2014 the Supreme Court decided with Decision Number 1111 K/PDT/2013. The Supreme Court rejected Bank Mega's appeal for cassation.	There is potential ownership of loss of Company funds if the Company's deposit funds are not returned. Until now, the Company remains with efforts to resolve this case.

Perkara Case	Pengadilan Court	Posisi Perseroan Company's Position	Materi Perkara Case Material	Status Perkara Case Status	Dampak ke Perusahaan Impact to the Company
				Regarding the Cassation Decision, on March 25, 2015 Bank Mega submitted a legal action for Judicial Review to the Supreme Court and submitted a Judicial Review Memorandum on March 25, 2015 and on May 25, 2015 the Company submitted a Judicial Review Memorandum to the Supreme Court through the South Jakarta District Court. On 6 December 2017, the Company received from the Company's attorney a copy of the South Jakarta District Court's decision regarding the Bank Mega Lawsuit No. 162/Pdt.G/2016/PN.Jkt.Sel dated October 25, 2017, the content of which, among others, rejected Bank Mega's lawsuit in its entirety. Furthermore, on 10 January 2018, the Company received a notification letter from the South Jakarta District Court regarding the submission of Bank Mega's memorandum of appeal against the opposition decision. Regarding Bank Mega's Memorandum of Appeal, on March 26, 2018, the Company's attorney submitted a Counter Memorandum of Appeal to the DKI Jakarta High Court through the South Jakarta District Court. On March 20, 2023, the DKI Jakarta High Court issued the decision of the DKI Jakarta High Court No. 127/PDT/2023/PT DKI, one of the decisions of which strengthened the decision of the South Jakarta District Court No. 162/PDT/PLW/2016/PN.JKT.SEL. On June 27, 2023, Bank Mega submitted a Memorandum of Cassation to the Supreme Court through the South Jakarta District Court. Regarding the Memorandum of Cassation submitted by Bank Mega, on July 25, 2023, the Company submitted a Counter Memorandum of Cassation to the Supreme Court through the South Jakarta District Court.	
Perkara Penundaan Kewajiban Pembayaran Utang ("PKPU") terhadap PT Alpha Dwi Marine Indonesia ("Termohon") Perkara No. 263/Pdt.Sus-PKPU/2022/PN NIaga Jkt.Pst.	Pengadilan Niaga di Pengadilan Negeri Jakarta Pusat	Pemohon PKPU	Gugatan PKPU yang ditujukan kepada PT Alpha Dwi Marine Indonesia sehubungan tidak mampu untuk melaksanakan dan memenuhi kewajiban PT Alpha Dwi Marine Indonesia sebagaimana ketentuan Perjanjian Subkontrak. Perseroan menuntut ganti rugi agar PT Alpha Dwi Marine Indonesia segera membayar utangnya kepada Perseroan.	Pada tanggal 4 Oktober 2022, Perseroan bersama Kreditor Lain mengajukan Permohonan PKPU terhadap ADMI melalui Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat. Pengajuan permohonan terhadap ADMI selaku Termohon PKPU disebabkan karena terdapat utang kepada Perseroan yang telah jatuh waktu, dapat ditagih dan tertunggak dengan total sebesar Rp111.999.988.948,00 (seratus sebelas miliar sembilan ratus sembilan puluh sembilan juta sembilan ratus delapan puluh delapan ribu sembilan ratus empat puluh delapan rupiah). Gugatan ini terdaftar dalam Perkara No. 263/Pdt.Sus PKPU/2022/PN Niaga Jkt.Pst. pada tanggal 4 Oktober 2022 dan sudah diterima sebagai registrasi perkara dalam Panitera Muda Perdata Pengadilan Negeri Jakarta Pusat. Pada hari Rabu tanggal 28 Desember 2022 telah dilaksanakan sidang perkara No. 263/Pdt.Sus-PKPU/2022/PN.Niaga.Jkt.Pst. dengan pembacaan kesimpulan oleh Majelis Hakim bahwa permohonan PKPU Perseroan terhadap ADMI telah diterima dan dikabulkan oleh Majelis Hakim. Pada tanggal 20 Maret 2023 ADMI mengajukan proposal perdamaian kepada para kreditur yang kemudian disetujui berdasarkan pemungutan suara pada tanggal 6 April 2023 di Pengadilan Niaga pada PN Jakarta Pusat. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, sudah dilaksanakan Sidang Permusyawaratan Majelis Hakim (RPM) ADMI pada 7 Juni 2023 dengan putusan pada pokoknya: – Menyatakan sah dan mengikat secara hukum perjanjian perdamaian tanggal 6 April 2023 – Menghukum ADMI dan seluruh kreditornya untuk tunduk dan mematuhi serta melaksanakan isi perjanjian perdamaian tanggal 6 April 2023	Ada potensi pendapatan yang hilang. Hingga saat ini, Perseroan tetap mengupayakan penyelesaian perkara tersebut.

Perkara Case	**Pengadilan** Court	**Posisi Perseroan** Company's Position	**Materi Perkara** Case Material	**Status Perkara** Case Status	**Dampak ke Perusahaan** Impact to the Company
Case of Postponement of Debt Payment Obligations ("PKPU") against PT Alpha Dwi Marine Indonesia ("Respondent") Case No. 263/Pdt.Sus-PKPU/2022/PN Commercial Jkt. Pst.	Commercial Court in District Court of Central Jakarta	PKPU applicant	The PKPU lawsuit was addressed to PT Alpha Dwi Marine Indonesia regarding its failure to carry out and fulfill PT Alpha Dwi Marine Indonesia's obligations as stipulated in the Subcontract Agreement. The company demanded compensation for PT Alpha Dwi Marine Indonesia to immediately pay its debt to the Company.	On October 4, 2022, the Company together with other creditors submitted a PKPU Application against ADMI through the Commercial Court at the Central Jakarta District Court. The application against ADMI as the PKPU Respondent was due to the fact that there was a debt owed overdued to the Company, collectible and in arrears with a total amount of Rp111,999,988,948.00 (one hundred eleven billion nine hundred ninety-nine million nine hundred eighty-eight thousand nine hundred forty-eight rupiah). This lawsuit is registered in Case No. 263/Pdt.Sus PKPU/2022/PN Niaga Jkt.Pst. on October 4, 2022 and has been accepted as case registration at the Junior Registrar for Civil Affairs at the Central Jakarta District Court. On Wednesday, December 28, 2022, a trial was held for case No. 263/Pdt.Sus-PKPU/2022/PN.Niaga.Jkt.Pst. with the conclusion read by the Panel of Judges that the Company's PKPU application against ADMI has been accepted and granted by the Panel of Judges. On March 20, 2023 ADMI submitted a peace proposal to creditors which was then approved based on a vote on April 6, 2023 at the Commercial Court at the Central Jakarta District Court. As of the completion date of the consolidated financial statements, an ADMI Panel of Judges Deliberative Session (RPM) was held on June 7, 2023 with the following decisions: – Declare valid and legally binding peace agreement dated April 6, 2023. – Punish ADMI and all its creditors to submit to and comply with and implement the contents of the peace agreement dated April 6, 2023.	There is potential lost revenue. Until now, the Company remains working to resolve this case.

Informasi Mengenai Sanksi Administratif

Information Regarding Administrative Sanctions

Sepanjang tahun 2023, tidak terdapat Sanksi Administratif yang diterima oleh Perseroan, Dewan Komisaris, Direksi maupun Entitas Anak baik dari OJK maupun otoritas lainnya.

Throughout the year 2023, there were no Administrative Sanctions received by the Company, the Board of Commissioners, the Board of Directors or Subsidiaries both from OJK as well as other authorities.

Kode Etik

Code of Ethics

Perseroan telah memiliki Standar Etika Perusahaan atau Code of Conduct (CoC) yang disusun sejak tahun 2008. CoC tersebut memuat prinsip-prinsip GCG, yaitu transparansi, akuntabilitas, responsibilitas, independensi dan kewajaran (fairness) dalam pengelolaan bisnis Perseroan dengan mengedepankan etika bisnis serta pelaksanaan etika kerja di lingkungan Perusahaan agar setiap individu Perusahaan mampu bersikap, berperilaku, berinteraksi dan melakukan proses kerja baik di dalam dan di luar Perusahaan.

The Company retains the Standards of Corporate Ethics or Code of Conduct (CoC) prepared since 2008. The CoC contains GCG principles, namely transparency, accountability, responsibility, independency and fairness in managing the Company's business by prioritizing business ethics and implementating work ethics in the Company environment so that every Company individual is able to act, behave, interact and carry out work processes both inside and outside of the Company.

CoC Perseroan senantiasa disesuaikan dengan perkembangan hukum, sosial, norma, peraturan dan perjalanan bisnis Perseroan. CoC terkini

The Company's CoC is always adjusted to legal, social, norm, regulatory developments and the Company's business path. The latest CoC which

yang telah ditandatangani oleh Komisaris Utama dan Direktur Utama pada 2019 merupakan bentuk pembaruan yang senantiasa dilakukan sesuai dengan perkembangan hukum, peraturan perundang-undangan serta praktik terbaik Perseroan.

POKOK-POKOK KODE ETIK

Perseroan memegang komitmen pada standar etika dan perilaku bisnis tertinggi. Komiten tersebut meliputi hubungan Perseroan dengan para pelanggan, pemasok, pemegang saham dan investor, komunitas masyarakat di mana Perseroan beroperasi, serta antar pekerja di semua tingkatan organisasi. Setiap unit kerja dan Anak Perusahaan dalam lingkup Grup Perseroan harus beroperasi sesuai dengan kebijakan dan prosedur yang konsisten dengan nilai-nilai dalam standar etika ini.

Perseroan tidak akan mentolerir hal-hal terkait dengan integritas. Karena itu, beberapa aspek kritikal yang dipandang perlu diatur dalam Standar Etika Perusahaan sebagai pedoman perilaku dalam berhubungan dengan para pemangku kepentingan, baik internal maupun eksternal.

Standar etika Perseroan memuat hal-hal sebagai berikut:
Bab I: Pendahuluan
1. Latar belakang
2. Visi, Misi dan Nilai Perusahaan
3. Tujuan CoC
4. Manfaat
5. Prinsip-prinsip GCG
6. Istilah-istilah yang digunakan

Bab II: Etika Kerja & Bisnis Elnusa
1. Pedoman Perilaku
2. Perilaku Integritas
3. Patuh Hukum
4. Anti Suap dan Korupsi
5. Anti Fraud
6. Konflik Kepentingan
7. Sponsor, Hadiah, Jamuan dan Hiburan
8. Hubungan dengan Petugas Pemerintahan atau Lembaga Pemerintah
9. Perilaku Profesional Perwira Elnusa

Bab III: Whistleblowing System

Bab IV: Petunjuk Pelaksanaan
1. Prinsip dasar pelaksanaan
2. Sosialisasi
3. Pelaporan pelanggaran
4. Sanksi atas pelanggaran

BENTUK SOSIALISASI KODE ETIK

Guna memberikan pemahaman kepada seluruh Insan Perseroan, Perseroan secara berkala melakukan sosialisasi standar etika ini kepada seluruh jajaran karyawan mulai dari jajaran Dewan Komisaris dan Direksi, Manajemen, karyawan baik yang berada di kantor pusat maupun yang berada di wilayah operasi. Sosialisasi materi CoC dilanjutkan dengan melakukan penandatanganan pernyataan kepatuhan atas CoC & komitmen integritas.

was signed by the President Commissioner and President Director in 2019 was a form of an update that is always carried out in accordance with legal developments, statutory regulations and the Company's best practices.

PRINCIPLES OF THE CODE OF ETHICS

The Company holds a commitment to the highest standards of ethics and business conduct. This commitment includes the Company's relationships with customers, suppliers, shareholders and investors, the community where the Company operates, as well as between employees at all levels of the organization. Each work unit and Subsidiaries within the Company Group must operate in accordance with policies and procedures that are consistent with the values in this ethical standards.

The Company will not tolerate matters related to integrity. Therefore, several critical aspects are deemed necessary to be regulated in the Company's Ethical Standards as a guideline for behavior in dealing with stakeholders, both internal and external.

The Company's ethical standards contain the following:
Chapter I Introduction
1. Background
2. Vision, Mission and Company Values
3. CoC objectives
4. Benefits
5. GCG principles
6. Terms used

Chapter II: Elnusa's Work & Business Ethics
1. Code of Conduct
2. Integrity Behavior
3. Compliance with the Laws
4. Anti-Bribery and Corruption
5. Anti-Fraud
6. Conflict of Interest
7. Sponsorship, Prizes, Receptions and Entertainment
8. Relations with Government Officials or Government Institutions
9. Professional Behavior of Elnusa Officers

Chapter III: Whistleblowing System

Chapter IV: Implementation Guidelines
1. Basic principles of implementation
2. Socialization
3. Reporting violations
4. Sanctions for violations

FORMS OF SOCIALIZATION OF CODE OF ETHICS

In order to provide understanding to all Company personnel, the Company regularly socializes these ethical standards to all levels of employees starting from the Board of Commissioners and the Board of Directors, Management, employees both at the head office and those in operational areas. The socialization of CoC materials was continued by signing a statement of compliance with the CoC & integrity commitment.

Perseroan juga menempatkan informasi mengenai Standar Etika melalui website Perseroan dan portal internal. Jika terdapat hal-hal yang kurang lengkap, karyawan dapat sewaktu-waktu bertanya kepada atasan langsung masing-masing atau kepada Fungsi Kepatuhan Pengawas Etika dan GCG sebagai penanggung jawab atas implementasi Tata Kelola Perusahaan.

Penerapan standar etika merupakan salah satu bentuk penguatan budaya Perusahaan yang bertujuan untuk membangun fondasi yang kuat bagi kelanjutan eksistensi bisnis Perusahaan. Budaya Perusahaan merupakan kombinasi yang terintegrasi dan selaras dengan Tata Nilai AKHLAK yang merupakan turunan dari niai-nilai utama atau core value Badan Usaha Milik Negara yang dijadikan sebagai budaya perusahaan.

UPAYA PENEGAKAN KODE ETIK DAN PENGADUAN PELANGGARAN

Perseroan melakukan penegakan terhadap Pedoman Standar Perilaku Perseroan yang dilakukan dengan melakukan pemantauan secara berkala terhadap penegakan Pedoman Etika Perseroan dan menyediakan fasilitas bagi pengaduan terhadap pelanggaran Pedoman Standar Perilaku yang berlaku di lingkungan Perseroan. Mekanisme pelaporan pelanggaran Pedoman Standar Perilaku dilakukan sebagaimana tercantum dalam ketentuan Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) yang telah dikembangkan Perseroan.

WBS merupakan sistem yang telah dikembangkan Perseroan dan digunakan untuk menerima, mengelola dan menindaklanjuti serta memuat pelaporan atas informasi yang disampaikan oleh pelapor mengenai tindakan pelanggaran yang terjadi di lingkungan Perseroan, yaitu perbuatan melanggar Pedoman Standar Perilaku Perseroan yang dilakukan baik oleh karyawan atau pimpinan yang dapat merugikan Perseroan maupun para pemangku kepentingan lainnya.

Bagi insan Perseroan yang terbukti melakukan pelanggaran terhadap Pedoman Standar Perilaku yang berlaku, akan diberikan sanksi sesuai dengan kebijakan dan peraturan perundang-undangan yang berlaku. Bentuk penindakan berupa pemberian peringatan lisan maupun tertulis kepada karyawan yang melakukan pelanggaran.

PERNYATAAN BAHWA KODE ETIK BERLAKU BAGI ANGGOTA DIREKSI, ANGGOTA DEWAN KOMISARIS, DAN KARYAWAN EMITEN ATAU PERUSAHAAN PUBLIK

Kode Etik Perseroan merupakan Standar Etika dilingkungan Perseroan yang wajib dipatuhi dan dilaksanakan oleh:

1. Insan Elnusa, di semua level termasuk Dewan komisaris, Direksi dan Organ penunjang Dewan Komisaris.
2. Pihak Eksternal yang bertindak untuk dan atas nama Elnusa.
3. Seluruh entitas Anak Perusahaan.
4. Mitra Kerja yang bekerja sama dengan Elnusa, seperti konsultan, media partner, *lawyer,* serta rekanan kerja lainnya.

The Company also post information regarding Ethical Standards at the Company's website and internal portal. If there are matters that are incomplete, employees can at any time ask their respective direct superiors or the Ethics and GCG Supervisory Compliance Function as the person responsible for the implementation of Corporate Governance.

The implementation of ethical standards is one form of strengthening the Company's culture which aims to build a strong foundation for the continued existence of the Company's business. Corporate Culture is an integrated combination and in harmony with the AKHLAK Values which are derived from the main values or core values of State-Owned Enterprises set-forth as the corporate culture.

EFFORTS IN ENFORCING THE CODE OF ETHICS AND COMPLAINTS OF VIOLATION

The Company enforces the Company's Code of Conduct Standards, carried out by periodical monitoring the enforcement of the Company's Code of Ethics and providing facilities for complaints regarding violations of the Code of Conduct Standards that apply within the Company. The mechanism for reporting violations of the Code of Conduct Standards is carried out as stated in the provisions of the Reporting System Violations or Whistle Blowing System (WBS) that the Company has developed.

WBS is a system developed by the Company and is used to receive, manage and follow up as well as contain reports on information submitted by whistleblowers regarding acts of violation that occur within the Company, namely acts that violate the Company's Code of Standards of Conduct committed by either employees or management which can be detrimental to the Company and other stakeholders.

Company personnel who are proven to have violated the applicable Code of Conduct Standards will be given sanctions in accordance with applicable policies and laws and regulations. The form of action is in the form of providing verbal or written warnings to employees who commit violations.

STATEMENT THAT THE CODE OF ETHICS APPLIES TO MEMBERS OF THE BOARD OF DIRECTORS, MEMBERS OF THE BOARD OF COMMISSIONERS AND EMPLOYEES OF ISSUERS OR PUBLIC COMPANIES

The Company's Code of Ethics is an Ethical Standard within the Company that must be adhered to and implemented by the following:

1. Elnusa personnel, at all levels including the Board of Commissioners, the Board of Directors and supporting organs of the Board of Commissioners.
2. External parties working for and on behalf of Elnusa.
3. All Subsidiary entities.
4. Work Partners who collaborate with Elnusa, such as consultants, media partners, lawyers and other work partners.

SANKSI ATAS PELANGGARAN

Perseroan tidak akan mentolerir hal-hal terkait dengan integritas. Itu sebabnya beberapa aspek kritikal yang dipandang perlu diatur dalam standar etika Perusahaan sebagai pedoman perilaku dalam berhubungan dengan *stakeholders*, baik internal maupun eksternal antara lain mencakup:

a. Sikap kerja profesional baik sebagai pimpinan maupun bawahan
b. Selalu melakukan tes etika jika berhadapan dengan situasi dilema
c. Berani mengungkapkan masalah
d. Menghindari diskriminasi
e. Kesempatan karier yang sama
f. Bebas narkotika dan obat-obatan terlarang
g. Saling menghargai satu sama lain
h. Batasan dalam aktivitas politik
i. Menjaga rahasia Perusahaan
j. Menjaga citra Perusahaan
k. Pengambilan keputusan berdasarkan atas kepentingan Perusahaan

SANCTIONS FOR VIOLATIONS

The Company will not tolerate matters related to integrity. For this reason, several critical aspects that are deemed necessary to be regulated in the Company's ethical standards as guidelines for behavior in dealing with stakeholders, both internal and external, which includes:

a. Professional work attitude both as a leader and subordinate
b. Always carry out ethical tests when faced with dilemma situation
c. Have courage to express problems
d. Avoid discrimination
e. Equal career opportunities
f. Free from narcotics and illegal drugs
g. Respect each other
h. Limitations on political activity
i. Maintain company secrets
j. Maintain the Company's image
k. Decision making is based on the Company's interests

JUMLAH PELANGGARAN KODE ETIK

Sebagai realisasi penegakan Pedoman Standar Perilaku Perseroan, berikut rincian sanksi yang dikenakan terkait penegakan Kode Etik selama tahun 2023:

NUMBER OF CODE OF ETHICS VIOLATIONS

As a realization of the enforcement of the Company's Code of Conduct Standards, the following are details of the sanctions imposed regarding the enforcement of the the Code of Ethics during 2023:

Kategori Pelanggaran	Jenis Sanksi	Jumlah Pelanggaran Numbers of Violations	Category of Violation	Type of Sanction
Tidak disiplin presensi	Surat Teguran	2	Letter of Reprimand	Undisciplined attendence
Tidak kooperatif	Surat Peringatan 1	0	1st Warning Letter	Uncooperative
Kelalaian	Surat Peringatan 1	8	1st Warning Letter	Negligence
Kelalaian	Surat Peringatan 2	0	2nd Warning Letter	Negligence
Diduga ethics	Skorsing	1	Suspension	Suspected Ethics
Kelalaian	Surat Peringatan 1 & Terakhir	2	1st & Last Warning Letter	Negligence
Diduga ethics	Surat Peringatan 1 & Terakhir	0	1st & Last Warning Letter	Suspected Ethics
Kelalaian	PHK	0	Layoff	Negligence
Ethics	PHK	4	Layoff	Ethics

Sebagai bagian dari transparansi yang dilakukan Perseroan, berikut disampaikan jumlah penyimpangan internal yang terjadi dan upaya penyelesaiannya.

As part of the transparency carried out by the Company, below is the number of internal irregularities that occurred and efforts to resolve them.

Penyimpangan Internal dalam 1 Tahun Internal Deviations in 1 Year	Jumlah Kasus yang Dilakukan oleh Number of Cases Being Handled by					
	Manajemen Management		Pegawai Tetap Permanent Employees		Pegawai Tidak Tetap Temporary Employees	
	2023	2022	2023	2022	2023	2022
Telah Diselesaikan Resolved	7	2	12	111	3	17
Dalam proses penyelesaian internal In the process of internal resolution	4	4	4	10	0	
Belum diupayakan Penyelesaiannya Not yet resolved	0		0		0	
Telah ditindaklanjuti melalui proses hukum Taken up through legal processing	0		0		0	
Jumlah Penyimpangan Numbers of Deviation	**11**	**6**	**16**	**121**	**3**	**17**

KAJIAN DAN EVALUASI MANAJEMEN

Manajemen secara konsisten melakukan kajian dalam rangka mengevaluasi kinerja Perseroan, termasuk keterkaitan antara visi, misi dan budaya perusahaan serta kode etik dengan rencana jangka panjang dan profil risiko yang dihadapi Perseroan. Penerapan Pedoman Standar Perilaku juga menjadi kajian manajemen untuk menjadi salah satu perangkat evaluasi keorganisasian.

MANAGEMENT REVIEW AND EVALUATION

The Management consistently conducts studies in order to evaluate the Company's performance, including the connection between the company's vision, mission and culture as well as the code of ethics with the long-term plans and risk profile faced by the Company. The implementation of the Code of Conduct Standards is also a management study to become an organizational evaluation tool.

Sistem Manajemen Anti Penyuapan

Anti-Bribery Management System

Ketersediaan manajemen anti penyuapan merupakan wujud dari komitmen Perseroan untuk mengimplementasikan GCG secara komprehensif. Selain itu, sebagai penegasan bahwa Perseroan bersikap zero tolerance terhadap fraud dan tindakan penyuapan, baik oleh Direksi, Dewan Komisaris, pegawai maupun pihak eksternal.

The availability of anti-bribery management is a manifestation of the Company's commitment to implementing GCG comprehensively. Aside from that, as confirmation that the Company has a zero tolerance attitude towards fraud and acts of bribery, from the Board of Directors, the Board of Commissioners, employees as well as the external parties.

Perseroan telah memiliki Sistem Manajemen Anti Penyuapan (SMAP) untuk melengkapi kebijakan yang terkait dengan pencegahan penyuapan, yang berpedoman pada standar internasional yaitu SNI ISO 37001:2016 dan dimaksudkan untuk membantu Perusahaan menerapkan SMAP yang efektif. Perusahaan telah menetapkan kebijakan, membuat dokumen, melakukan sosialisasi, menerapkan, mendokumentasikan, memelihara, dan menyempurnakannya secara berkesinambungan sejalan dengan persyaratan standar dalam SNI ISO 37001:2016.

The Company has an Anti-Bribery Management System (SMAP) to complement policies related to preventing bribery, which is guided by international standards, namely SNI ISO 37001:2016 and is intended to help the Company implement an effective ABMS. The company has established policies, created documents, socialized them, implemented, documented, maintained and perfected them continuously in line with the standard requirements in SNI ISO 37001:2016.

DASAR PENERAPAN SMAP

Implementasi dan penerapan SMAP Perseroan dilaksanakan berdasarkan:

1. Instruksi Presiden No. 10 Tahun 2016 tentang Aksi Pencegahan dan Pemberantasan Korupsi.
2. Surat Menteri BUMN No. S-35/MBU/01/2020 tanggal 10 Januari 2020 perihal Implementasi Sistem Manajemen Anti Suap di BUMN sebagai Pelaksanaan Peraturan Presiden No. 54 tahun 2018 tentang Strategi Nasional Pencegahan Korupsi.
3. Surat KBUMN No. S-17/S.MBU/02/2020 tanggal 17 Februari 2020 perihal Sertifikasi ISO 37001 Sistem Manajemen Anti Penyuapan di BUMN.

Penerapan SMAP di Perseroan yang tertuang dalam Management Policy Standar Sistem Manajemen Anti Penyuapan ini memuat langkah-langkah yang diperlukan untuk mengelola anti penyuapan di Perseroan dan dirancang untuk menerapkan pengendalian yang tepat dalam mendeteksi, mengidentifikasi dan mengurangi potensi penyuapan sejak awal, mengembangkan dan menumbuhkan budaya anti-penyuapan bagi seluruh Direksi, Dewan Komisaris, karyawan maupun pihak eksternal terkait serta meningkatkan kepatuhan terhadap hukum dan peraturan yang berlaku. Kebijakan/Management Policy Standar Sistem Manajemen Anti Penyuapan telah dilaksanakan secara efektif di Perseroan.

BASIS OF SMAP IMPLEMENTATION

The implementation and application of the Company's SMAP is carried out based on the following:

1. Presidential Instruction No. 10 of Year 2016 regarding Actions to Prevent and Eradicate Corruption.
2. Letter from the Minister of BUMN No. S-35/MBU/01/2020 dated 10 January 2020 regarding the Implementation of the Anti-Bribery Management System in BUMN as Implementation of Presidential Regulation No. 54 of year 2018 concerning the National Strategy for Preventing Corruption.
3. KBUMN Letter No. S-17/S.MBU/02/2020 dated 17 February 2020 regarding ISO 37001 Certification for Anti-Bribery Management Systems in BUMN.

The implementation of SMAP in the Company as stated in the Management Policy Standard for the Anti-Bribery Management System contains the steps necessary to manage anti-bribery in the Company and is designed to implement appropriate controls in detecting, identifying and reducing the potential for bribery from the beginning, developing and fostering anti-bribery culture for all memrs of the Board of Directors, the Board of Commissioners, employees and related external parties and increasing compliance with applicable laws and regulations. Standard Anti-Bribery Management System Policy/Management Policy has been implemented effectively in the Company.

SERTIFIKASI SMAP

Untuk mendukung SMAP yang telah diimplementasikan di Perusahaan, maka Perseroan juga telah mewujudkan komitmen penerapan praktik terbaik atas SMAP tersebut dengan diperolehnya Sertifikasi SMAP ISO 37001:2016 pada Agustus 2020.

PENERAPAN BERKELANJUTAN

Perseroan senantiasa akan mengidentifikasi dan mengevaluasi kesesuaian, kecukupan dan keefektifan penerapan SMAP, menentukan peluang untuk tindakan perbaikan dan penerapan untuk memenuhi persyaratan yang berlaku. Perseroan senantiasa berupaya meningkatkan kesadaran Perwira Elnusa agar turut serta dalam mencegah dan menghindari praktik penyuapan sebagai budaya di Perseroan, antara lain dengan rutin melakukan sosialisasi larangan penerimaan atau pemberian gratifikasi dan anti suap secara berkala kepada pegawai, *e-mail*, kampanye di media sosial, *broadcast* Whatsapp serta imbauan Direktur Utama kepada pegawai serta *stakeholders*.

PENGENDALIAN GRATIFIKASI

Perseroan juga telah memiliki Pedoman Pengelolaan Gratifikasi di Lingkungan Perseroan dan Entitas Anak, sebagaimana diatur dalam Pedoman Penerimaan dan Pemberian Hadiah/Hiburan. Di tahun 2023, Perseroan secara reguler melakukan sosialisasi Kebijakan Anti Gratifikasi kepada insan Perseroan maupun mitra kerja Perseroan.

SMAP CERTIFICATION

To support SMAP which has been implemented in the Company, the Company also realized its commitment to implementing best practices for the SMAP by obtaining ISO 37001:2016 SMAP Certification in August 2020.

IMPLEMENTTION OF SUSTAINABILITY

The Company constantly identifies and evaluates the suitability, adequacy and effectiveness of SMAP implementation, determine opportunities for corrective action and implementation to meet applicable requirements. The Company always strives to increase the awareness of Elnusa's Officers so that they participate in preventing and avoiding the practice of bribery as a culture in the Company, including by routinely conducting regular socialization regarding the prohibition on receiving or giving gratuities and anti-bribery to employees, e-mails, campaigns on social media, broadcasts Whatsapp and President Director's appeal to employees and stakeholders.

GRATUITY CONTROL

The Company also retains the Guidelines for Gratuity Management for in the environment of the Company and Subsidiaries, as regulated in the Guideline for Receiving and Giving Gifts/Entertainment. In 2023, the Company has regularly socialize the Anti-Gratuity Policy to Company personnel and the Company's work partners.

Kebijakan Antikorupsi
Anti-Corruption Policy

Dewan Komisaris, Direksi, serta seluruh pegawai senantiasa menjunjung tinggi persaingan yang fair, nilai sportifitas dan profesionalisme, serta prinsip-prinsip GCG. Perseroan juga berkomitmen untuk menciptakan iklim usaha yang sehat, menghindari tindakan, perilaku ataupun perbuatan-perbuatan yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN) serta selalu mengutamakan kepentingan Perseroan di atas kepentingan pribadi, keluarga, kelompok ataupun golongan. Perseroan juga senantiasa memperhatikan kebijakan tentang anti korupsi seperti yang tertulis dalam Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi.

PROSEDUR ANTI KORUPSI

Perseroan memiliki prosedur Anti Suap dan Korupsi yang disusun sejak 2018 dengan tujuan, antara lain:

1. Menetapkan tanggung jawab untuk seluruh Insan Elnusa dan pihak eksternal yang bertindak untuk dan atas nama Elnusa dalam mematuhi dan mendukung sikap anti terhadap penyuapan dan korupsi.
2. Meningkatkan perilaku yang baik sesuai dengan standar etika yang berlaku bagi seluruh pekerja.
3. Mengimplementasikan perwujudan nilai-nilai serta budaya Perusahaan yang selaras dengan Visi Misi Perusahaan.

The Board of Commissioners, the Board of Directors and all employees always honour fair competition, the values of sportsmanship and professionalism, as well as GCG principles. The Company is also committed to creating a healthy business climate, avoiding actions, behavior or actions that could give rise to conflicts of interest, Corruption, Collusion and Nepotism (KKN) and always prioritizing the interests of the Company above personal, family, or group interests. The Company also always pays attention to anti-corruption policies as written in Law No. 20 of Year 2001 concerning Amendments to Law No. 31 of 1999 concerning Eradication of Corruption Crimes.

ANTI-CORRUPTION PROCEDURES

The Company has Anti-Bribery and Corruption procedures prepared since 2018 with the aim, among others, to the following:

1. Establish responsibilities for all Elnusa personnel and external parties acting for and on behalf of Elnusa in complying with and supporting an anti-bribery and corruption stance.
2. Promote good behavior in accordance with ethical standards that apply to all workers.
3. Implement the realization of the Company's values and culture which are in line with the Company's Vision and Mission.

SOSIALISASI DAN INTERNALISASI

Guna memberikan pemahaman kepada seluruh Insan Perseroan, Perseroan secara berkala melakukan sosialisasi terkait kebijakan anti korupsi ini kepada seluruh jajaran karyawan mulai dari jajaran Dewan Komisaris dan Direksi, Manajemen, karyawan baik yang berada di kantor pusat maupun yang berada di wilayah operasi. Sosialisasi kebijakan ini melekat pada sosialisasi dan internalisasi terkait dengan kode etik yang dilanjutkan dengan melakukan penandatanganan pernyataan kepatuhan atas Kode Etik & komitmen integritas.

Perseroan juga menempatkan informasi mengenai kebijakan anti korupsi melalui website Perseroan dan portal internal. Jika terdapat hal-hal yang kurang lengkap, karyawan dapat sewaktu-waktu bertanya kepada atasan langsung masing-masing atau kepada Fungsi Kepatuhan Pengawas Etika dan GCG sebagai penanggung jawab atas implementasi Tata Kelola Perusahaan.

Penerapan antikorupsi merupakan salah satu bentuk penguatan budaya Perusahaan yang bertujuan untuk membangun fondasi yang kuat bagi kelanjutan eksistensi bisnis Perusahaan. Budaya Perusahaan merupakan kombinasi yang terintegrasi dan selaras dengan Tata Nilai AKHLAK yang merupakan turunan dari niai-nilai utama atau *core value* Badan Usaha Milik Negara yang dijadikan sebagai budaya perusahaan.

SOCIALIZATION AND INTERNALIZATION

In order to provide understanding to all Company Personnel, the Company periodically carries out socialization regarding this anti-corruption policy to all levels of employees starting from the Board of Commissioners and the Board of Directors, Management, employees both at the head office and in operational areas. The socialization of this policy is attached to the socialization and internalization related to the code of ethics which is followed by signing the statement of compliance with the Code of Ethics & commitment to integrity.

The Company also posts information regarding anti-corruption policies through the Company's website and internal portal. If there are matters that are incomplete, employees may at any time ask their respective direct superiors or the Ethics and GCG Supervisory Compliance Function as the person responsible for the implementation of Corporate Governance.

Implementing anti-corruption is a form of strengthening corporate culture which aims to build a strong foundation for the continued existence of the company's business. Corporate Culture is an integrated combination and in harmony with AKHLAK Values which are derived from the main values or core values of State-Owned Enterprises which are used as corporate culture.

Pengelolaan Benturan Kepentingan

Management of Conflict of Interest

Benturan kepentingan adalah terjadinya konflik antara kepentingan ekonomis Perseroan dengan kepentingan ekonomis pribadi, pemilik, anggota Dewan Komisaris, anggota Direksi, Pejabat Eksekutif, Pegawai dan/atau pihak terafiliasi dengan Perseroan. Pencegahan dan mekanisme terkait dengan benturan kepentingan diatur dalam: Anggaran Dasar, *Board Manual*, GCG Code, CoC serta pedoman khusus mengenai konflik kepentingan.

Prinsip dasar dari benturan kepentingan adalah seluruh Insan Elnusa yang karena jabatannya, apabila menemui potensi atau kondisi/situasi konflik kepentingan dilarang meneruskan kegiatan/melaksanakan kewajiban terkait jabatannya tersebut.

Implementasi atas pelaksanaan ketentuan terkait dengan benturan kepentingan adalah sebagai berikut:

1. Mencantumkan ketentuan terkait konflik kepentingan sebagai bagian dari Code of Conduct Perusahaan.
2. Menyampaikan informasi terkait ketentuan ini dalam sosialisasi kepada seluruh pekerja maupun pihak ketiga secara reguler.
3. Anggota Dewan Komisaris dan Direksi wajib menyampaikan daftar khusus dan daftar hubungan afiliasi untuk dipublikasikan dalam laporan tahunan dan website Perseroan.
4. Jika terjadi kondisi Konflik Kepentingan, yang tidak terdapat/tidak diatur dalam ketentuan ini maka Insan Elnusa wajib membuat

Conflict of interest is a conflict between the economic interests of the Company and the economic interests of individuals, owners, members of the Board of Commissioners, members of the Board of Directors, Executive Officers, Employees and/or parties affiliated with the Company. Prevention and mechanisms related to conflicts of interest are regulated in: Articles of Association, Board Manual, GCG Code, CoC as well as special guidelines regarding conflicts of interest.

The basic principle of conflict of interest is that all Elnusa personnel who, due to their position, encounter potential or conditions/situations of conflict of interest are prohibited to continue the activities/carrying out obligations related to their position.

Implementation of the provisions related to conflicts of interest is as follows:

1. State the provisions regarding conflicts of interest as part of the Company's Code of Conduct.
2. Convey information related to this provision in socialization to all workers and third parties on a regular basis.
3. Members of the Board of Commissioners and Directors are required to submit a special list and list of affiliated relationships to be published in the annual report and on the Company's website.
4. If a Conflict of Interest condition occurs, which does not exist/is not regulated in this provision, Elnusa Personnel are obliged

Surat Pernyataan Konflik Kepentingan terhadap kondisi tersebut disertai dengan disertai penjelasan yang disampaikan kepada atasan langsung atau pimpinan tertinggi setempat dan pihak ketiga apabila diperlukan.

Apabila terjadi situasi konflik kepentingan, maka Insan Elnusa wajib melaporkan hal tersebut melalui:

1. Atasan Langsung Pelaporan melalui atasan langsung dilakukan apabila pelapor adalah Insan Elnusa yang terlibat atau memiliki potensi untuk terlibat secara langsung dalam situasi konflik kepentingan. Pelaporan dilaksanakan dengan menyampaikan Surat Pernyataan Konflik Kepentingan.
2. Sistem Pelaporan Pelanggaran (*Whistleblowing System*) Pelaporan melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*) dilakukan apabila pelapor adalah Insan Elnusa atau pihak-pihak lainnya (pelanggan, mitra kerja, dan masyarakat) yang tidak memiliki keterlibatan secara langsung, namun mengetahui adanya atau potensi adanya konflik kepentingan di Perusahaan. Pelaporan melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*) dilaksanakan sesuai dengan mekanisme dan syarat-syarat yang tercantum di dalam pedoman Sistem Pelaporan Pelanggaran (Whistleblowing System).

Setiap Insan Elnusa yang terbukti melakukan tindakan Konflik Kepentingan akan ditindaklanjuti berdasarkan peraturan dan ketentuan yang berlaku di Perusahaan. Pada 2023, tidak terjadi peristiwa terkait benturan kepentingan yang dilakukan oleh Dewan Komisaris dan Direksi Perseroan.

to make a Conflict of Interest Statement regarding the condition accompanied by an explanation which is submitted to the direct superior or highest local leadership and third parties if necessary.

If a conflict of interest situation occurs, Elnusa personnel are required to report this through the following:

1. Direct Supervisor Reporting via direct superiors is carried out if the reporter is an Elnusa employee involved or has the potential to be directly involved in a conflict of interest situation. Reporting is carried out by submitting a Conflict of Interest Statement.
2. Violation Reporting System (Whistleblowing System) is Reporting through the Violation Reporting System (Whistleblowing System) carried out if the reporter is Elnusa Personnel or other parties (customers, work partners, and the community) who do not have direct involvement, but are aware of the existence or potential existence of conflict of interest in the Company. Reporting through the Whistleblowing System is carried out in accordance with the mechanism and conditions stated in the Whistleblowing System guidelines.

Every Elnusa Personnel who is proven to have committed an act of Conflict of Interest will be followed-up based on the rules and regulations applicable to the Company. In 2023, there were no incidents related to conflicts of interest carried out by the Company's Board of Commissioners and Directors.

Kompensasi Jangka Panjang
Long-term Compensation

Management Stock Option Program (MSOP) dan *Employee Stock Option Program* (ESOP) adalah program untuk memberikan apresiasi terhadap kinerja dan loyalitas manajemen dan karyawan. Persyaratan karyawan dan/atau manajemen yang terpilih untuk ikut program MSOP/ESOP ini ditentukan dengan mempertimbangkan status kepegawaian, posisi/level, dan kinerja karyawan di perusahaan.

Penyelenggaran program kepemilikan saham oleh karyawan dan/atau manajemen ini dilaksanakan pada tahun buku 2008 pada saat Elnusa melakukan penerbitan saham perdana. Program kepemilikan saham oleh karyawan belum diadakan lagi hingga sekarang.

The Management Stock Option Program (MSOP) and Employee Stock Option Program (ESOP) are programs to provide appreciation for the performance and loyalty of the management and employees. Requirements for employees and/or management selected to participate in the MSOP/ESOP program are determined by considering employment status, position/level, and employee performance in the company.

The implementation of this share ownership program by employees and/or management was carried out in the 2008 financial year when Elnusa issued its initial shares. The employee share ownership program has not been implemented again until now.

Kebijakan Kepemilikan Saham dan Transaksi oleh Orang Dalam (*Insider Trading*)

Share Ownership and Insider Trading Policy

Sebagai bagian dari pelaksanaan GCG yang baik, Elnusa juga menerapkan kebijakan keterbukaan informasi mengenai kepemilikan saham oleh Dewan Komisaris maupun Direksi. Kebijakan tersebut mengatur antara lain tata cara kepemilikan, transaksi hingga informasi yang harus disampaikan terkait kepemilikan saham secara terbuka.

Berikut ini adalah Prinsip Dasar Kepemilikan Saham yang diterapkan di Elnusa:

1. Anggota Dewan Komisaris, Direksi dan seluruh karyawan Perseroan diperbolehkan untuk memiliki saham Perusahaan maupun perusahaan lainnya;
2. Kepemilikan saham tersebut dapat melalui mekanisme transaksi jual beli saham Perusahaan melalui pasar bursa maupun jual beli langsung antar pihak. Kepemilikan juga dapat melalui program ESOP/MSOP yang diberikan oleh Perusahaan.
3. Anggota Dewan Komisaris dan Direksi yang memiliki saham Perusahaan Terbuka wajib menyampaikannya kepada OJK dalam waktu 10 (sepuluh) hari setelah terjadinya kepemilikan dan/atau perubahan kepemilikan.
4. Anggota Dewan Komisaris dan Direksi juga wajib menyampaikan kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perusahaan Terbuka.
5. Penyampaian informasi kepada Perseroan tersebut wajib dilakukan paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau perubahan kepemilikan atas saham Perusahaan Terbuka.

PRINSIP DASAR TRANSAKSI OLEH ORANG DALAM

1. Perseroan melarang transaksi efek oleh "Orang Dalam" yang memiliki Informasi "Orang Dalam" sebagai berikut:
   a. Mempengaruhi pihak lain untuk melakukan pembelian atau penjualan atas efek dimaksud, atau
   b. Memberi Informasi orang dalam kepada pihak mana pun yang patut diduga dapat menggunakan Informasi dimaksud untuk melakukan pembelian atau penjualan atas efek.
   c. Seluruh karyawan yang memiliki Informasi perdagangan orang dalam dilarang melakukan kegiatan perdagangan (membeli atau menjual) atas efek.
   d. Seluruh karyawan atau *covered person* dilarang menghubungi investor atau pemegang saham untuk mendapatkan informasi yang bertujuan untuk kepentingan perdagangan secara pribadi.
   E. Seluruh karyawan atau *covered person* dapat melakukan transaksi efek setiap waktu apabila orang tersebut tidak mempunyai informasi orang dalam pada saat perdagangannya.
   f. Sehubungan dengan kegiatan transaksi tersebut, *covered person* tidak diperbolehkan melakukan kegiatan transaksi

As part of implementing GCG, Elnusa also implements an information disclosure policy regarding share ownership by the Board of Commissioners and the Board of Directors. This policy regulates, among others, ownership procedures, transactions and information that must be submitted openly regarding share ownership.

The following are the Basic Principles of Share Ownership applied at Elnusa:

1. Members of the Board of Commissioners, Directors and all employees of the Company are permitted to own shares in the Company or other companies;
2. Ownership of these shares can be administered through a transaction mechanism for buying and selling Company shares through the stock exchange market or direct buying and selling between parties. Ownership can also be done through the ESOP/MSOP program provided by the Company.
3. Members of the Board of Commissioners and the Board of Directors who own Public Company shares are required to submit to the OJK within 10 (ten) days after the ownership and/or change in ownership occurs.
4. Members of the Board of Commissioners and Directors are also required to inform the Company regarding their ownership and any changes in ownership of Public Company shares.
5. Submission of information to the Company must be carried out no later than 3 (three) working days after ownership or change in ownership of Public Company shares occurs.

BASIC PRINCIPLES FOR INSIDER TRANSACTIONS

1. The Company prohibits securities transactions by an "Insider" who has the following "Inside" Information:
   a. Influencing other parties to buy or sell the Securities as mentioned, or
   b. Providing insider information to any party who is reasonably suspected of being able to use the information mentioned to buy or sell stock.
   c. All employees who have insider trading information are prohibited from carrying out trading activities (buying or selling) on securities.
   d. All employees or covered persons are prohibited from contacting investors or shareholders to obtain information for personal trading purposes.
   e. All Employees or Covered Persons may carry out securities transactions at any time if the person does not have inside information at the time of trading.
   f. In connection with these transaction activities, Covered Persons are not permitted to carry out transaction activities

atas efek Perseroan selama periode *black out*. Kebijakan ini juga berlaku untuk mekanisme ESOP/MSOP.

g. Periode *black out* diartikan sebagai berikut:
   i. 10 (sepuluh) hari kerja sebelum Perseroan menyampaikan keterbukaan atas laporan keuangan Perseroan selama tiga kuarter pertama atau satu bulan sebelum Perseroan menyampaikan keterbukaan mengenai hasil kinerja tahunan dan berakhir dua hari kerja setelah keterbukaan tersebut disampaikan.
   ii. Periode lainnya sebagaimana ditentukan oleh Direksi sewaktu-waktu sehubungan dengan penyampaian keterbukaan informasi mengenai rencana tindakan aksi korporasi yang dilakukan Perseroan.

h. Bagi suami atau istri dari karyawan atau *covered person* yang akan melakukan perdagangan atas efek Perseroan atau transaksi keuangan lainnya dengan cara yang tidak diatur dalam kebijakan ini, maka agar menghubungi fungsi Corporate Secretary untuk memperoleh arahan.

i. Kegiatan perdagangan karyawan atau *covered person* diharapkan tidak mengganggu tanggung jawab pekerjaannya.

on the Company's securities during the black out period. This policy also applies to ESOP/MSOP mechanisms.

g. The Black Out period is defined as follows:
   i. 10 (ten) working days before the Company submits disclosure regarding the Company's financial reports for the first three quarters or one month before the Company submits disclosure regarding annual performance results and ends two working days after the disclosure is submitted.
   ii. Other periods as determined by the Board of Directors at any time in connection with the delivery of information disclosure regarding corporate action plans carried out by the Company.

h. For husbands or wives of employees or covered persons who wish to trade Company securities or other financial transactions in a manner that is not regulated in this policy, please contact the Corporate Secretary function to obtain direction.

i. Employee or Covered Person trading activities are expected not to interfere with their work responsibilities

Sistem Pelaporan Pelanggaran

Violation Reporting System

Sebagai upaya untuk mendukung penerapan tata kelola perusahaan yang baik, Perseroan mengimplementasikan Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS). Hal ini dilakukan dalam rangka mencegah terjadinya tindak kecurangan dengan melaporkan kejadian perilaku pelanggaran serta mendorong budaya kejujuran dan keterbukaan.

As a way to support the implementation of good corporate governance, the Company implements a Whistleblowing System (WBS). This is done in order to prevent fraud by reporting incidents of violating behavior and encouraging a culture of honesty and openness.

Penerapan WBS bermanfaat untuk pengembangan sistem pelaporan pelanggaran yang terkelola dengan baik, yang dapat menjadi fondasi bagi Perseroan untuk merancang evaluasi dan tindak lanjut yang diperlukan. WBS juga menjadi bagian dari mekanisme deteksi dini (*early warning system*) atas kemungkinan terjadinya masalah akibat sebuah pelanggaran. Bagi pelapor, WBS memberikan jaminan perlindungan dan kerahasiaan identitas.

The implementation of WBS is useful to develop a well-managed violation reporting system, which can become the foundation for the Company to design the necessary evaluation and follow-up. WBS is also part of an early detection mechanism (early warning system) for possible problems resulting from a violation. For whistleblowers, WBS guarantees protection and confidentiality of identity.

PENETAPAN PEDOMAN SISTEM PELAPORAN PELANGGARAN ELNUSA

Sistem pelaporan pelanggaran/*Whistleblowing System* (WBS) Perseroan adalah sistem yang mengelola pengaduan atas pelanggaran dan atau penyimpangan kode etik, hukum, standar prosedur, kebijakan manajemen serta aturan lainnya yang dipandang perlu. Perseroan menilai pelanggaran-pelanggaran dapat merugikan dan/atau membahayakan Perseroan seperti kerugian finansial, lingkungan, kondisi kerja, reputasi organisasi, pemangku kepentingan dan lainnya.

Informasi yang diperoleh dari WBS akan ditindaklanjuti baik dengan pengenaan sanksi yang tegas dan konsisten agar dapat menimbulkan efek jera bagi pelaku pelanggaran maupun bagi mereka yang berniat melakukan hal sama dan dapat menjadi masukan untuk perbaikan sistem bagi Perseroan ke depan.

THE USE OF ELNUSA VIOLATION REPORTING SYSTEM GUIDELINES

The Company's violation reporting system/Whistleblowing System (WBS) is a system that manages complaints regarding violations and/or deviations from the code of ethics, laws, standard procedures, management policies and other rules deemed necessary. The Company assesses that violations can harm and/or endanger the Company such as in financial losses, the environment, working conditions, reputation of the organization, stakeholders and others.

Information obtained from the WBS will be followed up with the imposition of firm and consistent sanctions so that it can have a deterrent effect on perpetrators of violations and for those who intend to do the same and can become input for system improvements for the Company in the future.

MEKANISME PENYAMPAIAN PELAPORAN

Perseroan telah menyediakan berbagai media untuk mengakomodir para pemangku kepentingan dalam menyampaikan laporannya jika diduga telah terjadi pelanggaran yang dilakukan oleh karyawan Perseroan dengan mekanisme sebagai berikut:

1. *Website* Perseroan: Whistleblower System Center (https://whistleblower.elnusa.co.id/)
2. Telepon: 021.78830850 ext 1623
3. Menyampaikan surat resmi kepada:
   PT Elnusa Tbk up. Tim WBS
   Graha Elnusa Lantai 16, Jl. TB Simatupang Kav. 1B, Cilandak, Jakarta Selatan
4. *Website* WBS Pertamina Group: (https://pertaminaclean.tipoffs.info/)

PENGELOLA PELAPORAN PELANGGARAN

Sistem pelaporan pelanggaran Perseroan dikelola oleh Tim WBS di bawah koordinasi dari Fungsi Kepatuhan Pengawas Etika dan GCG (FUKAPEG) dengan mekanisme sebagai berikut:

1. Tim WBS menerima laporan pelanggaran dan melakukan verifikasi atas laporan yang masuk.
2. Tim WBS akan menentukan apakah masih diperlukan informasi atau bukti tambahan lebih lanjut.
3. Laporan yang telah diverifikasi selanjutnya diserahkan kepada FUKAPEG.

PENANGANAN PELAPORAN

1. Tim FUKAPEG akan melakukan investigasi atas laporan pengaduan yang telah diverifikasi oleh Pengelola WBS dengan bekerja sama dengan fungsi Audit Internal.
2. Jika pengaduan tidak terbukti benar, maka tidak dilakukan proses lebih lanjut.
3. Apabila laporan atas pelanggaran valid dan telah terbukti, maka tim FUKAPEG akan memberikan laporan serta rekomendasi kepada pihak yang berwenang (manajemen terkait atasan Terlapor untuk melaksanakan tindakan koreksi).

PERLINDUNGAN BAGI PELAPOR

1. Pelapor dapat dilakukan secara anonim maupun dilengkapi dengan identitas pelapor dengan memberikan rekomendasi atau bukti awal dugaan sementara praktik pelanggaran.
2. Pelapor dapat membatasi identifikasi mengenai identitas yang bersangkutan dengan tetap menyertakan bukti yang berkaitan dengan dugaan sementara praktik pelanggaran.
3. Tidak ada hukuman yang dijatuhkan kepada pihak pelapor jika pelanggaran tersebut terbukti benar terjadi. Apabila yang bersangkutan juga terlibat dalam pelanggaran, laporan yang disampaikan dapat dipertimbangkan untuk mengurangi/meniadakan hukuman.
4. Kerahasiaan pelapor akan dijaga kecuali apabila pengungkapan tersebut diperlukan dalam kaitan dengan penyelidikan yang dilakukan oleh pihak yang berwenang atau diperlukan untuk mempertahankan posisi Perusahaan di depan hukum.
5. Mekanisme di atas tidak dimaksudkan untuk menyampaikan keluhan pribadi.

MECHANISM OF REPORT SUBMISSION

The Company has provided various media to accommodate stakeholders in submitting their reports if violations are suspected to have occurred by Company employees with the following mechanism:

1. Company Website: Whistleblower System Center (https://whistleblower.elnusa.co.id/)
2. Telephone: 021.78830850 ext 1623
3. Send an official letter to:
   PT Elnusa Tbk up. WBS Team
   Graha Elnusa 16th Floor, Jl. TB Simatupang Kav. 1B, Cilandak, South Jakarta
4. Pertamina Group WBS website: (https://pertaminaclean.tipoffs.info/)

ADMINISTRATOR/MANAGER OF VIOLATION REPORTING

The Company's violation reporting system is managed by the WBS Team under the coordination of the Ethics and GCG Supervisory Compliance Function (FUKAPEG) with the following mechanism:

1. The WBS team receives violation reports and verifies the incoming reports.
2. The WBS team determines whether further additional information or evidence is needed.
3. The verified report is then submitted to FUKAPEG.

REPORT HANDLING

1. The FUKAPEG Team carried out investigations regarding the complaint reports verified by the WBS Manager in collaboration with the Internal Audit function.
2. If the complaint is not proven to be true, no further processing will be carried out.
3. If the report on the violation is valid and proven, the FUKAPEG team will provide a report and recommendations to the authorized parties (management related to the Reported Party's superiors to carry out corrective action).

PROTECTION FOR THE WHISTLEBLOWER

1. Reporting can be done anonymously or completed with the identity of the informant by providing recommendations or initial evidence of alleged violations.
2. The informant can limit its identification regarding the identity of the person concerned but still include evidence related to the alleged violation practice.
3. No punishment will be imposed on the reporting party if the violation is proven to have occurred. If the person concerned is also involved in a violation, the report submitted can be considered to reduce/eliminate the penalty.
4. The confidentiality of the informant will be maintained unless the disclosure is necessary in connection with an investigation carried out by the authorized party or is necessary to maintain the Company's position before the law.
5. The above mechanism is not intended to accomodate personal complaints.

SANKSI ATAS PELANGGARAN

1. Sanksi terdiri dari dua jenis, yaitu sanksi moral dan sanksi administratif.
2. Bentuk sanksi moral meliputi:
   a. Diumumkan secara terbuka;
   b. Meminta maaf secara terbatas dan/atau terbuka;
   c. Mengundurkan diri dari jabatannya.
3. Bentuk sanksi administratif adalah sebagaimana ditetapkan dalam Kebijakan Human Capital Management dan Peraturan Perusahaan yang berlaku.
4. Jika terdapat indikasi pelanggaran pidana, akan diteruskan sesuai dengan ketentuan hukum yang berlaku.

PELAPORAN PELANGGARAN TAHUN 2023 DAN TINDAK LANJUT

Sepanjang 2023, terdapat 16 pengaduan pelanggaran yang masuk atau diterima Perseroan melalui kanal WBS. 12 Laporan telah selesai dilakukan proses pemeriksaan dan telah ditindaklanjuti sesuai dengan kebijakan dan peraturan Perusahaan, untuk laporan lainnya masih dalam proses pemeriksaan lebih lanjut.

SOSIALISASI

Pada tahun 2023, Perusahaan telah melakukan sosialisasi kepada pemangku kepentingan melalui portal internal, situs Perusahaan dan sosialisasi langsung kepada pegawai termasuk Anak Perusahaan baik yang berada di kantor Pusat maupun yang berada di lapangan. Pelaksanaan sosialisasi bertujuan untuk memberikan pemahaman tentang sistem pelaporan pelanggaran Perseroan serta jaminan perlindungan bagi pelapor pelanggaran serta menambah kepercayaan stakeholders dan shareholders kepada Perseroan.

Sosialisasi WBS dilakukan bersamaan dengan sosialisasi pemahaman GCG, standar etika perusahaan, pengendalian gratifikasi, Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), anti penyuapan sesuai pedoman pengendalian gratifikasi dan sistem manajemen anti penyuapan.

SANCTIONS FOR VIOLATIONS

1. Sanctions consist of two types, which are moral sanctions and administrative sanctions.
2. Forms of moral sanctions include:
   a. Announced publically;
   b. Apologize in a limited and/or open manner;
   c. Resigned from his/her position.
3. The form of administrative sanctions is stipulated in the Human Capital Management Policy and applicable Company Regulations.
4. If there are indications of a criminal violation, it will be processed in accordance with applicable legal provisions.

VIOLATION REPORTING IN 2023 AND FOLLOW-UPS

In 2023, there were 16 complaints of violations filed or received by the Company via the WBS channel. 12 reports were handled through inspection process and were followed-up in accordance with Company policies and regulations, other report remains in the process of further inspection.

SOCIALIZATION

In 2023, the Company conducted socialization to stakeholders through the internal portal, the Company website and direct outreach to employees including Subsidiaries both at the Head Office and at sites. The aim of the socialization is to provide an understanding of the Company's violation reporting system as well as guarantee protection for whistleblowers and to increase the trust of the stakeholder and shareholder to the Company.

WBS socialization is carried out simultaneously with the socialization of understanding GCG, company ethical standards, gratuity control, State Administrators' Wealth Report (LHKPN), anti-bribery according to gratuity control guidelines and anti-bribery management systems.

Akses Informasi dan Data Perusahaan

Accessing Company's Information and Data

Elnusa secara berkala melakukan pembaruan informasi dan memberikan akses kemudahan terhadap informasi mengenai aktivitas dan kinerja perusahaan kepada stakeholder agar mengetahui kondisi perusahaan secara jelas dan terbuka. Perseroan memiliki berbagai sarana yang berfungsi sebagai saluran pengungkapan informasi, di antaranya:

1. Pengambilan keputusan tertinggi Perusahaan
2. *Website*: Elnusa melalui tautan www.elnusa.co.id melakukan publikasi informasi dalam website yang mengacu pada POJK No. 8/POJK.04/2015
3. *E-mail*: Elnusa memiliki *e-mail* resmi perusahaan yaitu corporate@elnusa.co.id

Elnusa regularly updates its information and provides easy access to information regarding company activities and performance for the stakeholders so that they know the company's condition clearly and openly. The Company has various tools that function as channels for disclosing information, including the following:

1. The Company's highest decision-making
2. Website: Elnusa via the link www.elnusa.co.id publishes information on the website which refers to POJK No. 8/POJK.04/2015
3. E-mail: Elnusa has an official company email, namely corporate@elnusa.co.id

4. Media Sosial: Elnusa memiliki akun resmi yang dikelola guna menyampaikan keterbukaan informasi terkait dengan perusahaan melalui beberapa sosial media yang dikelola di antaranya:
   LinkedIn: Elnusa
   Instagram: @elnusaofficial
5. Laporan Tahunan: Perseroan memberikan keterbukaan informasi terkait dengan Kinerja Perusahaan dalam satu tahun melalui buku yang disusun dalam sajian Laporan Tahunan berdasarkan POJK No. 29/POJK.04/2016 dan SEOJK 16/2021.

MEDIA KOMUNIKASI LAINNYA

Sarana/media komunikasi lainnya yang digunakan Elnusa untuk berhubungan dengan pemegang saham ataupun *stakeholders* lainnya selama tahun 2023 antara lain melalui:

1. *Investor Relation Meeting* & *Conference Call* (23 kali);
2. Kegiatan *Media Relation* meliputi *press conference* (2 kali), *news release* (81 kali), iklan yang terdiri dari *advertorial, banner display*, *informal activity* dengan *media energy* (25 kali);
3. Pameran (9 kali); dan
4. Penyampaian laporan kepada OJK dan Bursa Efek Indonesia (122 kali)

4. Social Media: Elnusa has an official account which is managed to convey disclosure of information related to the company through several managed social media including:
   LinkedIn: Elnusa
   Instagram: @elnusaofficial
5. Annual Report: The Company provides disclosure of information related to the Company's performance in one year through books prepared in the Annual Report based on POJK No. 29/POJK.04/2016 and SEOJK 16/2021.

OTHER COMMUNICATION MEDIA

Other communication facilities/media used by Elnusa to communicate with shareholders or other stakeholders during 2023, among others are as follows:

1. Investor Relations Meeting & Conference Call (23 times);
2. Media Relations activities include press conferences (2 times), news releases (81 times), advertisements consisting of advertorials, banner displays, informal activities with media energy (25 times);
3. Exhibition (9 times); and
4. Submission of reports to OJK and the Indonesian Stock Exchange (122 times)

Penilaian atau Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik

Assessment or Evaluation of the Implementation of Good Corporate Governance

DASAR PENILAIAN DAN METODE

Perseroan memiliki komitmen untuk selalu menerapkan standar tata kelola yang terbaik dengan selalu berusaha menerapkan praktik tata kelola yang baik melalui berbagai usaha perbaikan dan peningkatan, serta merujuk pada standar minimal maupun rekomendasi yang harus dipenuhi.

Sesuai Peraturan OJK (POJK) No. 21/POJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, Perseroan sebagai perusahaan terbuka wajib untuk melakukan pengukuran terhadap penerapan GCG yang dilakukan melalui penilaian (*assessment*). Perseroan melakukan penilaian penerapan GCG secara konsisten setiap tahunnya untuk mengetahui tingkat kecukupan penerapan GCG di lingkungan Perseroan. Penilaian yang dilakukan oleh Perseroan menggunakan berbagai acuan standar praktik terbaik (*best practices*) yang berlaku. Perseroan melakukan penilaian penerapan GCG dengan menggunakan standar praktik terbaik yang berlaku di Indonesia maupun di luar negeri, yaitu ASEAN *Corporate Governance Scorecard* ("ACGS").

BASIS OF ASSESSMENT AND METHOD

The Company is committed to always implement the best governance standards by always trying to implement good governance practices through various corrective and improvement efforts, as well as referring to minimum standards and recommendations that must be met.

In accordance with OJK Regulation (POJK) No. 21/POJK.04/2015 concerning Public Company Governance Guidelines, the Company as a public listed company is required to measure the implementation of GCG through assessments. The Company consistently assesses the implementation of GCG every year to determine the level of adequacy of GCG implementation within the Company. The assessment carried out by the Company using various applicable best practice standard references. The Company assesses the implementation of GCG using best practice standards that apply in Indonesia and abroad, namely the ASEAN Corporate Governance Scorecard ("ACGS").

PELAKSANAAN PENILAIAN GCG TAHUN 2023

Pelaksanaan assessment penerapan GCG untuk tahun buku 2023, dilakukan oleh Indonesian Institute for Corporate Directorship dengan menerapkan ACGS. Adapun hasil penilaian implementasi tata kelola untuk tahun 2023 adalah sebagai berikut.

IMPLEMENTATION OF CGC ASSESSMENT IN 2023

The assessment of GCG implementation for the 2023 financial year was conducted by the Indonesian Institute for Corporate Directorship by using the ACGS. Results of the assessment of governance implementation for 2023 are as follows:

Kriteria dan Capaian Penilaian ASEAN CG Scorecard Elnusa

Assessment Criteria and Achievements of Elnusa's ASEAN CG Scorecard

	Total Nilai untuk Praktik GCG PT Elnusa Tbk Total Score for PT Elnusa Tbk's GCG Practices		
	Komponen Penilaian Valuation Components	**Bobot Penilaian** Valuation Component	**Total Skor** Total Score
A	Hak-hak Pemegang Saham | Shareholders Rights	10%	9,04
B	Perlakuan Setara terhadap Pemegang Saham | Equal Treatment to Shareholders	10%	7,85
C	Peran Pemangku Kepentingan | Role of Stakeholders	15%	13,84
D	Keterbukaan dan Transparansi | Disclosure and Transparancy	25%	24,19
E	Tanggung Jawab Dewan Komisaris | Board of Commissioner's Resposibility	40%	34,46
F	Bonus | Bonus		8
G	Penalti | Penalty		-2
	Total Skor Tertimbang | Total Score	**100%**	**95,40**

Total nilai (*overall score*) praktik GCG yang diperoleh Perusahaan untuk tahun buku 2023 (ASEAN Scorecard 2023) adalah sebesar 95,40. Secara overall, hasil assessment implementasi GCG Elnusa mendapatkan predikat "Very Good", artinya mengadopsi secara penuh standar internasional.

Apabila dilihat dari nilai atau skor kasar (tidak tertimbang), dapat disimpulkan bahwa tingkat kepatuhan perusahaan untuk prinsip Bagian A (prinsip hak-hak pemegang saham) mencapai 90,50%. Bagian B (prinsip perlakuan setara terhadap pemegang saham) mencapai 78,60%. Bagian C (prinsip peran para pemangku kepentingan) mencapai 92,31 %. Bagian D (prinsip pengungkapan dan transparansi) mencapai 96,80%, serta Bagian E (prinsip tanggung jawab Dewan Komisaris) mencapai 86,20%.

The total score (overall score) of GCG practices obtained by the Company for the 2023 financial year (ASEAN Scorecard 2023) was 95.40. Overall, the results of Elnusa's GCG implementation assessment were noted as "Very Good", meaning that the implementation has completely adopted international standards.

Viewed from the raw (unweighted) value or score, it can be concluded that the company's level of compliance with Part A principles (principles of shareholder rights) reached 90.50%. Part B (principle of equal treatment of shareholders) reached 78.60%. Part C (principles of the role of stakeholders) reached 92.31%. Part D (principles of disclosure and transparency) reached 96.80%, and Part E (principles of responsibility of the Board of Commissioners) reached 86.20%.

Kesesuaian Penerapan Tata Kelola Perusahaan terhadap ASEAN *Corporate Governance Scorecard* (ACGS)

Suitability of the Implementation of Corporate Governance to ASEAN Corporate Governance Scorecard (ACGS)

ASEAN *Corporate Governance Scorecard* (ACGS) adalah ukuran kepatuhan perusahaan-perusahaan terbuka di ASEAN terhadap pedoman corporate governance menurut praktik-praktik keteladanan berbasis standar-standar internasional, khususnya prinsip-prinsip corporate governance. Pedoman ini dikeluarkan oleh *the Organization for Economic Cooperation and Development* (OECD), yang mencakup:

1. Hak-hak para pemegang saham
2. Perlakuan yang setara terhadap para pemegang saham
3. Peran para pemangku kepentingan
4. Pengungkapan dan transparansi
5. Tanggung jawab Dewan

The ASEAN Corporate Governance Scorecard (ACGS) is a measurement of compliance for public companies in ASEAN with corporate governance guidelines according to exemplary practices based on international standards, especially corporate governance principles. This guideline was issued by the Organization for Economic Cooperation and Development (OECD), which includes the following:

1. Rights of the shareholders
2. Equal treatment to the shareholders
3. The role of the stakeholders
4. Disclosure and transparency
5. Responsibilities of the Board

Dalam rangka memperkuat prinsip-prinsip GCG yang terdapat dalam standar ACGS, Perseroan berinisiatif membangun upaya-upaya perbaikan terhadap kinerja tingkat kepatuhannya secara terukur dan terencana. Oleh karena itu, perusahaan memandang perlu referensi yang dapat digunakan sebagai acuan dalam mempersiapkan strategi yang efektif dalam rangka melakukan upaya perbaikan terhadap kinerja praktik GCG ke depan.

In the context of strengthening GCG principles contained in the ACGS standards, the Company initiated to develop efforts to improve its compliance level performance in a measurable and planned manner. Thus, the company considers the need for references that can be used as a reference in preparing effective strategies in order to make efforts to improve the performance of GCG practices in the future.

Atas dasar tersebut, Perseroan memandang penting agar dilakukan penilaian rutin terhadap praktik GCG perusahaan berdasarkan standar Internasional yang diadopsi dari prinsip-prinsip corporate governance yang dikeluarkan oleh OECD, dan tertuang dalam prinsip-prinsip GCG yang diatur dalam ACGS.

Based on this, the Company consider it important to carry out regular assessments of the company's GCG practices based on international standards adopted from corporate governance principles issued by the OECD, and contained in the GCG principles regulated in the ACGS.

Selanjutnya, hasil penilaian rutin terhadap praktik GCG tersebut diharapkan dapat memberikan informasi kepada perusahaan mengenai tren perbaikan kinerja tingkat kepatuhan yang telah dicapai perusahaan dibandingkan dengan kinerja yang telah dilakukan perusahaan pada tahun-tahun sebelumnya, sehingga untuk ke depannya dapat diketahui mengenai langkah-langkah atau upaya apa saja yang masih harus diperbaiki lagi oleh perusahaan agar kinerja tingkat kepatuhannya dapat lebih dioptimalkan lagi pencapaiannya.

Furthermore, results of the routine assessment of GCG practices are expected to provide information for the company regarding trends in improving the compliance level performance that the company has achieved compared to the performance that the company has carried out in previous years, so that in the future we would know the steps or efforts that still require improvements by the company so that its compliance level performance can be further optimized.

Untuk terus mempertahankan dan utamanya meningkatkan penerapan prinsip GCG, Perseroan telah membuat referensi silang terhadap penilaian ACGS untuk mempermudah perolehan data, sebagai berikut:

In order to continue to maintain and primarily improve the implementation of GCG principles, the Company has made cross-references to ACGS assessments to facilitate data acquisition, as follows:

Prinsip A: Hak-Hak Pemegang Saham
Principle A: Rights of the Shareholders

No.	Parameter Penentu Determining Parameters	Skor CG untuk Prinsip Hak-hak Pemegang Saham CG Score for Shareholder's Right Principle		
		Jumlah Kepatuhan terhadap Pertanyaan pada Tiap Parameter Number of Compliance to Questions on Each Parameter	Jumlah Pertanyaan Number of Question	Skor per Komponen Score for each Component
1	Hak Dasar Pemegang Saham Basic Rights of Shareholders	1	1	100%
2	Hak berpatisipasi dalam keputusan-keputusan terkait perubahan-perubahan mendasar korporasi Right to participate at decision making regarding fundamental corporate changes	3	3	100%
3	Hak untuk berpartisipasi secara efektif dan menggunakan suara dalam RUPS serta hak untuk mendapatkan informasi mengenai aturan-aturan yang berlaku dalam RUPS (termasuk prosedur voting) Right to participate effectively and use votes in the GMS as well as the right to obtain information regarding the rules applicable to the GMS (including voting procedures)	14	15	93,33%
4	Pasar untuk pengendalian/kontrol perusahaan seharusnya dimungkinkan berfungsi dengan cara yang efisien dan transparan Market for corporate management/control should be enabled to function in an efficient and transparent manner	1	1	100%
5	Pelaksanaan hak kepemilikan pemegang saham, termasuk investor institusi difasilitasi perusahaan The company facilitates the implementation of ownership rights of shareholders, including institutional investors	0	1	0%
	Total Pertanyaan yang Comply dengan Prinsip Hak-hak Pemegang Saham **Total Questions that Comply with the Principles of Shareholder Rights**	**19**	**21**	**90,50%**

Prinsip B: Perlakuan Setara terhadap Pemegang Saham
Principle B: Equal Treatment to Shareholders

No.	Parameter Penentu Determining Parameters	Skor CG untuk Prinsip Perlakuan Setara terhadap Pemegang Saham CG Score for the Principle of Equal Treatment of Shareholders		
		Jumlah Kepatuhan terhadap Pertanyaan pada Tiap Parameter Number of Compliance to Questions on Each Parameter	Jumlah Pertanyaan Number of Question	Skor per Komponen Score for each Component
1	Kepemilikan Saham dan Hak Suara Share Ownership and Voting Rights	1	1	100%
2	Panggilan RUPST AGSM Invitation	3	5	60%
3	Perdagangan orang dalam dan *self-dealing* abusif seharusnya dilarang Insider trading and abusive self-dealing should be prohibited	2	2	100%
4	Transaksi pihak berelasi yang dilakukan oleh anggota Dewan Komisaris dan Direksi Related party transactions executed by members of the Board of Commissioners and the Board of Directors	3	4	75%
5	Perlindungan kepada para pemegang saham minoritas dari tindakan-tindakan abusif Protection for minority shareholders from abusive actions	2	2	100%
	Total Pertanyaan yang *Comply* dengan Prinsip Hak-hak Pemegang Saham **Total Questions that Comply with the Principles of Shareholder Rights**	**11**	**14**	**78,60%**

Prinsip C: Peran Pemangku Kepentingan
Principle C: The Role of the Stakeholders

No.	Parameter Penentu Determining Parameters	Skor CG untuk Prinsip Peran Pemangku Kepentingan CG Score for Stakeholder Role Principle		
		Jumlah Kepatuhan terhadap Pertanyaan pada Tiap Parameter Number of Compliance to Questions on Each Parameter	Jumlah Pertanyaan Number of Question	Skor per Komponen Score for each Component
1	Hak-hak para pemangku kepentingan yang ditetapkan oleh UU atau lewat kesepakatan bersama seharusnya dihormati Stakeholders Rights stipulated by the Law and by collective agreement that should be honored	7	7	100%
2	Para pemangku kepentingan seharusnya memiliki peluang untuk mendapatkan ganti rugi efektif untuk pelanggaran-pelanggaran atas hak-hak mereka Stakeholders should receive the opportunity to obtain effective compensation for violations of their rights	1	1	100%
3	Mekanisme-mekanisme meningkatkan kinerja untuk partisipasi karyawan seharusnya dimungkinkan berkembang Mechanisms that improve performance for employees participation that should be developed	2	3	66,66%
4	Para pemangku kepentingan, termasuk karyawan individu dan badan-badan perwakilan mereka, seharusnya dapat secara bebas mengkomunikasikan keprihatinan mereka kepada Dewan atas praktik-pratik pelanggaran hukum dan tidak etis serta hak-hak mereka melakukan ini seharusnya dilindungi Stakeholders, including individual employees and their representative bodies, should be able to freely communicate their concerns to the Board regarding unlawful and unethical practices and their rights to do so should be protected	2	2	100%
	Total Pertanyaan yang *Comply* dengan Prinsip Hak-hak Pemegang Saham **Total Questions that Comply with the Principles of Shareholder Rights**	**12**	**13**	**92,30%**

Prinsip D: Pengungkapan dan Transparansi
Principle D: Disclosure and Transparency

No.	Parameter Penentu Determining Parameters	Skor CG untuk Prinsip Pengungkapan dan Transparansi CG Score for Disclosure and Transparency Principles		
		Jumlah Kepatuhan terhadap Pertanyaan pada Tiap Parameter Number of Compliance to Questions on Each Parameter	Jumlah Pertanyaan Number of Question	Skor per Komponen Score for each Component
1	Transparansi struktur kepemilikan Transparancy of the ownership structure	5	5	100%
2	Kualitas Laporan Tahunan Quality of the Annual Report	7	8	87,50%
3	Pengungkapan atas transaksi hubungan istimewa Disclosure of special relationship transaction	2	2	100%
4	Pengungkapan atas transaksi saham perusahaan yang dilakukan oleh para anggota Direksi atau Dewan Komisaris Disclosure of company share transactions conducted by members of the Board of Directors or Board of Commissioners	–	–	–
5	Eksternal Auditor dan Laporan Auditor External Auditor and Auditor's Report	2	2	100%
6	Media Komunikasi Perusahaan Company's Communication Media	4	4	100%
7	Penyampaian informasi laporan keuangan atau laporan tahunan secara tepat waktu On-time submission of information on financial statements or annual reports	3	3	100%
8	Website Perusahaan Company Website	6	6	100%
9	Keberadaan Investor Relations dalam Perusahaan Existence of Investor Relations in the Company	1	1	100%
	Total Pertanyaan yang *Comply* dengan Prinsip Hak-hak Pemegang Saham **Total Questions that Comply with the Principles of Shareholder Rights**	**30**	**31**	**96,80%**

Prinsip E: Tanggung Jawab Dewan Komisaris
Principle E: Responsibility of the Board of Commissioners

No.	Parameter Penentu Determining Parameters	Skor CG untuk Prinsip Tanggung Jawab Dewan Komisaris CG Score for Board of Commissioners Responsibility Principle		
		Jumlah Kepatuhan terhadap Pertanyaan pada Tiap Parameter Number of Compliance to Questions on Each Parameter	Jumlah Pertanyaan Number of Question	Skor per Komponen Score for each Component
1	Tugas dan tanggung jawab Direksi dan Dewan Komisaris Duties and reponsibilities of the Board of Directors and the Board of Commissioners	5	6	83,33%
2	Struktur Dewan Komisaris Board of Commissioners' Structure	20	24	83,33%
3	Proses Dewan Komisaris Board of Commissioners' Process	20	22	90,90%
4	Individu dalam Susunan Dewan Komisaris Individuals in the Composition of the Board of Commissioners	4	6	66,67%
5	Kinerja Dewan Komisaris Peformance of the Board of Commissioners	7	7	100%
	Total Pertanyaan yang *Comply* dengan Prinsip Hak-hak Pemegang Saham **Total Questions that Comply with the Principles of Shareholder Rights**	**56**	**65**	**86,20%**

Penerapan Aspek dan Prinsip Tata Kelola Perusahaan Sesuai Ketentuan Otoritas Jasa Keuangan

Implementation of the Aspects and Principles of Corporate Governance in Accordance with the Provisions of the Financial Service Authority

Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola 5 (lima) aspek, 8 (delapan) prinsip, serta 25 (dua puluh lima) rekomendasi penerapan aspek dan prinsip tata kelola perusahaan yang baik berdasarkan pendekatan *"comply or explain"* sebagai berikut:

OJK Circular No. 32/SEOJK.04/2015 regarding Governance Guidelines for 5 (five) aspects, 8 (eight) principles, and 25 (twenty five) recommendations to implement aspects and principles of good corporate governance based on the "comply or explain" approach as follows:

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation
Aspek 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham **Aspect 1: Relationship of a Public Company with the Shareholders in Guaranteeing the Shareholders' Rights**		
1. Meningkatkan nilai penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Increase the value of holding the General Meeting Shareholders (GMS)	1. Perusahaan terbuka memiliki cara atau prosedur teknis pengumpulan (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan pemegang saham 2. Seluruh anggota Direksi dan anggota Dewan Komisaris perusahaan terbuka hadir dalam RUPS Tahunan dan RUPS Luar Biasa Perseroan 3. Ringkasan risalah RUPS tersedia dalam situs web perusahaan terbuka paling sedikit selama 1 (satu) tahun	1. Terpenuhi Perseroan telah memiliki aturan terkait penyelenggaraan RUPS di mana voting dilakukan secara terbuka dengan mengangkat tangan sesuai dengan aturan yang telah disampaikan oleh pemimpin rapat. Sedangkan voting tertutup dilakukan melalui kartu suara yang dibagikan kepada setiap peserta rapat. Hal ini disampaikan kepada pemegang saham dalam tata tertib RUPS 2. Terpenuhi Dalam RUPS Tahunan 2023 dihadiri oleh seluruh anggota Dewan Direksi dan seluruh anggota Dewan Komisaris. 3. Terpenuhi Ringkasan risalah RUPS selama 3 (tiga) tahun terakhir tersedia dalam web Perseroan (www.elnusa.co.id)
1. Increase the value of holding the General Meeting Shareholders (GMS)	1. Public listed companies have their technical methods or procedures regarding voting, both openly and privately, that prioritize the independency and interests of shareholders 2. All members of the Board of Directors and members of the Board of Commissioners of public companies are present at the Company's Annual GMS and Extraordinary GMS 3. A summary of the GMS minutes of meeting is available on the public company website for at least 1 (one) year	1. Fulfilled The Company has rules regarding the implementation of GMS where voting is carried out openly by raising hands in accordance with the rules conveyed by the meeting chairman. Meanwhile, closed voting is carried out through voting cards distributed to each meeting participant. This was conveyed to shareholders in the GMS rules and regulations 2. Fulfilled The 2023 Annual GMS was attended by all members of the Board of Directors and all members of the Board of Commissioners. 3. Fulfilled A summary of the GMS minutes of meeting for the last 3 (three) years is available on the Company's website (www.elnusa.co.id)

Prinsip Principle	**Rekomendasi** Recommendation	**Implementasi** Implementation
2. Meningkatkan kualitas komunikasi perusahaan terbuka dengan pemegang saham atau investor	1. Perusahaan terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor 2. Perusahaan terbuka mengungkapkan kebijakan komunikasi perusahaan terbuka dengan pemegang saham atau investor dalam situs web	1. Terpenuhi Perseroan telah memiliki kebijakan komunikasi dengan pemegang saham atau investor melalui aktivitas non deal roadshow, pertemuan analyst, conference dan public expose. 2. Terpenuhi Materi dan Informasi yang dimiliki oleh Perseroan selalu disampaikan dalam web Perseroan (www.elnusa.co.id) untuk menjamin kesetaraan penyampaian informasi kepada para pemegang saham atau investor
2. Improve the quality of public company communication with shareholders or investors	1. Public listed companies have communication policy with shareholders or investors 2. Public listed companies disclose the public company's communication policy with shareholders or investors on the website	1. Fulfilled The Company has a communication policy with shareholders or investors through non-deal roadshows, analyst meetings, conferences and public exposes. 2. Fulfilled Material and information owned by the Company is always presented on the Company's website (www.elnusa.co.id) to ensure equal delivery of information to shareholders or investors.
Aspek 2: Fungsi dan Peran Dewan Komisaris **Aspect 2: Function and Duties of the Board of Commissioners**		
1. Memperkuat keanggotaan dan komposisi Dewan Komisaris	1. Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka 2. Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan	1. Terpenuhi Penentuan jumlah anggota Dewan Komisaris telah disesuaikan dengan peraturan yang berlaku serta Anggaran Dasar Perseroan sesuai dengan kondisi dan kebutuhan. Perseroan memiliki 4 (empat) anggota Dewan Komisaris 2. Terpenuhi Komposisi anggota Dewan Komisaris telah memenuhi aspek keberagaman keahlian, pengetahuan dan pengalaman serta kondisi dan kompleksitas bisnis Perseroan
1. To streghten the membership and composition of the Board of Commissioners	1. Determining the number of members of the Board of Commissioners takes into account the conditions of the Public Company 2. Determining the composition of members of the Board of Commissioners takes into account the diversity of skills, knowledge and experience required	1. Fulfilled Determining the number of members of the Board of Commissioners is adjusted to applicable laws and regulations as well as Company's Articles of Association in line with the conditions and need. The Company has 4 (four) members of the Board of Commissioners 2. Fulfilled The composition of members of the Board of Commissioners has fulfilled the aspect of diversity of expertise, knowledge and experience as well as the condition and comlexixty of the Company's business.

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation
2. Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris	1. Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris 2. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris diungkapkan melalui Laporan Tahunan Perusahaan Terbuka 3. Dewan Komisaris memiliki kebijakan terkait dengan pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan 4. Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi	1. Terpenuhi Perseroan telah memiliki kebijakan umum terkait dengan penilaian kinerja Dewan Komisaris yang tertuang dalam Board Manual dan situs web Perseroan 2. Terpenuhi Perseroan menyampaikan kebijakan penilaian dalam laporan tahunan bagian Tata Kelola Perusahaan sub bab Penilaian kinerja Dewan Komisaris 3. Terpenuhi Perseroan memiliki kebijakan pengunduran diri secara umum yang tertuang dalam Anggaran Dasar dan Board Manual Perseroan 4. Terpenuhi Perseroan melalui komite Nominasi dan Remunerasi telah memiliki kebijakan dalam proses nominasi anggota Direksi sesuai dengan tujuan jangka panjang Perusahaan. Kebijakan suksesi dicantumkan dalam situs web Perseroan
2. Improving the quality of the implementation of duties and responsibilities of the Board of Commissioners	1. The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners 2. The self-assessment policy for assessing the performance of the Board of Commissioners is disclosed in the Public Company's Annual Report 3. The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes 4. The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function prepares a succession policy in the Nomination process for members of the Board of Directors	1. Fulfilled The Company has a general policy regarding the performance assessment of the Board of Commissioners which is stated in the Board Manual and the Company's website 2. Fulfilled The Company conveys its assessment policy in the annual report in the Corporate Governance section, sub-chapter, Performance Assessment of the Board of Commissioners 3. Fulfilled The Company has a general resignation policy as stated in the Company's Articles of Association and Board Manual 4. Fulfilled The Company, through the Nomination and Remuneration Committee, has a policy in the nomination process of members of the Board of Directors in accordance with the Company's long-term goals. The succession policy is stated on the Company's website
Aspek 3: Fungsi dan Peran Direksi **Aspect 3: Function and Role of the Directors**		
1. Memperkuat keanggotaan dan komposisi Direksi	1. Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka 2. Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan 3. Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi	1. Terpenuhi Penentuan jumlah anggota Direksi telah disesuaikan dengan peraturan yang berlaku serta Anggaran Dasar Perseroan sesuai dengan kondisi dan kebutuhan Perseroan memiliki 5 (lima) anggota Direksi 2. Terpenuhi Komposisi anggota Direksi telah memenuhi aspek keberagaman keahlian, pengetahuan dan pengalaman yang diperlukan oleh Perseroan 3. Terpenuhi Direktur Keuangan Perseroan memiliki pengalaman kerja di bidang Keuangan selama lebih dari 25 tahun

Prinsip Principle	**Rekomendasi** Recommendation	**Implementasi** Implementation
1. Streghten the membership and composition of the Board of Directors	1. Determining the number of directors depends on the public listed company's condition 2. Determining the composition of members of the Board of Directors takes into consideration the diversity of skills, knowledge and experience required 3. The Board of Directors that oversee the Company's accounting or finance must have the expertise and/or knowledge in the field of accounting	1. Fulfilled Determining the number of members of the Board of Directors has been adjusted to applicable regulations and the Company's Articles of Association in accordance with the conditions and needs of the Company. It has 5 (five) members of the Board of Directors 2. Fulfilled The composition of members of the Board of Directors has fulfilled the diversity of skills, knowledge and experience required by the Company 3. Fulfilled The Company's Finance Director has an experience in the Finance sector for more than 25 years
2. Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Direksi	1. Direksi mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi 2. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi diungkapkan melalui Laporan Tahunan Perusahaan Terbuka 3. Direksi mempunyai kebijakan terkait dengan pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan	1. Terpenuhi Perseroan telah memiliki kebijakan umum terkait dengan penilaian untuk menilai kinerja Direksi yang tertuang dalam *Board Manual* dan situs web Perseroan 2. Terpenuhi Perseroan telah menyampaikan kebijakan penilaian dalam laporan tahunan bagian Tata Kelola Perusahaan sub bab Penilaian kinerja Direksi 3. Terpenuhi Perseroan telah memiliki kebijakan terkait dengan pengunduran diri anggota Direksi yang tertuang dalam Anggaran Dasar dan Board Manual Perseroan
2. To improve the quality of implementation of the duties and responsibilities of the Board of Directors	1. The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors 2. The self-assessment policy for assessing the performance of the Board of Directors is disclosed in the Public Company's Annual Report 3. The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes	1. Fulfilled The Company has a general policy regarding assessments to assess the performance of the Board of Directors as stated in the Board Manual and the Company's website 2. Fulfilled The Company has conveyed its assessment policy in the annual report in the Corporate Governance section, sub-chapter on Assessment of the Board of Directors' performance 3. Fulfilled The Company has a policy regarding the resignation of members of the Board of Directors as stated in the Company's Articles of Association and Board Manual

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation
Aspek 4: Partisipasi Pemangku Kepentingan **Aspect 4: Participation of the Stake Holders**		
1. Meningkatkan aspek tata Kelola perusahaan melalui partisipasi pemangku kepentingan	1. Perusahaan terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading* 2. Perusahaan terbuka memiliki kebijakan anti korupsi dan *anti-fraud* 3. Perusahaan terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor 4. Perusahaan terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur 5. Perusahaan terbuka memiliki kebijakan sistem *whistleblowing* 6. Perusahaan terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan	1. Terpenuhi Perseroan telah memiliki kebijakan umum terkait dengan *insider trading* yang tertuang dalam situs web Perseroan 2. Terpenuhi Perseroan telah memiliki kebijakan umum terkait dengan anti korupsi dan *anti-fraud* yang tertuang dalam CoC Perseroan 3. Terpenuhi Perseroan telah memiliki SOP terkait dengan prosedur persiapan pengadaan barang dan jasa serta syarat dan ketentuan umum pengadaan barang dan jasa untuk meningkatkan kualitas pengadaan serta kualitas vendor. Hal tersebut tercantum dalam situs web Perseroan 4. Terpenuhi Perseroan telah memiliki kebijakan terkait dengan kewajiban untuk memenuhi hak- hak kreditur sesuai dengan kebijakan dan ketentuan yang berlaku yang tertuang dalam Perjanjian Kredit yang telah disepakati oleh kedua belah pihak. Hal tersebut tercantum dalam situs web Perseroan 5. Terpenuhi Perseroan telah memiliki kebijakan terkait dengan *whistleblowing system*. http://www.elnusa.co.id/idn/investor/inv estor-information/corporate-governance/mekanisme-pengaduan/ 6. Terpenuhi Perseroan telah memiliki kebijakan pemberian penghargaan terhadap masa kerja karyawan sebagai bentuk penghargaan atas loyalitas pekerja. Untuk Direksi kebijakan insentif tersebut melekat pada kebijakan remunerasi Perseroan
1. To improve corporate governance asspects through stakeholder participation	1. A public company has the policies to prevent insider trading 2. A public company has anti-corruppion and anti-fraud policies 3. A public company has policies regarding the selection and improvement of suppliers or vendors capabilities 4. A public company has policies regarding fulfilling creditor rights 5. A public company has the whistleblowing system policy 6. A public company has a policy on providing long-term incentives to Directors and employees	1. Fulfilled The Company has a general policy regarding insider trading which is stated on the Company's website 2. Fulfilled The Company has a general policy related to anti-corruption and anti-fraud which is stated in the Company's CoC 3. Fulfilled The Company has SOPs related to preparation procedures for the procurement of goods and services as well as general terms and conditions for the procurement of goods and services to improve the quality of procurement and the quality of vendors. This is stated on the Company's website 4. Fulfilled The Company has a policy related to the obligation to fulfill creditors' rights in accordance with the applicable policies and provisions contained in the Credit Agreement which has been agreed upon by both parties. This is stated on the Company's website 5. Fulfilled The Company has a policy related to the whistleblowing system. http://www.elnusa.co.id/idn/investor/inv estor-information/corporate-governance/mekanisme-pengaduan/ 6. Fulfilled The Company has a policy of giving awards for employees' length of service as a form of appreciation for employee loyalty. For Directors, the incentive policy is attached to the Company's remuneration policy

Prinsip Principle	**Rekomendasi** Recommendation	**Implementasi** Implementation
Aspek 5: Keterbukaan Informasi **Aspect 5: Information Disclosure**		
1. Meningkatkan pelaksanaan keterbukaan informasi	1. Perusahaan terbuka memanfaatkan penggunaan teknologi Informasi secara lebih luas selain situs web sebagai media keterbukaan Informasi 2. Laporan tahunan perusahaan 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	1. Terpenuhi Perseroan telah secara rutin menyampaikan Informasi tidak hanya terbatas pada keterbukaan Informasi yang telah di atur dalam peraturan perundang- undangan, namun juga Informasi lain terkait Perseroan melalui portal internal, media situs *web, news flash, teasers*, intranet, Elnusa news corner 2. Terpenuhi Perseroan telah mengungkapkan pemilik manfaat akhir atas kepemilikan saham Perseroan paling sedikit 5%, juga pengungkapan pemilik dari manfaat akhir dari kepemilikan saham oleh pemegang saham utama dan pengendali dalam Laporan Tahunan Perseroan
1. To increase the disclosure of information	1. Public listed companies make more use of information technology aside from websites as medium for information disclosure 2. The Company's annual report discloses the ultimate beneficial owner in public company share ownership of at least 5%, in addition to disclosure of the ultimate beneficial owner in public company share ownership through the main and controlling shareholders	1. Fulfilled The Company has routinely conveyed information not only limited to the disclosure of information that has been regulated in statutory regulations, but also other information related to the Company through internal portals, website media, news flash, teasers, intranet, Elnusa news corner 2. Fulfilled The Company has disclosed the ultimate beneficial owner of the Company's share ownership of at least 5%, as well as disclosure of the ultimate beneficial owner of share ownership by the main and controlling shareholders in the Company's Annual Report

TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Social and Environmental Responsibility Social and Environmental Responsibility

386 Aspek Ekonomi
Economy Aspect

386 Aspek Lingkungan
Environment Aspect

387 Aspek Sosial
Social Aspect



Aspek Ekonomi
Economy Aspect

Rp12,6 **Triliun I** Trillion

Pendapatan Perseroan, meningkat 2,1% dari tahun sebelumnya
Company revenue increased 2.1% from the previous year

Rp2,74 **Triliun I** Trillion

Nilai pembelian kepada mitra kerja, di mana 94,2% disalurkan kepada mitra kerja lokal
Purchase value to work partners, of which 94.2% is distributed to local work partners

Rp503 **Miliar I** Billion

Laba Perseroan, tumbuh 33% dari tahun sebelumnya
Company profits grew 33% from the previous year

93,61%

Persentase mitra kerja lokal dari total mitra kerja
Percentage of local working partners from total working partners

Aspek Lingkungan
Enviroment Aspect

335,15%

Peningkatan reduksi emisi dari berbagai inisiatif yang mencapai 1.597,83 tonCO_2eq, berhasil melewati target 2023 sebesar 550 tonCO_2eq
Increased emission reduction from various initiatives reached 1,597.83 tonCO2eq, successfully exceeding the 2023 target of 550 tonCO_2eq

>5.000 **Pohon I** Trees

Ditanam di berbagai wilayah melalui gerakan Green Action
Energy use decreased by 93,560 GJ

4,23%

Penurunan penggunaan energi sebesar 93.560 GJ
Planted in various regions through the Green Action movement

73,89%

Penurunan total limbah B3 yang dihasilkan, berkurang 367,7 ton dari tahun sebelumnya
Total reduction in B3 waste produced was 367.7 ton less than the previous year

Aspek Sosial
Social Aspect

635,9 **Jam I** Hours

Rata-rata jam pelatihan per karyawan sepanjang tahun 2023
Average training hours per employee throughout 2023

4,34

dari skala 5 I on a scale of 5

Skor Tingkat Kepuasan Pelanggan atau *Customer Satisfaction Index* (CSI)
Customer Satisfaction Level Score or Customer Satisfaction Index (CSI)

10,8%

Peningkatan total jam pelatihan sebesar 65.204 jam dari tahun sebelumnya
Total increase in training hours was 65,204 hours from the previous year

4,81%

Peningkatan jumlah penerima manfaat sebesar 97.672 penerima dari tahun sebelumnya 93.191
The number of beneficiaries increased by 97,672 recipients from 93,191 recipients in the previous year

LAMPIRAN
Appendix

390 Referensi SEOJK No. 16/SEOJK.04/2021: Laporan Tahunan Emiten atau Perusahaan Publik
SEOJK No. 16/SEOJK.04/2021: Annual Report of Public Company

413 Laporan Keuangan
Financial Report

REFERENSI SEOJK NO. 16/SEOJK.04/2021: LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

SEOJK No. 16/SEOJK.04/2021: Annual Report of Public Company

Keterangan	Halaman Page	Description
I. Ketentuan Umum		I. General Provision
1. Dalam Surat Edaran Otoritas Jasa Keuangan ini yang dimaksud dengan:		1. In this Financial Services Authority Circular Letter what is meant by:
a. Laporan Tahunan adalah laporan pertanggungjawaban Direksi dan Dewan Komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku kepada rapat umum pemegang saham yang disusun berdasarkan ketentuan dalam Peraturan Otoritas Jasa Keuangan mengenai Laporan Tahunan emiten atau perusahaan publik.	√	a. The Annual Report is a report on the Board of Directors and Board of Commissioners accountability in managing and supervising issuers or public companies within a period of 1 (one) fiscal year to the general meeting of shareholders prepared based on the provisions of the Financial Services Authority Regulation concerning the Annual Report of issuers or public companies.
b. Emiten adalah pihak yang melakukan penawaran umum.	√	b. Issuers are parties who make public offerings
c. Perusahaan Publik adalah perseroan yang sahamnya telah dimiliki paling sedikit oleh 300 (tiga ratus) pemegang saham dan memiliki modal disetor paling sedikit Rp3.000.000.000,00 (tiga miliar rupiah) atau suatu jumlah pemegang saham dan modal disetor yang ditetapkan oleh Otoritas Jasa Keuangan.	√	c. A Public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority.
d. Perusahaan Terbuka adalah Emiten yang telah melakukan penawaran umum efek bersifat ekuitas atau Perusahaan Publik.	√	d. A Public Company is an Issuer that has made a public offering of equity securities or a Publically-listed Company
e. Laporan Keberlanjutan (*Sustainability Report*) adalah laporan yang diumumkan kepada masyarakat yang memuat kinerja ekonomi, keuangan, sosial, dan lingkungan hidup suatu lembaga jasa keuangan, Emiten, dan Perusahaan Publik dalam menjalankan bisnis berkelanjutan.	√	e. A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business
f Direksi:		f Board of Directors:
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Direksi sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	√	1) For an Issuer or a Public Company in the form of a limited liability company, it is the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	√	2) For an Issuer or a Public Company in the form of a legal entity other than a limited liability company, it is the body that carries out the management of the legal entity as referred to in the laws and regulations concerning the legal entity.

Keterangan	Halaman Page	Description
g. Dewan Komisaris:		g. Board of Commissioners:
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Dewan Komisaris sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	√	1) For an Issuer or a Public Company in the form of a limited liability company, the Board of Commissioners as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melakukan pengawasan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	√	2) For the Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that supervises the legal entity as referred to in the laws and regulations concerning the legal entity.
h. Rapat Umum Pemegang Saham yang selanjutnya disingkat RUPS:		h. General Meeting of Shareholders hereinafter abbreviated as GMS:
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah RUPS sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka; dan	√	1) For an Issuer or a Public Company in the form of a limited liability company, it is the GMS as referred to in the Financial Services Authority Regulation concerning the Planning and Organizing of the General Meeting of Shareholders of a Public Company; and
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang mempunyai wewenang yang tidak diberikan kepada organ yang melaksanakan fungsi pengurusan dan fungsi pengawasan, dalam batas yang ditentukan dalam peraturan perundang-undangan dan/atau anggaran dasar yang mengatur badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that has authority that is not given to any other body that carries out management and supervisory functions, within the limits specified in the legislation and/or articles of association governing the legal entity.
2. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	√	2. The Annual Report of Issuers or Public Companies is an important source of information for investors or shareholders as one of the basic considerations in making investment decisions and a means of supervision of Issuers or Public Companies.
3. Seiring dengan perkembangan pasar modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk menyajikan informasi yang berkualitas, akurat, dan akuntabel melalui Laporan Tahunan Emiten atau Perusahaan Publik.	√	3. Along with the development of the capital market and the increasing need for information disclosure by investors or shareholders, the Board of Directors and the Board of Commissioners are required to present quality, accurate, and accountable information through the Annual Reports of Issuers or Public Companies.
4. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dan pemangku kepentingan dalam memperoleh informasi yang dibutuhkan.	√	4. Annual Reports that are prepared regularly and informatively can provide convenience for investors or shareholders and stakeholders in obtaining the required information.
5 Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan dan Laporan Keberlanjutan.	√	5 This Financial Services Authority Circular is a guideline for Issuers or Public Companies that must be applied in preparing Annual Reports and Sustainability Reports.

Keterangan	Halaman Page	Description
II. Bentuk Laporan Tahunan		II. Format of Annual Report
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.	√	1. Annual Report should be presented in the printed format and in electronic document copy..
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	√	2. The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.
3. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami.	√	3. The Annual Report may present information in the form of pictures, graphs, tables, and/or diagrams by including clear titles and/or descriptions, so that they are easy to read and understand.
4. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam format pdf.	√	4. The Annual Report presented in electronic document format is the Annual Report converted into pdf format.
III. Isi Laporan Tahunan		III. Content Of Annual Report
1. Laporan Tahunan paling sedikit memuat informasi mengenai:	√	1. Annual Report should contain at least the following information:
a. Ikhtisar data keuangan penting;	√	a. Summary of key financial information;
b. Informasi saham (jika ada);	√	b. Stock information (if any);
c. Laporan Direksi;	√	c. The Board of Directors report;
d. Laporan Dewan Komisaris;	√	d. The Board of Commissioners report;
e. Profil Emiten atau Perusahaan Publik;	√	e. Profile of Issuer or Public Company;
f. Analisis dan pembahasan manajemen;	√	f. Management discussion and analysis;
g. Tata kelola Emiten atau Perusahaan Publik;	√	g. Corporate governance applied by the Issuer or Public Company;
h. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	√	h. Corporate social and environmental responsibility of the Issuer or Public Company;
i. Laporan keuangan tahunan yang telah diaudit; dan	√	i. Audited annual report; and
j. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan;	√	j. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report;
2. Uraian Isi Laporan Tahunan		2. Description of Content of Annual Report
a. Ikhtisar Data Keuangan Penting	8	a. Summary of Key Financial Information
Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:		Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:
1) pendapatan/penjualan;	8	1) income/sales;
2) laba bruto;	8	2) gross profit;
3) laba (rugi);	8	3) profit (loss);
4) jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	8	4) total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
5) total laba (rugi) komprehensif;	8	5) total comprehensive profit (loss);
6) jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	8	6) total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;
7) laba (rugi) per saham;	8	7) earning (loss) per share;
8) jumlah aset;	9	8) total assets;
9) jumlah liabilitas;	9	9) total liabilities;
10) jumlah ekuitas;	9	10) total equities;

Keterangan	Halaman Page	Description
11) rasio laba (rugi) terhadap jumlah aset;	10	11) profit (loss) to total assets ratio;
12) rasio laba (rugi) terhadap ekuitas;	10	12) profit (loss) to equities ratio;
13) rasio laba (rugi) terhadap pendapatan/ penjualan;	10	13) profit (loss) to income ratio;
14) rasio lancar;	10	14) current ratio;
15) rasio liabilitas terhadap ekuitas;	10	15) liabilities to equities ratio;
16) rasio liabilitas terhadap jumlah aset; dan	10	16) liabilities to total assets ratio; and
17) informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya;	10	17) other information and financial ratios relevant to the Issuer or Public Company and type of industry;
b. Informasi Saham	11	b. Stock Information
Informasi Saham (jika ada) paling sedikit memuat:		Stock Information (if any) at least contains:
1) saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi:	11	1) shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:
a) jumlah saham yang beredar;	11	a) number of outstanding shares;
b) kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	11	b) market capitalization based on the price at the Stock Exchange where the shares listed on;
c) harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	11	c) highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and
d) volume perdagangan pada Bursa Efek tempat saham dicatatkan;	11	d) share volume at the Stock Exchange where the shares listed on;
Informasi pada huruf a) diungkap oleh Emiten yang merupakan Perusahaan Terbuka yang sahamnya tercatat maupun tidak tercatat di Bursa Efek;	11	Information in point a) should be disclosed by the Issuer, the public company whose shares is listed or not listed in the Stock Exchange;
Informasi pada huruf b), c), dan huruf d) hanya diungkapkan jika Emiten merupakan Perusahaan Terbuka dan sahamnya tercatat di Bursa Efek;	11	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;
2) dalam hal terjadi aksi korporasi, seperti pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:	12	2) in the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:
a) tanggal pelaksanaan aksi korporasi;	–	a) date of corporate action;
b) rasio pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham	–	b) stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;
c) jumlah saham beredar sebelum dan sesudah aksi korporasi; dan	–	c) number of outstanding shares prior to and after corporate action; and
d) jumlah efek konversi yang dilaksanakan (jika ada); dan	–	d) The number of convertible securities exercised (if any); and
e) harga saham sebelum dan sesudah aksi korporasi;	–	e) share price prior to and after corporate action;

Keterangan	Halaman Page	Description
3) dalam hal terjadi penghentian sementara perdagangan saham (*suspension*), dan/ atau penghapusan pencatatan saham (*delisting*) dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*) tersebut; dan	13	3) in the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and
4) dalam hal penghentian sementara perdagangan saham (*suspension*) dan/ atau penghapusan pencatatan saham (*delisting*) sebagaimana dimaksud pada angka 3) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*) tersebut;	13	4) in the event that the suspension and/ or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;
c. Laporan Direksi	44	c. The Board of Directors Report
Laporan Direksi paling sedikit memuat:		The Board of Directors Report should at least contain the following items:
1) uraian singkat mengenai kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi:	46	1) the performance of the Issuer or Public Company, at least covering:
a) strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	46-47	a) strategy and strategic policies of the Issuer or Public Company;
b) peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	47	b) Role of the Board of Directors in formulating strategies and strategic policies of Issuers or Public Companies;
c) proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;	47	c) Process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;
d) perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	47-48	d) comparison between achievement of results and targets; and
e) kendala yang dihadapi Emiten atau Perusahaan Publik;	46	e) challenges faced by the Issuer or Public Company;
2) gambaran tentang prospek usaha;	48-49	2) description on business prospects;
3) penerapan tata kelola Emiten atau Perusahaan Publik; dan	49	3) implementation of good corporate governance by Issuer or Public Company; and
4) perubahan komposisi anggota Direksi dan alasan perubahannya (jika ada);	51	4) changes in the composition of the Board of Directors and the reason behind (if any);
d. Laporan Dewan Komisaris	36	d. The Board of Commissioners Report
Laporan Dewan Komisaris paling sedikit memuat:		The Board of Commissioners Report should at least contain the following items:
1) Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik;	38	1) Assessment on the performance of the Board of Directors in managing the Issuer or the Public Company;
2) Pengawasan terhadap implementasi strategi Emiten atau Perusahaan Publik;	38-39	2) Supervision on the implementation of the strategy of the Issuer or Public Company;
3) Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi;	39-40	3) View on the business prospects of the Issuer or Public Company as established by the Board of Directors;

Keterangan	Halaman Page	Description
4) Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik;	41-42	4) View on the implementation of the corporate governance by the Issuer or Public Company;
5) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya (jika ada); dan	41	5) Changes in the composition of the Board of Commissioners and the reason behind (if any); and
e. Profil Emiten atau Perusahaan Publik	58	e. Profile of the Issuer or Public Company
Profil Emiten atau Perusahaan Publik paling sedikit memuat:		Profile of the Issuer or Public Company should cover at least:
1) Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	58-59; 62	1) Name of Issuer or Public Company, including change of name, reason of change, and the effective date of the change of name during the year under review;
2) Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	58-59	2) access to Issuer or Public Company, including branch office or representative office, where public can have access of information of the Issuer or Public Company, which include:
a) Alamat;	58-59	a) Address;
b) Nomor telepon;	58-59	b) Telephone number;
c) Nomor faksimile;	58-59	c) Facsimile number;
d) Alamat surat elektronik; dan	58-59	d) E-mail address; and
e) Alamat Situs Web;	58-59	e) Website address;
3) Riwayat singkat Emiten atau Perusahaan Publik;	62	3) Brief history of the Issuer or Public Company;
4) Visi dan misi Emiten atau Perusahaan Publik;	63-68	4) Vision and mission of the Issuer or Public Company;
5) Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;	70-75	5) Line of business according to the latest Articles of Association, and types of products and/or services produced;
6) Wilayah operasional Emiten atau Perusahaan Publik;	76-82	6) Operational area of the Issuer or Public Company
7) Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi, disertai dengan nama dan jabatan;	84-85	7) Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and titles;
8) daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan	83	8) List of industry association memberships both on a national and international scale related to the implementation of sustainable finance;
9) Profil Direksi, paling sedikit memuat:	92-99	9) The Board of Directors profiles include:
a) Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	92-99	a) Name and short description of duties and functions;
b) Foto terbaru;	92-99	b) Latest photograph;
c) Usia;	92-99	c) Age;
d) Kewarganegaraan;	92-99	d) Citizenship;
e) Riwayat pendidikan;	92-99	e) Education;
f) Riwayat jabatan, meliputi informasi:	92-99	f) history position, covering information on:
(1) Dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	92-99	(1) Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;

Keterangan	Halaman Page	Description
(2) Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	92-99	(2) Dual position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	92-99	(3) Working experience and period in and outside the Issuer or Public Company;
g) hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi;	92-99; 278-279	g) Affiliation with other members of the Board of Directors, members of the Board of Commissioners, majority and controlling shareholders, either directly or indirectly to individual owners, including names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and
h) perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	51; 265-266	h) Changes in the composition of the members of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this matter shall be disclosed;
10) Profil Dewan Komisaris, paling sedikit memuat:	86-91	10) The Board of Commissioners profiles, at least include:
a) Nama;	86-91	a) Name;
b) Foto terbaru;	86-91	b) Latest photograph;
c) Usia;	86-91	c) Age;
d) Kewarganegaraan;	86-91	d) Citizenship;
e) Riwayat pendidikan;	86-91	e) Education;
f) Riwayat jabatan, meliputi informasi:	86-91	f) History position, covering information on:
(1) Dasar hukum penunjukan sebagai anggota Dewan Komisaris yang bukan merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	86-91	(1) Legal basis for the appointment as member of the Board of Commissioners who is not Independent Commissioner at the said Issuer or Public Company;
(2) Dasar hukum penunjukan pertama kali sebagai anggota Dewan Komisaris yang merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	86-91	(2) Legal bases for the first appointment as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;
(3) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	86-91	(3) Dual position; as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee and other position (if any); and
(4) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	86-91	(4) Working experience and period in and outside the Issuer or Public Company;

Keterangan	Halaman Page	Description
g) Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafilias	86-91; 278-279	g) Affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including names of affiliated parties; In the event that a member of the Board of Commissioners has no affiliation, the Issuer or Public Company shall disclose this matter;
h) Pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode (jika ada);	86-91; 248-251	h) Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods (if any);
i) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	41; 246-247	i) Changes in the composition of the members of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;
11) Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	–	11) In the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;
12) Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku;	105-106	12) Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the fiscal year; Disclosure of information can be presented in tabular form.
13) Nama pemegang saham dan persentase kepemilikan pada akhir tahun buku, yang terdiri dari:	107	13) Names of shareholders and ownership percentage at the end of the fiscal year, including:
a) Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	108	a) Shareholders having 5% (five percent) or more shares of Issuer or Public Company;
b) Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik; dan	109	b) Commissioners and Directors who own shares of the Issuers or Public Company; and
c) Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham emiten atau perusahaan publik;	108-109	c) Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;
14) Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris;	109	14) The percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners;

Keterangan	Halaman Page	Description
15) Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	108	15) Number of shareholders and ownership percentage at the end of the fiscal year, based on:
a) Kepemilikan institusi lokal;	108	a) Ownership of local institutions;
b) Kepemilikan institusi asing;	108	b) Ownership of foreign institutions;
c) Kepemilikan individu lokal; dan	108	c) Ownership of local individual; and
d) Kepemilikan individu asing;	108	d) Ownership of foreign individual;
16) Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	107	16) Information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;
17) Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi Emiten atau Perusahaan Publik tersebut (jika ada);	110-118	17) Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any);
Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut;		For subsidiaries, include the addresses of the said subsidiaries;
18) Kronologi pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek dimana saham Emiten atau Perusahaan Publik dicatatkan (jika ada);	119	18) Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;
19) Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/ imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	120	19) Other securities listing information other than the securities as referred to in number 18), which have not yet matured in the fiscal year, at least contain the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and securities rating (if any);
20) Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi:	121	20) Information on the use of a Public Accountant (AP) and a Public Accounting firm (KAP) services and their networks/ associations/alliances include:
a) nama dan alamat;	121	a) name and address;
b) periode penugasan;	121	b) period of assignment;
c) informasi jasa audit dan/atau non audit yang diberikan;	121	c) informasi jasa audit dan/atau non audit yang diberikan;
d) biaya jasa (*fee*) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	121	d) Audit and/or non-audit fees for each assignment given during the fiscal year; and
e) dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan	121	e) In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed; and
21) Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP;	122	21) Name and address of capital market supporting institutions and/or professionals other than AP and KAP

Keterangan	Halaman Page	Description
f. Analisis dan Pembahasan Manajemen	154	f. Management Discussion and Analysis
Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:		Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:
1) Tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	162	1) Operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a) Produksi, yang meliputi proses, kapasitas, dan perkembangannya;	162-186	a) Production, including process, capacity, and growth;
b) Pendapatan/penjualan; dan	162-186	b) Income/sales; and
c) Profitabilitas;	162-186	c) Profitability;
2) Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai:	187	2) comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:
a) Aset lancar, aset tidak lancar, dan total aset;	187-190	a) Current assets, non-current assets, and total assets;
b) Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	190-192	b) Short term liabilities, long term liabilities, total liabilities;
c) Ekuitas;	192	c) Equities;
d) Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	193-197	d) Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
e) Arus kas	198-199	e) Cash flows
3) Kemampuan membayar utang dengan menyajikan perhitungan rasio yang relevan;	199-200	3) The capacity to pay debts by including the computation of relevant ratios;
4) Tingkat kolektibilitas piutang emiten atau perusahaan publik dengan menyajikan perhitungan rasio yang relevan;	200	4) Accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
5) Struktur modal (capital structure) dan kebijakan manajemen atas struktur modal (capital structure) tersebut disertai dasar penentuan kebijakan dimaksud;	201-202	5) Capital structure and management policies concerning capital structure, including the basis for determining the said policy;
6) Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi:	202	6) discussion on material ties for the investment of capital goods, including the explanation on at least:
a) Tujuan dari ikatan tersebut;	–	a) The purpose of such ties;
b) Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	–	b) Source of funds expected to fulfill the said ties;
c) Mata uang yang menjadi denominasi; dan	–	c) Currency of denomination; and
d) Langkah yang direncanakan emiten atau perusahaan publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	–	d) Steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;
7) Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi:	202-203	7) Discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a) Jenis investasi barang modal;	202-203	a) Type of investment of capital goods;

Keterangan	Halaman Page	Description
b) Tujuan investasi barang modal; dan	202-203	b) Objective of the investment of capital goods; and
c) Nilai investasi barang modal yang dikeluarkan;	202-203	c) Value of the investment of capital goods;
8) Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	205	8) Material Information and facts that occurring after the date of the accountant's report (if any);
9) Prospek usaha dari emiten atau perusahaan publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	205-206	9) Information on the prospects of the Issuer or the Company in connection with industry,economy in general, accompanied with supporting quantitative data if there is a reliable data source;
10) Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	204-205	10) Comparison between target/projection at beginning of year and result (realization), concerning:
a) Pendapatan/penjualan;	204-205	a) Income/sales;
b) Laba (rugi);	204-205	b) Profit (loss);
c) Struktur modal (capital structure);	204-205	c) Capital structure; or
d) Kebijakan dividen; atau	204-205	d) Dividend policy; or
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	204-205	e) Others that deemed necessary for the Issuer or Public Company;
11) Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	204-205	11) Target/projection at most for the next one year of the Issuer or Public Company, concerning:
a) Pendapatan/penjualan;	204-205	a) Income/sales;
b) Laba (rugi);	204-205	b) Profit (loss);
c) Struktur modal (capital structure);	204-205	c) Capital structure; or
d) Kebijakan dividen; atau	204-205	d) Dividend policy;
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	204-205	e) Or others that deemed necessary for the Issuer or Public Company;
12) Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	206-208	12) Marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;
13) Uraian mengenai dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit:	208-209	13) Description regarding the dividend policy during the last 2 (two) fiscal years, at least:
a) Kebijakan dividen;	208-209	a) Dividend policy;
b) Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;	208-209	b) The date of the payment of cash dividend and/or date of distribution of non-cash dividend;
c) Jumlah dividen per saham (kas dan/atau non kas); dan	208-209	c) Amount of cash per share (cash and/or non cash); and
d) Jumlah dividen per tahun yang dibayar;	208-209	d) Amount of dividend per year paid;
Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.		Disclosure of information can be presented in tabular form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.

Keterangan	Halaman Page	Description
14) Realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan:	203	14) Use of proceeds from Public Offerings, under the condition of:
a) Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan	203	a) during the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
b) Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	–	b) In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;
15) Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi Afiliasi, dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat:	204; 210	15) Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, among others include:
a) Tanggal, nilai, dan objek transaksi;	210-211	a) Transaction date, value, and object;
b) Nama pihak yang melakukan transaksi;	210-211	b) Name of transacting parties;
c) Sifat hubungan Afiliasi (jika ada);	210-211	c) Nature of related parties (if any);
d) Penjelasan mengenai kewajaran transaksi; dan	212	d) Description of the fairness of the transaction; and
e) Pemenuhan ketentuan terkait;	212	e) Compliance with related rules and regulations;
f) dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi:	212	f) In the event that there is an affiliation relationship, apart from disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:
1) Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*); dan	212	1) A statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out in accordance with generally accepted business practices, by complying with the arms-length principle; and
2) Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*);	212-213	2) The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, by complying with the arms-length principle;

Keterangan	Halaman Page	Description
g) Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.	213	g) For affiliated transactions or material transactions which are business activities carried out to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out to generate operating income. and run regularly, repeatedly, and/or continuously;
h) Untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut;	–	h) For disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added;
i) Dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	–	i) In the event that there is no affiliated transaction and/or conflict of interest transaction, then this shall be disclosed;
16) Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	213	16) Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
17) Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada);	213	17) Changes in the accounting policy, rationale and impact on the financial statement (if any);
g. Tata Kelola Emiten atau Perusahaan Publik	218	g. Corporate Governance of the Issuer or Public Company
Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:		Corporate Governance of the Issuer or Public Company contains at least:
1) RUPS, paling sedikit memuat:	228	1) GMS, at least contains:
a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:		a) Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include:
1) keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan	230-235; 239-244	1) Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year realized in the fiscal year; and
2) keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;	–	2) Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year that have not been realized and the reasons for not realizing them;
b) dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;	229	b) In the event that the Issuer or Public Company uses an independent party in the conduct of the GMS to calculate the votes, then this matter shall be disclosed;

Keterangan	Halaman Page	Description
2) Direksi, mencakup antara lain:		2) The Board of Directors, covering:
a) Tugas dan tanggung jawab masing-masing anggota Direksi;	268-273	a) The tasks and responsibilities of each member of the Board of Directors;
b) Pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi;	267	b) Statement that the Board of Directors has already have board manual or charter;
c) Kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk tingkat kehadiran dalam RUPS;	280-287	c) Policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS;
d) pelatihan dan/atau peningkatan kompetensi anggota Direksi:	273-274	d) Training and/or competency development of members of the Board of Directors:
(1) kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan	273-274	(1) Policies for training and/or improving the competence of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and
(2) pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);	273-274	(2) Training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);
e) penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat:	277	e) The Board of Directors' assessment of the performance of the committees that support the implementation of the Board of Directors' duties for the fiscal year shall at least contain:
(1) prosedur penilaian kinerja; dan	–	(1) Performance appraisal procedures; and
(2) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	–	(2) The criteria used are performance achievements during the fiscal year, are competence and attendance at meetings; and
f) dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	277	f) In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.
3) Dewan Komisaris, mencakup antara lain:	245	3) The Board of Commissioners, among others include:
a) Tugas dan tanggung jawab Dewan Komisaris;	253	a) Duties and responsibilities of the Board of Commissioners;
b) Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (*charter*) Dewan Komisaris;	252-253	b) Statement that the Board of Commissioners has already have the board manual or charter;
c) Kebijakan dan pelaksanaan tentang frekuensi rapat Dewan Komisaris, termasuk rapat bersama Direksi, dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk tingkat kehadiran dalam RUPS;;	280-287	c) Policies and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners in these meetings including attendance at the GMS;

Keterangan	Halaman Page	Description
d) pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris:	259	d) Training and/or competency improvement of members of the Board of Commissioners:
(1) kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan	259-260; 257	(1) Policy on competency training and/or development of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and
(2) pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);	259-260	(2) Competency training and/or development attended by members of the Board of Commissioners in the fiscal year (if any);
e) penilaian terhadap kinerja anggota Direksi dan anggota Dewan Komisaris dan pelaksanaannya, paling sedikit memuat:	290-291	e) The assessment on the performance of the Board of Directors and Board of Commissioners and the implementation, at least covering:
(1) Prosedur pelaksanaan penilaian kinerja;	290-291	(1) procedure for the implementation of performance assessment;
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	290-291	(2) Criteria used are performance achievements during the fiscal year, competency and attendance at meetings; and
(3) Pihak yang melakukan penilaian;	290-291	(3) Assessor;
f) penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:	261-262	f) Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the fiscal year includes:
(1) prosedur penilaian kinerja; dan	261-262	(1) Performance appraisal procedures; and
(2) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat;	261-262	(2) The criteria used are performance achievements during the fiscal year, competency and attendance at meetings;
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:	292	4) The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:
a) prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan	292	a) Nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and
b) prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain:	292	b) Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:
(1) prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	292-293	(1) Procedures for determining remuneration for the Board of Directors and the Board of Commissioners;
(2) struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan	294	(2) The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and

Keterangan	Halaman Page	Description
(3) besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris;	295	(3) The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners
5) Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	–	5) Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
a) nama;	–	a) name;
b) dasar hukum pengangkatan dewan pengawas syariah;	–	b) Legal basis for the appointment of the sharia supervisory board;
c) periode penugasan dewan pengawas syariah;	–	c) Period of assignment of the sharia supervisory board;
d) tugas dan tanggung jawab Dewan Pengawas Syariah; dan	–	d) duty and responsibility of Sharia Supervisory Board; and
e) frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan Prinsip Syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik;	–	e) frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles by the Issuer or Public Company in the Capital Market;
6) Komite Audit, mencakup antara lain:	296	6) Audit Committee, among others covering:
a) Nama dan jabatannya dalam keanggotaan komite;	298-299	a) Name and position in the committee;
b) Usia;	298-299	b) Age;
c) Kewarganegaraan;	298-299	c) Citizenship;
d) Riwayat pendidikan;	298-299	d) Education background;
e) Riwayat jabatan, meliputi informasi:	298-299	e) History of position; including:
(1) Dasar hukum untuk pengangkatan sebagai anggota komite;	298-299	(1) Legal basis for appointment as committee member;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	298-299	(2) Dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	298-299	(3) working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota Komite Audit;	298	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi Komite Audit;	300	g) statement of independence of the Audit Committee;
h) Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	306	h) Training and/or competency improvement that have been followed in the fiscal year (if any);
i) Kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut;	304-305	i) Policies and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members in those meetings; and
j) Pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) Komite Audit;	302-303	j) the activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;
7) Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:	306	7) The nomination and remuneration committee or function of the Issuer or Public Company, at least containing:
a) Nama dan jabatannya dalam keanggotaan komite;	309-310	a) Name and position in committee membership;

Keterangan	Halaman Page	Description
b) Usia;	309-310	b) Age;
c) Kewarganegaraan;	309-310	c) Nationality;
d) Riwayat pendidikan;	309-310	d) Educational history;
e) Riwayat jabatan, meliputi informasi:	309-310	e) Position history, including information on:
(1) Dasar hukum penunjukan sebagai anggota komite;	309-310	(1) Legal basis for appointment as committee member;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	309-310	(2) Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	309-310	(3) Work experience and period of time both inside and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	309	f) Period and term of office of the committee members;
g) Pernyataan independensi komite;	310-311	g) Statement of committee independence;
h) Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	315	h) Training and/or competency improvement that have been followed in the fiscal year (if any);
i) Uraian tugas dan tanggung jawab;	311-312	i) Description of duties and responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) komite;	307	j) A statement that it has a guideline or charter;
k) Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	314-315	k) Policies and implementation of the frequency of meetings and the level of attendance of members at the meeting;
l) uraian singkat pelaksanaan kegiatan pada tahun buku; dan	312-313	l) Brief description of the implementation of activities in the fiscal year; and
m) dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan:	–	m) In the event that no nomination and remuneration committee is formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:
(1) alasan tidak dibentuknya komite; dan	–	(1) Reasons for not forming the committee; and
(2) pihak yang melaksanakan fungsi nominasi dan remunerasi;	–	(2) The party carrying out the nomination and remuneration function;
8) Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat:	316	8) Other committees owned by Issuers or Public Companies in order to support the functions and tasks of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, the least contains:
a) Nama dan jabatannya dalam keanggotaan komite;	316-320	a) Name and position in the Committee;
b) Usia;	316-320	b) Age;
c) Kewarganegaraan;	316-320	c) Citizenship;
d) Riwayat pendidikan;	316-320	d) Education background;
e) Riwayat jabatan, meliputi informasi:	316-320	e) History of position, including:

Keterangan	Halaman Page	Description
(1) Dasar hukum penunjukan sebagai anggota komite;	316-320	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	316-320	(2) Dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	316-320	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	318	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite;	320-321	g) Statement of committee independence;
h) Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	324	h) Training and/or competency improvement that have been followed in the fiscal year (if any); and
i) Uraian tugas dan tanggung jawab;	321	i) Description of duties and responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) komite;	316	j) A statement that the committee has had guidelines or charters;
k) Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	323	k) Policies and implementation of the frequency of committee meetings and the level of attendance of committee members at the meeting; and
l) uraian singkat pelaksanaan kegiatan pada tahun buku; dan	322	l) A brief description of the committee's activities for the fiscal year;
9) Sekretaris Perusahaan, mencakup antara lain:	325	9) Corporate Secretary, including:
a) nama;	325	a) name;
b) domisili;	325	b) domicile;
c) riwayat jabatan, meliputi informasi:	325	c) history of position, including:
(1) dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan	325	(1) legal basis for the appointment as Corporate Secretary; and
(2) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	325	(2) working experience and period in and outside the Issuer or Public Company;
d) riwayat pendidikan;	325	d) education background;
e) pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan	326	e) education and/or training during the year under review; and
f) uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku;	328-334	f) brief description on the implementation of duties of the Corporate Secretary in the year under review;
10) Unit Audit Internal, mencakup antara lain:	335	10) Internal Audit Unit, among others including:
a) Nama kepala Unit Audit Internal;	335	a) Name of Head of Internal Audit Unit;
b) Riwayat jabatan, meliputi informasi:	335	b) History of position, including:
(1) Dasar hukum penunjukan sebagai Kepala Audit Internal; dan	335	(1) Legal basis for the appointment as Head of Internal Audit Unit; and

Keterangan	Halaman Page	Description
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	335	(2) Working experience and period in and outside the Issuer or Public Company;
c) Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	336-337	c) Qualification or certification as internal auditor (if any);
d) Pendidikan dan/atau pelatihan yang diikuti dalam tahun buku;	340-341	d) Education and/or training during the year under review;
e) Struktur dan kedudukan Unit Audit Internal;	336	e) Structure and position of Internal Audit Unit;
f) Uraian tugas dan tanggung jawab;	337-338	f) Description of duties and responsibilities;
g) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) Unit Audit Internal; dan	337	g) Statement that the Internal Audit Unit has already have Internal Audit Unit charter; and
h) Uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku;	339	h) Brief description on the implementation of duty of Internal Audit Unit during the year under review;
11) Uraian mengenai sistem pengendalian internal (*internal control*) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	342	11) Description on internal control system adopted by the Issuer or Public Company, at least covering:
a) Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan	342	a) Financial and operational control, and compliance to the other prevailing rules; and
b) Tinjauan atas efektivitas sistem pengendalian internal;	343	b) Review on the effectiveness of internal control systems;
c) Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	343	c) Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;
12) Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	344	12) Risk management system implemented by the company, at least includes:
a) Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	344; 346-347	a) General description about the company's risk management system the Issuer or Public Company;
b) Jenis risiko dan cara pengelolaannya; dan	347-349; 357	b) Types of risk and the management; and
c) Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik;	353	c) Review the effectiveness of the risk management system applied by the Issuer or Public Company;
d) Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	355	d) Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;
13) Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), antara lain meliputi:	358-361	13) Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:
a) Pokok perkara/gugatan;	358-361	a) Substance of the case/claim;
b) Status penyelesaian perkara/gugatan; dan	358-361	b) Status of settlement of case/claim; and
c) Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	358-361	c) Potential impacts on the condition of the Issuer or Public Company;

Keterangan	Halaman Page	Description
14) Informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku (jika ada);	361	14) information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);
15) Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	361	15) information about codes of conduct of the Issuer or Public Company, includes:
a) Pokok-pokok kode etik;	362	a) Key points of the code of conduct;
b) Bentuk sosialisasi kode etik dan upaya penegakannya; dan	362-363	b) Socialization of the code of conduct and enforcement; and
c) Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	363	c) Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;
16) Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP), informasi yang diungkapkan paling sedikit memuat:	368	16) A brief description of the policy of providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or program employee stock ownership (ESOP);
a) jumlah saham dan/atau opsi;	–	a) Number of shares and/or options;
b) jangka waktu pelaksanaan;	–	b) Implementation period;
c) persyaratan karyawan dan/atau manajemen yang berhak; dan	–	c) Requirements for eligible employees and/or management; and
d) harga pelaksanaan atau penentuan harga pelaksanaan;	–	d) Exercise price or determination of exercise price;
17) Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:		17) A brief description of the information disclosure policy regarding:
a) Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan	109; 257-258	a) Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and
b) Pelaksanaan atas kebijakan dimaksud;	109; 257-258	b) Implementation of the policy;
18) Uraian mengenai sistem pelaporan pelanggaran (*whistleblowing system*) di Emiten atau Perusahaan Publik (jika ada), antara lain meliputi:	370	18) Description of whistleblowing system at the Issuer or Public Company (if any), among others include:
a) Cara penyampaian laporan pelanggaran;	371	a) Mechanism for violation reporting;
b) Perlindungan bagi pelapor;	371	b) Protection for the whistleblower;
c) Penanganan pengaduan;	371	c) Handling of violation reports;
d) Pihak yang mengelola pengaduan; dan	371	d) Unit responsible for handling of violation report; and

Keterangan	Halaman Page	Description
e) Hasil dari penanganan pengaduan, paling sedikit meliputi:	372	e) Results from violation report handling, at least includes:
(1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	372	(1) Number of complaints received and processed during the fiscal year; and
(2) Tindak lanjut pengaduan;	372	(2) Follow up of complaints;
19) Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:	388	19) A description of the anti-corruption policy of the Issuer or Public Company, at least containing:
a) program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), fraud, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan	366	a) Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratification in Issuers or Public Companies; and
b) pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik;	367	b) Anti-corruption training/ socialization to employees of Issuers or Public Companies;
20) Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi:	378-383	20) Implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:
a) pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	378-383	a) statement regarding recommendation that have been implemented; and/or
b) penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada);	378-383	b) description of recommendation that have not been implemented, along with the reason and alternatives of implementation (if any);
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik	384	h. Social and Environmental Responsibility of the Issuer or Public Company
1) Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (*Sustainability Report*) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat:	–	1) The information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, at at least includes:
a) penjelasan strategi keberlanjutan;	–	a) Explanation of the sustainability strategy;
b) ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);	–	b) Overview of sustainability aspects (economic, social, and environmental);
c) profil singkat Emiten atau Perusahaan Publik;	–	c) Brief profile of the Issuer or Public Company;
d) penjelasan Direksi;	–	d) Explanation of the Board of Directors;
e) tata kelola keberlanjutan;	–	e) Sustainability governance;
f) kinerja keberlanjutan;	–	f) Sustainability performance;
g) verifikasi tertulis dari pihak independen, jika ada;	–	g) Written verification from an independent party, if any;
h) lembar umpan balik (*feedback*) untuk pembaca, jika ada; dan	–	h) Feedback sheet for readers, if any; and
i) anggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;	–	i) The response of the Issuer or Public Company to the previous year's report feedback;

Keterangan	Halaman Page	Description
2) Laporan Keberlanjutan sebagaimana dimaksud pada angka 1), harus disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (*Sustainability Report*) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;	–	2) The Sustainability Report as referred to in number 1) must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as contained in Appendix II which is an integral part of this Financial Services Authority Circular Letter;
3) Informasi Laporan Keberlanjutan (*Sustainability Report*) pada angka 1) dapat:	–	3) Information on the Sustainability Report in number 1) can:
a) diungkapkan pada bagian lain yang relevan di luar bagian tanggung jawab sosial dan lingkungan, seperti penjelasan Direksi terkait Laporan Keberlanjutan diungkapkan dalam bagian terkait Laporan Direksi; dan/atau	–	a) Disclosed in other relevant sections outside the Social and Environmental Responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/or
b) merujuk pada bagian lain di luar bagian tanggung jawab sosial dan lingkungan dengan tetap mengacu pada Pedoman Teknis Penyusunan Laporan Keberlanjutan (Sustainability Report) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini, seperti profil Emiten atau Perusahaan Publik;	–	b) Refers to other sections outside the Social and Environmental Responsibility section by still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as the profile of the Issuer or Public Company;
4) Laporan Keberlanjutan (Sustainability Report) sebagaimana dimaksud pada angka 1) merupakan bagian yang tidak terpisahkan dari Laporan Tahunan namun dapat disajikan secara terpisah dengan Laporan Tahunan;	–	4) The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report;
5) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, informasi yang diungkapkan dalam Laporan Keberlanjutan dimaksud harus:	–	5) In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:
a) memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan	–	a) Contains all the information as referred to in number 1); and
b) disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (*Sustainability Report*) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;	–	b) Prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter;
6) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, maka dalam bagian tanggung jawab sosial dan lingkungan memuat informasi bahwa informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan; dan	–	6) In the event that the Sustainability Report is presented separately from the Annual Report, then the Social and Environmental Responsibility section contains information that information on Social and Environmental Responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report; and

Keterangan	Halaman Page	Description
7) Penyampaian Laporan Keberlanjutan (*Sustainability Report*) yang disajikan secara terpisah dengan Laporan Tahunan harus disampaikan bersamaan dengan penyampaian Laporan Tahunan.	–	7) Submission of the Sustainability Report which is presented separately from the Annual Report must be submitted together with the Annual Report.
i Laporan Keuangan Tahunan yang Telah Diaudit	413 (Lampiran | Appendix))	i Audited Annual Financial Statement
Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia dan telah diaudit oleh Akuntan. Laporan keuangan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala Perusahaan Efek dalam hal Emiten merupakan Perusahaan Efek; dan		Financial Statements included in Annual Report should be prepared in accordance with the Financial Accounting Standards in Indonesia and audited by an Accountant. The said financial statement should be included with statement of responsibility for financial report as stipulated in the legislations in the Capital Markets sector governing the responsibility of the Board of Directors on the financial report or the legislations in the Capital Markets sector governing the periodic reports of securities company in the event the Issuer is a Securities Company; and
j Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan	54-55	j Letter of Statement of the Board of Directors and the Board of Commissioners regarding the Responsibility for Annual Reporting
Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.	54-55	Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting should be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.

LAPORAN KEUANGAN
Financial Report

PT Elnusa Tbk
dan entitas anaknya/ and its subsidiaries

Laporan keuangan konsolidasian tanggal 31 Desember 2023
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements as of December 31, 2023
and for the year then ended with independent auditors' report

SURAT PERNYATAAN DIREKSI TENTANG/
DIRECTORS' STATEMENT REGARDING

TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN TANGGAL 31 DESEMBER 2023 DAN TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT

THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2023 AND FOR THE YEAR ENDED

PT ELNUSA Tbk DAN ENTITAS ANAK/*SUBSIDIARIES*

Kami yang bertanda tangan di bawah ini:

1. Nama : Bachtiar Soeria Atmadja
   Alamat Kantor : Graha Elnusa, Jl. T.B. Simatupang Kav. 1B, Jakarta
   Alamat Domisili : Jl. Delman Raya No.26 Kebayoran Lama Utara
   Telepon : +622178830850
   Jabatan : Direktur Utama

2. Nama : Stanley Iriawan
   Alamat Kantor : Graha Elnusa, Jl. T.B. Simatupang Kav. 1B, Jakarta
   Alamat Domisili : Jl. Pekayon I No. 34E RT 010/003, Pasar Minggu Jakarta Selatan
   Telepon : +622178830850
   Jabatan : Direktur Keuangan

menyatakan bahwa:

1. Direksi bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT ELNUSA Tbk dan entitas anak ("Grup");
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;
   b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan
4. Direksi bertanggung jawab atas sistem pengendalian internal dalam Grup.

Pernyataan ini dibuat dengan sebenarnya.

Atas nama dan mewakili Direksi

We the undersigned:

1. *Name* : *Bachtiar Soeria Atmadja*
   Office Address : *Graha Elnusa, Jl T.B. Simatupang Kav. 1B, Jakarta*
   Address of domicile : *Jl. Delman Raya No.26 Kebayoran Lama Utara*
   Telephone : *+622178830850*
   Position : *President Director*

2. *Name* : *Stanley Iriawan*
   Office Address : *Graha Elnusa, Jl.T.B Simatupang Kav.1B, Jakarta*
   Address of domicile : *Jl. Pekayon I no. 34E RT 010/003, Pasar Minggu Jakarta Selatan*
   Telephone : *+622178830850*
   Position : *Finance Director*

declare that:

1. *Directors are responsible for the preparation and presentation of the consolidated financial statements of PT ELNUSA Tbk and its subsidiaries (the "Group");*
2. *The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information has been fully and correctly disclosed in the Group's consolidated financial statements;*
   b. *The Group's consolidated financial statements do not contain false material information or facts, nor do they omit material information or facts; and*
4. *Directors are responsible for the Group's internal control systems.*

This statement is made truthfully.

For and on behalf of Directors

METERAI TEMPEL ABALX102409242

Bachtiar Soeria Atmadja
Direktur Utama/*President Director*

Stanley Iriawan
Direktur Keuangan/*Finance Director*

REZ	HR

JAKARTA
28 Februari /*February* 2024

PT Elnusa Tbk.
Graha Elnusa 16th Floor
Jl. T.B. Simatupang Kav. 1B, Jakarta 12560, Indonesia
Tel. +62 21-78830850 (Hunting) Fax. +62 21-78830907
corporate@elnusa.co.id
www.elnusa.co.id

The original consolidated financial statements included herein are in the Indonesian language.

PT ELNUSA TBK DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2023
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT ELNUSA TBK AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2023
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

Daftar Isi | ***Table of Contents***

	Halaman/ *Page*	
Laporan Auditor Independen	i-ix	*Independent Auditor's Report*
Laporan Posisi Keuangan Konsolidasian	1-2	*Consolidated Statement of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	3	*Consolidated Statement of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas Konsolidasian	4	*Consolidated Statement of Changes in Equity*
Laporan Arus Kas Konsolidasian	5	*Consolidated Statement of Cash Flows*
Catatan Atas Laporan Keuangan Konsolidasian	6-139	*Notes to the Consolidated Financial Statements*

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Purwantono, Sungkoro & Surja

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Fax: +62 21 5289 4100
ey.com/id

language.

Laporan Auditor Independen

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Elnusa Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Elnusa Tbk ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2023, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2023, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap 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 kami.

Independent Auditor's Report

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024

The Shareholders and the Boards of Commissioners and Directors
PT Elnusa Tbk

Opinion

We have audited the accompanying consolidated financial statements of PT Elnusa Tbk (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as af December 31, 2023, and the consolidated statement of profit or loss and consolidated other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2023 and their consolidated financial performance and 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 ("IICPA"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Purwantono, Sungkoro & Surja
Registered Public Accountants (with list No. AP.1.02)
a member firm of Ernst & Young Global Limited

Laporan Auditor Independen (lanjutan)

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (lanjutan)

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 audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, dan kami tidak menyatakan suatu opini audit terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Kami telah memenuhi tanggung jawab yang dijelaskan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, memberikan basis bagi opini kami atas laporan keuangan konsolidasian terlampir.

Independent Auditor's Report (continued)

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (continued)

Key audit matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Such key audit matters were addressed in the context of our audit of the consolidated financial statements taken as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on such key audit matters. For the key audit matter below, our description of how our audit addressed such key audit matter is provided in such context.

We have fulfilled the responsibilities described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report, including in relation to the key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying consolidated financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying consolidated financial statements.

Laporan Auditor Independen (lanjutan)

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (lanjutan)

Hal audit utama (lanjutan)

Penurunan nilai atas aset keuangan tidak lancar lainnya yang diukur pada biaya perolehan yang diamortisasi: klaim atas deposito ke PT Bank Mega Tbk

Penjelasan atas hal audit utama:

Pada tanggal 31 Desember 2023, klaim atas deposito ke PT Bank Mega Tbk sebesar Rp111.000 juta. Klaim tersebut tercatat sejak tahun 2011 ketika Perusahaan mengajukan gugatan perdata terkait pencairan deposito milik Perusahaan tanpa persetujuan Perusahaan. Pengungkapan terkait klaim atas deposito ke PT Bank Mega Tbk disajikan dalam Catatan 10 dan 32a atas laporan keuangan konsolidasian. Kajian penurunan nilai Perusahaan memerlukan pertimbangan dan estimasi signifikan karena ketidakpastian waktu penyelesaian klaim, termasuk penentuan asumsi yang digunakan dalam model penurunan nilai.

Respons audit:

Kami memeroleh pemahaman terhadap kajian atas klaim Perusahaan dan diskusi dengan manajemen atas perkembangannya pada periode kini. Kami memeroleh dan melakukan evaluasi terhadap kajian manajemen dengan mempertimbangkan perkembangan terkini atas klaim tersebut. Kami menguji akurasi dari perhitungan biaya diamortisasi, termasuk terhadap perkiraan arus kas, dan menilai serta menguji kewajaran asumsi utama yang digunakan, seperti jumlah arus kas masa depan yang diharapkan akan diterima. Kami melakukan reviu atas kecukupan pengungkapan pada catatan atas laporan keuangan konsolidasian.

Independent Auditor's Report (continued)

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (continued)

Key audit matter (continued)

Impairment of other non-current financial assets at amortized cost: claim of deposits to PT Bank Mega Tbk

Description of the key audit matter:

As of December 31, 2023, the claim of deposits to PT Bank Mega Tbk amounted to Rp111,000 million. The claim has been recognized since 2011 when the Company filed a civil lawsuit regarding the withdrawal of its deposits without the Company's consent. The related disclosures of claim of deposits to PT Bank Mega Tbk are included in Notes 10 and 32a to the consolidated financial statements. The Company's impairment assessment requires significant judgment and estimates due to the uncertainty of the timing of the settlement of the claims as well as determination of the assumptions to be used in the impairment model.

Audit response:

We obtained an understanding of the assessment of the Company's claims and conducted discussions with management on the developments during the current period. We obtained and evaluated the management's assessment considering the most recent updates of the claims. We tested the mathematical accuracy of the calculation of amortized cost, including the cash flow forecasts, and assessed and tested the reasonableness of the key assumptions used, such as the amount of expected future cash flows to be received. We evaluated the adequacy of the disclosures in the notes to the consolidated financial statements.

Laporan Auditor Independen (lanjutan)

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (lanjutan)

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2023 ("Laporan Tahunan") selain laporan keuangan konsolidasian terlampir dan laporan auditor independent kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Independent Auditor's Report (continued)

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (continued)

Other information

Management is responsible for the other information. Other information comprises the information included in the 2023 Annual Report ("The Annual Report") other than the accompanying consolidated financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

Laporan Auditor Independen (lanjutan)

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (lanjutan)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

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.

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.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Independent Auditor's Report (continued)

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (continued)

Responsibilities of management and those charged with governance for the consolidated financial statements

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.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Laporan Auditor Independen (lanjutan)

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (lanjutan)

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 independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang dibuat oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, 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 suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi daripada yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

Independent Auditor's Report (continued)

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (continued)

Auditors' responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Laporan Auditor Independen (lanjutan)

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usahanya.

Independent Auditor's Report (continued)

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (continued)

Auditors' responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditors' 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 independent auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

Laporan Auditor Independen (lanjutan)

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam 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.

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.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, serta mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengamanan terkait.

Independent Auditor's Report (continued)

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (continued)

Auditors' responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Evaluate the overall presentation, structure and contents of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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.

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.

Building a better working world

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal mana saja yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya merupakan hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak seharusnya dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikannya akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Independent Auditor's Report (continued)

Report No. 00100/2.1032/AU.1/02/1726-1/1/II/2024 (continued)

Auditors' responsibilities for the audit of the consolidated financial statements (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditors' report unless laws or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditors' report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KAP Purwantono, Sungkoro & Surja

Irwan Haswir
Registrasi Akuntan Publik No. AP.1726/*Public Accountant Registration No. AP.1726*

28 Februari 2024/*February 28, 2024*

PT ELNUSA TBK DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2023
(Disajikan dalam Jutaan Rupiah, Kecuali Dinyatakan Lain)

PT ELNUSA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of December 31, 2023
(Expressed in Millions of Rupiah, Unless Otherwise Stated)

	31 Desember/ *December 31, 2023*	**Catatan/ *Notes***	**31 Desember/ *December 31, 2022***	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	2.077.725	2f,2g,2h 2j,4,31a	1.656.975	*Cash and cash equivalents*
Piutang usaha - neto:		2g,2h,5		*Trade receivables - net:*
Pihak ketiga	217.131		162.882	*Third parties*
Pihak berelasi	2.793.973	2j,31b	2.756.473	*Related parties*
Aset keuangan lancar lainnya - neto:		2g,2h,6		*Other current financial assets - net:*
Pihak ketiga	3.024		7.812	*Third parties*
Pihak berelasi	36.454	2j,31c	95.726	*Related parties*
Persediaan - neto	452.691	2i,7	429.814	*Inventories - net*
Uang muka - bagian lancar	43.759	8	24.177	*Advances - current portion*
Pajak dibayar di muka - bagian lancar	406.888	2u,19a	93.323	*Prepaid taxes - current portion*
Biaya dibayar di muka dan aset lancar lainnya	74.656	9	59.834	*Prepaid expenses and other current assets*
Total Aset Lancar	**6.106.301**		**5.287.016**	***Total Current Assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Aset keuangan tidak lancar lainnya - neto:		2g,2h		*Other non-current financial assets - net:*
Pihak ketiga	111.000	3b,10	111.000	*Third parties*
Pihak berelasi	268.502	2j,31d	299.919	*Related parties*
Investasi pada saham - neto	38.375	11	30.779	*Investments in shares - net*
Uang muka - bagian tidak lancar	37.074	8	31.750	*Advances - non-current portion*
Aset tetap - neto	1.889.189	2k,3b,12	1.714.770	*Fixed assets - net*
Aset takberwujud - neto	6.637	2l,2o,13	8.098	*Intangible assets - net*
Properti investasi - neto	50.961	2n,3b,14	51.049	*Investment properties - net*
Pajak dibayar di muka - bagian tidak lancar	606.051	2u,19a	607.579	*Prepaid taxes - non-current portion*
Aset hak-guna - neto	335.995	2m,15	544.437	*Right-of-use assets - net*
Aset pajak tangguhan - neto	129.282	2u,3b,19d	129.824	*Deferred tax assets - net*
Aset lain-lain	22.115		19.868	*Other assets*
Total Aset Tidak Lancar	**3.495.181**		**3.549.073**	***Total Non-current Assets***
TOTAL ASET	**9.601.482**		**8.836.089**	***TOTAL ASSETS***

PT ELNUSA TBK DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2023
(Disajikan dalam Jutaan Rupiah, Kecuali Dinyatakan Lain)

PT ELNUSA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2023
(Expressed in Millions of Rupiah, Unless Otherwise Stated)

	31 Desember/ *December 31,* 2023	Catatan/ *Notes*	31 Desember/ *December 31,* 2022	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Pinjaman bank jangka pendek	171.231	2g,2h,16, 2j,31e,32d	128.258	*Short-term bank loans*
Utang usaha:		2g,2h,17		*Trade payables:*
Pihak ketiga	570.631		308.671	*Third parties*
Pihak berelasi	434.186	2j,31f	370.007	*Related parties*
Liabilitas jangka pendek lainnya	65.978	2g,2h,18	47.705	*Other current liabilities*
Liabilitas imbalan kerja jangka pendek	274.538	2g,2h,23d	237.560	*Short-term employee benefit liabilities*
Beban akrual	2.405.488	2g,2h, 20	2.175.267	*Accrued expenses*
Utang pajak	60.975	2u,19b	58.255	*Taxes payable*
Pendapatan ditangguhkan - bagian lancar	10.700	22,31g	10.700	*Deferred income - current portion*
Liabilitas sewa - bagian lancar	240.396	2g,2h 2m,15	224.755	*Lease liabilities - current portion*
Total Liabilitas Jangka Pendek	**4.234.123**		**3.561.178**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Pendapatan ditangguhkan - bagian tidak lancar	48.150	22,31g	58.850	*Deferred income - net of current portion*
Liabilitas sewa - bagian tidak lancar	132.983	2g,2h 2m,15	354.092	*Lease liabilities - net of current portion*
Utang sukuk	698.607	2g,2h,21	697.866	*Sukuk payable*
Liabilitas imbalan kerja	71.551	2s,3b,23	46.892	*Employee benefits liability*
Total Liabilitas Jangka Panjang	**951.291**		**1.157.700**	***Total Non-current Liabilities***
TOTAL LIABILITAS	**5.185.414**		**4.718.878**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				***Equity attributable to owners of the parent entity***
Modal saham - nilai nominal Rp100 (nilai penuh) per saham Modal dasar - 22.500.000.000 saham Modal ditempatkan dan disetor penuh - 7.298.500.000 saham	729.850	24a,36e	729.850	*Share capital - Rp100 (full amount) par value per share Authorized - 22,500,000,000 shares Issued and fully paid - 7,298,500,000 shares*
Tambahan modal disetor	435.691	2e,2x,24b	435.691	*Additional paid-in capital*
Saldo laba:				*Retained earnings:*
Dicadangkan	158.109	24c	158.109	*Appropriated*
Tidak dicadangkan	3.138.916		2.824.819	*Unappropriated*
Penghasilan komprehensif lain	(48.086)	2s,24d	(32.844)	*Other comprehensive income*
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk - neto	**4.414.480**		**4.115.625**	***Equity attributable to owners of the parent entity - net***
Kepentingan nonpengendali	1.588	2b,25	1.586	*Non-controlling interests*
EKUITAS - NETO	**4.416.068**		**4.117.211**	***EQUITY - NET***
TOTAL LIABILITAS DAN EKUITAS	**9.601.482**		**8.836.089**	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT ELNUSA TBK DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2023
(Disajikan dalam Jutaan Rupiah, Kecuali Dinyatakan Lain)

PT ELNUSA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2023
(Expressed in Millions of Rupiah, Unless Otherwise Stated)

	Tahun yang Berakhir Pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2023	**Catatan/ *Notes***	**2022**	
PENDAPATAN	12.564.391	2j, 2r, 26,31i	12.305.690	***REVENUES***
BEBAN POKOK PENDAPATAN	(11.394.689)	2j,2r, 27,31j	(11.393.357)	***COST OF REVENUES***
LABA BRUTO	**1.169.702**		**912.333**	***GROSS PROFIT***
Beban penjualan	(7.562)		(5.158)	*Selling expenses*
Beban umum dan administrasi	(492.488)	28	(409.160)	*General and administrative expenses*
Pendapatan keuangan	75.068		29.604	*Finance income*
Beban keuangan	(115.221)	29	(143.320)	*Finance expenses*
Lain-lain - neto	17.112	30	102.588	*Others - net*
LABA SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN	**646.611**		**486.887**	***PROFIT BEFORE FINAL TAX AND INCOME TAX***
Beban pajak final	(28.743)	2u	(29.726)	*Final tax expense*
LABA SEBELUM PAJAK PENGHASILAN	**617.868**		**457.161**	***PROFIT BEFORE INCOME TAX***
Beban pajak penghasilan	(114.737)	2u,19c	(79.103)	*Income tax expense*
LABA TAHUN BERJALAN	**503.131**		**378.058**	***PROFIT FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasi ke laba rugi				***Items that will not be reclassified to profit or loss***
Pengukuran kembali program imbalan pasti	(19.303)	2s,23a	19.755	*Remeasurements of defined benefit plans*
Pajak tangguhan terkait	4.061	2u,19d	(4.346)	*Related deferred tax*
PENGHASILAN KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK	**(15.242)**	24d	**15.409**	***OTHER COMPREHENSIVE INCOME FOR THE YEAR AFTER TAX***
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN	**487.889**		**393.467**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***PROFIT FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	503.129		378.065	*Owners of the parent entity*
Kepentingan nonpengendali	2		(7)	*Non-controlling interests*
Total	**503.131**		**378.058**	***Total***
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	487.887		393.474	*Owners of the parent entity*
Kepentingan nonpengendali	2		(7)	*Non-controlling interests*
Total	**487.889**		**393.467**	***Total***
LABA PER SAHAM (NILAI PENUH)	**68,94**	2w,34	**51,80**	***EARNINGS PER SHARE (FULL AMOUNT)***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT ELNUSA TBK DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2023
(Disajikan dalam Jutaan Rupiah, Kecuali Dinyatakan Lain)

PT ELNUSA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2023
(Expressed in Millions of Rupiah, Unless Otherwise Stated)

		Ekuitas yang dapat diatribusikan kepada pemilik entitas induk/ *Equity attributable to owners of the parent entity*								
				Saldo laba/*Retained earnings*		Penghasilan komprehensif lain/*Other comprehensive income*				
	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Dicadangkan/ *Appropriated*	Tidak dicadangkan/ *Unappropriated*		Neto/ *Net*	Kepentingan nonpengendali/ *Non-controlling Interest*	Ekuitas - neto/ *Equity - net*	
Saldo 31 Desember 2021		**729.850**	**435.691**	**155.934**	**2.503.303**	**(48.253)**	**3.776.525**	**1.609**	**3.778.134**	***Balance as of December 31, 2021***
Total Laba komprehensif tahun berjalan		-	-	-	378.065	15.409	393.474	(7)	393.467	*Total comprehensive income for the year*
Cadangan umum	24c	-	-	2.175	(2.175)	-	-	-	-	*Appropriation for general reserve*
Dividen kas	24c	-	-	-	(54.374)	-	(54.374)	-	(54.374)	*Cash dividend*
Kenaikan persentase kepemilikan pada entitas anak		-	-	-	-	-	-	(16)	(16)	*Increase in percentage of ownership in subsidiary*
Saldo 31 Desember 2022		**729.850**	**435.691**	**158.109**	**2.824.819**	**(32.844)**	**4.115.625**	**1.586**	**4.117.211**	***Balance as of December 31, 2022***
Total laba komprehensif tahun berjalan		-	-	-	503.129	(15.242)	487.887	2	487.889	*Total comprehensive income for the year*
Dividen kas	24c	-	-	-	(189.032)	-	(189.032)	-	(189.032)	*Cash dividend*
Saldo 31 Desember 2023		**729.850**	**435.691**	**158.109**	**3.138.916**	**(48.086)**	**4.414.480**	**1.588**	**4.416.068**	***Balance as of December 31, 2023***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT ELNUSA TBK DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada
Tanggal 31 Desember 2023
(Disajikan dalam Jutaan Rupiah,
Kecuali Dinyatakan Lain)

PT ELNUSA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT
OF CASH FLOWS
For the Year Ended
December 31, 2023
(Expressed in Millions of Rupiah,
Unless Otherwise Stated)

	Tahun yang Berakhir Pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2023	**Catatan/ *Notes***	**2022**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan	12.647.968		12.190.727	*Receipts from customers*
Pembayaran kepada pemasok dan kontraktor	(9.819.034)		(9.684.837)	*Payments to suppliers and contractors*
Pembayaran untuk karyawan	(1.652.706)		(1.387.720)	*Payments to employees*
Kas yang dihasilkan dari operasi	1.176.228		1.118.170	*Cash generated from operations*
Penerimaan restitusi pajak	293.766	19e	494.841	*Receipts of tax refunds*
Penerimaan pendapatan keuangan	74.648		29.459	*Receipts of finance income*
Pembayaran kepada pemerintah	(126.195)		(130.345)	*Cash paid to government*
Pembayaran pajak penghasilan	(17.749)		(48.625)	*Payments of income taxes*
Pembayaran beban administrasi bank	(16.025)		(9.546)	*Payments of bank administrations*
Penerimaan lainnya - neto	5.317		7.327	*Other receipts - net*
Kas neto diperoleh dari aktivitas operasi	**1.389.990**		**1.461.281**	***Net cash provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan dari penjualan aset tetap	846	12	2.558	*Proceeds from sale of fixed assets*
Pembelian aset tetap	(474.377)		(371.333)	*Purchases of fixed assets*
Pembelian aset tetap untuk piutang sewa pembiayaan	(5.957)		-	*Purchase of fixed assets for finance lease receivables*
Pembelian barang konsumsi tahan lama	(5.456)		(21.704)	*Purchase of long-life consumable goods*
Pembelian aset takberwujud	(2.795)	13	(1.165)	*Purchases of intangible assets*
Penerimaan dividen kas dari perusahaan asosiasi	-		4.163	*Receipts of cash dividends from associates*
Penambahan kepemilikan saham di entitas anak	-		(60)	*Addition of ownership in subsidiary*
Kas neto digunakan untuk aktivitas investasi	**(487.739)**		**(387.541)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan dari pinjaman bank	353.977	16, 37	700.428	*Proceeds from bank loans*
Pembayaran liabilitas sewa	(258.639)		(247.500)	*Payments of lease liabilities*
Pembayaran pinjaman bank	(310.716)	16, 37	(937.900)	*Payments for bank loans*
Pembayaran dividen kas	(189.032)	24c	(54.374)	*Payments of cash dividends*
Pembayaran bunga pinjaman dan imbalan sukuk	(73.221)		(69.603)	*Payment of interests from loan and sukuk*
Penerimaan kas yang dibatasi penggunaannya - neto	-		21.530	*Proceeds of restricted cash - net*
Kas neto digunakan untuk aktivitas pendanaan	**(477.631)**		**(587.419)**	***Net cash used in financing activities***
Dampak perubahan selisih kurs terhadap kas dan setara kas	**(3.870)**		**25.885**	***Effect of exchange rate changes on cash and cash equivalents***
KENAIKAN NETO KAS DAN SETARA KAS	**420.750**		**512.206**	***NET INCREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**1.656.975**	4	**1.144.769**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	**2.077.725**	4	**1.656.975**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT ELNUSA TBK DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2023
dan untuk Tahun yang Berakhir
pada Tanggal Tersebut
(Disajikan dalam Jutaan Rupiah,
Kecuali Dinyatakan Lain)**

***PT ELNUSA TBK AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
As of December 31, 2023
and for the Year Then Ended
(Expressed in Millions of Rupiah,
Unless Otherwise Stated)***

1. UMUM

a. Pendirian Perusahaan

PT Elnusa Tbk ("Perusahaan") didirikan dengan nama PT Electronika Nusantara berdasarkan Akta Notaris No. 18 tanggal 25 Januari 1969 dari Tan Thong Kie, S.H., sebagaimana diubah melalui Akta Notaris No. 10 tanggal 13 Februari 1969 dari notaris yang sama. Akta pendirian ini, yang merupakan Anggaran Dasar Perusahaan, telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. J.A.5/18/24 tanggal 19 Februari 1969, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 35, Tambahan No. 58 tanggal 2 Mei 1969. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, perubahan terakhir sehubungan dengan persetujuan pemegang saham atas perubahan Pasal 3 Anggaran Dasar Perusahaan untuk disesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia ("KBLI") 2020 sebagaimana disebutkan dalam Akta Notaris Aryanti Artisari, S.H., M.Kn., No. 8 tanggal 17 Oktober 2022. Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-0082444.AH.01.02. Tahun 2022 tanggal 15 November 2022.

Berdasarkan Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan adalah bergerak di bidang jasa, pengelolaan air dan air limbah, perdagangan, pertambangan, pembangunan dan perindustrian. Saat ini, Perusahaan beroperasi di bidang jasa hulu migas dan penyertaan saham pada entitas anak serta ventura bersama yang bergerak dalam berbagai bidang usaha jasa penunjang migas dan jasa distribusi dan logistik energi. Perusahaan juga beroperasi di bidang penyediaan barang dan jasa termasuk penyediaan dan pengelolaan ruang perkantoran kepada entitas anak, pihak berelasi dan pihak ketiga.

Perusahaan berdomisili di Graha Elnusa, Lantai 16, Jl. T.B. Simatupang Kav. 1B, Jakarta Selatan, dan mulai beroperasi secara komersial pada bulan September 1969.

Entitas induk Perusahaan adalah PT Pertamina Hulu Energi. Entitas induk terakhir Perusahaan adalah PT Pertamina (Persero).

1. GENERAL

a. Establishment of the Company

PT Elnusa Tbk (the "Company") was established under the name of PT Electronika Nusantara based on Notarial Deed No. 18 dated January 25, 1969 of Tan Thong Kie, S.H., which was subsequently amended by Notarial Deed No. 10 dated February 13, 1969 of the same notary. The Deed of Establishment, which is the Company's Articles of Association, was approved by the Minister of Justice of the Republic of Indonesia in his Decision Letter No. J.A.5/18/24 dated February 19, 1969, and was published in Supplement No. 35 of State Gazette of the Republic of Indonesia No. 58 dated May 2, 1969. The Company's Articles of Association has been amended several times, the latest amendments of which were in connection with the shareholders' approval of the amendments of Article 3 of the Company's Articles of Association to align with the 2020 Indonesian Standard Industrial Classification ("Klasifikasi Baku Lapangan Usaha Indonesia" or "KBLI") as stated in Notarial Deed of Aryanti Artisari, S.H., M.Kn., No. 8 dated October 17, 2022. The said amendments were approved by the Minister of Law and Human Rights in his Decision Letter No. AHU-0082444.AH.01.02. Year 2022 dated November 15, 2022.

In accordance with the Company's Articles of Association, the scope of its activities is in the business of services, water and wastewater management, trading, mining, construction and industry. Currently, the Company is engaged in upstream oil and gas services and investing in shares of stock of subsidiaries and joint ventures that are engaged in various businesses in oil and gas support services and energy distribution and logistics services. The Company also provides goods and services including providing and managing office space for its subsidiaries, related parties and third parties.

The Company is located at Graha Elnusa, 16th Floor, Jl. T.B. Simatupang Kav. 1B, South Jakarta, and started its commercial operations in September 1969.

The Company's parent is PT Pertamina Hulu Energi. The Company's ultimate parent is PT Pertamina (Persero).

1. UMUM (lanjutan)

b. Penawaran umum saham

Pada tanggal 25 Januari 2008, Badan Pengawas Pasar Modal dan Lembaga Keuangan ("Bapepam-LK") menerbitkan Surat Pemberitahuan Efektif Pernyataan Pendaftaran sehubungan dengan Penawaran Umum Saham Perdana Perusahaan sebanyak 1.460.000.000 saham. Pada tanggal 6 Februari 2008, saham Perusahaan mulai diperdagangkan di Bursa Efek Indonesia dengan harga penawaran perdana sebesar Rp400 (nilai penuh) per saham.

Ringkasan tindakan korporasi Perusahaan *(corporate actions)* yang mempengaruhi saham yang diterbitkan sejak tanggal penawaran umum perdana sampai dengan tanggal 31 Desember 2023, adalah sebagai berikut:

1. GENERAL (continued)

b. Public offering of shares

On January 25, 2008, the Capital Market and Financial Institutions Supervisory Agency ("Bapepam-LK") issued the Effective Statement Letter in accordance with the Company's Initial Public Offering of 1,460,000,000 shares. On February 6, 2008, the Company's shares were listed on the Indonesia Stock Exchange at an initial offering price of Rp400 (full amount) per share.

The summary of the Company's corporate actions affecting its capital stock from the date of its initial public offering up to December 31, 2023 is as follows:

Tanggal/*Date*	Keterangan/ *Description*	Jumlah saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid*	Nilai nominal per saham dalam Rupiah (angka penuh)/ *Par value per share in Rupiah (full amount)*
29-31 Januari 2008/ *January 29-31, 2008*	Penawaran umum perdana sebanyak 20% dari Modal Dasar atau sebanyak 1.460.000.000 saham/ *Initial public offering amounting to 20% of Authorized Capital or equivalent to 1,460,000,000 shares*	7.298.500.000	100
6 Februari 2008/ *February 6, 2008*	Mencatatkan saham Perusahaan yang beredar sebanyak 7.298.500.000 saham di BEI dengan kode perdagangan "ELSA"/ *Listed 7,298,500,000 shares issued at IDX under "ELSA" ticker*	7.298.500.000	100
13 Oktober 2008 - 12 Januari 2009/ *October 13, 2008 - January 12, 2009*	Pembelian kembali 99.738.000 saham dan mencatatkannya sebagai saham *treasury*/ *Buy back of 99,738,000 shares and recorded as treasury stocks*	7.298.500.000	100
16 Desember 2011/ *December 16, 2011*	Menerbitkan Keterbukaan Informasi untuk melakukan penjualan kembali atas saham *treasury* efektif mulai 2 Januari 2012/ *Published an Information Disclosure regarding sell back program on the treasury stocks effective on January 2, 2012*	7.298.500.000	100
28 Juni 2013/ *June 28, 2013*	Menerbitkan Keterbukaan Informasi bahwa Perusahaan telah melakukan pengalihan atau penjualan atas seluruh saham hasil pembelian kembali/ *Published an Information Disclosure regarding sell back of the Company's shares on the buy back program*	7.298.500.000	100

1. UMUM (lanjutan)

b. Penawaran umum saham (lanjutan)

Pada tanggal 31 Desember 2023 dan 2022, seluruh saham Perusahaan tercatat di Bursa Efek Indonesia.

c. Penawaran umum berkelanjutan Sukuk Ijarah Berkelanjutan 1 Tahap 1

Pada tanggal 3 Agustus 2020, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan ("OJK") atas penerbitan Sukuk Ijarah Berkelanjutan 1 Elnusa Tahap 1 Tahun 2020 dengan sisa imbalan Ijarah sebesar Rp700.000. Sukuk Ijarah ini diterbitkan tanpa warkat dan dijamin dengan kesanggupan penuh *(full commitment)* dan ditawarkan dengan nilai 100% dari jumlah sisa imbalan ijarah, dengan jangka waktu 5 (lima) tahun sejak tanggal emisi. Cicilan Imbalan Ijarah adalah sebesar Rp63.000, atau ekuivalen sebesar 9% per tahun yang akan dibayarkan setiap 3 (tiga) bulan, dan jatuh tempo pada 11 Agustus 2025 (Catatan 21).

d. Dewan Komisaris, Direksi, Komite Audit dan karyawan

Pada tanggal 31 Desember 2023 dan 2022, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

1. GENERAL (continued)

b. Public offering of shares (continued)

As of December 31, 2023 and 2022, all of the Company's shares are listed on the Indonesia Stock Exchange.

c. Public offering of sustainable Sukuk Ijarah 1 Phase 1

On August 3, 2020, the Company has obtained an effective statement from Otoritas Jasa Keuangan ("OJK") on the issuance of Sukuk Ijarah Berkelanjutan (sustainable Sukuk Ijarah) 1 Phase 1 Year 2020, with Residual Ijarah Benefits amounted to Rp700,000. The Sukuk Ijarah is issued without notes and guaranteed with full commitments and offered with 100% value of Residual Ijarah Benefits, with period of 5 (five) years from the issue date. The Ijarah Installments amounted Rp63,000, or equivalent of 9% annually, which will be paid every 3 (three) months and will be due on August 11, 2025 (Note 21).

d. Board of Commissioners, Directors, Audit Committee and employees

As of December 31, 2023 and 2022, the composition of the Company's Boards of Commissioners and Directors is as follows:

31 Desember 2023		***December 31, 2023***
Dewan Komisaris		*Board of Commissioners*
Komisaris Utama	Agus Prabowo	*President Commissioner*
Komisaris Independen	Lusiaga Levi Susila	*Independent Commissioner*
Komisaris Independen	Hernawan Bekti Sasongko	*Independent Commissioner*
Komisaris	Wakhid Hasyim	*Commissioner*
Direksi		*Board of Directors*
Direktur Utama	John Hisar Simamora	*President Director*
Direktur Pengembangan Usaha	Ratih Esti Prihatini	*Business Development Director*
Direktur Operasi	Charles Harianto Lumban Tobing	*Operations Director*
Direktur Keuangan	Bachtiar Soeria Atmadja	*Finance Director*
Direktur Sumber Daya Manusia & Umum	Hera Handayani	*Human Resources & General Affair Director*

31 Desember 2022		***December 31, 2022***
Dewan Komisaris		*Board of Commissioners*
Komisaris Utama	Agus Prabowo	*President Commissioner*
Komisaris Independen	Lusiaga Levi Susila	*Independent Commissioner*
Komisaris Independen	Hernawan Bekti Sasongko	*Independent Commissioner*
Komisaris	Wakhid Hasyim	*Commissioner*
Direksi		*Board of Directors*
Direktur Utama	John Hisar Simamora	*President Director*
Direktur Pengembangan Usaha	Ratih Esti Prihatini	*Business Development Director*
Direktur Operasi	Charles Harianto Lumban Tobing	*Operations Director*
Direktur Keuangan	Bachtiar Soeria Atmadja	*Finance Director*
Direktur Sumber Daya Manusia & Umum	Tenny Elfrida	*Human Resources & General Affair Director*

1. UMUM (lanjutan)

d. Dewan Komisaris, Direksi, Komite Audit dan karyawan (lanjutan)

Personil manajemen kunci Perusahaan adalah Dewan Komisaris dan Direksi sebagaimana disebutkan di atas (Catatan 31h).

Pada tanggal 31 Desember 2023 dan 2022, susunan Komite Audit Perusahaan adalah sebagai berikut:

31 Desember 2023		***December 31, 2023***
Ketua	Hernawan Bekti Sasongko	*Chairman*
Anggota	Adil Nusyirwan	*Member*
Anggota	Maryanto Makhdori	*Member*
31 Desember 2022		***December 31, 2022***
Ketua	Hernawan Bekti Sasongko	*Chairman*
Anggota	Adil Nusyirwan	*Member*
Anggota	Serena Karlita Ferdinandus	*Member*

Perusahaan dan entitas anaknya memiliki 1.810 karyawan (1.385 karyawan tetap dan 425 karyawan kontrak) dan 1.819 karyawan (1.429 karyawan tetap dan 390 karyawan kontrak) masing-masing pada tanggal 31 Desember 2023 dan 2022 (tidak diaudit).

e. Entitas Anak

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anaknya (secara kolektif disebut sebagai "Grup") sebagai berikut:

1. GENERAL (continued)

d. Board of Commissioners, Directors, Audit Committee and employees (continued)

Key management personnel of the Company are the above mentioned Boards of Commissioners and Directors (Note 31h).

As of December 31, 2023 and 2022, the composition of the Company's Audit Committee is as follows:

The Company and its subsidiaries have 1,810 employees (1,385 permanent employees and 425 contractual employees) and 1,819 employees (1,429 permanent employees and 390 contractual employees) as of December 31, 2023 and 2022, respectively (unaudited).

e. Subsidiaries

The consolidated financial statements include the financial statements of the Company and its subsidiaries (collectively referred to as the "Group") as follows:

Nama entitas anak/ *Name of subsidiaries*	**Kegiatan usaha/ *Business activities***	**Tempat kedudukan/ *Place of domicile***	**Mulai beroperasi secara komersial/ *Start of commercial operations***	**Persentase kepemilikan efektif/ *Effective percentage of ownership***		**Total aset sebelum eliminasi/ *Total assets before elimination***	
				31 Desember/ *December 31,* 2023	**31 Desember/ *December 31* 2022**	**31 Desember/ *December 31,* 2023**	**31 Desember/ *December 31* 2022**
Kepemilikan langsung/ *Direct ownership*							
PT Sigma Cipta Utama ("SCU")	Manajemen data, teknologi informasi dan telekomunikasi/ *Data management, information technology and telecommunications*	Jakarta	1980	99,99	99,99	372.578	312.472
PT Elnusa Fabrikasi Konstruksi ("EFK")	Jasa penguliran, perdagangan dan pabrikasi pipa/ *Pipe threading, trading and manufacturing services*	Batam	1983	99,97	99,97	359.142	357.610
PT Elnusa Petrofin ("EPN")	SPBU, depo, transportasi dan perdagangan BBM dan bahan kimia/ *Retail gas station, fuel storage, oil and chemicals distribution and trading*	Jakarta	1996	99,99	99,99	3.679.254	3.386.639

1. UMUM (lanjutan)

e. Entitas Anak (lanjutan)

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anaknya (secara kolektif disebut sebagai "Grup") sebagai berikut: (lanjutan)

1. GENERAL (continued)

e. Subsidiaries (continued)

The consolidated financial statements include the financial statements of the Company and its subsidiaries (collectively referred to as the "Group") as follows: (continued)

Nama entitas anak/ *Name of subsidiaries*	Kegiatan usaha/ *Business activities*	Tempat kedudukan/ *Place of domicile*	Mulai beroperasi secara komersial/ *Start of commercial operations*	Persentase kepemilikan efektif/ *Effective percentage of ownership*		Total aset sebelum eliminasi/ *Total assets before elimination*	
				31 Desember/ *December 31,* 2023	31 Desember/ *December 31* 2022	31 Desember/ *December 31,* 2023	31 Desember/ *December 31* 2022
Kepemilikan langsung/ *Direct ownership*							
PT Patra Nusa Data ("PND")	Jasa perolehan dan dan produksi migas/ *Oil and gas exploration and production data acquisition and management services*	Jakarta	1998	99,50	99,50	142.452	139.241
PT Elnusa Trans Samudera ("ETSA")	Jasa penyewaan kapal laut dan agen perkapalan perusahaan pelayaran/ *Ship rental services and shipping agent of shipping company*	Jakarta	2014	99,99	99,99	577.050	550.491
PT Elnusa Geosains Indonesia ("EGI")	Belum beroperasi/ *Pre-operating*	Jakarta	-	99,99	99,99	12.686	12.711
PT Elnusa Oilfield Services ("EOS")	Belum beroperasi/ *Pre-operating*	Jakarta	-	99,99	99,99	47.289	44.395
KSO Elnusa - RAGA	Jasa pemeliharaan mekanik/ *Mechanical maintenance* service	Jakarta	2016	100,00	100,00	68.359	70.357
Kepemilikan melalui EFK/ *Ownership through EFK*							
PT Elnusa Daya Kreatif ("EDK")	Belum beroperasi/ *Pre-operating*	Jakarta	-	99,99	99,99	10.001	10.001

f. Penerbitan laporan keuangan konsolidasian

Laporan keuangan konsolidasian ini diselesaikan dan diotorisasi untuk terbit oleh Direksi Perusahaan pada tanggal 28 Februari 2024. Direksi Perusahaan yang menandatangani Surat Pernyataan Direksi bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut.

f. Issuance of consolidated financial statements

These consolidated financial statements are completed and authorized for issuance by the Company's Directors on February 28, 2024. The Company's Directors who signed the Directors' Statement are responsible for the fair preparation and presentation of such consolidated financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar penyajian laporan keuangan konsolidasian

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI") dan Peraturan-Peraturan serta Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian disajikan dengan menggunakan metode langsung yang mengelompokkan penerimaan dan pengeluaran kas dan setara kas ke dalam aktivitas operasi, investasi dan pendanaan.

Kebijakan akuntansi yang diterapkan oleh Grup adalah selaras bagi tahun yang dicakup oleh laporan keuangan konsolidasian, kecuali untuk standar akuntansi baru dan revisi seperti diungkapkan pada Catatan 2c dibawah ini.

Grup telah menyusun laporan keuangan konsolidasian dengan dasar bahwa Grup akan terus beroperasi secara berkesinambungan.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam jutaan Rupiah ("Rp"), kecuali dinyatakan lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprise the Statements and Interpretations issued by the Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia or "DSAK IAI") and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by Financial Services Authority (Otoritas Jasa Keuangan" or " OJK").

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statement of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant Notes to the consolidated financial statements herein.

The consolidated statement of cash flows is presented using the direct method by classifying the receipts and disbursements of cash and cash equivalents into operating, investing and financing activities.

The accounting policies adopted by the Group are consistently applied for the years covered by the consolidated financial statements, except for new and revised accounting standards as disclosed in the following Note 2c.

The Group has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

All figures in the consolidated financial statements are rounded to and expressed in millions of Rupiah ("Rp"), unless otherwise stated.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Prinsip-prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas anak. Kendali diperoleh bila Grup terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal berikut ini:

i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*, dan
iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil.

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
ii) Hak yang timbul atas pengaturan kontraktual lain, dan
iii) Hak suara dan hak suara potensial yang dimiliki Grup.

Grup menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas-entitas anak dimulai sejak Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan entitas anak tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

b. Principles of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Thus, the Group controls an investee if and only if the Group has all of the following:

i) Power over the investee, that is existing rights that give the Group current ability to direct the relevant activities of the investee,

ii) Exposure, or rights, to variable returns from its involvement with the investee, and

iii) The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

i) The contractual arrangement with the other vote holders of the investee,
ii) Rights arising from other contractual arrangements, and
iii) The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Prinsip-prinsip konsolidasi (lanjutan)

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain ("PKL") diatribusikan pada pemilik entitas induk dan pada kepentingan nonpengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Grup.

Seluruh aset dan liabilitas, ekuitas, penghasilan dan beban dan arus kas atas transaksi antar anggota Grup dieliminasi sepenuhnya pada saat konsolidasi.

Perubahan dalam bagian kepemilikan Grup pada entitas anak yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Grup menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

c. Perubahan kebijakan akuntansi

Grup menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Grup:

- Amandemen PSAK 1: Penyajian laporan keuangan - Pengungkapan Kebijakan Akuntansi

  Amandemen ini memberikan panduan untuk membantu entitas menerapkan pertimbangan materialitas dalam pengungkapan kebijakan akuntansi. Amandemen tersebut bertujuan untuk membantu entitas menyediakan pengungkapan kebijakan akuntansi yang lebih berguna dengan mengganti persyaratan dalam mengungkapkan kebijakan akuntansi 'signifikan' entitas menjadi persyaratan untuk mengungkapkan kebijakan akuntansi 'material' entitas dan menambahkan panduan tentang bagaimana entitas menerapkan konsep materialitas dalam membuat keputusan tentang pengungkapan kebijakan akuntansi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

b. Principles of consolidation (continued)

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relation to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other component of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.

c. Changes in accounting principles

The Group made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2023, including the following revised standards that have affected the consolidated financial statements of the Group:

- *Amendment of PSAK 1: Presentation of financial statement - Disclosure of accounting policies*

  This amendments provide guidance to help entities apply materiality judgments to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Perubahan kebijakan akuntansi (lanjutan)

- Amandemen PSAK 1: Penyajian laporan keuangan - Pengungkapan Kebijakan Akuntansi (lanjutan)

  Amandemen tersebut berdampak pada pengungkapan kebijakan akuntansi Grup, namun tidak berdampak pada pengukuran, pengakuan atau penyajian *item* apa pun dalam laporan keuangan Grup.

- Amandemen PSAK 16: Aset Tetap - Hasil sebelum Penggunaan yang Diintensikan

  Amandemen ini tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan item yang diproduksi saat membawa aset tersebut ke lokasi dan kondisi yang diperlukan supaya aset dapat beroperasi sesuai dengan intensi manajemen dari biaya perolehan suatu aset tetap. Sebaliknya, entitas mengakui hasil dari penjualan item-item tersebut, dan biaya untuk memproduksi item-item tersebut, dalam laba rugi.

  Grup menerapkan amandemen tersebut secara retrospektif hanya untuk aset tetap yang dibuat supaya aset siap digunakan pada atau setelah awal periode penyajian paling awal ketika entitas pertama kali menerapkan amandemen tersebut.

  Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Grup karena tidak ada penjualan atas item-item yang dihasilkan aset tetap yang menjadi tersedia untuk digunakan pada atau setelah awal periode sajian paling awal.

- Amandemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan terkait Definisi Estimasi Akuntansi

  Amandemen PSAK 25 memperjelas perbedaan antara perubahan estimasi akuntansi, perubahan kebijakan akuntansi dan koreksi kesalahan. Amandemen juga mengklarifikasi bagaimana entitas menggunakan teknik pengukuran dan input untuk mengembangkan estimasi akuntansi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Changes in accounting principles (continued)

- *Amendment of PSAK 1: Presentation of financial statement - Disclosure of accounting policies (continued)*

  The amendments have had an impact on the Group's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the Group's financial statements.

- *Amendment of PSAK 16: Fixed Assets - Proceeds before Intended Use*

  The amendments prohibit entities from deducting from the cost of an item of fixed assets, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in the profit or loss.

  The Group applies the amendments retrospectively only to items of fixed assets made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.

  These amendments had no impact on the consolidated financial statements of the Group as there were no sales of such items produced by fixed assets made available for use on or after the beginning of the earliest period presented.

- *Amendment of PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors - Definition of Accounting Estimates*

  The amendments to PSAK 25 clarify the distinction between changes in accounting estimates, changes in accounting policies and the correction of errors. They also clarify how entities use measurement techniques and inputs to develop accounting estimates.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Perubahan kebijakan akuntansi (lanjutan)

- Amandemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan terkait Definisi Estimasi Akuntansi (lanjutan)

  Amandemen ini tidak memiliki dampak terhadap laporan keuangan konsolidasian Grup.

- Amandemen PSAK 46: Pajak Penghasilan - Pajak Tangguhan Terkait Aset dan Liabilitas Yang Timbul Dari Transaksi Tunggal

  Amandemen PSAK 46 Pajak Penghasilan mempersempit ruang lingkup pengecualian pengakuan awal, sehingga tidak lagi berlaku pada transaksi yang menimbulkan perbedaan temporer dapat dikurangkan dalam jumlah yang sama dan perbedaan temporer kena pajak dan seperti sewa dan liabilitas dekomisioning.

  Amandemen ini tidak mempunyai dampak terhadap laporan keuangan konsolidasian Grup.

- Amandemen PSAK 46: Pajak Penghasilan - Reformasi Pajak Internasional - Ketentuan Model Pilar Dua

  Amandemen PSAK 46 ini diperkenalkan sebagai tanggapan terhadap aturan Model Pilar Dua yang diterbitkan oleh Organisasi Kerjasama dan Pengembangan Ekonomi atau Organization for *Economic Co-operation and Development* (OECD), dan mencakup:
  - Pengecualian atas pengakuan dan pengungkapan informasi mengenai aset dan liabilitas pajak tangguhan terkait dengan pajak penghasilan Pilar Dua; dan
  - Persyaratan pengungkapan bagi entitas yang terkena dampak untuk membantu pengguna laporan keuangan lebih memahami eksposur entitas terhadap pajak penghasilan Pilar Dua yang timbul dari undang-undang tersebut, terutama sebelum tanggal berlakunya undang-undang tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Changes in accounting principles (continued)

- *Amendment of PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors - Definition of Accounting Estimates (continued)*

  The amendments had no impact on the Group's consolidated financial statements.

- *Amendment of PSAK 46: Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction*

  The amendments to PSAK 46 Income Taxes narrow the scope of the initial recognition exception, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences such as leases and decommissioning liabilities.

  The amendments had no impact on the Group's consolidated financial statements.

- *Amendment of PSAK 46: Income Taxes - International Tax Reform - Pillar Two Model Rules*

  The amendments to PSAK 46 have been introduced in response to the Pillar Two Rules, issued by Organization for Economic Co-operation and Development (OECD), and include:
  - *An exception to the recognition and disclosure of deferred taxes related to the Pillar Two income taxes; and*
  - *Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Perubahan kebijakan akuntansi (lanjutan)

- Amandemen PSAK 46: Pajak Penghasilan - Reformasi Pajak Internasional - Ketentuan Model Pilar Dua (lanjutan)

  Pengecualian tersebut, yang penggunaannya harus diungkapkan, segera berlaku saat penerbitan amandemen ini. Persyaratan pengungkapan lainnya berlaku untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023, namun tidak untuk periode interim yang berakhir pada atau sebelum 31 Desember 2023.

  Pada tanggal 31 Desember 2023, Perundang-undangan terkait pajak penghasilan Pilar Dua belum diberlakukan atau secara substantif belum diberlakukan di Indonesia tempat Grup beroperasi. Oleh karena itu, Grup masih dalam proses melakukan penilaian atas potensi eksposur pajak penghasilan Pilar Dua. Potensi eksposur pajak penghasilan Pilar Dua, jika ada, saat ini tidak diketahui atau dapat diperkirakan secara wajar.

  Amandemen tersebut tidak berdampak pada laporan keuangan konsolidasian Grup karena tidak termasuk dalam cakupan aturan model Pilar Dua karena pendapatan konsolidasiannya kurang dari EUR 750 juta/tahun.

d. Investasi pada ventura bersama

Ventura bersama adalah semua entitas yang dikendalikan bersama oleh Grup bersama dengan venturer lain dimana Grup memilik hak atas aset neto ventura bersama tersebut. Investasi pada ventura bersama dicatat dengan menggunakan metode ekuitas yang pada awalnya diakui pada harga perolehannya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Changes in accounting principles (continued)

- *Amendment of PSAK 46: Income Taxes - International Tax Reform - Pillar Two Model Rules (continued)*

  The exception – the use of which is required to be disclosed – applies immediately upon the issue of these amendments. The remaining disclosure requirements apply for annual reporting periods beginning on or after January 1, 2023, but not for any interim periods ending on or before December 31, 2023.

  As of December 31, 2023, the Pillar Two income taxes legislation has not yet been enacted or has not yet substantively enacted in Indonesia where the Group operates. Therefore, the Group is still in the process of assessing the potential exposure to Pillar Two income taxes. The potential exposure, if any, to Pillar Two income taxes is currently not known or reasonably estimable.

  The amendments had no impact on the Group's consolidated financial statements as the Group is not in scope of the Pillar Two model rules as its consolidated revenue is less than EUR 750 million/year.

d. Investment in joint ventures

Joint ventures are all entities which are jointly controlled by the Group and other venturers, in which the Group has rights to only the net assets of the joint ventures. Investments in joint ventures are accounted for using the equity method of accounting and initially recognized at cost.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Investasi pada ventura bersama (lanjutan)

Bagian Grup atas laba rugi ventura bersama pasca akuisisi diakui dalam laba rugi dan bagian atas mutasi penghasilan komprehensif lain pasca akuisisi diakui di dalam penghasilan komprehensif lain dan diikuti dengan penyesuaian pada jumlah tercatat investasi. Dividen yang akan diterima dari ventura bersama diakui sebagai pengurang jumlah tercatat investasi. Jika bagian Grup atas kerugian ventura bersama sama dengan atau melebihi nilai kepemilikannya di ventura bersama, Grup menghentikan pengakuan bagian kerugiannya, kecuali Grup memiliki kewajiban hukum atau harus melakukan pembayaran tertentu atas nama ventura bersama tersebut.

Laba rugi yang dihasilkan dari transaksi antara Grup dengan ventura bersama diakui dalam laporan keuangan konsolidasian Grup hanya sebesar bagian venturer lain yang tidak berelasi dalam ventura bersama. Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti obyektif bahwa telah terjadi penurunan nilai pada investasi di ventura bersama. Jika demikian, maka Grup menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan jumlah tercatat investasi pada ventura bersama dan mengakui selisih tersebut pada "bagian atas laba (rugi) ventura bersama" dalam laba rugi.

e. Kombinasi bisnis

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, Grup mengukur KNP pada entitas yang diakuisisi, baik pada nilai wajar ataupun pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan dimasukkan dalam "beban umum dan administrasi".

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Investment in joint ventures (continued)

The Group's share of the joint ventures' post-acquisition profits or losses is recognized in profit or loss, and its share of post-acquisition movements in other comprehensive income is recognized in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. Dividends receivable from joint ventures are recognized as reductions in the carrying amount of the investment. When the Group's share of losses in a joint venture equals or exceeds its interest in the joint venture, the Group does not recognize further losses, unless the Group has incurred legal or constructive obligations or made payments on behalf of the joint venture.

Profits and losses resulting from transactions between the Group and its joint ventures are recognized in the Group's consolidated financial statements only to the extent of unrelated venturer's interest in the joint ventures. The Group determines at each reporting date whether there is any objective evidence that the investment in the joint venture is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the joint venture and its carrying amount and recognizes the amount adjacent to "shares of profit (loss) of joint ventures" in profit or loss.

e. Business combination

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any NCI in the acquiree. For each business combination, the Group measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are directly expensed and included in "general and administrative expenses".

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Kombinasi bisnis (lanjutan)

Grup menentukan bahwa mereka telah mengakuisisi bisnis ketika rangkaian aktivitas dan aset yang diakuisisi mencakup input dan proses substantif yang bersama-sama secara signifikan berkontribusi pada kemampuan untuk menghasilkan output. Proses yang diperoleh adalah substantif jika penting bagi kemampuan untuk terus menghasilkan output, dan input yang diperoleh mencakup tenaga kerja yang terorganisir dengan keterampilan, pengetahuan, atau pengalaman yang diperlukan untuk melakukan proses itu atau secara signifikan berkontribusi pada kemampuan untuk terus menghasilkan output dan dianggap unik atau langka atau tidak dapat diganti tanpa biaya, usaha, atau penundaan yang signifikan dalam kemampuan untuk terus menghasilkan output.

Ketika melakukan akuisisi atas sebuah bisnis, Grup mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi.

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, Grup mengukur kembali kepentingan ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi pada nilai wajar tanggal akuisisi dan mengakui keuntungan atau kerugian yang dihasilkan.

Setiap imbalan kontinjensi yang akan ditransfer oleh perusahaan pengakuisisi akan diakui pada nilai wajar pada tanggal akuisisi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya adalah diperhitungkan dalam ekuitas. Imbalan kontinjensi yang diklasifikasikan sebagai aset atau liabilitas yaitu instrumen keuangan dan dalam lingkup PSAK 71, diukur pada nilai wajar dengan perubahan nilai wajar yang diakui dalam laba rugi sesuai dengan PSAK 71. Imbalan kontinjensi lain yang tidak termasuk dalam PSAK 71 diukur sebesar nilai wajar pada setiap tanggal pelaporan dengan perubahan nilai wajar yang diakui pada laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Business combination (continued)

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organized workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

If the business combination is achieved in stages, the acquisition date fair value of the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as equity is not re-measured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PSAK 71, is measured at fair value with the changes in fair value recognized in the statement of profit or loss in accordance with PSAK 71. Other contingent consideration that is not within the scope of PSAK 71 is measured at fair value at each reporting date with changes in fair value recognized in profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Kombinasi bisnis (lanjutan)

Bila pencatatan awal kombinasi bisnis belum dapat diselesaikan pada tanggal pelaporan, Grup melaporkan jumlah sementara bagi *item* yang pencatatannya belum dapat diselesaikan tersebut.

Periode pengukuran adalah periode setelah tanggal akuisisi yang didalamnya Grup dapat melakukan penyesuaian atas jumlah sementara yang diakui dalam kombinasi bisnis tersebut. Selama periode pengukuran, Grup mengakui penambahan aset atau liabilitas bila terdapat informasi terbaru yang diperoleh mengenai fakta dan keadaan pada tanggal akuisisi, yang bila diketahui pada saat itu, akan menyebabkan pengakuan atas aset dan liabilitas pada tanggal tersebut.

Periode pengukuran berakhir pada saat pengakuisisi menerima informasi yang diperlukan mengenai fakta dan keadaan pada tanggal akuisisi atau mengetahui bahwa informasi lainnya tidak dapat diperoleh, namun tidak lebih dari satu tahun dari tanggal akuisisi.

Kombinasi bisnis entitas sepengendali

Kombinasi bisnis entitas sepengendali dicatat dengan menggunakan metode penyatuan kepentingan, dimana selisih antara jumlah imbalan yang dialihkan dengan jumlah tercatat aset neto entitas yang diakuisisi diakui sebagai bagian dari akun "Tambahan Modal Disetor" pada laporan posisi keuangan konsolidasian.

Dalam menerapkan metode penyatuan kepentingan tersebut, unsur-unsur laporan keuangan dari entitas yang bergabung disajikan seolah-olah penggabungan tersebut telah terjadi sejak awal periode entitas yang bergabung berada dalam kesepengendalian.

f. Kas dan setara kas

Kas dan setara kas terdiri dari kas, bank dan deposito berjangka yang jatuh tempo dalam 3 (tiga) bulan atau kurang dari tanggal penempatannya dan tidak digunakan sebagai jaminan atau dibatasi penggunaannya.

Deposito berjangka dengan jangka waktu lebih dari 3 (tiga) bulan tapi tidak melebihi 1 (satu) tahun dari tanggal penempatannya disajikan sebagai bagian dari “aset keuangan lancar lainnya”.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Business combination (continued)

If the initial accounting for a business combination is incomplete by the end of the reporting, the Group reports provisional amounts for the items for which the accounting is incomplete.

The measurement period is the period after the acquisition date during which the Group may adjust the provisional amounts recognized for a business combination. During the measurement period, the Group recognizes additional assets or liabilities if new information is obtained about facts and circumstances that existed as of the acquisition date and, if known, would have resulted in the recognition of those assets and liabilities as of that date.

The measurement period ends as soon as the acquirer receives the information it was seeking about facts and circumstances that existed as of the acquisition date or learns that more information is not obtainable but shall not exceed one year from the acquisition date.

Business combinations under common control

Business combinations under common control are accounted for using the pooling-of-interests method, whereby the difference between the considerations transferred and the book value of the net assets of the acquiree is recognized as part of "Additional Paid-in Capital" account in the consolidated statement of financial position.

In applying the said pooling-of-interest method, the components of the financial statements of the combining entities are presented as if the combination has occurred since the beginning of the period of the combining entity become under common control.

f. Cash and cash equivalents

Cash and cash equivalents are cash on hand, cash in banks and time deposits with maturity periods of 3 (three) months or less at the time of placement and which are not used as collateral or not restricted.

Time deposits with maturities of more than 3 (three) months but not exceeding 1 (one) year at the time of placement are presented as part of “other current financial assets”.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Kas dan setara kas (lanjutan)

Kas dan setara kas yang dibatasi penggunaannya yang akan digunakan untuk membayar liabilitas yang akan jatuh tempo dalam waktu 1 (satu) tahun disajikan sebagai "kas yang dibatasi penggunaannya" sebagai bagian dari "aset keuangan lancar lainnya". Kas dan setara kas yang dibatasi penggunaannya untuk membayar liabilitas yang akan jatuh tempo dalam waktu lebih dari 1 (satu) tahun disajikan sebagai bagian dari "aset keuangan tidak lancar lainnya".

g. Instrumen keuangan

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

i. Aset keuangan

Pengakuan dan pengukuran awal

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Grup telah menerapkan cara praktis, diukur pada harga transaksi yang ditentukan sesuai PSAK 72.

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain ("NWPKL"), aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

Model bisnis Grup untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

f. Cash and cash equivalents (continued)

Cash and cash equivalents which are restricted for repayment of current maturing obligations are presented as "restricted cash" under "other current financial assets". Cash and cash equivalents which are restricted for repayment of obligations maturing after 1 (one) year are presented as part of "other non-current financial assets".

g. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i. Financial assets

Initial recognition and measurement

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not measured at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 72.

In order for a financial asset to be classified and measured at amortized cost or fair value through other comprehensive income ("FVOCI"), it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Groups's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Pengukuran selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:
- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang),
- Aset keuangan pada NWPKL dengan reklasifikasi ke keuntungan dan kerugian kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa reklasifikasi ke keuntungan dan kerugian kumulatif atas pelepasan (instrumen ekuitas), dan
- Nilai wajar melalui laba rugi (NWLR).

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini:

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang)

Grup mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:
- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual, dan
- Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

Aset keuangan yang diukur pada biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan menjadi subjek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

Aset keuangan Grup yang diukur pada biaya perolehan diamortisasi termasuk kas dan setara kas, piutang usaha - neto, aset keuangan lancar lainnya dan aset keuangan tidak lancar lainnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:
- *Financial assets at amortized cost (debt instruments),*
- *Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments),*
- *Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments), and*
- *Fair value through profit or loss (FVTPL).*

The subsequent measurement of financial assets depends on their classification as described below:

Financial assets at amortized cost (debt instruments)

The Group measures financial assets at amortized cost if both of the following conditions are met:
- *The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and*
- *The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.*

Financial assets at amortized cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortized cost includes cash and cash equivalent, trade receivables - net, other current financial assets and other non-current financial assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Pengukuran selanjutnya (lanjutan)

Aset keuangan pada NWPKL tanpa pendauran laba dan rugi kumulatif setelah penghentian pengakuan (instrumen ekuitas)

Pada pengakuan awal, Grup dapat memilih untuk menetapkan klasifikasi yang tidak dapat dikembalikan atas investasi pada instrumen ekuitas sebagai NWPKL jika memenuhi definisi ekuitas sesuai PSAK 50 dan tidak dimiliki untuk diperdagangkan. Klasifikasi ditentukan atas basis instrumen per instrumen.

Keuntungan dan kerugian atas aset keuangan ini tidak pernah didaur ke laba rugi, dan aset keuangan ini tidak menjadi subjek penurunan nilai. Dividen diakui sebagai penghasilan lain-lain dalam laba rugi pada saat hak atas pembayaran telah ditetapkan.

Grup memilih untuk mengklasifikasi secara takterbatalkan investasi ekuitas yang tidak terdaftar di bursa masuk dalam kategori ini.

Aset keuangan Grup yang diukur pada NWPKL termasuk investasi pada saham.

Penghentian pengakuan

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan Grup) ketika:

- Hak untuk menerima arus kas dari aset telah berakhir, atau

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Subsequent measurement (continued)

Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its investments in equity instruments at FVOCI when they meet the definition of equity under PSAK 50 and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss, and these financial assets are not subject to impairment assessment. Dividends are recognized as other income in the profit or loss when the right of payment has been established.

The Group elected to classify irrevocably its non-listed equity investments under this category.

The Group's financial assets at FVOCI includes invenstment in shares.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's statement of financial position) when:

- *The rights to receive cash flows from the asset have expired, or*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Penghentian pengakuan (lanjutan)

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan Grup) ketika: (lanjutan)

- Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan kesepakatan *'pass-through'*, dan salah satu dari (a) Grup telah mengalihkan secara substansial seluruh risiko dan manfaat atas aset, atau (b) Grup tidak mengalihkan maupun tidak memiliki secara substansial atas seluruh risiko dan manfaat atas aset, tetapi telah mengalihkan kendali atas aset.

Ketika Grup telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan '*pass-through*', Grup mengevaluasi jika, dan sejauh mana, Grup masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Grup tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Grup tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutannya. Dalam kasus tersebut, Grup juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Grup.

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Grup untuk membayar kembali.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Derecognition (continued)

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's statement of financial position) when: (continued)

- *The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Penurunan nilai

Grup mengakui penyisihan Kerugian Kredit Ekspektasian ("KKE") untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Grup, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

Karena piutang usaha dan piutang lainnya tidak memiliki komponen pembiayaan signifikan, Grup menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Grup tidak menelurusi perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Grup membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan *(forward-looking)* atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Impairment

The Group recognizes an allowance for Expected Credit Loss ("ECL") for all debt instruments not held at FVTPL and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR. The expected cash flows include any cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. When there have not been significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). However, when there have been significant increases in credit risks since initial recognition, a loss allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).

Because its trade and other receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Group established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Penurunan nilai (lanjutan)

Grup menganggap aset keuangan dalam gagal bayar ketika pembayaran kontraktual telah lewat 360 hari dari tanggal jatuh tempo. Namun, dalam kasus tertentu, Grup juga dapat mempertimbangkan aset keuangan menjadi gagal bayar ketika informasi internal atau eksternal menunjukkan bahwa besar kemungkinan Grup tidak menerima jumlah kontraktual terutang secara penuh sebelum memperhitungkan perbaikan kredit yang dimiliki oleh Grup. Aset keuangan dihapuskan jika tidak terdapat ekspektasi yang wajar untuk memulihkan arus kas kontraktual.

ii. Liabilitas keuangan

Pengakuan dan pengukuran awal

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai liabilitas keuangan yang diukur pada NWLR, utang dan pinjaman atau derivatif ditetapkan sebagai instrumen lindung nilai pada lindung nilai yang efektif, sesuai dengan kondisinya.

Semua liabilitas keuangan diakui pada nilai wajar saat pengakuan awal dan, dalam hal liabilitas keuangan dilklasifikasi sebagai utang dan pinjaman, diakui pada nilai wajar setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

Grup menetapkan liabilitas keuangannya sebagai pinjaman bank jangka pendek, utang usaha, liabilitas jangka pendek lainnya, liabilitas imbalan kerja jangka pendek, beban akrual, utang sukuk dan liabilitas sewa. Grup tidak memiliki liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Impairment (continued)

The Group considers a financial asset in default when contractual payments are 360 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

ii. Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group designates its financial liabilities as short-term bank loans, trade payables, other current liabilities, short-term employee benefits liability, accrued expenses, sukuk payable and lease liabilities. The Group has no financial liabilities measured at fair value through profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen keuangan (lanjutan)

ii. Liabilitas keuangan

Pengakuan selanjutnya

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman)

i) Utang dan Pinjaman Jangka Panjang yang Dikenakan Bunga

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah, dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek. Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akusisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

ii) Utang dan Akrual

Liabilitas untuk utang usaha dan utang lain-lain jangka pendek, biaya masih harus dibayar dan liabilitas imbalan kerja jangka pendek dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

Penghentian Pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak berakhir atau dibatalkan atau kedaluwarsa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial instruments (continued)

ii. Financial liabilities

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as described below:

Financial liabilities at amortized cost (Loans and borrowings)

i) Long-term Interest-bearing Loans and Borrowings

Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in the profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the profit or loss.

ii) Payables and Accruals

Liabilities for current trade and other accounts payable, accrued expenses and short-term employee benefit liability are stated at carrying amounts (notional amounts), which approximate their fair values.

Derecognition

A financial liability is derecognized when the obligation under the contract is discharged or cancelled or expires.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen keuangan (lanjutan)

ii. Liabilitas keuangan (lanjutan)

Penghentian Pengakuan (lanjutan)

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

iii. Saling hapus instrumen keuangan

Aset keuangan dan liabilitas keuangan disaling hapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, terdapat hak secara hukum untuk melakukan saling hapus atas jumlah tercatat dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

h. Pengukuran Nilai Wajar

Grup mengukur pada pengakuan awal instrumen keuangan pada nilai wajar, dan aset dan liabilitas yang diakuisisi pada kombinasi bisnis. Grup juga mengukur jumlah terpulihkan dari unit penghasil kas ("UPK") tertentu berdasarkan nilai wajar dikurangi biaya pelepasan, dan aset keuangan tertentu pada nilai wajar melalui penghasilan komprehensif lain ("NWPKL").

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial instruments (continued)

ii. Financial liabilities (continued)

Derecognition (continued)

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

iii. Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

h. Fair Value Measurement

The Group initially measures financial instruments at fair value, and assets and liabilities of the acquirees upon business combinations. They also measure certain recoverable amounts of the cash generating unit ("CGU") using fair value less cost of disposal ("FVLCD") and certain financial assets at fair value through other comprehensive income ("FVOCI").

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Pengukuran Nilai Wajar (lanjutan)

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

i) Di pasar utama untuk aset atau liabilitas tersebut, atau
ii) Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Grup.

Nilai wajar dari aset atau liabilitas diukur dengan menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

Pengukuran nilai wajar dari suatu aset nonkeuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut pada penggunaan tertinggi dan terbaiknya.

Grup menggunakan teknik penilaian yang sesuai dengan keadaan dan data yang memadai tersedia untuk mengukur nilai wajar, dengan memaksimalkan masukan (*input*) yang dapat diamati (*observable*) yang relevan dan meminimalkan masukan (*input*) yang tidak dapat diamati (*unobservable*).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Fair Value Measurement (continued)

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

i) In the principal market for the asset or liability, or
ii) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

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.

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.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Pengukuran Nilai Wajar (lanjutan)

Semua aset dan liabilitas yang nilai wajarnya diukur atau diungkapkan dalam laporan keuangan konsolidasian dikategorikan dalam hierarki nilai wajar berdasarkan *level* masukan *(input)* paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan sebagai berikut:

i) *Level* 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran.
ii) *Level* 2 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang dapat diamati (*observable*) baik secara langsung atau tidak langsung.
iii) *Level* 3 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang tidak dapat diamati (*unobservable*).

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, Grup menentukan apakah terdapat perpindahan antara *level* dalam hierarki dengan melakukan evaluasi ulang atas penetapan kategori (berdasarkan *level* masukan *(input)* paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada tiap akhir periode pelaporan.

Tim pelaporan keuangan Grup bertanggung-jawab atas penilaian dalam menentukan kebijakan dan prosedur untuk pengukuran nilai wajar (dikurangi biaya untuk menjual) UPK (untuk uji penurunan nilai) dan aset keuangan pada NWPKL.

Penilai eksternal terlibat dalam penilaian aset signifikan. Keterlibatan penilai eksternal ditentukan setiap tahun setelah dibahas dan disetujui oleh Direksi Perusahaan. Kriteria pemilihan termasuk pengetahuan pasar, reputasi, independensi dan kemampuan mematuhi standar profesi. Metode penilaian dan input yang digunakan dibahas dan diputuskan bersama oleh Grup dan penilai eksternal.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Fair Value Measurement (continued)

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

i) Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

ii) Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

iii) Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group's financial reporting team in charge of valuation to determine the policies and procedures for recurring fair value measurement, such as biological assets and fair value (less costs of disposal) of CGUs (for impairment test purpose) and financial assets at FVOCI.

External valuers are involved for valuation of significant assets. Involvement of external valuers is decided upon annually after discussion with and approval by the Company's Board of Directors. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. Valuation techniques and inputs to use were discussed and decided by the Group and external valuers.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Pengukuran Nilai Wajar (lanjutan)

Untuk tujuan pengungkapan nilai wajar, Grup mementukan klasifikasi aset dan liabilitas berdasarkan sifat, karakteristik dan risikonya dan *level* pada hierarki nilai wajar sebagaimana dijelaskan diatas.

i. Persediaan

Persediaan dinyatakan sebesar nilai terendah antara biaya perolehan atau nilai realisasi neto. Biaya perolehan ditentukan dengan metode rata-rata tertimbang dan termasuk semua pengeluaran untuk memperoleh persediaan, biaya produksi atau konversi, dan biaya lainnya yang timbul untuk membawa persediaan ke tempat dan kondisi saat ini. Biaya tersebut tidak termasuk biaya pinjaman. Nilai realisasi neto adalah estimasi harga penjualan dalam kegiatan usaha normal dikurangi dengan biaya penyelesaian dan penjualannya.

Penyisihan persediaan usang dibentuk untuk mengurangi jumlah tercatat persediaan ke nilai realisasi netonya yang ditentukan melalui pengujian berkala atas estimasi penggunaan atau penjualan masing-masing jenis persediaan di masa yang akan datang.

j. Transaksi dengan pihak-pihak berelasi

Grup mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK No. 7.

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Saldo dan transaksi signifikan dengan pihak-pihak berelasi diungkapkan dalam Catatan 31.

Kecuali diungkapkan khusus sebagai pihak-pihak berelasi, maka pihak-pihak lain yang disebutkan dalam catatan atas laporan keuangan konsolidasian merupakan pihak ketiga.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Fair Value Measurement (continued)

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

i. Inventories

Inventories are stated at the lower of cost or net realizable value. Cost is determined using the weighted average cost method and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing the inventory to its existing location and condition. It excludes borrowing costs. Net realizable value is the estimated sales amount in the ordinary course of business less the costs of completion and selling expenses.

Allowance for inventory obsolescence is provided to reduce the carrying amount of inventories to their net realizable value based on the periodic review of the estimated future usage or sale of individual inventory items.

j. Transactions with related parties

The Group has transactions with related parties as defined in PSAK No. 7.

The transactions are made based on terms agreed by the parties, in which such terms may not be the same as those of the transactions between unrelated parties.

All significant balances and transactions with related parties are disclosed in Note 31.

Unless specifically identified as related parties, the parties disclosed in the notes to the consolidated financial statements are third parties.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset tetap

Seluruh aset tetap awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan supaya aset tersebut siap digunakan sesuai dengan maksud manajemen.

Aset tetap dinyatakan sebesar biaya perolehan dikurangi dengan akumulasi penyusutan dan penyisihan penurunan nilai. Tanah tidak disusutkan. Termasuk juga ke dalam biaya perolehan adalah biaya-biaya penggantian bagian dari aset tetap jika biaya itu terjadi, dan apabila terdapat kemungkinan yang besar bahwa Grup akan mendapat manfaat ekonomis di masa depan dari bagian aset tersebut serta biaya perolehannya dapat diukur secara andal. Demikian pula, pada saat inspeksi yang signifikan dilakukan, biaya inspeksi itu diakui ke dalam jumlah tercatat *(carrying amount)* aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laba rugi pada saat terjadinya.

Biaya legal awal yang terjadi untuk memperoleh hak atas tanah diakui sebagai bagian dari biaya akuisisi.

Penyusutan dihitung dengan menggunakan metode garis lurus selama estimasi masa manfaat aset tetap yang bersangkutan yaitu sebagai berikut:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Fixed assets

All fixed assets are initially recognized at cost, which comprises the purchase price and any costs directly attributable in bringing the assets to the location and condition necessary for the assets to be capable of operating in the manner intended by management.

Fixed assets are stated at cost less accumulated depreciation and allowance for impairment. Land is not depreciated. The cost includes the cost of replacing part of the fixed assets when that cost is incurred, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the fixed assets as a replacement if the recognition criteria are satisfied. All other repairs and maintenance costs that do not meet the recognition criteria are recognized in profit or loss as incurred.

Initial legal costs incurred to obtain legal rights of land are recognized as part of the acquisition costs.

Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows:

	Tahun/*Year*	
Bangunan, prasarana dan instalasi	4-20	*Buildings, improvements and installations*
Mesin dan peralatan	2-15	*Machinery and equipment*
Perabotan dan perlengkapan kantor	2-5	*Office furniture, fixtures and equipment*
Alat transportasi	2-5	*Transportation equipment*
Konstruksi baja	2-15	*Steel constructions*

Aset dalam penyelesaian merupakan biaya-biaya yang berhubungan langsung dengan pembangunan dan akuisisi aset tetap, termasuk biaya pendanaan, jika ada. Biaya-biaya tersebut akan dipindahkan ke aset tetap yang bersangkutan pada saat pembangunannya telah selesai. Penyusutan mulai dibebankan pada saat aset tersebut siap digunakan.

Construction in progress represents costs directly attributable to the construction and acquisition of fixed assets, including financial costs, if any. These costs are transferred to the relevant asset account when the construction is complete. Depreciation is charged from the date the assets are ready for use.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset tetap (lanjutan)

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis di masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset, yang merupakan perbedaan antara jumlah neto hasil pelepasan dengan jumlah tercatatnya, disajikan dalam laba rugi.

Nilai residu, umur manfaat dan metode penyusutan ditinjau ulang dan, jika diperlukan, akan disesuaikan secara prospektif pada setiap tanggal pelaporan.

l. Aset takberwujud

Biaya terkait dengan pembaruan hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak yang berkisar antara 20 (dua puluh) sampai 30 (tiga puluh) tahun.

Biaya yang terkait dengan pemeliharaan program piranti lunak komputer diakui sebagai beban pada saat terjadinya. Biaya perolehan atau pengembangan yang dapat secara langsung diatribusikan kepada desain dan pengujian produk piranti lunak diakui sebagai aset takberwujud.

Biaya-biaya yang dapat diatribusikan secara langsung dan dikapitalisasi sebagai bagian dari produk piranti lunak mencakup beban pekerja pengembang piranti lunak dan *overhead* yang relevan. Biaya perolehan dan pengembangan piranti lunak diamortisasi dengan menggunakan metode garis lurus selama 2 (dua) tahun.

Aset takberwujud dihentikan pengakuannya pada saat pelepasan atau aset tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan atau pelepasan aset takberwujud diakui dalam laba rugi pada saat terjadinya penghentian atau pelepasan tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Fixed assets (continued)

An item of fixed asset is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition of the asset, calculated as the difference between the net disposal proceeds and the carrying amount of the asset, is included in profit or loss.

The residual values, useful lifes and methods of depreciation are reviewed, and adjusted prospectively, if appropriate, at each reporting date.

l. Intangible assets

Cost related to renewal of land rights are recognized as intangible assets and amortized during the period of the land rights which are ranging from 20 (twenty) to 30 (thirty) years.

Costs associated with maintaining computer software programs are recognized as an expense as incurred. Acquisition and development costs that are directly attributable to the design and testing of software products are recognized as intangible assets.

Directly attributable costs that are capitalized as part of the software product include the software development employee costs and an appropriate portion of the relevant overheads. The acquisition and development costs is amortized using the straight-line method over 2 (two) years.

Intangible assets is derecognized either when it has been disposed of or when the assets is permanently withdrawn from use and no future benefit is expected from its disposal. Any gains or losses on the derecognition or disposal of an intangible assets are recognized in profit or loss on the date of derecognition or disposal.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa

Grup menilai pada saat insepsi kontrak apabila kontrak tersebut adalah, atau mengandung, sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Grup sebagai Penyewa

Grup menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka-pendek dan sewa yang aset pendasarnya bernilai-rendah. Grup mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

Aset hak-guna

Grup mengakui aset hak-guna pada tanggal permulaan sewa (yaitu tanggal aset pendasar tersedia untuk digunakan). Aset hak-guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa. Biaya perolehan aset hak-guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang terjadi, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak-guna disusutkan dengan metode garis lurus selama masa sewa.

Jika kepemilikan aset pendasar sewa beralih ke Grup pada akhir masa sewa atau biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka penyusutan aset hak-guna dihitung menggunakan estimasi masa manfaat aset. Aset hak-guna juga dievaluasi untuk penurunan nilai.

Liabilitas sewa

Pada tanggal permulaan sewa, Grup mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Lease

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Rights-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.The right-of-use assets are also assessed for impairment.

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Grup sebagai Penyewa (lanjutan)

Liabilitas sewa (lanjutan)

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang secara wajar pasti dilaksanakan oleh Grup dan pembayaran pinalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

Dalam menghitung nilai kini pembayaran sewa, Grup menggunakan Suku Bunga Pinjaman Inkremental ("SBPI") pada tanggal permulaan sewa karena suku bunga implisit dalam sewa tidak dapat langsung ditentukan. Setelah tanggal permulaan, jumlah kewajiban sewa ditingkatkan untuk mencerminkan akresi bunga (atas efek diskonto) dan dikurangi untuk pembayaran sewa yang dilakukan. Selain itu, nilai tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan masa sewa, perubahan pembayaran sewa, atau perubahan penilaian atas opsi untuk membeli aset pendasar.

Sewa jangka pendek dan sewa dengan aset bernilai rendah

Grup menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa yang jangka waktu sewanya pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang dari tanggal permulaan dan tidak memiliki opsi beli). Grup juga menerapkan pengecualian pengakuan sewa dengan aset bernilai rendah untuk sewa yang aset pendasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Lease (continued)

The Group as Lessee (continued)

Lease liabilities (continued)

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its Incremental Borrowing Rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Group also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value underlying assets are recognized as expense on a straight-line basis over the lease term.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Grup sebagai Pesewa

Sewa yang dalam pengaturannya Grup tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Pendapatan sewa yang timbul dicatat dengan metode garis lurus selama masa sewa dan diakui sebagai bagian dari pendapatan usaha pada laba rugi karena sifatnya. Biaya langsung awal yang terjadi dalam negosiasi dan pengaturan sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui selama masa sewa atas dasar yang sama dengan pendapatan sewa. Sewa kontijensi diakui sebagai pendapatan pada periode dimana sewa kontijensi tersebut diperoleh.

n. Properti investasi

Properti investasi terdiri dari tanah, bangunan prasarana dan instalasi, yang dikuasai Grup untuk disewakan atau untuk mendapatkan keuntungan dari kenaikan nilai atau kedua-duanya dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif atau dijual dalam kegiatan usaha normal. Properti investasi dinyatakan sebesar biaya perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung untuk perolehan properti investasi.

Selanjutnya, properti investasi diukur berdasarkan biaya perolehan dikurangi akumulasi penyusutan (kecuali tanah yang tidak disusutkan) dan penyisihan penurunan nilai. Jumlah tercatat termasuk bagian biaya penggantian properti investasi yang ada pada saat terjadinya biaya, jika kriteria pengakuan terpenuhi dan tidak termasuk biaya harian penggunaan properti investasi. Nilai wajar properti investasi ditentukan berdasarkan acuan harga pasar untuk properti sejenis.

Penyusutan bangunan, prasarana dan instalasi dihitung dengan menggunakan metode garis lurus selama estimasi umur manfaat aset antara 4 (empat) sampai 20 (dua puluh) tahun.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Lease (continued)

The Group as Lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Lease income arising is accounted for on a straight-line basis over the lease terms and is included in operating income in the profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as lease income. Contingent rent are recognized as revenue in the period in which they are earned.

n. Investment properties

Investment property consists of land, building facilities and installations, which are held by the Group to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business. Investment property is stated at cost, including expenditure that is directly attributable to acquisition of the investment property.

Investment property is subsequently measured at cost less accumulated depreciation (except for land which is not depreciated) and allowance for impairment. 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. Fair value of the investment property is determined with reference to market value for the same type of property.

Depreciation of buildings, facilities and installations are calculated using the straight-line method based on the estimated useful lifes of the assets between 4 (four) and 20 (twenty) years.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Properti investasi (lanjutan)

Properti investasi dihentikan pengakuannya pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan atau pelepasan properti investasi diakui dalam laba rugi pada saat terjadinya penghentian atau pelepasan tersebut.

Transfer ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain atau selesainya pembangunan atau pengembangan. Transfer dari properti investasi dilakukan jika dan hanya jika terdapat perubahan penggunaan yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan yang bertujuan untuk dijual.

Untuk transfer dari properti investasi ke aset yang digunakan dalam operasi, Grup menggunakan metode biaya pada tanggal perubahan penggunaan. Jika aset yang digunakan Grup menjadi properti investasi, Grup mencatat aset tersebut sesuai dengan kebijakan aset tetap sampai dengan tanggal terakhir perubahan penggunaannya.

o. Penurunan nilai aset nonkeuangan

Pada setiap tanggal pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian penurunan nilai aset (yaitu aset takberwujud dengan umur manfaat tidak terbatas, aset takberwujud yang belum dapat digunakan, atau *goodwill* yang diperoleh dalam suatu kombinasi bisnis) diperlukan, maka Grup membuat estimasi formal jumlah terpulihkan aset tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Investment property (continued)

Investment property is derecognized either when it has been disposed of or when the investment property is permanently withdrawn from use and no future benefit is expected from its disposal. Any gains or losses on the derecognition or disposal of an investment property are recognized in profit or loss on the date of derecognition or disposal.

Transfers to investment property are made when, and only when, there is a change in use, evidenced by the end of owner occupation, commencement of an operating lease to another party or completion of construction or development. Transfers from investment property are made when, and only when, there is a change in use, evidenced by commencement of owner occupation or commencement of development with a view to sale.

For a transfer from investment property to an asset used in operations, the Group uses the cost method at the date of change in use. If the asset used by the Group becomes an investment property, the Group accounts for the asset in accordance with the policy stated under fixed assets up to the date of change in use.

o. Impairment of non-financial assets

The Group assesses at the each reporting date whether there is an indication that an asset may be impaired. If any such indication exists or when annual impairment testing for an asset (i.e. an intangible asset with an indefinite useful life, an intangible asset not yet available for use, or goodwill acquired in a business combination) is required, the Group makes an estimate of the asset's recoverable amount.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Penurunan nilai aset nonkeuangan (lanjutan)

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau UPK dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset atau UPK lebih besar daripada jumlah terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya.

Grup mendasarkan perhitungan penurunan nilai pada rincian perhitungan anggaran atau prakiraan yang disusun secara terpisah untuk masing-masing UPK Grup atas aset individual yang dialokasikan. Perhitungan anggaran dan prakiraan ini secara umum mencakup periode selama lima atau sepuluh tahun sesuai dengan stabilitas arus kas perkebunan terkait. Setelah periode yang dianggarkan proyeksi arus kas diestimasi dengan melakukan ekstrapolasi proyeksi yang dianggarkan dengan menggunakan tingkat pertumbuhan jangka panjang yang tetap.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset. Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Grup menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar yang tersedia.

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laba rugi sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Impairment of non-financial assets (continued)

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

The Group bases its impairment calculation on detailed budgets and forecast calculations which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations are generally covering a period of five or ten years in accordance with the stability of each estate's cash flows. Beyond the forecasted period, the estimated cash flows are determined by extrapolating the forecasted cash flows using a steady long term growth rate.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses of continuing operations, if any, are recognized in the profit or loss in those expense categories consistent with the functions of the impaired asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Penurunan nilai aset nonkeuangan (lanjutan)

Untuk aset selain *goodwill*, penilaian dilakukan pada akhir setiap tanggal pelaporan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam tahun sebelumnya mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi dimaksud ditemukan, maka entitas mengestimasi jumlah terpulihkan aset atau UPK tersebut. Kerugian penurunan nilai yang telah diakui dalam tahun sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui. Dalam hal ini, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada peride/tahun sebelumnya. Pembalikan rugi penurunan nilai diakui pada laba rugi. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

Goodwill diuji untuk penurunan nilai setiap tahun dan ketika terdapat indikasi bahwa nilai tercatatnya mungkin mengalami penurunan nilai. Penurunan nilai bagi *goodwill* ditetapkan dengan menentukan jumlah tercatat tiap UPK (atau kelompok UPK) terkait dari *goodwill* tersebut. Jika jumlah terpulihkan UPK kurang dari jumlah tercatatnya, rugi penurunan nilai diakui. Rugi penurunan nilai terkait *goodwill* tidak dapat dibalik pada tahun berikutnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Impairment of non-financial assets (continued)

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the asset's or CGU's recoverable amount is estimated. A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. The reversal is limited so that the carrying amount of the assets 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 periods/years. Reversal of an impairment loss is recognized in the profit or loss. 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.

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. Where the recoverable amount of the CGU is less than their carrying amount, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future years.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Biaya pinjaman

Biaya pinjaman yang terjadi untuk konstruksi aset kualifikasian, dikapitalisasi selama waktu yang dibutuhkan untuk menyelesaikan konstruksi. Untuk pinjaman yang dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi adalah sebesar biaya pinjaman yang terjadi selama periode berjalan dikurangi pendapatan investasi jangka pendek dari pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusi secara langsung pada suatu aset kualifikasian, jumlah biaya pinjaman yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi dengan pengeluaran untuk aset kualifikasian. Tingkat kapitalisasi adalah rata-rata tertimbang biaya pinjaman dibagi dengan jumlah pinjaman selama periode tertentu, tidak termasuk pinjaman yang dapat diatribusikan secara langsung untuk membiayai aset kualifikasian.

q. Provisi

Provisi diakui jika, sebagai akibat peristiwa masa lalu, Grup memiliki kewajiban kini, baik bersifat hukum maupun bersifat konstruktif yang dapat diukur secara andal dan kemungkinan besar penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi. Jika dampak nilai waktu uang cukup material, maka provisi dinyatakan pada estimasi nilai kini dari jumlah kewajiban yang harus diselesaikan.

r. Pengakuan pendapatan dan beban

Dalam menentukan pengakuan pendapatan, Grup melakukan analisa transaksi melalui lima langkah analisa berikut:

1. Mengindentifikasi kontrak dengan pelanggan, dengan kriteria sebagai berikut:
   - Kontrak telah disetujui oleh pihak- pihak terkait dalam kontrak;
   - Grup bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan;
   - Kontrak memiliki substansi komersial; dan
   - Besar kemungkinan Grup akan menerima imbalan atas barang atau jasa yang dialihkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Borrowing costs

Borrowing cost for a qualifiying asset should be capitalized over the asset construction years. For borrowings directly attributable to a qualifying asset, the amount to be capitalized is determined as the actual borrowing costs incurred during the year, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalized is determined by applying a capitalization rate to the amount expended on the qualifying asset. The capitalization rate is the weighted-average of the borrowing costs applicable to the total borrowings outstanding during the period, excluding borrowings directly attributable to finance the qualifying asset.

q. Provision

A provision is recognized if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Where the time value of money is material, provision is stated at the present value of the expenditure expected to be required to settle the obligation.

r. Revenues and expenses recognition

In determining revenue recognition, the Group perform analysis transaction through the following five steps of assessment:

1. Identify contracts with customers with certain criteria as follows:
   - *The contract has been agreed by the parties involved in the contract;*
   - *The Group can identify the rights of relevant parties and the term of payment for the goods or services to be transferred;*
   - *The contract has commercial substance; and*
   - *It is probable that the Group will receive benefits for the goods or services transferred.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Pengakuan pendapatan dan beban (lanjutan)

Dalam menentukan pengakuan pendapatan, Grup melakukan analisa transaksi melalui lima langkah analisa berikut: (lanjutan)

2. Mengidentifikasi kewajiban pelaksanaan dalam kontrak, untuk menyerahkan barang atau jasa yang memiliki karakteristik yang berbeda ke pelanggan.

3. Menentukan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan, pajak penjualan barang mewah, pajak pertambahan nilai dan pungutan ekspor, yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan.

4. Mengalokasikan harga transaksi kepada setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual dari setiap barang atau jasa yang dijanjikan di kontrak.

5. Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi (sepanjang waktu atau pada suatu waktu tertentu).

Pembayaran harga transaksi berbeda untuk setiap kontrak. Aset kontrak diakui apabila kewajiban pelaksanaan yang telah dipenuhi melebihi pembayaran yang dilakukan oleh pelanggan. Liabilitas kontrak diakui ketika pembayaran yang dilakukan oleh pelanggan melebihi kewajiban pelaksanaan yang telah dipenuhi. Aset kontrak disajikan dalam "Piutang usaha" dan liabilitas kontrak disajikan dalam "Pendapatan diterima dimuka".

Kriteria tertentu juga harus terpenuhi untuk setiap aktivitas Grup seperti yang dijelaskan di bawah.

i. Penjualan barang

Pendapatan dari penjualan barang dalam kegiatan usaha normal Grup diukur pada nilai wajar imbalan yang diterima atau akan diterima, setelah dikurangi Pajak Pertambahan Nilai, retur, diskon dan potongan harga.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

r. Revenues and expenses recognition (continued)

In determining revenue recognition, the Group perform analysis transaction through the following five steps of assessment: (continued)

2. Identify the performance obligations in the contract, to transfer distinctive goods or services to the customer.

3. Determine the transaction price, net of discounts, returns, sales incentives, luxury sales tax, value added tax and export duty, which an entity expects to be entitled in exchange for transferring promised goods or services to a customer.

4. Allocate the transaction price to each performance obligation on the basis of the selling prices of each goods or services promised in the contract.

5. Recognise revenue when performance obligation is satisfied (over time or at a point in time).

Payment of the transaction price differs for each contracts. Contract asset is recognised when performance obligation satisfied is more than the payments by customer. Contract liability is recognised when the payments by customer is more than the performance obligation satisfied. Contract assets are presented under "Trade receivables" and contract liabilities are presented under "Unearned revenue".

The specific criteria also must be met for each of the Group's activities as described below.

i. Sales of goods

Revenue from the sale of goods in the ordinary course of the Group's activities is measured at the fair value of the consideration received or receivable, net of Value Added Tax, returns, discounts and rebates.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Pengakuan pendapatan dan beban (lanjutan)

i. Penjualan barang (lanjutan)

Pendapatan penjualan barang diakui pada saat terpenuhinya seluruh kondisi berikut:

- Grup telah memindahkan risiko dan manfaat kepemilikan barang secara signifikan kepada pembeli;
- Grup tidak lagi melanjutkan pengelolaan yang biasanya terkait dengan kepemilikan atas barang maupun melakukan pengendalian efektif atas barang yang dijual;
- jumlah pendapatan dapat diukur secara andal;
- kemungkinan besar manfaat ekonomi yang terkait dengan transaksi tersebut akan mengalir ke Grup; dan
- biaya yang terjadi atau akan terjadi sehubungan transaksi penjualan tersebut dapat diukur secara andal.

ii. Penjualan jasa

Pendapatan dari penjualan jasa diakui dalam laba rugi pada saat jasa diberikan. Untuk penjualan jasa yang mengacu pada tingkat penyelesaian dari transaksi pada tanggal pelaporan, tingkat penyelesaian transaksi ditentukan dengan memperhatikan survei pekerjaan yang telah dilaksanakan.

Pendapatan dari penjualan jasa diakui pada saat terpenuhinya seluruh kondisi berikut:

- jumlah pendapatan dapat diukur secara andal;
- besar kemungkinan manfaat ekonomi sehubungan dengan transaksi tersebut akan mengalir ke Grup;
- tingkat penyelesaian dari suatu transaksi pada tanggal pelaporan dapat diukur secara andal; dan
- biaya yang timbul untuk transaksi dan biaya untuk menyelesaikan transaksi tersebut dapat diukur dengan andal.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

r. Revenues and expenses recognition (continued)

i. Sales of goods (continued)

Revenue from sales of goods is recognized when all of the following conditions are met:

- *the Group has transferred to the buyer the significant risks and rewards of ownership of the goods;*
- *the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;*
- *the amount of revenue can be measured reliably;*
- *it is probable that the economic benefits associated with the transaction will flow to the Group; and*
- *the costs incurred or to be incurred in relation to the sales transaction can be measured reliably.*

ii. Sales of services

Revenue from sales of services is recognized in profit or loss when the services are rendered. For sales of services in which the service are rendered by reference to the stage of completion of the transaction at the reporting date, the stage of completion is assessed by reference to surveys of work performed.

Revenue from rendering of services is recognized when all of the following conditions are met:

- *the amount of revenue can be measured reliably;*
- *it is probable that the economic benefits associated with the transaction will flow to the Group;*
- *the stage of completion of the transaction at the reporting date can be measured reliably; and*
- *the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Pengakuan pendapatan dan beban (lanjutan)

ii. Penjualan jasa (lanjutan)

Bila hasil transaksi penjualan jasa tidak dapat diestimasi dengan andal, pendapatan yang diakui hanya sebesar beban yang telah diakui yang dapat diperoleh kembali. Taksiran rugi pada jasa segera diakui dalam laba rugi.

iii. Penghasilan sewa

Penghasilan sewa dari properti investasi dan aset tertentu diakui dalam laba rugi dengan dasar garis lurus selama jangka waktu sewa.

iv. Beban

Beban diakui pada saat terjadinya berdasarkan konsep akrual.

s. Imbalan kerja

i. Program imbalan pasti

Liabilitas program pensiun imbalan pasti yang diakui dalam laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti pada tanggal pelaporan dikurangi nilai wajar aset program. Perhitungan tersebut dilakukan oleh aktuaris independen dengan menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar di masa depan menggunakan tingkat bunga obligasi pemerintah dengan pertimbangan bahwa pada saat ini tidak terdapat pasar aktif untuk obligasi korporasi yang berkualitas tinggi yang memiliki periode jatuh temponya berdekatan dengan periode liabilitas tersebut.

Beban yang diakui di laba rugi termasuk biaya jasa kini, beban/pendapatan bunga, biaya jasa lalu dan keuntungan/kerugian penyelesaian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

r. Revenues and expenses recognition (continued)

ii. Sales of services (continued)

When the outcome of a transaction involving the rendering of services cannot be estimated reliably, revenue is recognized only to the extent of the expenses recognized that are recoverable. An expected loss on a service is recognized immediately in profit or loss.

iii. Rental income

Rental income from investment property and certain assets is recognized in profit or loss on a straight-line basis over the term of the lease.

iv. Expenses

Expenses are recognized when incurred on an accrual basis.

s. Employee benefits

i. Defined benefit plans

The liability recognized in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets. The calculation is performed by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using government bond interest rates considering currently there is no deep market for high quality corporate bonds that have terms to maturity approximating the terms of the related liability.

Expense charged to profit or loss includes current service costs, interest expense/income, past-service cost and gains and losses on settlements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Imbalan kerja (lanjutan)

i. Program imbalan pasti (lanjutan)

Pengukuran kembali, terdiri atas keuntungan dan kerugian aktuarial, segera diakui pada laporan posisi keuangan konsolidasian dengan pengaruh langsung didebit atau dikreditkan kepada saldo laba melalui PKL pada periode terjadinya. Pengukuran kembali tidak direklasifikasi ke laba rugi pada periode berikutnya.

Biaya jasa lalu harus diakui sebagai beban pada saat yang lebih awal antara:
i) ketika program amandemen atau kurtailmen terjadi; dan
ii) ketika entitas mengakui biaya restrukturisasi atau imbalan terminasi terkait.

Bunga neto dihitung dengan menerapkan tingkat diskonto yang digunakan terhadap liabilitas imbalan kerja. Grup mengakui perubahan berikut pada kewajiban obligasi neto pada akun "Beban Pokok Pendapatan" dan "Beban Umum dan Administrasi" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian:
i) Biaya jasa terdiri atas biaya jasa kini, biaya jasa lalu, keuntungan atau kerugian atas penyelesaian (curtailment) tidak rutin, dan
ii) Beban atau penghasilan bunga neto.

Program imbalan pasti yang diselenggarakan oleh Grup meliputi pensiun imbalan pasti dan kewajiban imbalan pasti berdasarkan Undang-Undang ("UU") No. 6/2023 dan Peraturan Pemerintah No. 35/2021, serta Peraturan Perusahaan.

Keuntungan dan kerugian atas kurtailmen diakui ketika terdapat komitmen untuk mengurangi jumlah karyawan yang tercakup dalam suatu program secara signifikan atau ketika terdapat perubahan ketentuan dalam program imbalan pasti yang menyebabkan bagian yang material dari jasa masa depan, karyawan tidak lagi memberikan imbalan atau memberikan imbalan yang lebih rendah.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Employee benefits (continued)

i. Defined benefit plans (continued)

Re-measurements, comprising of actuarial gains and losses, are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognized in profit or loss at the earlier between:
i) the date of the plan amendment or curtailment, and
ii) the date the Group recognizes related restructuring costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability. The Group recognizes the following changes in the net defined benefit obligation under "Cost of Goods Revenues" and "General and Administrative Expenses" as appropriate in the consolidated statement of profit or loss and other comprehensive income:
i) Service costs comprising current service costs, past-service costs, gains or losses on curtailments and non-routine settlements, and
ii) Net interest expense or income.

The defined benefit plans provided by the Group cover defined benefit pension and defined benefit obligation under the law No. 6/2023, and Government Regulation No. 35/2021, as well as Company Regulation.

Gains and losses on curtailment are recognized when there is a commitment to make a material reduction in the number of employees covered by a plan or when there is an amendment of defined benefit plan terms such as that a material element of future services to be provided by current employees will no longer qualify for benefits, or will qualify only for reduced benefits.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Imbalan kerja (lanjutan)

i. Program imbalan pasti (lanjutan)

Program imbalan pasti yang diselenggarakan oleh Grup meliputi pensiun imbalan pasti dan kewajiban imbalan pasti berdasarkan Undang-Undang ("UU") Cipta Kerja No. 11/2020 dan Peraturan Pemerintah No. 35/2021, serta Kontrak Kerja Bersama.

ii. Program iuran pasti

Program iuran pasti merupakan program imbalan pasca kerja, dimana entitas membayar iuran tetap kepada suatu entitas terpisah dan tidak memiliki kewajiban hukum ataupun konstruktif untuk membayar iuran lebih lanjut. Kewajiban untuk membayar iuran secara reguler merupakan biaya imbalan kerja karyawan untuk tahun dimana jasa diberikan oleh karyawan.

iii. Imbalan kerja jangka panjang lainnya

Karyawan Grup memiliki hak untuk menerima penghargaan masa kerja untuk jangka waktu tertentu dalam bentuk kas dalam jumlah tertentu atau barang, yang disebut Ulang Tahun Dinas ("UTD") atau cuti berimbalan jangka panjang ("cuti besar") dalam bentuk jumlah hari cuti berdasarkan periode jasa yang dipersyaratkan.

Kewajiban terkait dengan UTD dihitung oleh aktuaris independen dengan menggunakan metode *projected unit credit* dan dibayarkan pada saat karyawan mencapai UTD tertentu selama masa kerjanya.

Cuti besar merupakan imbalan sejumlah hari cuti tertentu, yang tergantung pada persetujuan manajemen, diberikan kepada karyawan yang telah memenuhi persyaratan jumlah tahun memberikan jasa.

Biaya jasa lalu dan keuntungan atau kerugian aktuarial yang timbul dari penyesuaian akibat perbedaan antara asumsi aktuarial dan kenyataan dan perubahan asumsi-asumsi aktuarial dibebankan secara langsung ke laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Employee benefits (continued)

i. Defined benefit plans (continued)

The defined benefit plans provided by the Group cover defined benefit pension and defined benefit obligation under Job Creation Act No. 11/2020 ("Labour Law") or Government Regulation No. 35/2021, as well as Collective Labor Contracts.

ii. Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for the regular contributions constitute employee benefit costs for the year during which services are rendered by employees.

iii. Other long-term benefits

Employees of the Group are entitled to receive long service awards, namely Ulang Tahun Dinas ("UTD") in the form of certain cash awards or goods and long-service paid leave ("LSL") in the form of a certain number of days of leave benefits based on the length of service requirements.

The obligation with respect to UTD is calculated by an independent actuary using the projected unit credit method, and paid at the time the employees reach certain anniversary dates during employment.

LSL is a certain number of days leave benefit, subject to approval by management, provided to employees who have met the requisite number of years of service.

Past service cost and actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are charged immediately to profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Imbalan kerja (lanjutan)

Perubahan Kebijakan Akuntansi

Pada bulan April 2022, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI") menerbitkan siaran pers atas persyaratan pengatribusian imbalan pada periode jasa sesuai PSAK 24: Imbalan Kerja yang diadopsi dari IAS 19 Employee Benefits. Siaran pers tersebut menyampaikan informasi bahwa pola fakta umum dari program pensiun berbasis undang-undang ketenagakerjaan yang berlaku di Indonesia saat ini memiliki pola fakta serupa dengan yang ditanggapi dan disimpulkan dalam *IFRS Intepretation Committee ("IFRIC") Agenda Decision Attributing Benefit to Periods of Service IAS 19*. Grup telah menerapkan siaran pers tersebut dan dengan demikian merubah kebijakan akuntansi terkait atribusi imbalan kerja pada periode jasa dari kebijakan yang diterapkan sebelumnya.

Pada tahun-tahun sebelumnya, Grup mengatribusikan imbalan berdasarkan formula imbalan program imbalan pasti berdasarkan masa kerja sejak tanggal pekerja memberikan jasa hingga usia pensiun. Berdasarkan siaran pers Dewan Standar Akuntansi Keuangan ("DSAK") di bulan April 2022, Grup telah mengubah kebijakan akuntansinya untuk mengatribusikan imbalan berdasarkan program tersebut, yaitu dari tanggal ketika jasa pekerja pertama kali menghasilkan imbalan dalam program sampai dengan tanggal ketika jasa pekerja selanjutnya tidak akan menghasilkan jumlah imbalan yang material dibawah program tersebut. Namun, perubahan tersebut tidak berdampak material terhadap laporan keuangan dan telah dibebankan pada laba rugi tahun 2022.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Employee benefits (continued)

Changes in Accounting Policy

In April 2022, the Institute of Indonesia Chartered Accountants' Accounting Standard Board ("DSAK IAI") issued a press release regarding attribution of benefits to periods of service in accordance with PSAK 24: Imbalan Kerja which was adopted from IAS 19 Employee Benefits. The press release conveyed the information that the fact pattern of the pension program based on the Labor Law currently enacted in Indonesia is similar to those responded and concluded in the IFRS Interpretation Committee ("IFRIC") Agenda Decision Attributing Benefit to Periods of Service IAS 19. The Company has adopted the said press release and accordingly changed its accounting policy regarding attribution of benefits to periods of service previously applied.

In prior years, the Group attribute benefits under the defined benefit plan's benefit formula to periods of service from the date when employees provide their services until their retirement age. Based on the press release of the Board of Financial Accounting Standard ("DSAK") in April 2022, the Group change the policy for attributing benefits under the plan to the date when employee service first leads to benefits under the plan until the date when further employee service will lead to no material amount of further benefits under the plan. However, the impact is not material to the financial statements and charged to 2022 profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

t. Mata uang

i. Mata uang fungsional dan penyajian

Pos-pos dalam laporan keuangan konsolidasian dari setiap entitas dalam Grup diukur dalam mata uang pada lingkungan ekonomi utama dimana entitas beroperasi ("mata uang fungsional"). Laporan keuangan konsolidasian disajikan dalam Rupiah, yang merupakan mata uang fungsional dan penyajian Grup.

ii. Transaksi dan saldo dalam mata uang asing

Transaksi dalam mata uang selain mata uang Rupiah dijabarkan menjadi mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi.

Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke mata uang Rupiah dengan kurs JISDOR Bank Indonesia untuk mata uang Dolar AS dan menggunakan kurs tengah Bank Indonesia yang berlaku pada tanggal tersebut untuk mata uang lainnya. Kurs yang digunakan untuk mata uang asing utama adalah sebagai berikut (nilai penuh):

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

t. Currency

i. Functional and presentation currency

Items included in the consolidated financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in Rupiah, which is the Group's functional and presentation currency.

ii. Transactions and balances in foreign currencies

Transactions denominated in currencies other than Rupiah are converted into Rupiah at the rates prevailing as of the date of the transaction.

At the reporting date, monetary assets and monetary liabilities denominated in foreign currencies are translated into Rupiah using JISDOR Bank of Indonesia for US Dollar and using the Bank of Indonesia middle rate prevailing as of that date for other currencies. The exchange rates of the major foreign currencies used are as follows (full amount):

	31 Desember/ *December 31,* 2023	**31 Desember/ *December 31,* 2022**	
Dolar AS ("$AS")	15.439	15.592	*US Dollar ("US$")*
Dolar Singapura ("$SG")	11.712	11.659	*Singapore Dollar ("SG$")*
Euro ("€")	17.140	16.713	*Euro ("€")*
Poundsterling Britania Raya ("£")	19.760	18.926	*Great Britain Poundsterling* ("£")

Keuntungan atau kerugian dari selisih kurs, yang sudah terealisasi maupun yang belum, baik yang berasal dari transaksi dalam mata uang asing maupun penjabaran aset dan liabilitas moneter dibebankan dalam laba rugi, kecuali jika ditangguhkan dalam penghasilan komprehensif lain sebagai lindung nilai arus kas dan lindung nilai investasi neto yang memenuhi syarat.

Realized or unrealized foreign exchange gains or losses arising from transactions in foreign currency and from the translation of foreign currency monetary assets and liabilities are recognized in profit or loss, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Perpajakan

Pajak final

Peraturan perpajakan di Indonesia mengatur beberapa jenis penghasilan dikenakan pajak yang bersifat final. Pajak final yang dikenakan atas nilai bruto transaksi tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 46: *Pajak Penghasilan*.

Grup menyajikan beban pajak final atas pendapatan dari jasa penyewaan ruangan kantor dan tongkang serta penjualan bahan bakar sebagai pos tersendiri, sementara beban pajak final atas penghasilan bunga disajikan sebagai bagian dari "lain-lain - neto" dalam laba rugi.

Pajak kini

Aset dan liabilitas pajak kini untuk periode berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan di negara tempat Grup beroperasi dan menghasilkan pendapatan kena pajak.

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi. Manajemen secara berkala mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

u. Taxation

Final tax

Tax regulation in Indonesia determined that certain income is subject to final tax. Final tax applied to the gross value of transactions is applied even when the parties carrying the transaction are recognizing losses.

Final tax is scoped out from PSAK 46: Income Tax.

The Group presents final tax expense on revenues arising from rental of office space and barges and sales of fuel as a separate line item, while final tax expense on interest income is presented as part of "others - net" in profit or loss.

Current tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting date in the countries where the Group operates and generates taxable income.

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Perpajakan (lanjutan)

Pajak tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang kena pajak, kecuali:

i) liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak mempengaruhi laba akuntansi dan laba kena pajak/rugi pajak;

ii) dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan diturunkan apabila laba kena pajak mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Aset pajak tangguhan yang tidak diakui ditinjau ulang pada setiap tanggal pelaporan dan akan diakui apabila besar kemungkinan bahwa laba kena pajak pada masa yang akan datang akan tersedia untuk pemulihannya.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diperkirakan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang telah berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

Pajak tangguhan terkait dengan pos-pos yang diakui di luar laba rugi diakui di luar laba rugi. Item pajak tangguhan diakui sesuai dengan transaksi yang mendasarinya baik di PKL maupun secara langsung di ekuitas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

u. Taxation (continued)

Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

i) where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;

ii) in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

The carrying amount of a deferred tax asset is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the benefit of that deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the reporting date.

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Perpajakan (lanjutan)

Pajak tangguhan (lanjutan)

Manfaat pajak yang diperoleh sebagai bagian dari kombinasi bisnis, tetapi tidak memenuhi kriteria untuk pengakuan terpisah pada tanggal tersebut, diakui selanjutnya jika informasi baru tentang fakta dan keadaan berubah. Penyesuaian tersebut diperlakukan sebagai pengurangan *goodwill* (selama tidak melebihi *goodwill*) jika terjadi selama periode pengukuran atau diakui dalam laba rugi.

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika memiliki hak yang berkekuatan hukum untuk saling hapus aset pajak kini dan liabilitas pajak kini dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas baik entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang bermaksud untuk menyelesaikan liabilitas dan aset pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah liabilitas atau aset pajak tangguhan yang signifikan diharapkan untuk diselesaikan atau dipulihkan.

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah PPN kecuali:

- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari item beban-beban yang terkait; dan
- Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang diajukan untuk direstitusi, atau terutang kepada, kantor pajak termasuk sebagai bagian dari aset atau liabilitas pada laporan posisi keuangan konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

u. Taxation (continued)

Deferred tax (continued)

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recogn ised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognized in profit or loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Value Added Tax

Revenue, expenses and assets are recognized net of the amount of VAT except:

- *Where the VAT incurred on a purchase of assets or services is not recoverable, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and*
- *Receivables and payables that are stated with the amount of VAT included.*

The net amount of VAT which is claimed for restitution from, or payable to, the taxation authorities is included as part of assets or liabilities in the consolidated statement of financial position.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Segmen operasi

Segmen operasi adalah suatu komponen dari Grup yang melaksanakan aktivitas bisnis dimana komponen tersebut memperoleh pendapatan dan menimbulkan beban, termasuk pendapatan yang diperoleh dan beban yang timbul dari transaksi dengan komponen lain dalam Grup yang sama.

Hasil operasi dari segmen operasi tersebut, dimana tersedia informasi keuangan terpisah untuk segmen tersebut, dikaji ulang secara reguler oleh Pengambil Keputusan Operasional ("PKO") untuk mengambil keputusan mengenai pengalokasian sumber daya dan untuk menilai kinerja segmen operasi. PKO Grup adalah Direksi.

Kinerja segmen yang dilaporkan kepada Direksi meliputi unsur-unsur yang dapat diatribusikan secara langsung kepada segmen operasi tersebut serta yang dapat dialokasikan secara andal.

Pelaporan segmen primer atas informasi keuangan disajikan berdasarkan bisnis utama dari setiap segmen yang dilaporkan. Pelaporan segmen sekunder ditentukan berdasarkan kelompok pelanggan.

w. Laba per saham

Laba per saham dihitung dengan membagi laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham yang beredar sepanjang tahun berjalan.

x. Biaya emisi saham

Biaya langsung yang berkaitan dengan penerbitan saham baru disajikan dalam akun "tambahan modal disetor" sebagai pengurang, setelah dikurangi pajak, dari jumlah yang diterima.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

v. Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with other components within the Group.

The operating results of the operating segments, for which discrete financial information is available, are reviewed regularly by the Chief Operating Decision Maker ("CODM") to make decisions about resource allocation and to assess performance. The Group's CODM are the Directors.

Segment results that are reported to the Directors include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

The primary segment reporting of financial information is presented based on the core business of each of the reporting segments. The secondary segment reporting is defined based on customer grouping.

w. Earnings per share

Earnings per share are calculated by dividing the profit for the year attributable to owners of the parent by the weighted average number of shares outstanding during the year.

x. Shares issuance cost

Costs directly attributable to the issuance of new shares are shown in "additional paid-in-capital" account as a deduction, net of tax, from the proceeds.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

y. Standar akuntansi yang telah diterbitkan namun belum berlaku efektif

Standar akuntansi yang telah diterbitkan sampai tanggal penerbitan laporan keuangan konsolidasian Grup namun belum berlaku efektif diungkapkan berikut ini. Manajemen bermaksud untuk menerapkan standar-standar tersebut yang dipertimbangkan relevan terhadap Grup pada saat efektif.

Mulai efektif pada atau setelah tanggal 1 Januari 2024

Pilar Standar Akuntansi Keuangan

Standar ini memberikan persyaratan dan pedoman bagi entitas untuk menerapkan standar akuntansi keuangan yang benar dalam menyusun laporan keuangan bertujuan umum. Akan ada 4 (empat) standar akuntansi keuangan yang saat ini diterapkan di Indonesia, yaitu:

1. Pilar 1 Standar Akuntansi Keuangan Internasional,
2. Pilar 2 Standar Akuntansi Keuangan Indonesia (PSAK),
3. Pilar 3 Standar Akuntansi Keuangan Indonesia untuk Entitas Swasta/Standar Akuntansi Keuangan Indonesia untuk Entitas Tanpa Akuntabilitas Publik, dan
4. Pilar 4 Standar Akuntansi Keuangan Indonesia untuk Entitas Mikro Kecil dan Menengah.

Standar Akuntansi Keuangan Internasional

Standar ini merupakan adopsi penuh dari *International Financial Reporting Standards (*"IFRS") yang diterjemahkan kata demi kata dan tidak ada modifikasi dari Standar IFRS, termasuk tanggal efektifnya. Entitas yang memenuhi persyaratan dapat menerapkan standar ini, sejak tanggal efektif.

Nomenklatur Standar Akuntansi Keuangan

Standar ini ini mengatur penomoran baru untuk standar akuntansi keuangan yang berlaku di Indonesia yang diterbitkan oleh DSAK IAI.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

y. Accounting standards issued but not yet effective

The accounting standards that have been issued up to the date of issuance of the Group's consolidated financial statements, but not yet effective are disclosed below. The management intends to adopt these standards that are considered relevant to the Group when they become effective.

Effective beginning on or after January 1, 2024

Financial Accounting Standards Pillars

These standards provides requirements and guidelines for entities to apply the correct financial accounting standards in preparing general purpose financial statements. There will be 4 (four) financial accounting standards that are currently applied in Indonesia, namely:

1. *Pillar 1 International Financial Accounting Standards,*
2. *Pillar 2 Indonesian Financial Accounting Standards (PSAK),*
3. *Pillar 3 Indonesian Financial Accounting Standards for Private Entities/Indonesian Financial Accounting Standards for Entities without Public Accountability, and*
4. *Pillar 4 Indonesian Financial Accounting Standards for Micro Small and Medium Entities.*

International Financial Accounting Standard

This standard is a full-adoption of International Financial Reporting Standards ("IFRS") which is translated in a word-for-word basis and there is no modifications from IFRS Standards, including the effective date. Entities that meet the requirements can apply this standard, from the effective date.

Financial Accounting Standards Nomenclature

This standard regulates the new numbering for financial accounting standards applicable in Indonesia issued by DSAK IAI.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

y. Standar akuntansi yang telah diterbitkan namun belum berlaku efektif (lanjutan)

Mulai efektif pada atau setelah tanggal 1 Januari 2024 (lanjutan)

Amandemen PSAK 1: Liabilitas Jangka Panjang dengan Kovenan

Amandemen ini menentukan persyaratan untuk mengklasifikasikan suatu liabilitas sebagai jangka pendek atau jangka panjang dan menjelaskan:

- hal yang dimaksud sebagai hak untuk menangguhkan pelunasan,
- hak untuk menangguhkan pelunasan harus ada pada akhir periode pelaporan,
- klasifikasi tersebut tidak dipengaruhi oleh kemungkinan entitas akan menggunakan haknya untuk menangguhkan liabilitas, dan
- hanya jika derivatif melekat pada liabilitas konversi tersebut adalah suatu instrumen ekuitas, maka syarat dan ketentuan dari suatu liabilitas konversi tidak akan berdampak pada klasifikasinya.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024 secara retrospektif dengan penerapan dini diperkenankan.

Grup saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Grup.

Amandemen PSAK 73: Liabilitas Sewa dalam Jual Beli dan Sewa-balik

Amandemen PSAK 73 Sewa menetapkan persyaratan yang digunakan penjual-penyewa dalam mengukur kewajiban sewa yang timbul dalam transaksi jual beli dan sewa-balik, untuk memastikan penjual-penyewa tidak mengakui jumlah setiap keuntungan atau kerugian yang terkait dengan hak guna yang dipertahankan.

Amandemen berlaku secara retrospektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024. Penerapan dini diperkenankan. Grup saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

y. Accounting standards issued but not yet effective (continued)

Effective beginning on or after January 1, 2024 (continued)

Amendment of PSAK 1: Non-current Liabilities with Covenants

The amendments specify the requirements for classifying liabilities as current or non-current and clarify:

- *what is meant by a right to defer settlement,*
- *the right to defer must exist at the end of the reporting period,*
- *classification is not affected by the likelihood that an entity will exercise its deferral right, and*
- *only if an embedded derivative in a convertible liability is an equity instrument would the terms and conditions of a liability will not impact its classification.*

The amendments are effective for annual reporting periods beginning on or after January 1, 2024 retrospectively with early adoption permitted.

The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

Amendment of PSAK 73: Lease liability in a Sale and Leaseback

The amendment to PSAK 73 Leases specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendment applies retrospectively to annual reporting periods beginning on or after January 1, 2024. Earlier application is permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

y. Standar akuntansi yang telah diterbitkan namun belum berlaku efektif (lanjutan)

Mulai efektif pada atau setelah tanggal 1 Januari 2024 (lanjutan)

Amandemen PSAK 2 dan PSAK 60: Pengaturan Pembiayaan Pemasok

Amandemen PSAK 2 dan PSAK 60 mengklarifikasi karakteristik pengaturan pembiayaan pemasok dan mensyaratkan pengungkapan tambahan atas pengaturan pembiayaan pemasok tersebut. Persyaratan pengungkapan dalam amandemen ini dimaksudkan untuk membantu pengguna laporan keuangan dalam memahami dampak pengaturan pembiayaan pemasok terhadap liabilitas, arus kas, dan eksposur terhadap risiko likuiditas suatu entitas.

Amandemen ini akan berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024. Penerapan dini diperkenankan, namun perlu diungkapkan. Amandemen tersebut diperkirakan tidak mempunyai dampak material terhadap laporan keuangan Grup.

z. Klasifikasi lancar dan tak lancar

Grup menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tak lancar. Suatu aset disajikan lancar bila:

1) akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,
2) untuk diperdagangkan,
3) akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau
4) kas atau setara kas kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam kurun waktu 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

y. Accounting standards issued but not yet effective (continued)

Effective beginning on or after January 1, 2024 (continued)

Amendment of PSAK 2 and PSAK 60: Supplier Finance Arrangements

The amendments to PSAK 2 and PSAK 60 clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

The amendments will be effective for annual reporting periods beginning on or after January 1, 2024. Early adoption is permitted, but will need to be disclosed.The amendments are not expected to have a material impact on the Group's financial statements.

z. Current and non-current classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

1) expected to be realized or intended to be sold or consumed in the normal operating cycle,
2) held primarily for the purpose of trading,
3) expected to be realized within 12 months after the reporting period, or
4) cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Klasifikasi lancar dan tak lancar (lanjutan)

Suatu liabilitas disajikan lancar bila:
1) akan dilunasi dalam siklus operasi normal,
2) untuk diperdagangkan,
3) akan dilunasi dalam 12 bulan setelah tanggal pelaporan, atau
4) tidak ada hak tanpa syarat untuk menangguhkan pelunasannya dalam kurun waktu 12 bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai tidak lancar.

Aset dan kewajiban pajak tangguhan diklasifikasikan sebagai aset tidak lancar dan kewajiban jangka panjang.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

z. Current and non-current classification (continued)

A liability is current when it is:
1) expected to be settled in the normal operating cycle,
2) held primarily for the purpose of trading,
3) due to be settled within twelve months after the reporting period, or
4) there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mewajibkan manajemen untuk membuat estimasi dan asumsi yang mempengaruhi jumlah-jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan liabilitas kontinjensi pada tanggal pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar pertimbangan, estimasi dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan konsolidasian.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of consolidated financial statements, in conformity with Indonesian Financial Accounting Standards, requires management to make judgments of estimations and assumptions that affect the amounts reported on income, expenses, assets and liabilities and disclosures of contigent liabilities at the reporting date. The estimation uncertainty may cause adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Management believes that the following represent a summary of the significant judgments, estimates and assumptions made that affected certain reported amounts and disclosures in the consolidated financial statements.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

a. 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:

Penentuan mata uang fungsional

Mata uang fungsional Perusahaan dan entitas anaknya adalah mata uang dari lingkungan ekonomi utama dimana setiap entitas beroperasi. Mata uang tersebut adalah mata uang yang terutama mempengaruhi pendapatan dan beban dari jasa yang diberikan.

Tagihan restitusi pajak dan keberatan atas hasil pemeriksaan pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah tagihan restitusi pajak yang dicatat dalam akun pajak dibayar di muka dapat dipulihkan dan direstitusi oleh Kantor Pajak.

Klasifikasi aset keuangan dan liabilitas keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan apakah definisi yang ditetapkan PSAK No. 71 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2g.

b. 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 jumlah tercatat aset dan liabilitas dalam periode pelaporan 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.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

a. Judgments

The following judgments, made by management in the process of applying the Group's accounting policies, have the most significant effects on the amounts recognized in the consolidated financial statements:

Determination of functional currency

The functional currency of the Company and its subsidiaries is the currency of the primary economic environment in which each entity operates. It is the currency that mainly influences the revenue and cost of rendering services.

Claims for tax refund and tax assessments under appeal

Based on tax regulations currently enacted, the management judges if the amounts of claims for tax refund recorded under prepaid taxes account are recoverable from and refundable by the Tax Office.

Classification of financial assets and financial liabilities

The Group determines the classification of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK No. 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 2g.

b. 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 reporting 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.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

b. Estimasi dan asumsi (lanjutan)

Penurunan nilai aset keuangan

Grup menggunakan matriks provisi untuk menghitung KKE atas piutang usaha. Tarif provisi didasarkan pada hari yang lewat jatuh tempo untuk mengelompokkan pelanggan ke segmen yang memiliki pola kerugian serupa. Matriks provisi awalnya berdasarkan tarif *default* yang diamati Perusahaan secara historis. Grup akan mengkalibrasi matriks tersebut untuk menyesuaikan pengalaman kerugian kredit historis dengan informasi kedepan. Misalnya, jika prakiraan kondisi ekonomi diperkirakan memburuk selama tahun depan yang dapat menyebabkan peningkatan jumlah *default* di sektor usaha Grup, tingkat *default* historis disesuaikan. Pada setiap tanggal pelaporan, tarif *default* yang diamati secara historis diperbarui dan perubahan dalam estimasi ke depan dianalisis kembali.

Penilaian korelasi antara tingkat *default* yang dapat diamati secara historis, taksiran kondisi ekonomi dan KKE adalah estimasi yang signifikan. Jumlah KKE sensitif terhadap perubahan keadaan dan taksiran kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan perkiraan kondisi ekonomi mungkin juga tidak mewakili aktual *default* pelanggan yang sebenarnya di masa depan.

Penyusutan, estimasi nilai sisa dan masa manfaat aset tetap dan properti investasi

Masa manfaat aset tetap dan properti investasi Grup diestimasi berdasarkan jangka waktu aset tersebut diperkirakan dapat digunakan. Estimasi tersebut didasarkan pada penilaian kolektif berdasarkan bidang usaha yang sama, evaluasi teknis internal dan pengalaman terhadap aset sejenis. Taksiran 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.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Estimates and assumptions (continued)

Impairment of financial assets

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the Group's industry sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

Depreciation, estimate of residual values and useful life of fixed assets and investment properties

The useful life of the Group's fixed assets and investment properties are estimated based on the period over which the assets are expected to be available for use. Such estimation is based on a collective assessment of similar businesses, internal technical evaluations 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.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

b. Estimasi dan asumsi (lanjutan)

Penyusutan, estimasi nilai sisa dan masa manfaat aset tetap dan properti investasi (lanjutan)

Hasil operasi di masa mendatang mungkin dapat terpengaruh secara signifikan oleh perubahan dalam waktu dan biaya yang terjadi karena perubahan yang disebabkan oleh faktor-faktor yang disebutkan di atas. Penurunan taksiran masa manfaat ekonomis setiap aset tetap dan properti investasi akan menyebabkan kenaikan beban penyusutan dan penurunan nilai tercatat aset tetap dan properti investasi.

Imbalan kerja

Penentuan liabilitas imbalan kerja Grup bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji, tingkat kematian, usia pensiun dan tingkat pengunduran diri. Hasil aktual yang berbeda dari asumsi yang ditetapkan Grup diakui dalam penghasilan komprehensif lain. Sementara Grup berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Grup dapat mempengaruhi secara material liabilitas imbalan kerja dan beban imbalan kerja neto yang diakui dalam laba rugi dan penghasilan komprehensif lain.

Beban pajak kini

Grup mengakui beban pajak kini berdasarkan estimasi penghasilan kena pajak periode berjalan yang dihitung berdasarkan tarif pajak yang berlaku.

Aset pajak tangguhan

Aset pajak tangguhan diakui untuk semua perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi penghasilan kena pajak pada masa depan. Estimasi signifikan oleh manajemen disyaratkan dalam menentukan total aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Estimates and assumptions (continued)

Depreciation, estimate of residual values and useful life of fixed assets and investment properties (continued)

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 fixed assets and investment properties would increase the recorded depreciation and decrease the carrying values of fixed assets and investment properties.

Employee benefits

The determination of the Group's employee benefits liability is dependent on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include among others, discount rates, salary increase rate, mortality rate, retirement age and resignation rate. Actual results that differ from the Group's assumptions are recognized in other comprehensive income. While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group actual results or significant changes in the Group's assumptions may materially affect its estimated liabilities for employee benefits and net employee benefits expense recognized in profit or loss and other comprehensive income.

Current tax expense

The Group recognizes current tax expense based on the estimated taxable income for the period computed using the prevailing tax rates.

Deferred tax assets

Deferred tax assets are recognized for all deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable income will be available in future years against which the deductible temporary differences and accumulated fiscal losses 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 the future taxable income together with future tax planning strategies.

4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

Kas dan setara kas terdiri dari: / *Cash and cash equivalents consist of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Kas	1.050	1.287	***Cash on hand***
Bank			***Cash in banks***
Rupiah			*Rupiah*
Pihak ketiga			*Third parties*
PT Bank Maybank Indonesia Tbk	46.757	67.305	*PT Bank Maybank Indonesia Tbk*
PT Bank UOB Indonesia	6.892	3.063	*PT Bank UOB Indonesia*
PT Bank Central Asia Tbk	4.470	3.205	*PT Bank Central Asia Tbk*
PT Bank ICBC Indonesia	1.613	2.162	*PT Bank ICBC Indonesia*
Lain-lain (masing-masing di bawah Rp1.000)	1.670	2.016	*Others (each below Rp1,000)*
	61.402	77.751	
Pihak berelasi (Catatan 31a)			*Related parties (Note 31a)*
PT Bank Tabungan Negara (Persero) Tbk	828.484	265.432	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	246.490	365.630	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	83.017	206.858	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	50.992	310.889	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	7.093	4.798	*PT Bank Syariah Indonesia Tbk*
	1.216.076	1.153.607	
Subtotal	1.277.478	1.231.358	*Sub-total*
Dolar AS			*US Dollar*
Pihak ketiga			*Third parties*
MUFG Bank, Ltd.	2.290	4.063	*MUFG Bank, Ltd.*
PT Bank Mizuho Indonesia	1.936	2.013	*PT Bank Mizuho Indonesia*
PT Bank ICBC Indonesia	1.844	2.142	*PT Bank ICBC Indonesia*
PT Bank UOB Indonesia	1.660	1.709	*PT Bank UOB Indonesia*
Lain-lain (masing-masing di bawah Rp1.000)	1.698	27.239	*Others (each below Rp1,000)*
	9.428	37.166	
Pihak berelasi (Catatan 31a)			*Related parties (Note 31a)*
PT Bank Rakyat Indonesia (Persero) Tbk	49.192	139.253	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	30.598	20.177	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	9.038	2.734	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	941	-	*PT Bank Tabungan Negara (Persero) Tbk*
	89.769	162.164	
Subtotal	99.197	199.330	*Sub-total*
Total bank	1.376.675	1.430.688	*Total cash in banks*

4. KAS DAN SETARA KAS (lanjutan) / *4. CASH AND CASH EQUIVALENTS (continued)*

Kas dan setara kas terdiri dari: (lanjutan) / *Cash and cash equivalents consist of: (continued)*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
***Call deposit* dan deposito berjangka**			***Call deposits and time deposits***
Rupiah			*Rupiah*
Pihak ketiga			*Third parties*
PT Bank Maybank Indonesia Tbk	25.000	10.000	*PT Bank Maybank Indonesia Tbk*
	25.000	10.000	
Pihak berelasi (Catatan 31a)			*Related parties (Note 31a)*
PT Bank Rakyat Indonesia (Persero) Tbk	320.000	10.000	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Tabungan Negara Tbk (Persero) Tbk	140.000	130.000	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	115.000	65.000	*PT Bank Syariah Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	100.000	10.000	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
	675.000	215.000	
Total *call deposit* dan deposito berjangka	700.000	225.000	*Total call deposits and time deposits*
Total	**2.077.725**	**1.656.975**	***Total***

Tingkat suku bunga tahunan *call deposit* dan deposito berjangka sebesar 3,09% - 7,65% dan 2,90% - 6,00% masing-masing untuk tahun 2023 dan 2022.

Annual interest rates on call deposits and time deposits are 3.09% - 7.65% and 2.90% - 6.00% for 2023 and 2022, respectively.

5. PIUTANG USAHA / *5. TRADE RECEIVABLES*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Pihak ketiga			*Third parties*
Difakturkan	321.279	242.187	*Billed*
Belum difakturkan	74.552	114.254	*Unbilled*
	395.831	356.441	
Penyisihan penurunan nilai	(178.700)	(193.559)	*Allowance for impairment*
Piutang usaha pihak ketiga - neto	**217.131**	**162.882**	***Trade receivables third parties - net***
Pihak berelasi (Catatan 31b)			*Related parties (Note 31b)*
Difakturkan	673.663	660.171	*Billed*
Belum difakturkan	2.139.359	2.115.365	*Unbilled*
	2.813.022	2.775.536	
Penyisihan penurunan nilai	(19.049)	(19.063)	*Allowance for impairment*
Piutang usaha pihak berelasi - neto	**2.793.973**	**2.756.473**	***Trade receivables related parties - net***

5. PIUTANG USAHA (lanjutan) / *5. TRADE RECEIVABLES (continued)*

Rincian piutang usaha berdasarkan mata uang adalah sebagai berikut:

The details of trade receivables based on currencies are as follows:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Rupiah	2.409.870	2.180.310	*Rupiah*
Dolar AS	798.687	951.284	*US Dollar*
Dolar Singapura	296	383	*Singapore Dollar*
Total	3.208.853	3.131.977	*Total*
Penyisihan penurunan nilai	(197.749)	(212.622)	*Allowance for impairment*
Neto	**3.011.104**	**2.919.355**	***Net***

Tabel berikut menyajikan analisis umur piutang usaha.

The following table presents the aging analysis of trade receivables.

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Belum jatuh tempo	2.765.157	2.761.552	*Not yet overdue*
Lewat jatuh tempo			*Overdue*
1-30 hari	167.212	120.858	*1-30 days*
31-60 hari	44.349	16.767	*31-60 days*
61-150 hari	19.355	10.568	*61-150 days*
Lebih dari 150 hari	212.780	222.232	*Over 150 days*
Total	3.208.853	3.131.977	*Total*
Penyisihan penurunan nilai	(197.749)	(212.622)	*Allowance for impairment*
Neto	**3.011.104**	**2.919.355**	***Net***

Piutang individual yang diturunkan nilainya disebabkan karena faktor-faktor yang mempengaruhi kolektibilitas, antara lain kemungkinan kesulitan likuiditas atau keuangan yang dialami oleh debitur atau penundaan pembayaran yang signifikan.

The individually impaired receivables are mainly due to factors that may affect collectability, such as probability of insolvency or significant financial difficulties of the debtor or significant delay in payments.

Mutasi penyisihan penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment are as follows:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Saldo awal	212.622	189.439	*Beginning balance*
Penyisihan tahun berjalan (Catatan 28)	5.403	13.774	*Allowance for the year (Note 28)*
Pemulihan tahun berjalan (Catatan 30)	(19.192)	-	*Reversal for the year (Note 30)*
Selisih kurs	(1.084)	9.409	*Foreign exchange differences*
Saldo akhir	**197.749**	**212.622**	***Ending balance***

5. PIUTANG USAHA (lanjutan) / *5. TRADE RECEIVABLES (continued)*

Manajemen berkeyakinan bahwa penyisihan penurunan nilai cukup untuk menutup kemungkinan kerugian kredit ekspektasian yang timbul dari tidak tertagihnya piutang usaha (Catatan 36c).

Management believes that the allowance for impairment is adequate to cover possible expected credit losses that may arise from the uncollectability of trade receivables (Note 36c).

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat piutang usaha yang digunakan sebagai jaminan.

As of December 31, 2023 and 2022, there is no trade receivables used as collateral.

6. ASET KEUANGAN LANCAR LAINNYA / *6. OTHER CURRENT FINANCIAL ASSETS*

Aset keuangan lancar lainnya terdiri dari:

Other current financial assets consist of:

	31 Desember/ *December 31,* 2023	**31 Desember/ *December 31,* 2022**	
Pihak ketiga:			*Third parties:*
Piutang lain-lain	17.079	21.970	*Other receivables*
Penyisihan penurunan nilai	(14.055)	(14.158)	*Allowance for impairment*
Neto	3.024	7.812	*Net*
Pihak berelasi (Catatan 31c):			*Related parties (Note 31c):*
Piutang sewa pembiayaan - bagian lancar	36.447	40.616	*Finance lease receivable - current portion*
Piutang lain - lain (Catatan 32b)	7	55.110	*Other receivables (Note 32b)*
Neto	36.454	95.726	*Net*
Total	**39.478**	**103.538**	***Total***

Mutasi penyisihan penurunan nilai untuk 31 Desember 2023 dan 2022 adalah sebagai berikut:

The movements in the allowance for impairment in December 31, 2023 and 2022 are as follows:

	31 Desember/ *December 31,* 2023	**31 Desember/ *December 31,* 2022**	
Saldo awal	14.158	13.268	*Beginning balance*
Penyisihan (catatan 28)	-	5	*Allowance (note 28)*
Selisih kurs	(103)	885	*Foreign exchange difference*
Saldo akhir	**14.055**	**14.158**	***Ending balances***

Manajemen berkeyakinan bahwa penyisihan penurunan nilai cukup untuk menutup kemungkinan kerugian kredit ekspektasian yang timbul dari tidak terpulihkannya aset keuangan lancar lainnya.

Management believes that the allowance for impairment is adequate to cover possible expected credit losses that may arise from the unrecoverability of other current financial assets.

Penghasilan bunga dari sewa pembiayaan untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp25.998 dan Rp44.187.

Interest income from finance leases for the years ended December 31, 2023 and 2022 amounted to Rp25,998 and Rp44,187, respectively.

7. PERSEDIAAN / *7. INVENTORIES*

Persediaan terdiri dari: / *Inventories consist of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Bahan baku	174.666	83.987	*Raw materials*
Barang kebutuhan proyek	173.335	203.191	*Project materials*
Barang dagangan	111.576	150.345	*Merchandise inventories*
Total	459.577	437.523	*Total*
Penyisihan persediaan usang	(6.886)	(7.709)	*Allowance for inventory obsolescence*
Neto	**452.691**	**429.814**	***Net***

Mutasi penyisihan persediaan usang adalah sebagai berikut: / *The movements in the allowance for inventory obsolescence are as follows:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Saldo awal	7.709	8.472	*Beginning balance*
Pemulihan tahun berjalan	(823)	(763)	*Reversal during the year*
Saldo akhir	**6.886**	**7.709**	***Ending balance***

Manajemen berkeyakinan bahwa penyisihan persediaan usang cukup untuk menutup kemungkinan kerugian yang timbul dari penurunan nilai realisasi neto persediaan.

Management believes that the allowance for inventory obsolescence is adequate to cover possible losses that may arise from a decline in the realizable value of inventories.

Biaya persediaan yang diakui sebagai beban dan termasuk dalam "beban pokok pendapatan" untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp2.486.595 dan Rp3.618.256 (Catatan 27).

The cost of inventories recognized as an expense and included in "cost of revenues" for the years ended December 31, 2023 and 2022 amounted to Rp2,486,595 and Rp3,618,256, respectively (Note 27).

Pada tanggal 31 Desember 2023 dan 2022, persediaan barang kebutuhan proyek dan barang dagangan telah diasuransikan terhadap semua risiko dengan total nilai pertanggungan masing-masing sebesar Rp139.938 dan Rp149.160. Manajemen berkeyakinan bahwa asuransi tersebut telah memadai untuk menutup kerugian yang mungkin timbul atas persediaan yang dipertanggungkan.

As of December 31, 2023 and 2022, project materials and merchandise inventories are insured against all risks at a total insurance coverage amounting to Rp139,938 and Rp149,160, respectively. Management believes that the insurance coverage is adequate to cover possible losses arising from the insured inventories.

Pada tanggal 31 Desember 2023 dan 2022, persediaan bahan baku tidak diasuransikan karena manajemen menilai risiko kerugian adalah minimal.

As of December 31, 2023 and 2022, raw materials are not covered by insurance, as management has assessed the risk of loss as minimal.

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat persediaan yang digunakan sebagai jaminan.

As of December 31, 2023 and 2022, there is no inventory used as collateral.

8. UANG MUKA / *8. ADVANCES*

Uang muka terdiri dari: / *Advances consist of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Lancar			***Current***
Uang muka operasi	30.643	18.903	*Advances for operation*
Lain-lain	13.116	5.274	*Others*
Total	**43.759**	**24.177**	***Total***
Tidak lancar			***Non-current***
Uang muka pembelian aset tetap	37.074	31.750	*Advances for purchase of fixed assets*

Uang muka operasi merupakan uang muka untuk sewa peralatan, pembelian suku cadang, bahan bakar dan biaya operasi lainnya.

Advances for operation mainly represent advances for rental of equipment, purchases of spare parts, fuel and other operating costs.

9. BIAYA DIBAYAR DI MUKA DAN ASET LANCAR LAINNYA / *9. PREPAID EXPENSES AND OTHER CURRENT ASSETS*

Biaya dibayar di muka dan aset lancar lainnya terdiri dari: / *Prepaid expenses and other current assets consist of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Biaya dibayar dimuka:			*Prepaid expenses:*
Asuransi	9.946	4.960	*Insurance*
Sewa	8.474	6.704	*Rent*
Lain-lain	23.554	13.178	*Others*
Aset lancar lainnya	32.682	34.992	*Other current assets*
Total	**74.656**	**59.834**	***Total***

Aset lancar lainnya merupakan biaya yang dikeluarkan atas pembangunan dan pemeliharaan aset fasilitas VHS sesuai perjanjian yang akan ditagihkan kepada PT Pertamina Patra Niaga (Catatan 32b).

Other current assets represent costs for the construction and maintenance of VHS facilities as stipulated in the agreement which will be billed to PT Pertamina Patra Niaga (Note 32b).

10. ASET KEUANGAN TIDAK LANCAR LAINNYA / *10. OTHER NON-CURRENT FINANCIAL ASSETS*

Aset keuangan tidak lancar lainnya terdiri dari: / *Other non-current financial assets consist of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Pihak ketiga:			*Third parties:*
Klaim atas deposito ke Bank Mega (Catatan 32a)	111.000	111.000	*Claim of deposits to Bank Mega (Note 32a)*
Pihak berelasi (Catatan 31d):			*Related parties (Note 31d):*
Piutang sewa pembiayaan - bagian tidak lancar	268.502	299.919	*Finance lease receivables - non-current portion*
Total	**379.502**	**410.919**	***Total***

10. ASET KEUANGAN TIDAK LANCAR LAINNYA (lanjutan)

Manajemen berkeyakinan bahwa tidak diperlukan penyisihan penurunan nilai atas klaim dengan mempertimbangkan estimasi waktu pembayaran klaim.

Penghasilan bunga dari sewa pembiayaan untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp25.998 dan Rp44.187.

10. OTHER NON-CURRENT FINANCIAL ASSETS (continued)

Management believes that the allowance for impairment is not required for the claim considering the estimated time of the claim payment.

Interest income from finance leases for the years ended December 31, 2023 and 2022 amounted to Rp25,998 and Rp44,187, respectively.

11. INVESTASI PADA SAHAM

a. Investasi diukur pada NWPKL

Rincian investasi diukur pada NWPKL adalah sebagai berikut:

11. INVESTMENTS IN SHARES

a. Investments measured at FVOCI

The details of investments measured at FVOCI are as follows:

	Persentase kepemilikan/ *Percentage of ownership*		Jumlah tercatat/ *Carrying amount*		
	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
PT Margaraya Jawa Tol	16,7%	16,7%	36.827	36.827	*PT Margaraya Jawa Tol*
PT Bhakti Patra Nusantara	10,0%	10,0%	960	960	*PT Bhakti Patra Nusantara*
Total			37.787	37.787	*Total*
Penyisihan penurunan nilai			(37.787)	(37.787)	*Allowance for impairment*
Neto			**-**	**-**	***Net***

Investasi diukur pada NWPKL diturunkan nilainya terutama terkait dengan ketidakpastian atas pengembalian investasi.

Investments measured at FVOCI are impaired mainly due to uncertainty of return on investment.

b. Investasi pada ventura bersama

KSO PT Elnusa Tbk dan PT Waskita Adhi Sejahtera ("KSO Elnusa-WAS")

Pada tanggal 12 Desember 2016, Perusahaan dan WAS menandatangani Perjanjian Kerjasama Operasi ("KSO"). KSO ini dibentuk untuk melakukan proyek jasa pemeliharaan elektrikal dan instrumentasi dari BP Berau Ltd. Komposisi kepemilikan pada KSO adalah 51% oleh Perusahaan dan 49% oleh WAS (Catatan 32b). Pada tanggal 31 Desember 2023 dan 2022, jumlah tercatat investasi pada KSO Elnusa-WAS masing-masing sebesar Rp38.375 dan Rp30.779.

Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, Perusahaan mencatat bagian laba sebesar Rp7.596 dan Rp12.576 dan disajikan sebagai bagian dari akun pendapatan lain-lain dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

b. Investment in joint venture

KSO PT Elnusa Tbk dan PT Waskita Adhi Sejahtera ("KSO Elnusa-WAS")

On December 12, 2016, the Company and WAS entered into Joint Operation ("JO") agreement. The JO is established in order to perform electrical and instrumentation maintenance services project from BP Berau Ltd. The composition of ownerships in JO are 51% owned by the Company and 49% owned by WAS (Note 32b). As of December 31, 2023 and 2022, the carrying amount of investment in KSO Elnusa-WAS is Rp38,375 and Rp30,779, respectively.

For the year ended December 31, 2023 and 2022, the Company recorded equity income amounted to Rp7,596 and Rp12,576 and are presented as part of other income account in the consolidated statement of profit or loss and other comprehensive income.

11. INVESTASI PADA SAHAM (lanjutan) / *11. INVESTMENTS IN SHARES (continued)*

b. Investasi pada ventura bersama (lanjutan) / *b. Investment in joint venture (continued)*

Ringkasan informasi keuangan KSO Elnusa-WAS adalah sebagai berikut:

The summary of KSO Elnusa-WAS financial information is as follows:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Total aset	90.881	85.409	*Total assets*
Total liabilitas	16.608	26.256	*Total liabilities*
Total ekuitas	74.273	59.153	*Total equity*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	2022	
Pendapatan	76.321	107.848	*Revenue*
Laba tahun berjalan	14.895	24.658	*Profit for the year*

12. ASET TETAP / *12. FIXED ASSETS*

Mutasi aset tetap adalah sebagai berikut:

The movements in fixed assets are as follows:

	Tahun yang Berakhir pada Tanggal 31 December 2023/ *Year Ended December 31, 2023*					
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Cost***
Tanah	268.212	5.462	(211)	-	273.463	*Land*
Bangunan, prasarana dan instalasi	551.939	1.727	(8)	35.319	588.977	*Buildings, improvements and installations*
Mesin dan peralatan	2.146.171	40.617	(58.507)	100.464	2.228.745	*Machinery and equipment*
Perabotan dan perlengkapan kantor	77.696	3.210	(4.360)	962	77.508	*Office furniture, fixtures and equipment*
Alat transportasi	526.181	2.635	(3.502)	58.957	584.271	*Transportation equipment*
Konstruksi baja	2.021.787	101.519	-	154.149	2.277.455	*Steel constructions*
Aset dalam penyelesaian	161.311	374.010	-	(349.851)	185.470	*Construction in progress*
Total	5.753.297	529.180	(66.588)	-	6.215.889	*Total*
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan, prasarana dan instalasi	(394.933)	(24.875)	8	-	(419.800)	*Buildings, improvements and installations*
Mesin dan peralatan	(1.795.354)	(122.516)	58.070	-	(1.859.800)	*Machinery and equipment*
Perabotan dan perlengkapan kantor	(76.003)	(5.708)	4.360	-	(77.351)	*Office furniture, fixtures and equipment*
Alat transportasi	(272.310)	(61.189)	3.334	-	(330.165)	*Transportation equipment*
Konstruksi baja	(1.489.319)	(134.788)	-	-	(1.624.107)	*Steel constructions*
Total	(4.027.919)	(349.076)	65.772	-	(4.311.223)	*Total*
Penyisihan penurunan nilai	(10.608)	(4.869)	-	-	(15.477)	*Allowance for impairment*
Nilai buku neto	**1.714.770**				**1.889.189**	***Net book value***

12. ASET TETAP (lanjutan) / *12. FIXED ASSETS (continued)*

Mutasi aset tetap adalah sebagai berikut: (lanjutan) / *The movements in fixed assets are as follows: (continued)*

	Tahun yang Berakhir pada Tanggal 31 December 2022/ *Year Ended December 31, 2022*					
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Saldo akhir/ *Ending balance***	
Biaya perolehan						***Cost***
Tanah	263.488	609	-	4.115	268.212	*Land*
Bangunan, prasarana dan instalasi	512.137	14.991	(5.265)	30.076	551.939	*Buildings, improvements and installations*
Mesin dan peralatan	2.062.696	35.544	(24.229)	72.160	2.146.171	*Machinery and equipment*
Perabotan dan perlengkapan kantor	73.637	4.548	(953)	464	77.696	*Office furniture, fixtures and equipment*
Alat transportasi	441.671	2.818	(5.824)	87.516	526.181	*Transportation equipment*
Konstruksi baja	1.924.328	473	(15.532)	112.518	2.021.787	*Steel constructions*
Aset dalam penyelesaian	283.214	280.574	-	(402.477)	161.311	*Construction in progress*
Total	5.561.171	339.557	(51.803)	(95.628)	5.753.297	*Total*
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan, prasarana dan instalasi	(373.008)	(26.095)	4.170	-	(394.933)	*Buildings, improvements and installations*
Mesin dan peralatan	(1.679.358)	(142.820)	23.920	2.904	(1.795.354)	*Machinery and equipment*
Perabotan dan perlengkapan kantor	(68.289)	(8.667)	953	-	(76.003)	*Office furniture, fixtures and equipment*
Alat transportasi	(223.396)	(54.738)	5.824	-	(272.310)	*Transportation equipment*
Konstruksi baja	(1.385.428)	(119.405)	15.514	-	(1.489.319)	*Steel constructions*
Total	(3.729.479)	(351.725)	50.381	2.904	(4.027.919)	*Total*
Penyisihan penurunan nilai	(20.173)	-	3.133	6.432	(10.608)	*Allowance for impairment*
Nilai buku neto	**1.811.519**				**1.714.770**	***Net book value***

Seluruh aset tetap dimiliki secara langsung oleh Grup. / *All fixed assets are directly owned by the Group.*

Hak kepemilikan atas tanah Grup merupakan Hak Guna Bangunan yang hak secara legalnya akan berakhir antara tahun 2024 sampai dengan tahun 2045. Manajemen berkeyakinan bahwa hak tersebut akan dapat diperpanjang pada saat berakhirnya. / *Land rights of the land owned by the Group are in the form of Building Rights Title ("Hak Guna Bangunan") which the terms will expire between 2024 up to 2045. Management believes that these land rights can be extended upon their expiration.*

Reklasifikasi pada tahun 2022 termasuk reklasifikasi dari aset tetap ke akun piutang lain-lain dan aset lancar lainnya masing-masing sebesar Rp51.300 dan Rp34.992 atas pembangunan dan pemeliharaan fasilitas dan instalasi VHS dengan nilai buku sebesar Rp86.292 (Catatan 6, 9 dan 32b). / *Reclassifications in 2022 include the reclassification from fixed assets to other receivables and other current assets amounting to Rp51,300 and Rp34,992, respectively for the construction and maintenance of VHS facilities and installation with net book value of Rp86,292 (Notes 6, 9 and 32b).*

Manajemen berkeyakinan bahwa penyisihan penurunan nilai pada tanggal 31 Desember 2023 dan 2022 adalah cukup. / *Management believes that the allowance for impairment as of December 31, 2023 and 2022 is adequate.*

Penyusutan aset tetap dibebankan sebagai berikut: / *Fixed assets depreciation is charged as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Beban pokok pendapatan	346.714	350.348	*Cost of revenues*
Beban umum dan administrasi	2.362	1.377	*General and administrative expenses*
Total	**349.076**	**351.725**	***Total***

12. ASET TETAP (lanjutan) / *12. FIXED ASSETS (continued)*

Rincian aset dalam penyelesaian adalah sebagai berikut:

The details of construction in progress are as follows:

	31 Desember/*December 31,* 2023			
	Persentase penyelesaian/ *Percentage of completion*	**Akumulasi biaya/ *Accumulated costs***	**Estimasi penyelesaian/ *Estimated completion***	
Truk tangki	70%	122.340	Juli/*July* 2024	*Fuel transportation vehicles*
Depot bahan bakar minyak	16%	29.998	Januari/*January* 2026	*Fuel depot*
Well Testing Services	98%	16.045	Januari/*January* 2024	*Well Testing Services*
Slickline	*51%*	7.232	Juni/*June* 2024	*Slickline*
Hydraulic workover unit	57%	6.825	April/*April* 2024	*Hydraulic workover unit*
Lain-lain (masing-masing dibawah Rp5.000)	64%	3.030	Desember/*December* 2024	*Others (each below Rp5,000)*
		185.470		

	31 Desember/*December 31,* 2022			
	Persentase penyelesaian/ *Percentage of completion*	**Akumulasi biaya/ *Accumulated costs***	**Estimasi penyelesaian/ *Estimated completion***	
Depot bahan bakar minyak	52%	134.113	Desember/*December* 2024	*Fuel depot*
Truk tangki	65%	15.767	Mei/*May* 2023	*Fuel transportation vehicles*
Hydraulic workover unit	65%	7.028	September/*September* 2023	*Hydraulic workover unit*
Lain-lain (masing-masing dibawah Rp5.000)	61%	4.403	Juni/*June* 2023	*Others (each below Rp5,000)*
		161.311		

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat aset tetap yang tidak dipakai sementara.

As of December 31, 2023 and 2022, there are no fixed assets temporarily not in use.

Pada tanggal 31 Desember 2023 dan 2022, jumlah tercatat bruto aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing sebesar Rp1.687.484 dan Rp1.667.976.

As of December 31, 2023 and 2022, the gross carrying amounts of fixed assets which have been fully depreciated and are still in use amounted to Rp1,687,484 and Rp1,667,976, respectively.

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat aset tetap yang diklasifikasikan sebagai tersedia untuk dijual atau yang dihentikan dari penggunaan aktif.

As of December 31, 2023 and 2022, there are no fixed assets classified as held for sale or terminated from active use.

Rincian rugi penjualan/pelepasan aset tetap adalah sebagai berikut:

Details of loss on sale/disposal of fixed assets are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Harga jual	846	2.558	*Proceeds*
Dikurangi: Nilai buku neto	(816)	(1.422)	*Less: Net book value*
Laba - neto	**30**	**1.136**	***Gain - net***

12. ASET TETAP (lanjutan)

Pada tanggal 31 Desember 2023 dan 2022, aset tetap dengan nilai buku masing-masing sebesar Rp1.127.003 dan Rp1.380.628 telah diasuransikan atas semua risiko dengan total nilai pertanggungan masing-masing sebesar Rp3.151.628 (2023) dan Rp3.822.465 (2022). Manajemen berkeyakinan bahwa jumlah tersebut telah memadai untuk menutup kerugian yang mungkin timbul terkait dengan aset yang diasuransikan.

Nilai wajar aset tetap dengan nilai buku sebesar Rp828.994 pada tanggal 31 Desember 2023 berdasarkan laporan dari penilai independen adalah sebesar Rp1.629.444. Jumlah nilai buku aset tetap yang tidak dilakukan penilaian pada tanggal 31 Desember 2023 sebesar Rp1.060.195. Manajemen berkeyakinan bahwa tidak ada perbedaan signifikan antara nilai wajar dan jumlah tercatat aset tetap yang tidak dilakukan penilaian tersebut.

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat aset tetap yang digunakan sebagai jaminan.

12. FIXED ASSETS (continued)

As of December 31, 2023 and 2022, fixed assets with net book value of Rp1,127,003 and Rp1,380,628, respectively, are covered by insurance against all risks at a total coverage amounting Rp3,151,628 (2023) and Rp3,822,465 (2022). respectively. Management believes that the insurance coverage is adequate to cover possible losses arising in relation to the insured assets.

The fair value of fixed assets with net book value of Rp828,994 as of December 31, 2023 based on independent appraisal reports amounted to Rp1,629,444. The net book value of fixed assets that were not appraised by independent appraiser as of December 31, 2023 amounted to Rp1,060,195. Management believes that there is no significant difference between the fair value and carrying amount of these fixed assets.

As of December 31, 2023 and 2022, there is no fixed assets used as collateral.

13. ASET TAKBERWUJUD

Mutasi aset takberwujud adalah sebagai berikut:

13. INTANGIBLE ASSETS

The movements in intangible assets are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember 2023/ *Year Ended December 31, 2023*					
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassifications***	**Saldo akhir/ *Ending balance***	
Biaya perolehan						***Cost***
Hak atas tanah	9.071	-	-	-	9.071	*Land rights*
Perangkat lunak dan lisensi	143.285	2.795	-	-	146.080	*Software and licenses*
Total	152.356	2.795	-	-	155.151	*Total*
Akumulasi amortisasi						***Accumulated amortization***
Hak atas tanah	(4.271)	(406)	-	-	(4.677)	*Land rights*
Perangkat lunak dan lisensi	(139.987)	(3.850)	-	-	(143.837)	*Software and licenses*
Total	(144.258)	(4.256)	-	-	(148.514)	*Total*
Nilai buku neto	**8.098**				**6.637**	***Net book value***

13. ASET TAKBERWUJUD (lanjutan) / *13. INTANGIBLE ASSETS (continued)*

Mutasi aset takberwujud adalah sebagai berikut: (lanjutan)

The movements in intangible assets are as follows: (continued)

Tahun yang Berakhir pada Tanggal 31 Desember 2022/ *Year Ended December 31, 2022*

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Cost***
Hak atas tanah	8.872	199	-	-	9.071	*Land rights*
Perangkat lunak dan lisensi	142.319	966	-	-	143.285	*Software and licenses*
Total	151.191	1.165	-	-	152.356	*Total*
Akumulasi amortisasi						***Accumulated amortization***
Hak atas tanah	(3.865)	(406)	-	-	(4.271)	*Land rights*
Perangkat lunak dan lisensi	(132.034)	(7.953)	-	-	(139.987)	*Software and licenses*
Total	(135.899)	(8.359)	-	-	(144.258)	*Total*
Nilai buku neto	**15.292**				**8.098**	***Net book value***

Amortisasi aset takberwujud dibebankan sebagai berikut:

Intangible assets amortization is charged as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Beban pokok pendapatan	3.599	7.354	*Cost of revenues*
Beban umum dan administrasi	657	1.005	*General and administrative expenses*
Total	**4.256**	**8.359**	***Total***

14. PROPERTI INVESTASI / *14. INVESTMENT PROPERTIES*

Mutasi properti investasi adalah sebagai berikut:

The movements in investment properties are as follows:

Tahun yang Berakhir pada Tanggal 31 Desember 2023/ *Year Ended December 31, 2023*

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Cost***
Tanah	50.052	-	-	-	50.052	*Land*
Bangunan, prasarana dan instalasi	5.729	-	-	-	5.729	*Buildings, improvement and installations*
Total	55.781	-	-	-	55.781	*Total*
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan, prasarana dan instalasi	(4.732)	(88)	-	-	(4.820)	*Buildings, improvement and installations*
Nilai buku neto	**51.049**				**50.961**	***Net book value***

14. PROPERTI INVESTASI (lanjutan)

Mutasi properti investasi adalah sebagai berikut: (lanjutan)

14. INVESTMENT PROPERTIES (continued)

The movements in investment properties are as follows: (continued)

**Tahun yang Berakhir pada Tanggal 31 Desember 2022/
*Year Ended December 31, 2022***

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Cost***
Tanah	50.052	-	-	-	50.052	*Land*
Bangunan, prasarana dan instalasi	5.729	-	-	-	5.729	*Buildings, improvement and installations*
Total	55.781	-	-	-	55.781	*Total*
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan, prasarana dan instalasi	(4.644)	(88)	-	-	(4.732)	*Buildings, improvement and installations*
Nilai buku neto	**51.137**				**51.049**	***Net book value***

Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, beban penyusutan masing-masing sebesar Rp88 seluruhnya dialokasikan ke "beban umum dan administrasi" dalam laba rugi.

For the year ended December 31, 2023 and 2022, depreciation expenses amounting to Rp88, respectively, were charged to "general and administrative expenses" in profit or loss.

Nilai wajar properti investasi pada 31 Desember 2023 dan 2022 dihitung berdasarkan Nilai Jual Objek Pajak ("NJOP") masing-masing sebesar Rp540.489 dan Rp561.344.

The fair value of investment properties as of December 31, 2023 and 2022 are calculated based on taxable sale value ("NJOP") amounted to Rp540,489 and Rp561,344, respectively.

Penghasilan sewa dari properti investasi untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp12.987 dan Rp14.437.

Rental income from investment properties for the year ended December 31, 2023 and 2022 amounted to Rp12,987 and Rp14,437, respectively.

Pada tanggal 31 Desember 2023 dan 2022, beberapa properti investasi telah diasuransikan untuk semua risiko dengan nilai pertanggungan masing-masing sebesar Rp25.342. Manajemen berkeyakinan bahwa jumlah asuransi tersebut telah memadai untuk menutup kerugian yang mungkin timbul.

As of December 31, 2023 and 2022, certain investment properties were covered by insurance against all risks at a total coverage amounting to Rp25,342, respectively. Management believes that the insurance coverage is adequate to cover possible losses.

Berdasarkan penelaahan manajemen Grup, tidak terdapat kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai properti investasi pada tanggal 31 Desember 2023 dan 2022.

Based on the review of the Group's management, there were no events or changes in circumstances which indicate impairment in the value of investment properties as of December 31, 2023 and 2022.

15. ASET HAK-GUNA DAN LIABILITAS SEWA / *15. RIGHTS-OF-USE ASSETS AND LEASE LIABILITIES*

Mutasi aset hak-guna adalah sebagai berikut: / *The movements in right-of-use assets are as follows:*

Tahun yang Berakhir pada Tanggal 31 Desember 2023/ *Year Ended December 31, 2023*

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Cost***
Tanah dan bangunan	53.086	9.460	(18.221)	-	44.325	*Land and building*
Mesin dan peralatan	550	3.838	(273)	-	4.115	*Machinery and equipment*
Alat transportasi	731.410	19.337	(16.768)	-	733.979	*Transportation equipment*
Total	785.046	32.635	(35.262)	-	782.419	*Total*
Akumulasi penyusutan						***Accumulated depreciation***
Tanah dan bangunan	(34.392)	(15.459)	18.221	-	(31.630)	*Land and building*
Mesin dan peralatan	(1.843)	(2.327)	557	-	(3.613)	*Machinery and equipment*
Alat transportasi	(204.374)	(223.291)	16.484	-	(411.181)	*Transportation equipment*
Total	(240.609)	(241.077)	35.262	-	(446.424)	*Total*
Nilai buku neto	**544.437**				**335.995**	***Net book value***

Tahun yang Berakhir pada Tanggal 31 Desember 2022/ *Year Ended December 31, 2022*

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Cost***
Tanah dan bangunan	51.808	6.309	(5.031)	-	53.086	*Land and building*
Mesin dan peralatan	39.851	-	(39.301)	-	550	*Machinery and equipment*
Alat transportasi	451.899	713.650	(434.139)	-	731.410	*Transportation equipment*
Kapal	24.684	-	(24.684)	-	-	*Vessel*
Total	568.242	719.959	(503.155)	-	785.046	*Total*
Akumulasi penyusutan						***Accumulated depreciation***
Tanah dan bangunan	(23.177)	(16.246)	5.031	-	(34.392)	*Land and building*
Mesin dan peralatan	(31.094)	(10.050)	39.301	-	(1.843)	*Machinery and equipment*
Alat transportasi	(415.621)	(222.892)	434.139	-	(204.374)	*Transportation equipment*
Kapal	(14.985)	(9.699)	24.684	-	-	*Vessel*
Total	(484.877)	(258.887)	503.155	-	(240.609)	*Total*
Nilai buku neto	**83.365**				**544.437**	***Net book value***

Liabilitas sewa terdiri dari: / *Lease liabilities consist of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Bagian jatuh tempo dalam waktu satu tahun	240.396	224.755	*Current maturities*
Bagian setelah dikurangi jatuh tempo	132.983	354.092	*Net-off current maturities*
Total	**373.379**	**578.847**	***Total***

15. ASET HAK-GUNA DAN LIABILITAS SEWA (lanjutan) / *15. RIGHTS-OF-USE ASSETS AND LEASE LIABILITIES (continued)*

Jumlah yang diakui dalam laporan laba rugi komprehensif konsolidasian: / *Amounts recognised in the consolidated statement of comprehensive income:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Beban terkait liabilitas sewa dengan nilai rendah atau jangka pendek	441.907	460.974	*Expense related to short-term liabilities low-value assets*
Beban penyusutan aset hak guna	241.077	258.887	*Depreciation on right of use assets*
Beban bunga atas liabilitas sewa (Catatan 29)	26.501	32.814	*Interest expenses on lease liabilities (Note 29)*
Total	**709.485**	**752.675**	***Total***

16. PINJAMAN BANK JANGKA PENDEK / *16. SHORT-TERM BANK LOANS*

Pinjaman bank jangka pendek terdiri dari: / *Short-term bank loans consist of:*

	31 Desember/ *December 31,* 2023	**31 Desember/ *December 31,* 2022**	
Rupiah			*Rupiah*
Pihak berelasi (Catatan 31e)			*Related parties (Note 31e)*
PT Bank Mandiri (Persero) Tbk	37.507	22.511	*PT Bank Mandiri (Persero) Tbk*
Pihak ketiga			*Third parties*
PT Bank UOB Indonesia	67.434	28.985	*PT Bank UOB Indonesia*
PT Bank ICBC Indonesia	9.617	16.352	*PT Bank ICBC Indonesia*
Dolar AS			*US Dollar*
Pihak ketiga			*Third parties*
PT Bank ICBC Indonesia	56.673	57.696	*PT Bank ICBC Indonesia*
PT Bank UOB Indonesia	-	2.714	*PT Bank UOB Indonesia*
Total	**171.231**	**128.258**	***Total***

a. PT Bank Mandiri (Persero) Tbk / *a. PT Bank Mandiri (Persero) Tbk*

Berdasarkan perjanjian kredit tanggal 16 November 2018, Perusahaan memperoleh fasilitas *non cash loan* yang terdiri dari *Standby Letter of Credit* ("SBLC")/Bank Garansi ("BG") dan *Letter of Credit* ("LC")/Surat Kredit Berdokumen Dalam Negeri ("SKBDN") dengan batas maksimum gabungan sebesar $AS20.000.000 dan batas maksimum *Trust Receipt* ("TR") sebesar $AS12.000.000.

Based on a credit agreement dated November 16, 2018, the Company obtained a non cash loan facility consisting of Standby Letter of Credit ("SBLC")/Bank Guarantee ("BG") and Letter of Credit ("LC")/Surat Kredit Berdokumen Dalam Negeri ("SKBDN") with a maximum combined limit of US$20,000,000 and Trust Receipt ("TR") with a maximum limit of US$12,000,000.

Pada tanggal 20 Mei 2021, Perusahaan memperoleh fasilitas Kredit Jangka Pendek dengan batas maksimum gabungan Elnusa *(Borrower)* dan EPN *(Co-Borrower)* sebesar $AS20.000.000.

As of May 20, 2021, the Company obtained a Short Term Credit facility with a combined maximum limit of Elnusa (Borrower) and EPN (Co-Borrower) of US$20,000,000.

16. PINJAMAN BANK JANGKA PENDEK (lanjutan)

a. PT Bank Mandiri (Persero) Tbk (lanjutan)

Pada tanggal 11 Februari 2022, Perusahaan memperoleh tambahan fasilitas *Supplier Financing ("SF")* dengan limit maksimal $AS15.000.000.

Pada tanggal 20 Desember 2022, fasilitas tersebut dilakukan perpanjangan dan penambahan ETSA sebagai *Co-Borrower.*

Fasilitas-fasilitas, kecuali SF, dikenakan bunga yang suku bunganya akan ditetapkan secara negosiasi pada saat realisasi dan fasilitas ini berjangka waktu sampai dengan tanggal 15 November 2024.

Fasilitas ini mengharuskan Perusahaan untuk memenuhi beberapa persyaratan, diantaranya persyaratan rasio keuangan sebagaimana ditetapkan dalam perjanjian kredit:

- Minimal *Current Ratio* sebesar 1 kali.
- Maksimal *Debt to Equity Ratio* sebesar 3 kali.
- Minimal *Debt Service Coverage Ratio* sebesar 1,1 kali

Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

Pada tanggal 31 Desember 2023 dan 2022, saldo terutang fasilitas pinjaman ini masing-masing sebesar Rp37.507 dan Rp22.511.

Pada tanggal 31 Desember 2023, Grup telah memenuhi seluruh persyaratan yang diatur dalam perjanjian pinjaman.

b. PT Bank UOB Indonesia

Berdasarkan perjanjian kredit tanggal 3 Desember 2015 yang terakhir kali diubah tanggal 10 Januari 2024, Perusahaan memperoleh fasilitas *Multi Option Trade* untuk keperluan modal kerja yang terdiri dari LC/SKBDN, BEP-*Buyer, Invoice Financing* ("IF"), *Bank Guarantee ("BG"), RCF, SBLC, Trust Receipt ("TR")*, dan *Clean Trust Receipt* ("CTR") dengan batas maksimum gabungan sebesar $AS20.000.000.

16. SHORT-TERM BANK LOANS (continued)

a. PT Bank Mandiri (Persero) Tbk (continued)

As of February 11, 2022, the Company obtained additional Supplier Financing ("SF") facility with a maximum limit of US$15,000,000.

As of December 20, 2022, the facilities have been extended and amended with ETSA as Co-Borrower.

The facilities, excluding SF, bear interest at the rate which will be determined through negotiation on withdrawal and these facilities are available until November 15, 2024.

These facilities require the Company to comply to certain requirement, among others, financial ratios as stipulated in the credit agreement:

- *Minimal Current Ratio of 1 times.*
- *Maximal Debt to Equity Ratio of 3 times.*
- *Minimal Debt Service Coverage Ratio of 1.1 times.*

These facilities are provided on a clean-basis.

As of December 31, 2023 and 2022, the outstanding balances of these loan facilities amounted to Rp37,507 and Rp22,511 respectively.

As of December 31, 2023, the Group has complied with all requirements that stipulated in the loan agreements.

b. PT Bank UOB Indonesia

Based on a credit agreement dated December 3, 2015 which was amended on January 10, 2024, the Company obtained Multi Option Trade facilities for working capital purposes consisting of LC/SKBDN, BEP-Buyer, Invoice Financing ("IF"), Bank Guarantee ("BG"), RCF, SBLC, Trust Receipt ("TR"), and Clean Trust Receipt ("CTR") with a maximum combined limit of US$20,000,000.

16. PINJAMAN BANK JANGKA PENDEK (lanjutan)

b. PT Bank UOB Indonesia (lanjutan)

Fasilitas TR, CTR dan IF dikenakan bunga sebesar SOFR (*Secured Overnight Financing Rate*) ditambah marjin tertentu per tahun untuk penarikan dalam Dolar AS dan JIBOR ditambah marjin tertentu per tahun untuk penarikan dalam Rupiah. Fasilitas ini berjangka waktu sampai dengan tanggal 1 Februari 2025.

Fasilitas ini mengharuskan Perusahaan untuk memenuhi beberapa persyaratan, diantaranya persyaratan rasio keuangan sebagaimana ditetapkan dalam perjanjian kredit:

- Minimal *Debt Service Coverage Ratio (DSCR)* sebesar 1,25 kali.
- Maksimal *Gross Debt to EBITDA Ratio* sebesar 4 kali.

Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

Pada tanggal 31 Desember 2023 dan 2022, saldo terutang fasilitas pinjaman ini masing-masing sebesar $ASNihil (setara dengan RpNihil) dan Rp67.434 serta $AS174.052 (setara dengan Rp2.714) dan Rp28.985.

Pada tanggal 31 Desember 2023, Grup telah memenuhi seluruh persyaratan yang diatur dalam perjanjian pinjaman.

c. PT Bank ICBC Indonesia ("ICBC")

Berdasarkan perjanjian kredit tanggal 21 Oktober 2015, Perusahaan memperoleh fasilitas *Omnibus Uncommitted* untuk membiayai keperluan Perusahaan yang terdiri dari pinjaman tetap *on-demand* ("PTD"), LC, SKBDN, TR dan BG.

Pada tanggal 21 September 2016, fasilitas tersebut dilakukan perpanjangan dan penambahan ETSA sebagai *Co-Borrower* dengan maksimal penarikan sebesar $AS5.000.000.

Pada tanggal 10 Desember 2020, fasilitas tersebut dilakukan perpanjangan dan penambahan EFK sebagai *Co-Borrower* dengan maksimal penarikan sebesar $AS5.000.000.

16. SHORT-TERM BANK LOANS (continued)

b. PT Bank UOB Indonesia (continued)

The TR, CTR and IF facilities bear interest at the rate of SOFR (Secured Overnight Financing Rate) plus certain margin per annum for withdrawal in US Dollar and JIBOR plus certain margin per annum for withdrawal in Rupiah. These facilities are available until February 1, 2025.

These facilities require the Company to comply to certain requirement, among others, financial ratios as stipulated in the credit agreement:

- *Minimal Debt Service Coverage Ratio (DSCR) of 1.25 times.*
- *Maximal Gross Debt to EBITDA Ratio of 4 times.*

These facilities are provided on a clean-basis.

As of December 31, 2023 and 2022, the outstanding balances of these loan facilities amounted to US$Nil (equivalent to RpNil) and Rp67,434 and US$174,052 (equivalent to Rp2,714) and Rp28,985, respectively.

As of December 31, 2023, the Group has complied with all requirements that stipulated in the loan agreements.

c. PT Bank ICBC Indonesia ("ICBC")

Based on a credit agreement dated October 21, 2015, the Company obtained Uncommitted Ombinus facilities to finance the Company's expenditure consisting of on-demand fixed loan ("PTD"), LC, SKBDN, TR and BG.

As of September 21, 2016, the facilities have been extended and amended with ETSA as Co-Borrower with maximum amount of US$5,000,000.

As of December 10, 2020, the facilities have been extended and amended with EFK as Co-Borrower with maximum amount of US$5,000,000.

16. PINJAMAN BANK JANGKA PENDEK (lanjutan)

c. PT Bank ICBC Indonesia ("ICBC") (lanjutan)

Pada tanggal 30 November 2022, fasilitas tersebut dilakukan perpanjangan dan penambahan SCU sebagai *Co-Borrower* dengan maksimal penarikan sebesar $AS5.000.000.

Fasilitas PTD, UPAS/UFAM dan TR dikenakan bunga sebesar SOFR (*Secured Overnight Financing Rate*) ditambah marjin tertentu per tahun untuk penarikan dalam Dolar AS dan JIBOR ditambah marjin tertentu per tahun untuk penarikan dalam Rupiah.

Fasilitas *Omnibus Uncommitted* dengan batas maksimum gabungan sebesar $AS15.000.000, dan akan jatuh tempo sampai dengan tanggal 31 Oktober 2024.

Fasilitas ini mengharuskan Perusahaan untuk memenuhi beberapa persyaratan, diantaranya persyaratan rasio keuangan sebagaimana ditetapkan dalam perjanjian kredit:

- Maksimal *Interest Bearing Debt to EBITDA Ratio* sebesar 4 kali.

Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

Pada tanggal 31 Desember 2023 dan 2022, saldo terutang fasilitas pinjaman ini sebesar masing-masing $AS3.670.769 (setara dengan Rp56.673) dan Rp9.617 serta $AS3.700.339 (setara dengan Rp57.696) dan Rp16.352.

Pada tanggal 31 Desember 2023, Grup telah memenuhi seluruh persyaratan yang diatur dalam perjanjian pinjaman.

Tingkat suku bunga kontraktual pinjaman bank jangka pendek adalah sebagai berikut:

16. SHORT-TERM BANK LOANS (continued)

c. PT Bank ICBC Indonesia ("ICBC") (continued)

As of November 30, 2022, the facilities have been extended and amended with SCU as Co-Borrower with maximum amount of US$5,000,000.

The PTD, UPAS/UFAM and TR facilities bear interest at the rate of SOFR (Secured Overnight Financing Rate) plus certain margin per annum for withdrawal in US Dollar and JIBOR plus certain margin per annum for withdrawal in Rupiah.

Uncommitted Ombinus facilities with a maximum combined limit of US$15,000,000 will be available until October 31, 2024.

These facilities require the Company to comply to certain requirement, among others, financial ratios as stipulated in the credit agreement:

- *Maximal Interest Bearing Debt to EBITDA Ratio of 4 times*

These facilities are provided on a clean-basis.

As of December 31, 2023 and 2022, the outstanding balance of these loan facilities amounted to $AS3,670,769 (equivalent to Rp56,673) and Rp9,617 and US$3,700,339 (equivalent to Rp57,696) and Rp16,352.

As of December 31, 2023, the Group has complied with all requirements that stipulated in the loan agreements.

Contractual interest rates on short-term bank loans are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Rupiah			*Rupiah*
Pinjaman pada suku bunga mengambang	4,90% - 9,75%	4,80% - 9,21%	*Loans at floating interest rate*
Dolar AS			*US Dollar*
Pinjaman pada suku bunga mengambang	3,75% - 7,00%	0,5% - 7,00%	*Loans at floating interest rate*

17. UTANG USAHA / *17. TRADE PAYABLES*

Rincian utang usaha berdasarkan pemasok adalah sebagai berikut:

The details of trade payables based on vendors are as follows:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Pihak ketiga:			*Third parties*
PT Amico Putera Perkasa	30.956	-	*PT Amico Putera Perkasa*
PT Offshore Works Indonesia	20.969	-	*PT Offshore Works Indonesia*
PT Pelayaran Roylea Marine Line	17.865	7.758	*PT Pelayaran Roylea Marine Line*
PT Wahanakarsa Swandiri	16.295	2.396	*PT Wahanakarsa Swandiri*
PT Aneka Kimia Inti	14.546	-	*PT Aneka Kimia Inti*
PT Pelayaran Skren Sarana Samudera	12.966	-	*PT Pelayaran Skren Sarana Samudera*
PT Agus Suta Line	11.255	3.753	*PT Agus Suta Line*
PT Mega Buana Teknologi	10.334	-	*PT Mega Buana Teknologi*
PT Samudera Bahtera Indah	10.141	-	*PT Samudera Bahtera Indah*
PT Timuraya Tunggal	9.400	12.704	*PT Timuraya Tunggal*
PT Virgo Kencana Sejati Line	8.520	-	*PT Virgo Kencana Sejati Line*
PT Petrolog Indah	8.439	6.231	*PT Petrolog Indah*
PT Hana Lines	8.154	-	*PT Hana Lines*
PT Cindara Pratama Lines	6.155	-	*PT Cindara Pratama Lines*
PT Nukote Indonesia	6.040	-	*PT Nukote Indonesia*
PT Pinggan Wahana Pratama	5.976	-	*PT Pinggan Wahana Pratama*
PT Baker Hughes Indonesia	5.928	-	*PT Baker Hughes Indonesia*
PT Geluran Adikarya	5.833	-	*PT Geluran Adikarya*
Lain-lain (masing-masing dibawah Rp5.000)	360.859	275.829	*Others (each below Rp5,000)*
Subtotal	570.631	308.671	*Subtotal*
Pihak berelasi (Catatan 31f)	434.186	370.007	*Related parties (Note 31f)*
Total	**1.004.817**	**678.678**	***Total***

Rincian utang usaha berdasarkan mata uang adalah sebagai berikut:

The details of trade payables based on currencies are as follows:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Rupiah	973.778	652.947	*Rupiah*
Dolar AS	29.205	24.439	*US Dollar*
Dolar Singapura	1.298	1.292	*Singapore Dollar*
Poundsterling Britania Raya	536	-	*Great Britain Poundsterling*
Total	**1.004.817**	**678.678**	***Total***

Saldo utang usaha pada tanggal 31 Desember 2023 dan 2022 tidak memiliki jaminan. Tidak ada surat jaminan yang diberikan maupun diterima untuk utang usaha.

Outstanding balances of trade payables as of December 31, 2023 and 2022 are unsecured. There have been no guarantees provided or received for any trade payables.

Perusahaan bekerja sama dengan PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") dan PT Bank Mandiri (Persero) Tbk ("Mandiri") dalam fasilitas pembiayaan *supply chain*. Fasilitas tersebut dapat digunakan oleh pemasok Perusahaan untuk memperoleh pembayaran atas tagihan yang telah disetujui oleh Perusahaan untuk dibayarkan oleh bank sesuai dengan syarat dan ketentuan tertentu.

The Company entered into supply chain financing facility with PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") and PT Bank Mandiri (Persero) Tbk ("Mandiri"). Those facilities can be used by the Company's supplier to obtain payment of invoices that have been approved by the Company to be paid by the bank in accordance with certain terms and conditions.

17. UTANG USAHA (lanjutan) / *17. TRADE PAYABLES (continued)*

Batas maksimum fasilitas yang diberikan oleh BRI dan Mandiri masing-masing sebesar Rp300.000 dan $AS15.000.000.

Pada tanggal 31 Desember 2023 dan 2022, fasilitas pembiayaan *supply chain* yang digunakan oleh pemasok Grup pada BRI masing-masing sebesar Rp107.145 dan Rp116.435. Pada tanggal 31 Desember 2023 dan 2022, fasilitas pembiayaan *supply chain* yang digunakan oleh pemasok Perusahaan pada Mandiri sebesar Rp26.931 dan Rp35.267 (Catatan 31f).

The maximum limit facility of BRI and Mandiri are amounted to Rp300,000 and US$15,000,000, respectively.

As of December 31, 2023 and 2022, the outstanding supply chain facilities used by the Group's suppliers in BRI were amounted to Rp107,145 and Rp116,435, respectively. As of December 31, 2023 and 2022, the outstanding supply chain facilities used by the Company's suppliers in Mandiri were amounted to Rp26,931 and Rp35,267 (Note 31f).

18. LIABILITAS JANGKA PENDEK LAINNYA / *18. OTHER CURRENT LIABILITIES*

Liabilitas jangka pendek lainnya terdiri dari:

Other current liabilities consist of:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Titipan pelanggan	28.484	23.815	*Customer deposits*
Utang lain-lain	26.181	18.977	*Other payables*
Pendapatan diterima di muka	11.313	4.913	*Unearned revenue*
Total	**65.978**	**47.705**	***Total***

Utang lain-lain terutama merupakan utang pajak daerah atas penjualan bahan bakar serta setoran Penerimaan Negara Bukan Pajak ("PNBP") terkait aktivitas hilir migas.

Other payables mainly represent regional tax for fuel sales and non-tax state revenue ("PNBP") for downstream oil and gas activities.

19. PERPAJAKAN / *19. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid taxes*

Pajak dibayar di muka terdiri dari:

Prepaid taxes consist of:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Pajak penghasilan badan - Perusahaan:			*Corporate income tax -The Company:*
Tahun berjalan	34.282	47.584	*Current year*
Tahun-tahun sebelumnya	50.071	53.439	*Prior years*
Pajak penghasilan badan - Entitas anak:			*Corporate income tax - Subsidiaries:*
Tahun berjalan	17.586	35.276	*Current year*
Tahun-tahun sebelumnya	41.215	4.780	*Prior years*
Pajak Pertambahan Nilai:			*Value Added Tax:*
Tahun berjalan	551.721	414.373	*Current year*
Tahun-tahun sebelumnya	318.064	145.450	*Prior years*
Total	**1.012.939**	**700.902**	***Total***
Bagian lancar	**406.888**	**93.323**	***Current portion***
Bagian tidak lancar	**606.051**	**607.579**	***Non-current portion***

19. PERPAJAKAN (lanjutan) / *19. TAXATION (continued)*

a. Pajak dibayar di muka (lanjutan) / *a. Prepaid taxes (continued)*

Pada tahun 2023, Grup menerima sejumlah surat ketetapan pajak terkait dengan restitusi pajak yang diajukan (Catatan 19e).

In 2023, the Group received several tax assessment letters in relation to its claims for tax refund (Note 19e).

b. Utang pajak / *b. Taxes payable*

Utang pajak terdiri dari: / *Taxes payable consists of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Pajak penghasilan badan:			*Corporate income tax:*
Entitas anak			*Subsidiaries*
Tahun berjalan	1.057	4.909	*Current year*
Tahun-tahun sebelumnya	161	-	*Prior years*
Pajak lain-lain:			*Other taxes:*
Pajak final pasal 4 (2)	1.403	1.250	*Final tax article 4 (2)*
Pajak final pasal 15	1.325	565	*Final tax article 15*
Pajak penghasilan pasal 21	25.149	15.443	*Income tax article 21*
Pajak penghasilan pasal 22	811	779	*Income tax article 22*
Pajak penghasilan pasal 23	6.768	5.634	*Income tax article 23*
Pajak penghasilan pasal 25	-	3.175	*Income tax article 25*
Pajak penghasilan pasal 26	1.231	-	*Income tax article 26*
Pajak Pertambahan Nilai	23.070	26.500	*Value Added Tax*
Total	**60.975**	**58.255**	***Total***

Berdasarkan Peraturan Menteri Keuangan No. 37/PMK.03/2015 tanggal 4 Maret 2015, Perusahaan ditunjuk sebagai pemungut Pajak Pertambahan Nilai ("PPN") efektif tanggal 1 April 2015. Dengan adanya peraturan ini, Perusahaan memungut, menyetor dan melaporkan PPN yang terutang atas penyerahan barang dan jasa oleh pihak lain kepada Perusahaan.

Based on the Finance Minister Regulation No. 37/PMK.03/2015 dated March 4, 2015, the Company was appointed as Value Added Tax collector effective April 1, 2015. As such, the Company collects, pays and reports the VAT arising from the sales of goods and services by other parties to the Company.

Berdasarkan Peraturan Menteri Keuangan No. 107/PMK.10/2015 tanggal 8 Juni 2015, Perusahaan ditunjuk sebagai pemungut pajak penghasilan pasal 22 efektif tanggal 8 Agustus 2015.

Based on the Finance Minister Regulation No. 107/PMK.10/2015 dated June 8, 2015, the Company was appointed as income tax article 22 collector effective August 8, 2015.

Saldo utang pajak termasuk PPN dan pajak penghasilan pasal 22 yang belum disetor ke kas negara atas kewajiban ini.

The balances of taxes payable include the VAT and income tax article 22 which have not yet been paid to the treasury fund arising from such obligation.

19. PERPAJAKAN (lanjutan) / *19. TAXATION (continued)*

c. Beban pajak penghasilan / *c. Income tax expense*

Beban pajak penghasilan terdiri dari: / *Income tax expense consists of:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Beban pajak kini:			*Current tax expenses:*
Tahun berjalan	109.461	94.961	*Current year*
Penyesuaian atas hasil surat ketetapan pajak	673	5.652	*Adjustment for tax assessment letter*
	110.134	100.613	
Beban (pendapatan) pajak tangguhan	4.603	(21.510)	*Deferred tax (income) expense*
Total	**114.737**	**79.103**	***Total***

Rekonsiliasi antara beban pajak penghasilan konsolidasian dengan laba sebelum pajak penghasilan konsolidasian dengan menggunakan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation between consolidated income tax expense and consolidated profit before income tax using the applicable tax rate is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	617.868	457.161	*Profit before corporate income tax in consolidated statement of profit or loss and other comprehensive income*
Dikurangi: laba dari pendapatan yang dikenakan pajak final	(89.945)	(45.733)	*Less: profit from revenue subject to final tax*
Laba yang dikenakan pajak penghasilan	527.923	411.428	*Profit subject to income tax*
Pajak penghasilan dihitung dengan tarif yang berlaku	100.305	78.171	*Income tax calculated at applicable rate*
Dampak perbedaan permanen:			*Effect of permanent differences:*
Beban yang tidak dapat dikurangkan untuk tujuan perpajakan	30.088	22.480	*Non-deductible expenses*
Laba penjualan aset tetap	(435)	(5)	*Gain on sale of fixed asset*
Pendapatan keuangan yang dikenakan pajak final	(13.472)	(6.034)	*Finance income subject to final tax*
Beban bunga yang tidak dapat dikurangkan untuk tujuan perpajakan	5.505	1.135	*Non-deductible finance expenses*
Hasil ketetapan pajak	673	5.652	*Tax assessment letters*
Pemanfaatan kompensasi rugi fiskal	(8.450)	(22.296)	*Tax loss compensation*
Rugi fiskal yang tidak diakui sebagai aset pajak tangguhan	523	-	*Tax loss not recognized as deferred tax assets*
Beban pajak penghasilan	**114.737**	**79.103**	***Income tax expense***

19. PERPAJAKAN (lanjutan) / *19. TAXATION (continued)*

c. Beban pajak penghasilan (lanjutan) / *c. Income tax expense (continued)*

Rekonsiliasi antara laba sebelum pajak penghasilan seperti yang tercantum dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan estimasi laba (rugi) kena pajak Perusahaan tahun berjalan adalah sebagai berikut:

The reconciliation between the profit before income tax expense as shown in the consolidated statement of profit or loss and other comprehensive income (loss) and the current year estimated taxable income of the Company is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Laba sebelum pajak penghasilan - konsolidasian	617.868	457.161	*Profit before income tax - consolidated*
Dikurangi: Laba sebelum pajak penghasilan - entitas anak	(497.162)	(428.223)	*Less: Profit before income tax - subsidiaries*
Laba sebelum pajak penghasilan - Perusahaan	120.706	28.938	*Income before income tax - the Company*
Ditambah: Rugi dari pendapatan yang dikenakan pajak final - Perusahaan	6.304	12.072	*Add: Loss from revenue subject to final tax - the Company*
Laba yang dikenakan pajak penghasilan - Perusahaan	127.010	41.010	*Income subject to income tax - the Company*
Perbedaan temporer:			*Temporary differences:*
Penyusutan aset tetap	(58.566)	(41.705)	*Fixed assets depreciation*
Gaji, upah dan kesejahteraan karyawan	79.683	76.940	*Salaries, wages and employee benefits*
Liabilitas imbalan kerja	5.264	19.818	*Employee benefits liability*
Penyisihan penurunan nilai	(6.447)	18.024	*Allowance for impairment*
Beban sewa	(10.802)	(36.884)	*Rent expenses*
Penyusutan aset hak-guna	10.485	33.714	*Right-of-use assets depreciation*
Perbedaan permanen:			*Permanent differences:*
Beban yang tidak dapat dikurangkan untuk tujuan perpajakan	22.614	11.206	*Non-deductible expenses*
Rugi penjualan aset tetap	(2.290)	(27)	*Loss on sale of fixed asset*
Beban bunga yang tidak dapat dikurangkan untuk tujuan perpajakan	28.975	5.972	*Non-deductible Interest expenses*
Pendapatan keuangan yang dikenakan pajak final	(52.297)	(12.118)	*Finance income subject to final tax*
Taksiran laba kena pajak - Perusahaan	143.629	115.950	*Estimated taxable income - the Company*
Rugi fiskal:			*Tax loss:*
Rugi fiskal yang dapat dikompensasikan tahun sebelumnya	(14.791)	(130.741)	*Tax loss carry forward from previous year*
Penyesuaian laba kena pajak 2022 melalui pembetulan SPT (Catatan 19e)	(29.411)	-	*Adjustment of taxable profit 2022 through tax return correction (Note 19e)*
Penyesuaian rugi pajak 2021 melalui surat ketetapan pajak (Catatan 19e)	(271)	-	*Tax loss adjustment 2021 through tax assessment letter (Note 19e)*
Rugi fiskal yang masih dapat dikompensasikan di akhir tahun	**-**	**(14.791)**	***Tax losses carried forward at the end of the year***
Taksiran penghasilan kini - tahun berjalan	**99.156**	**-**	***Estimated taxable income - current year***
Beban pajak kini dengan tarif yang berlaku - Perusahaan	**18.840**	**-**	***Current income tax calculated at applicable rate - the Company***

19. PERPAJAKAN (lanjutan) / *19. TAXATION (continued)*

c. Beban pajak penghasilan (lanjutan) / *c. Income tax expense (continued)*

Akumulasi rugi fiskal Perusahaan berasal dari kerugian yang terjadi pada tahun-tahun pajak sebagai berikut:

The accumulated tax losses of the Company consist of losses incurred in the following fiscal years:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Tahun fiskal 2021	-	14.791	*Tax year 2021*

Perhitungan beban pajak kini - tahun berjalan dan taksiran lebih bayar dan kurang bayar pajak penghasilan badan adalah sebagai berikut:

The calculation of current tax expense - current year and estimated overpayment and underpayment of corporate income tax is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Beban pajak kini - tahun berjalan:			*Current tax expenses - current year:*
Perusahaan	18.840	-	*The Company*
Entitas anak	90.621	94.961	*Subsidiaries*
	109.461	**94.961**	
Dikurangi: Pembayaran di muka pajak penghasilan:			*Less: Prepayment of income taxes:*
Perusahaan	(53.122)	(47.584)	*The Company*
Entitas anak	(107.150)	(125.328)	*Subsidiaries*
	(160.272)	**(172.912)**	
Taksiran lebih bayar pajak penghasilan:			*Estimated overpayment of income tax:*
Perusahaan	34.282	47.584	*The Company*
Entitas anak	17.586	35.276	*Subsidiaries*
	51.868	**82.860**	
Taksiran kurang bayar pajak penghasilan:			*Estimated underpayment of income tax:*
Perusahaan	-	-	*The company*
Entitas anak	1.057	4.909	*Subsidiaries*
	1.057	**4.909**	

Pajak penghasilan badan dihitung untuk masing-masing perusahaan sebagai entitas yang terpisah secara hukum.

Corporate income tax is calculated for each individual company as a separate legal entity.

Perhitungan taksiran penghasilan kena pajak pada tahun 2023 akan menjadi dasar dalam pengisian Surat Pemberitahuan Tahunan Pajak Penghasilan Badan tahun 2023.

The calculation of estimated taxable income for the year 2023 will be used as a basis in filling the Annual Corporate Income Tax Return for the year 2023.

19. PERPAJAKAN (lanjutan) / *19. TAXATION (continued)*

c. Beban pajak penghasilan (lanjutan) / *c. Income tax expense (continued)*

Perhitungan taksiran penghasilan kena pajak pada tahun 2022 telah dilaporkan sebagai dasar dalam pengisian Surat Pemberitahuan Tahunan Pajak Penghasilan Badan tahun 2022.

The calculation of estimated taxable income at the end of the year 2022 has been filed in the Annual Corporate Income Tax Return for the year 2022.

Berdasarkan undang-undang perpajakan yang berlaku di Indonesia, entitas-entitas di dalam Grup menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak.

Under the taxation laws of Indonesia, entities within the Group calculate and pay tax on the basis of self assessment. The Directorate General of Tax may assess or amend tax liabilities within 5 (five) years of the time the tax becomes due.

d. Aset pajak tangguhan / *d. Deferred tax assets*

Mutasi aset pajak tangguhan adalah sebagai berikut:

The movements in deferred tax assets are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember 2023/ *Year Ended December 31, 2023*				
		Dibebankan ke/*Charged to*			
	Saldo awal/ *Beginning balance*	Laba (rugi)/ *Profit (loss)*	Ekuitas/ *Equity*	Saldo akhir/ *Ending balance*	
Aset pajak tangguhan					***Deferred tax assets***
Penyisihan penurunan nilai aset keuangan	39.630	(4.668)	-	34.962	*Allowance for impairment of financial assets*
Beban akrual untuk bonus	17.426	16.587	-	34.013	*Accrued expense for bonuses*
Penyusutan aset tetap	51.312	(17.441)	-	33.871	*Fixed assets depreciation*
Liabilitas imbalan kerja	16.788	394	4.061	21.243	*Employee benefits liability*
Liabilitas sewa	124.684	(47.010)	-	77.674	*Lease liability*
Lain-lain (masing-masing di bawah Rp5.000)	3.455	(684)	-	2.771	*Others (each below Rp5,000)*
Total	**253.295**	**(52.822)**	**4.061**	**204.534**	***Total***
Liabilitasi pajak tangguhan					***Deferred tax liabilities***
Aset hak-guna	(123.471)	48.219	-	(75.252)	*Right-of-use assets*
Total	**(123.471)**	**48.219**	**-**	**(75.252)**	***Total***
Aset pajak tangguhan, neto	**129.824**	**(4.603)**	**4.061**	**129.282**	***Deferred tax assets, net***

19. PERPAJAKAN (lanjutan)

d. Aset pajak tangguhan (lanjutan)

Mutasi aset pajak tangguhan adalah sebagai berikut:

19. TAXATION (continued)

d. Deferred tax assets (continued)

The movements in deferred tax assets are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember 2022/ *Year Ended December 31, 2022*				
		Dibebankan ke/*Charged to*			
	Saldo awal/ *Beginning balance*	**Laba (rugi)/ *Profit (loss)***	**Ekuitas/ *Equity***	**Saldo akhir/ *Ending balance***	
Aset pajak tangguhan					***Deferred Tax Assets***
Penyisihan penurunan nilai aset keuangan	36.348	3.282	-	39.630	*Allowance for impairment of financial assets*
Beban akrual untuk bonus	122	17.304	-	17.426	*Accrued expense for bonuses*
Penyusutan aset tetap	58.854	(7.542)	-	51.312	*Fixed assets depreciation*
Liabilitas imbalan kerja	16.937	4.197	(4.346)	16.788	*Employee benefits liability*
Liabilitas sewa	15.317	109.367	-	124.684	
Lain-lain (masing-masing di bawah Rp5.000)	(193)	3.648	-	3.455	*Others (each below Rp5,000)*
Total	**127.385**	**130.256**	**(4.346)**	**253.295**	***Total***
Liabilitasi pajak tangguhan					***Deferred tax liabilities***
Aset hak-guna	(14.725)	(108.746)	-	(123.471)	*Right-of-use assets*
Total	**(14.725)**	**(108.746)**	**-**	**(123.471)**	***Total***
Aset pajak tangguhan, neto	**112.660**	**21.510**	**(4.346)**	**129.824**	***Deferred tax assets, net***

e. Hasil pemeriksaan pajak signifikan

Perusahaan

Pada berbagai tanggal ditahun 2023, Perusahaan menerima pengembalian lebih bayar pajak atas PPN periode pajak Januari-Desember 2021 dan Januari-Desember 2022. Setelah dikompensasikan dengan kurang bayar pajak untuk masa pajak yang sama, jumlah yang diterima sebesar Rp174.105. Perusahaan mengakui beban sebesar Rp224 sehubungan dengan restitusi tersebut dalam laba rugi 2023.

Pada bulan Juli 2023, Perusahaan menerima surat ketetapan lebih bayar pajak penghasilan badan untuk tahun pajak 2021. Berdasarkan surat ketetapan tersebut, jumlah rugi fiskal tahun 2021 adalah sebesar Rp131.012 dan jumlah lebih bayar yang disetujui berdasarkan hasil pemeriksaan dan yang diterima sebesar Rp54.078.

e. Significant tax assessment

The Company

On various date in 2023, the Company received refund on overpayment of VAT for tax period January-December 2021 and January-December 2022. After being compensated with underpayment for the same tax periods, the net refund received amounted to Rp174,105. The Group recognized income amounted Rp224 related to such refund in profit or loss for 2023.

In July 2023, the Company received a corporate income tax overpayment letter for the fiscal year 2021. Based on the decree, the total loss for fiscal 2021 was Rp131,012 and the amount of overpayment approved based on the results of the examination and received was Rp54,078.

19. PERPAJAKAN (lanjutan)

e. Hasil pemeriksaan pajak signifikan (lanjutan)

Perusahaan (lanjutan)

Pada bulan Juni 2023, Perusahaan melaporkan pembetulan ke-1 (satu) surat pemberitahuan pajak atas pajak penghasilan badan tahun fiskal 2022 dimana penghasilan neto fiskal dan kompensasi neto fiskal yang dilaporkan sebesar Rp86.539.

Pada tahun 2022, Perusahaan menerima pengembalian lebih bayar pajak atas PPN dan pajak penghasilan badan untuk tahun pajak 2021 dan 2020. Setelah dikompensasikan dengan kurang bayar pajak untuk masa pajak yang sama, jumlah yang diterima sebesar Rp222.837. Grup mengakui pendapatan sebesar Rp4.739 sehubungan dengan restitusi tersebut dalam laba rugi 2022.

EPN, PND, ETSA, EFK, ERA

Pada berbagai tanggal ditahun 2023, ETSA, PND, EFK, dan ERA menerima pengembalian lebih bayar pajak atas PPN dan pajak penghasilan badan untuk tahun pajak 2021. Setelah dikompensasikan dengan kurang bayar serta surat tagihan pajak beberapa jenis pajak untuk tahun pajak yang sama, jumlah yang diterima sebesar Rp65.583. Grup mengakui beban sebesar Rp735 sehubungan dengan restitusi tersebut dalam laba rugi tahun 2023.

Pada berbagai tanggal di tahun 2023, EPN, SCU, PND dan EFK menerima surat ketetapan kurang bayar serta surat tagihan pajak atas beberapa jenis pajak penghasilan dan PPN untuk tahun 2018-2020 dengan jumlah kurang bayar sebesar Rp931. Grup telah mengakui beban tersebut dalam laba rugi tahun 2023.

Pada berbagai tanggal di tahun 2022, EPN, ETSA dan PND menerima pengembalian lebih bayar pajak atas PPN dan pajak penghasilan badan untuk tahun pajak 2020. Setelah dikompensasikan dengan kurang bayar serta surat tagihan pajak beberapa jenis pajak untuk tahun pajak yang sama, jumlah yang diterima sebesar Rp201.432. Grup mengakui beban sebesar Rp4.443 sehubungan dengan restitusi tersebut dalam laba rugi tahun 2022.

19. TAXATION (continued)

e. Significant tax assessment (continued)

The Company (continued)

In June 2023, the Company reported the 1st (one) correction of the tax return of corporate income tax for fiscal year 2022 where the reported fiscal net income and fiscal net compensation amounted to Rp86,539.

In 2022, the Company received refund on overpayment of VAT and corporate income tax for fiscal year 2021 and 2020. After being compensated with underpayment for the same tax periods, the net refund received amounted to Rp222,837. The Group recognized income amounted Rp4,739 related to such refund in profit or loss for 2022.

EPN, PND, ETSA, EFK, ERA

On various date in 2023, ETSA, PND, EFK, and ERA received refund on overpayment of VAT and corporate income tax for fiscal year 2021. After being compensated with underpayment of various taxes and notice of tax collection for the same fiscal year, the net refund received amounted to Rp65,583. The Group recognized expenses amounting to Rp735 related to such refund in profit or loss for 2023.

On various dates in 2023, EPN, SCU, PND and EFK received underpayment letters and notice of tax collection on several types of income tax and VAT for 2018-2020 with an underpayment amount of Rp931. The Group has recognized these expenses in profit and loss for 2023.

On various date in 2022, EPN, ETSA and PND received refund on overpayment of VAT and corporate income tax for fiscal year 2020. After being compensated with underpayment of various taxes and notice of tax collection for the same fiscal year, the net refund received amounted to Rp201,432. The Group recognized expenses amounting to Rp4,443 related to such refund in profit or loss for 2022.

19. PERPAJAKAN (lanjutan)

e. Hasil pemeriksaan pajak signifikan (lanjutan)

EPN, PND, ETSA, EFK, ERA (lanjutan)

Pada tahun 2022, EPN menerima pengembalian lebih bayar pajak atas PPN untuk masa pajak Januari-Juni di tahun fiskal 2021 dan surat ketetapan kurang bayar pajak penghasilan badan 2017. Setelah dikompensasikan dengan kurang bayar serta surat tagihan pajak beberapa jenis pajak untuk tahun pajak yang sama, jumlah yang diterima sebesar Rp70.572. Grup mengakui beban sebesar Rp2.018 sehubungan dengan restitusi dan penerimaan surat keputusan tersebut dalam laba rugi tahun 2022.

f. Beban pajak final

Beban pajak final timbul dari pajak final atas pendapatan jasa penyewaan ruangan kantor dan tongkang, serta penjualan bahan bakar.

g. Tarif pajak

Pada tanggal 29 Oktober 2021, Presiden Republik Indonesia menandatangani UU No.7/2021 tentang "Harmonisasi Peraturan Perpajakan", yang menerapkan, antara lain, tarif pajak penghasilan badan sebagai berikut:

a. sebesar 22% yang mulai berlaku pada tahun pajak 2022 (sebelumnya 20% yang diatur dalam Perppu No.1 Tahun 2020 tertanggal 31 Maret 2020).

b. Perusahaan Terbuka dalam negeri dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek di Indonesia paling sedikit 40% dan memenuhi persyaratan tertentu sesuai dengan peraturan pemerintah, dapat memperoleh tarif sebesar 3% lebih rendah dari tarif pada butir a di atas.

Perusahaan terbuka yang memenuhi syarat-syarat tertentu berhak memperoleh penurunan tarif pajak penghasilan yang berlaku. Untuk tahun pajak 2023 dan 2022, Perusahaan memenuhi persyaratan tersebut dan telah menetapkan tarif pajak yang lebih rendah.

19. TAXATION (continued)

e. Significant tax assessment (continued)

EPN, PND, ETSA, EFK, ERA (continued)

In 2022, EPN received refund on overpayment of of VAT for tax periods January-June in fiscal year 2021 and corporate income tax underpayment assessment letter for fiscal year 2017. After being compensated with underpayment of various taxes and notice of tax collection for the same fiscal year, the net refund received amounted to Rp70,572. The Group recognized expenses amounting to Rp2,018 related to such refund and the underpayment assessment letter in profit or loss for 2022.

f. Final tax expense

Final tax expense arises from final taxes on revenue from rental of office space and barges, and sales of fuel.

g. Tax rates

On October 29, 2021, the President of the Republic of Indonesia signed UU No.7/2021 regarding "Harmonization of Tax Regulation", which applies, among others, the corporate income tax rate as follows:

a. 22% effective starting fiscal year 2022 (previously 20% as stipulated in Perppu No.1 Year 2020 dated March 31, 2020).

b. Resident publicly-listed companies in Indonesia whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchanges and meet certain requirements in accordance with the government regulations, can apply tariff of 3% lower than tariff as stated in point a above.

Publicly listed entities which comply with certain requirements are entitled to a tax rate reduction from the applicable tax rates. For the fiscal year 2023 and 2022, the Company complied with these requirements and has therefore applied the lower tax rate.

20. BEBAN AKRUAL / *20. ACCRUED EXPENSES*

Beban akrual terdiri dari: / *Accrued expenses consist of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Jasa subkontrak	1.334.461	1.119.047	*Sub-contract services*
Beban proyek	498.493	595.373	*Project expenses*
Pembelian persediaan	349.740	252.198	*Purchase of inventories*
Sewa dan fasilitas kantor	188.204	161.710	*Rental and office facilities*
Jasa professional	4.080	6.138	*Professional services*
Lain-lain (masing-masing di bawah Rp5.000)	30.510	40.801	*Others (each below Rp5,000)*
Total	**2.405.488**	**2.175.267**	***Total***

21. UTANG SUKUK / *21. SUKUK PAYABLE*

Utang sukuk terdiri dari: / *Sukuk payable consist of:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Sukuk Ijarah Berkelanjutan 1 Tahap 1 Tahun 2020	700.000	700.000	*Sukuk Ijarah Sustainable 1 Phase 1 Year 2020*
Biaya penerbitan sukuk yang belum diamortisasi	(1.393)	(2.134)	*Unamortized issuance costs of sukuk*
Total	**698.607**	**697.866**	***Total***

Pada tanggal 3 Agustus 2020, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Sukuk Ijarah Berkelanjutan 1 Tahap 1 Tahun 2020 dengan sisa imbalan Ijarah sebesar Rp700.000. Sukuk Ijarah ini diterbitkan tanpa warkat dan dijamin dengan kesanggupan penuh (*full commitment*) dan ditawarkan dengan nilai 100% dari jumlah sisa imbalan Ijarah, dengan jangka waktu 5 (lima) tahun sejak tanggal emisi. Cicilan Imbalan Ijarah adalah sebesar Rp63.000, atau ekuivalen sebesar 9% per tahun yang akan dibayarkan setiap 3 (tiga) bulan, dan jatuh tempo 11 Agustus 2025.

On August 3, 2020, the Company has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Sukuk Ijarah Berkelanjutan (sustainable Sukuk Ijarah) 1 Phase 1 Year 2020, with residual Ijarah Benefits amounted to Rp700,000. The Sukuk Ijarah is issued without notes and guaranteed with full commitments and offered with 100% value of residual Ijarah benefits, with period of 5 (five) years from the issue date. The Ijarah Installments amounted Rp63,000, or equivalent of 9% annually, which will be paid every 3 (three) months and due on August 11, 2025.

Total dana yang diterima Perusahaan pada tanggal 11 Agustus 2020 dari hasil penerbitan Perdana Sukuk Ijarah Berkelanjutan 1 Tahap 1 Tahun 2020 adalah sebesar Rp700.000. Sesuai dengan perjanjian Perusahaan dengan PT Bank Rakyat Indonesia (Persero) Tbk selaku wali amanat dan prospektus penawaran sukuk ijarah Perusahaan, dana tersebut akan digunakan untuk investasi dan modal kerja.

Total funds received by the Company on August 11, 2020 from the first issuance of Sukuk Ijarah Berkelanjutan (sustainable Sukuk Ijarah) 1 Phase 1 Year 2020 was Rp700,000. Based on the agreement between the Company and PT Bank Rakyat Indonesia (Persero) Tbk as Trustee and the Company's prospectus, the fund will be used for investment and working capital.

21. UTANG SUKUK (lanjutan) / *21. SUKUK PAYABLE (continued)*

Objek ijarah yang mendasari penerbitan sukuk adalah hak manfaat atas aset tetap tertentu berupa tanah dan bangunan yang dimiliki oleh Perusahaan.

Ijarah objects underlying the issuance of sukuk are the relevant beneficial interest of certain fixed assets of land and building which are owned by the Company.

Sukuk ini mengharuskan Perusahaan untuk memenuhi beberapa persyaratan, diantaranya persyaratan rasio keuangan sebagaimana ditetapkan dalam perjanjian kredit:

- Rasio total pinjaman berbunga dengan total ekuitas *(interest bearing debt to equity)* tidak lebih dari 3:1,5
- Rasio EBITDA dengan beban bunga pinjaman tidak kurang dari 1,5:1

The sukuk requires the Company to comply to certain requirement, among others, financial ratios as stipulated in the credit agreement:

- *Maximum interest bearing debt to equity ratio of 3:1.5*
- *Minimum EBITDA to interest expense ratio of 1.5:1*

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan telah memenuhi seluruh pembatasan yang diatur dalam perjanjian sukuk.

As of December 31, 2023 and 2022, the Company has complied with all the covenants as required by the sukuk agreement.

Perusahaan dapat membeli kembali sebagian atau seluruh sukuk pada harga pasar setelah satu tahun dari tanggal penerbitan. Berdasarkan laporan pemeringkatan terakhir yang dipublikasikan oleh PT Pefindo, peringkat sukuk Perusahaan adalah idAA(sy) (*double A* syariah) dan peringkat Perusahaan adalah idAA/*stable (double A; stable outlook)*.

The Company can buy back part or all of the sukuk at market price after the first anniversary of the sukuk. Based on the latest rating report issued by PT Pefindo, rating of the Company's sukuk payable is idAA(sy) (double A minus sharia) and the rating of the Company is idAA/stable (double A; stable outlook).

Sukuk ini tidak dijamin dengan aset tertentu yang dimiliki oleh Perusahaan maupun oleh pihak lain.

The sukuk is neither collateralized by any specific Company's assets nor guaranteed by other parties.

22. PENDAPATAN DITANGGUHKAN / *22. DEFERRED INCOME*

Pendapatan ditangguhkan merupakan selisih antara nilai buku aset tetap sewa pembiayaan dengan jumlah penerimaan minimum sewa pembiayaan.

Deferred income is the difference between the book value of fixed assets under finance lease with the minimum amount received from finance lease.

	31 Desember/ *December 31,* 2023	**31 Desember/ *December 31,* 2022**	
Pendapatan ditangguhkan (Catatan 31g dan 32b)	58.850	69.550	*Deferred income (Notes 31g and 32b)*
Bagian lancar	10.700	10.700	*Current portion*
Total setelah dikurangi bagian lancar	**48.150**	**58.850**	***Total net of current portion***

23. IMBALAN KERJA / *23. EMPLOYEE BENEFITS*

Aset program imbalan pensiun (liabilitas imbalan kerja) yang diakui dalam laporan posisi keuangan konsolidasian adalah sebagai berikut:

Pension benefit plan assets (employee benefits liability) recognized in the consolidated statement of financial position are as follows:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Liabilitas imbalan kerja			***Employee benefits liability***
Program imbalan pensiun - asuransi	54.138	32.893	*Pension benefits - insurance*
Imbalan kerja jangka panjang lainnya	50.282	43.416	*Other long-term employee benefits*
Total	**104.420**	**76.309**	***Total***
Bagian lancar	**32.869**	**29.417**	***Current portion***
Bagian tidak lancar	**71.551**	**46.892**	***Non-current portion***

Perhitungan aktuarial tahun yang berakhir pada 31 Desember 2023 dan 2022 masing-masing dilakukan oleh Kantor Konsultan Aktuaria Steven & Mourits berdasarkan laporannya masing-masing tertanggal 15 Februari 2024 dan 27 Januari 2023 dengan menggunakan metode *Projected Unit Credit.*

The actuarial calculations for the year ended December 31, 2023 and 2022 was performed by Kantor Konsultan Aktuaria Steven & Mourits , respectively, with reports dated February 15, 2024 and January 27, 2023, respectively, using the Projected Unit Credit method.

a. Program imbalan pensiun / *a. Pension benefits plan*

Imbalan pensiun - Asuransi / *Pension benefits - Insurance*

Grup menyelenggarakan program pensiun imbalan pasti untuk semua karyawan tetap yang dikelola oleh beberapa perusahaan asuransi.

The Group has a defined benefit pension plan covering all permanent employees which is managed by several insurance companies.

Asumsi-asumsi penting yang digunakan oleh aktuaris dalam laporannya adalah sebagai berikut:

The significant assumptions used by the actuary in its reports are as follows:

Tingkat diskonto	:	6,60% - 6,80% pada tahun 2023 dan 6,90% - 7,35% pada tahun 2022 *6.60% - 6.80% per annum in 2023 and 6.90% - 7.35% per annum in 2022*	:	*Discount rate*
Tingkat kenaikan gaji	:	5% per tahun / *5% per annum*	:	*Salary increase rate*
Tingkat kematian	:	Tabel Mortalita Indonesia 4 tahun 2019 *Indonesian Mortality Table 4 Year 2019*	:	*Mortality rate*
Usia pensiun				*Retirement age*
Perusahaan, EFK, SCU, PND, ETSA	:	56 tahun / *56 years old*	:	*The Company, EFK, SCU, PND, ETSA*
EPN	:	57 tahun / *57 years old*	:	*EPN*
Tingkat pengunduran diri				*Resignation rate*
Perusahaan	:	5% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 46 tahun/ *5% for employees younger than 30 years old which will decrease to 0% at the age of 46 years old*	:	*The Company*
EPN	:	1% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 46 tahun/ *1% for employees younger than 30 years old which will decrease to 0% at the age of 46 years old*	:	*EPN*
SCU	:	1% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 46 tahun/ *1% for employees younger than 30 years old which will decrease to 0% at the age of 46 years old*	:	*SCU*

23. IMBALAN KERJA (lanjutan) / *23. EMPLOYEE BENEFITS (continued)*

a. Program imbalan pensiun (lanjutan) / *a. Pension benefits plan (continued)*

Imbalan pensiun - Asuransi (lanjutan) / *Pension benefits - Insurance (continued)*

Asumsi-asumsi penting yang digunakan oleh aktuaris dalam laporannya adalah sebagai berikut (lanjutan): / *The significant assumptions used by the actuary in its reports are as follows (continued):*

Tingkat pengunduran diri (lanjutan)				*Resignation rate (continued)*
PND	:	1% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 46 tahun/ *1% for employees younger than 30 years old which will decrease to 0% at the age of 46 years old*	:	*PND*
EFK	:	1% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 54 tahun/ *1% for employees younger than 30 years old which will decrease to 0% at the age of 54 years old*	:	*EFK*
ETSA	:	5% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 46 tahun/ *5% for employees younger than 30 years old which will decrease to 0% at the age of 46 years old*	:	*ETSA*

Jumlah yang diakui dalam laporan posisi keuangan konsolidasian adalah sebagai berikut: / *Amounts recognized in the consolidated statement of financial position are as follows:*

	31 Desember/*December 31*, 2023			31 Desember/*December 31*, 2022			
	Perusahaan/ *Company*	Entitas Anak/ *Subsidiaries*	Jumlah/ *Total*	Perusahaan/ *Company*	Entitas Anak/ *Subsidiaries*	Jumlah/ *Total*	
Nilai kini kewajiban	(191.085)	(53.454)	(244.539)	(165.461)	(45.415)	(210.876)	*Present value of obligation*
Nilai wajar aset program	141.431	50.536	191.967	136.402	45.487	181.889	*Fair value of plan assets*
Surplus (defisit)	(49.654)	(2.918)	(52.572)	(29.059)	72	(28.987)	*Surplus (deficit)*
Dampak batas atas aset	-	(1.566)	(1.566)	-	(3.906)	(3.906)	*Effect of asset ceiling*
Surplus (liabilitas imbalan kerja)	(49.654)	(4.484)	(54.138)	(29.059)	(3.834)	(32.893)	*Surplus (employee benefits liability)*

Mutasi nilai kini kewajiban adalah sebagai berikut: / *The movements in present value of obligation are as follows:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Saldo awal	(210.876)	(228.326)	*Beginning balance*
Biaya jasa kini	(17.679)	(21.938)	*Current service cost*
Biaya jasa lalu	1.524	3.017	*Past service cost*
Pengukuran kembali nilai kini liabilitas atas penyesuaian pengalaman	(1.600)	(2.068)	*Remeasurement of present value of liabilities from experience adjusment*
Provisi untuk pembayaran imbalan di luar provisi yang dihitung	(2.278)	(168)	*Provision for excess benefit payment*
Biaya bunga	(14.281)	(14.688)	*Interest cost*
Keuntungan (kerugian) aktuarial	(19.254)	30.208	*Actuarial gains (losses)*
Pembayaran imbalan dari aset program	16.673	18.958	*Benefit payment from plan assets*
Pembayaran imbalan oleh Perusahaan	3.232	3.313	*Benefit payment from Company*
Aplikasi IFRIC	-	816	*Application of IFRIC*
Saldo akhir	**(244.539)**	**(210.876)**	***Ending balance***

23. IMBALAN KERJA (lanjutan) / *23. EMPLOYEE BENEFITS (continued)*

a. Program imbalan pensiun (lanjutan) / *a. Pension benefits plan (continued)*

Imbalan pensiun - Asuransi (lanjutan) / *Pension benefits - Insurance (continued)*

Mutasi nilai wajar aset program adalah sebagai berikut: / *The movements in fair value of plan assets are as follows:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Saldo awal	181.889	183.344	*Beginning balance*
Imbal hasil atas aset program	13.060	12.235	*Return on plan assets*
Kerugian aktuarial	(2.389)	(6.547)	*Actuarial losses*
Iuran pemberi kerja	16.080	11.815	*Employer's contributions*
Imbalan yang dibayarkan	(16.673)	(18.958)	*Benefits paid*
Saldo akhir	**191.967**	**181.889**	***Ending balance***

Rincian aset program adalah sebagai berikut: / *The details of plan assets are as follows:*

	31 Desember/ *December 31,* 2023		31 Desember/ *December 31,* 2022		
	Nilai wajar/ *Fair value*	%	Nilai wajar/ *Fair value*	%	
Instrumen pendapatan tetap	84.306	44	80.380	43	*Fixed income instruments*
Instrumen pasar uang	70.426	37	63.023	35	*Money market instruments*
Instrumen utang	21.037	11	21.036	12	*Liability instruments*
Instrumen ekuitas	16.198	8	17.450	10	*Equity instruments*
Total	**191.967**	**100**	**181.889**	**100**	***Total***

Jumlah yang diakui dalam beban pokok pendapatan dan beban umum dan administrasi adalah sebagai berikut: / *Amounts recognized in cost of revenues and general and administrative expenses are as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	2022	
Biaya jasa kini	17.679	21.938	*Current service cost*
Biaya jasa lalu	(1.524)	(3.017)	*Past service cost*
Pengukuran kembali nilai kini liabilitas atas penyesuaian pengalaman	1.600	2.068	*Remeasurement of present value of liabilities from experience adjusment*
Biaya bunga	14.281	14.688	*Interest cost*
Imbal hasil atas aset program	(13.060)	(12.235)	*Return on plan assets*
Kelebihan pembayaran imbalan	2.278	168	*Excess benefit paid directly by Company*
Aplikasi IFRIC	-	(816)	*Application of IFRIC*
Total	**21.254**	**22.794**	***Total***

23. IMBALAN KERJA (lanjutan) / *23. EMPLOYEE BENEFITS (continued)*

a. Program imbalan pensiun (lanjutan) / *a. Pension benefits plan (continued)*

Imbalan pensiun - Asuransi (lanjutan) / *Pension benefits - Insurance (continued)*

Mutasi liabilitas imbalan kerja adalah sebagai berikut: / *The movements in employee benefits liability are as follows:*

Perusahaan / *The Company*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Saldo awal	29.059	26.818	*Beginning balance*
Biaya diakui dalam laba rugi	14.754	18.596	*Expense recognized in profit or loss*
Biaya (penghasilan) diakui dalam penghasilan komprehensif lain	17.762	(11.105)	*Expense (income) recognized in other comprehensive income*
Iuran pemberi kerja	(11.472)	(4.333)	*Employer's contributions*
Imbalan yang dibayarkan	(449)	(917)	*Benefits paid*
Saldo akhir	**49.654**	**29.059**	***Ending balance***

Entitas anak / *Subsidiaries*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Saldo awal	3.834	18.164	*Beginning balance*
Biaya diakui dalam laba rugi	6.500	4.198	*Expense recognized in profit or loss*
Biaya (penghasilan) diakui dalam penghasilan komprehensif lain	1.541	(8.650)	*Expense (income) recognized in other comprehensive income*
Iuran pemberi kerja	(4.608)	(7.482)	*Employer's contributions*
Imbalan yang dibayarkan	(2.783)	(2.396)	*Benefits paid*
Saldo akhir	**4.484**	**3.834**	***Ending balance***

Jumlah yang diakui dalam penghasilan komprehensif lain adalah sebagai berikut: / *Amounts recognized in other comprehensive income are as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Kerugian (keuntungan) aktuarial	19.303	(19.755)	*Actuarial losses (gains)*

23. IMBALAN KERJA (lanjutan) / *23. EMPLOYEE BENEFITS (continued)*

a. Program imbalan pensiun (lanjutan) / *a. Pension benefits plan (continued)*

Imbalan pensiun - Asuransi (lanjutan) / *Pension benefits - Insurance (continued)*

Analisa sensitivitas atas perubahan asumsi keuangan adalah sebagai berikut: / *Sensitivity analysis on the change of financial assumptions is as follows:*

	31 Desember / *December 31,* 2023		31 Desember/ *December 31,* 2022		
	Kenaikan/ *Increase of* 1%	**Penurunan/ *Decrease of* 1%**	**Kenaikan/ *Increase of* 1%**	**Penurunan/ *Decrease of* 1%**	
Perubahan tingkat diskonto					*Change in discount rate*
Dampak pada nilai kini kewajiban	(19.901)	21.538	(16.265)	18.617	*Effect on present value of obligation*
Dampak pada biaya jasa kini	(1.604)	1.863	(2.058)	2.408	*Effect on current service cost*
Perubahan tingkat kenaikan gaji					*Change in salary increase rate*
Dampak pada nilai kini kewajiban	23.992	(22.097)	20.774	(18.175)	*Effect on present value of obligation*
Dampak pada biaya jasa kini	2.069	(1.783)	2.606	(2.249)	*Effect on current service cost*

Profil jatuh tempo pembayaran imbalan adalah sebagai berikut: / *Maturity profile of benefit payments is as follows:*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Kurang dari 1 tahun	26.852	23.811	*Less than 1 year*
Antara 1-5 tahun	84.510	74.906	*Between 1-5 years*
Lebih dari 5 tahun	981.405	917.016	*More than 5 years*

b. Imbalan kerja jangka panjang lainnya / *b. Other long-term employee benefits*

Imbalan kerja jangka panjang lainnya merupakan penghargaan tertentu yang diberikan Perusahaan, EPN, SCU dan PND kepada para karyawannya berdasarkan lamanya masa kerja karyawan, yang dinamakan Ulang Tahun Dinas ("UTD"). Imbalan ini diberikan dalam bentuk barang atau kas dalam jumlah tertentu yang dibayarkan pada saat karyawan mencapai UTD tertentu selama masa kerjanya.

Other long-term employee benefits represent certain awards provided by the Company, EPN, SCU and PND to their employees based on the employees' length of service, namely Ulang Tahun Dinas ("UTD"). The benefit is awarded in the form of goods or certain amount of cash which is paid at the time the employees reach certain anniversary dates during employment.

Pada tanggal 31 Desember 2023 dan 2022, liabilitas yang diakui dalam laporan posisi keuangan konsolidasian terkait dengan program ini masing-masing sebesar Rp50.282 dan Rp43.416.

As of December 31, 2023 and 2022, liability recognized in the consolidated statement of financial position with respect to the program amounted to Rp50,282 and Rp43,416, respectively.

23. IMBALAN KERJA (lanjutan) / *23. EMPLOYEE BENEFITS (continued)*

c. Program pensiun iuran pasti / *c. Defined contribution pension plan*

Perusahaan, EPN, SCU dan PND menyediakan program pensiun iuran pasti untuk karyawan tetap yang dipekerjakan sejak 1 Oktober 2002. Iuran program tersebut dikelola oleh Dana Pensiun Lembaga Keuangan ("DPLK") PT Bank Negara Indonesia (Persero) Tbk dan DPLK PT Bank Rakyat Indonesia (Persero) Tbk.

The Company, EPN, SCU and PND provide a defined contribution pension plan for employees hired with permanent status since October 1, 2002. The contribution to the plan is managed by Dana Pensiun Lembaga Keuangan ("DPLK") PT Bank Negara Indonesia (Persero) Tbk and DPLK PT Bank Rakyat Indonesia (Persero) Tbk.

Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, beban yang diakui terkait dengan program tersebut masing-masing sebesar Rp4.077 dan Rp2.140.

For the year ended December 31, 2023 and 2022, expenses recognized with respect to the plan amounted Rp4,077 and Rp2,140, respectively.

d. Liabilitas imbalan kerja jangka pendek / *d. Short-term employee benefits liability*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Bagian jangka pendek dari liabilitas imbalan kerja	32.869	29.417	*Current portion of employee benefit liability*
Liabilitas imbalan kerja jangka pendek lainnya	241.669	208.143	*Others short-term employee benefit liability*
Total	**274.538**	**237.560**	***Total***

Liabilitas imbalan kerja jangka pendek lainnya terdiri dari akrual untuk gaji, iuran dana pensiun, jaminan sosial tenaga kerja dan imbalan kerja karyawan lainnya.

This account represents short-term employee benefits liability consisting of accounts for salaries, contributions for pension funds, employee social security and other employee benefits.

24. EKUITAS YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK / *24. EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT ENTITY*

a. Modal saham / *a. Share capital*

Susunan pemegang saham Perusahaan adalah sebagai berikut:

The composition of shareholders of the Company is as follows:

	31 Desember/*December 31,* 2023			
	Jumlah saham/ *Number of shares*	Persentase kepemilikan/ *Percentage of ownership*	Total	
PT Pertamina Hulu Energi	3.729.781.000	51,10%	372.978	*PT Pertamina Hulu Energi*
Lain-lain (masing-masing dengan kepemilikan kurang dari 5%)	3.568.719.000	48,90%	356.872	*Others (ownership below 5% each)*
Total	**7.298.500.000**	**100,00%**	**729.850**	***Total***

24. EKUITAS YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (lanjutan) / *EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT ENTITY (continued)*

a. Modal saham (lanjutan) / *Share capital (continued)*

Susunan pemegang saham Perusahaan adalah sebagai berikut: (lanjutan)

The composition of shareholders of the Company is as follows: (continued)

	31 Desember/*December 31,* 2022			
	Jumlah saham/ *Number of shares*	**Persentase kepemilikan/ *Percentage of ownership***	**Total**	
PT Pertamina Hulu Energi	3.729.781.000	51,10%	372.978	*PT Pertamina Hulu Energi*
Lain-lain (masing-masing dengan kepemilikan kurang dari 5%)	3.568.719.000	48,90%	356.872	*Others (ownership below 5% each)*
Total	**7.298.500.000**	**100,00%**	**729.850**	***Total***

Pada tanggal 1 September 2021, PT Pertamina Hulu Energi mengambil alih saham Perusahaan yang sebelumnya dimiliki oleh PT Pertamina (Persero) sebanyak 41,10%.

On September 1, 2021, PT Pertamina Hulu Energi took over the Company's shares previously owned by PT Pertamina (Persero) amounting 41.10%.

Pada tanggal 1 Desember 2021, PT Pertamina Hulu Energi mengambil alih seluruh saham Perusahaan yang dimiliki oleh Dana Pensiun Pertamina sebanyak 9,99%, sehingga kepemilikan saham Perusahaan oleh PT Pertamina Hulu Energi menjadi sebanyak 51,10%.

On December 1, 2021, PT Pertamina Hulu Energi took over all of the Company's shares owned by Dana Pensiun Pertamina amounting 9.99%, bringing the share ownership of PT Pertamina Hulu Energi to 51.10%.

Pada tanggal 31 Desember 2023 dan 2022, seluruh saham Perusahaan telah dicatat di Bursa Efek Indonesia.

As of December 31, 2023 and 2022, the entire shares of the Company are listed on the Indonesia Stock Exchange.

b. Tambahan modal disetor / *Additional paid-in capital*

	31 Desember/ *December 31,* 2023	**31 Desember/ *December 31,* 2022**	
Agio saham	438.000	438.000	*Share premium*
Biaya emisi saham	(18.042)	(18.042)	*Shares issuance costs*
Selisih nilai transaksi penjualan saham treasuri	9.654	9.654	*Difference in value from sale of treasury stock*
Selisih nilai transaksi restrukturisasi entitas sepengendali	1.810	1.810	*Difference in value from restructuring transaction of entities under common control*
Selisih transaksi dengan pihak nonpengendali	4.269	4.269	*Difference in transaction with non-controlling interest*
Total	**435.691**	**435.691**	***Total***

24. EKUITAS YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (lanjutan) / *EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT ENTITY (continued)*

c. Dividen dan cadangan umum / *Dividend and general reserve*

Dalam Rapat Umum Pemegang Saham Tahunan Perusahaan yang berita acaranya diaktakan dengan Akta Notaris No. 7 tanggal 6 Juni 2023 dari Aulia Taufani, S.H., para pemegang saham menyetujui untuk membagikan dividen kas dari laba neto tahun buku 2022 sebesar Rp189.032.

In the Shareholders' Annual General Meetings of the Company, the minutes of which was notarized under Notarial Deed No. 7 dated June 6, 2023 of Aulia Taufani, S.H., the shareholders agreed to distribute cash dividends from net income from year 2022 amounting to Rp189,032.

Dalam Rapat Umum Pemegang Saham Tahunan Perusahaan yang berita acaranya diaktakan dengan Akta Notaris No. 9 tanggal 9 September 2022 dari Aulia Taufani, S.H., para pemegang saham menyetujui untuk membagikan dividen kas dari laba neto tahun buku 2021 sebesar Rp54.374. Para pemegang saham juga menyetujui untuk membentuk cadangan umum sehingga menjadi Rp158.109 pada tanggal 31 Desember 2022. Cadangan umum tersebut ditetapkan untuk memenuhi ketentuan Undang-undang No. 40 Tahun 2007 tentang Perusahaan Terbatas yang penggunaannya sesuai dengan Anggaran Dasar Perusahaan.

In the Shareholders' Annual General Meetings of the Company, the minutes of which was notarized under Notarial Deed No. 9 dated September 9, 2022 of Aulia Taufani, S.H., the shareholders agreed to distribute cash dividends from net income from year 2021 amounting to Rp54,374. The shareholders also agreed to allocate appropriation for general reserve so that the balance becoming Rp158,109 as of December 31, 2022. Such general reserve is appropriated to meet the requirement of the Limited Liability Company Law No. 40 of 2007, the use of which is in accordance with the Company's Articles of Association.

d. Penghasilan komprehensif lain / *Other comprehensive income*

Mutasi penghasilan komprehensif lain (setelah pajak penghasilan) adalah sebagai berikut:

The movements in other comprehensive income (net of income tax) are as follows:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
Saldo awal	(32.844)	(48.253)	*Beginning balance*
Penghasilan komprehensif lain tahun berjalan	(15.242)	15.409	*Other comprehensive income for the year*
Saldo akhir	**(48.086)**	**(32.844)**	***Ending balance***

25. KEPENTINGAN NONPENGENDALI / *NON-CONTROLLING INTERESTS*

Kepentingan nonpengendali merupakan bagian pemegang saham nonpengendali atas ekuitas entitas anak sebagai berikut:

Non-controlling interests represent the non-controlling shareholders' portion on equity of the following subsidiaries:

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	
PND	4.218	4.218	*PND*
EFK	1.050	1.048	*EFK*
SCU	-	-	*SCU*
ETSA	1	1	*ETSA*
EPN	(3.681)	(3.681)	*EPN*
Total	**1.588**	**1.586**	***Total***

26. PENDAPATAN / *26. REVENUES*

Rincian pendapatan adalah sebagai berikut: / *The details of revenues are as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Pihak ketiga:			*Third parties:*
Jasa distribusi dan logistik energi	1.949.589	3.010.243	*Energy distribution and logistics services*
Jasa hulu migas terintegrasi	662.194	532.074	*Integrated upstream oil and gas services*
Jasa penunjang migas	281.453	117.029	*Oil and gas support services*
	2.893.236	3.659.346	
Pihak berelasi (Catatan 31i):			*Related parties (Note 31i):*
Jasa distribusi dan logistik energi	4.744.475	4.212.338	*Energy distribution and logistics services*
Jasa hulu migas terintegrasi	3.563.614	3.454.415	*Integrated upstream oil and gas services*
Jasa penunjang migas	1.363.066	979.591	*Oil and gas support services*
	9.671.155	8.646.344	
Total	**12.564.391**	**12.305.690**	***Total***

Rincian penjualan kepada pelanggan dengan jumlah lebih besar dari 10% pendapatan adalah sebagai berikut: / *Details of sales to customers that make up more than 10% of revenues are as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*				
	Pendapatan/*Revenue*		**Persentase dari total pendapatan/*Percentage of total revenue***		
	2023	**2022**	**2023**	**2022**	
PT Pertamina Patra Niaga	4.553.742	4.151.057	36,2%	33,7%	*PT Pertamina Patra Niaga*
PT Pertamina Hulu Indonesia	1.592.969	1.343.466	12,7%	10,9%	*PT Pertamina Hulu Indonesia*
PT Pertamina EP	1.359.492	1.543.046	10,8%	12,5%	*PT Pertamina EP*
Total	**7.506.203**	**7.037.569**	**59,7%**	**57,1%**	***Total***

27. BEBAN POKOK PENDAPATAN / *27. COST OF REVENUES*

Rincian beban pokok pendapatan adalah sebagai berikut: / *The details of cost of revenues are as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Jasa subkontrak	3.220.236	2.924.841	*Sub-contract services*
Gaji, upah dan kesejahteraan karyawan	1.803.640	1.425.436	*Salaries, wages and employee benefits*
Bahan bakar	913.925	602.084	*Fuel*
Sewa	741.699	776.137	*Rent*
Bahan pembantu yang digunakan	682.509	522.658	*Additional materials used*
Penyusutan dan amortisasi	609.012	645.948	*Depreciation and amortization*
Mobilisasi dan demobilisasi	163.913	134.992	*Mobilization and demobilization*
Utilitas	162.693	154.556	*Utilities*
Fasilitas kantor	161.564	168.825	*Office facilities*

27. BEBAN POKOK PENDAPATAN (lanjutan) / *27. COST OF REVENUES (continued)*

Rincian beban pokok pendapatan adalah sebagai berikut: (lanjutan)

The details of cost of revenues are as follows: (continued)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Transportasi dan perjalanan	111.850	109.987	*Transportation and travelling*
Perlengkapan *workshop*	74.504	66.545	*Workshop supplies*
Perizinan	65.230	49.526	*Permit*
Jasa profesional	55.121	36.323	*Professional service*
Representasi dan donasi	34.793	21.869	*Representation and donation*
Perbaikan dan pemeliharaan	33.297	38.853	*Repairs and maintenance*
Asuransi	29.955	43.632	*Insurance*
Pelatihan	13.593	9.140	*Training*
Penalti *project*	9.147	18.236	*Penalty project*
Perpajakan	5.501	6.873	*Taxation*
Lain-lain (masing-masing di bawah Rp5.000)	15.912	18.640	*Others (each below Rp5,000)*
Subtotal	8.908.094	7.775.101	*Sub-total*
Persediaan awal	254.166	201.972	*Beginning inventories*
Pembelian	2.537.831	3.670.450	*Purchases*
Persediaan akhir	(305.402)	(254.166)	*Ending inventories*
Biaya persediaan	2.486.595	3.618.256	*Inventory costs*
Total	**11.394.689**	**11.393.357**	***Total***

Pembelian dari pemasok dengan jumlah lebih besar dari 10% pendapatan adalah dari PT Pertamina Patra Niaga sebesar Rp2.468.544 dan Rp3.819.899 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022.

Purchases from vendor that make up more than 10% of revenues are arising from PT Pertamina Patra Niaga amounting to Rp2,468,544 and Rp3,819,899 for the year ended December 31, 2023 and 2022, respectively.

28. BEBAN UMUM DAN ADMINISTRASI / *28. GENERAL AND ADMINISTRATIVE EXPENSES*

Rincian beban umum dan administrasi adalah sebagai berikut:

The details of general and administrative expenses are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Gaji, upah dan kesejahteraan karyawan	380.399	292.504	*Salaries, wages and employee benefits*
Jasa teknik dan profesional	30.130	29.884	*Technical and professional services*
Transportasi dan perjalanan	19.006	16.333	*Transportation and travelling*
Fasilitas kantor	17.790	16.466	*Office facilities*
Sewa	9.626	7.627	*Rent*
Utilitas	9.210	8.159	*Utilities*
Office support	7.845	12.273	*Office support*
Penyisihan penurunan nilai aset keuangan (Catatan 5 dan 6)	5.403	13.779	*Allowance for impairment of financial assets (Note 5 and 6)*
Penyusutan dan amortisasi	3.107	2.471	*Depreciation and amortization*
Representasi dan donasi	2.613	2.398	*Representation and donation*
Perizinan	2.455	3.038	*Permit*
Lain-lain (masing-masing di bawah Rp2.000)	4.904	4.228	*Others (each below Rp2,000)*
Total	**492.488**	**409.160**	***Total***

29. BEBAN KEUANGAN / *29. FINANCE EXPENSES*

Rincian beban keuangan adalah sebagai berikut: / *The details of finance expenses are as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Bunga sukuk	63.000	63.000	*Interest on sukuk*
Bunga liabilitas sewa (Catatan 15)	26.501	32.814	*Interest lease liability (Note 15)*
Biaya administrasi bank	14.122	8.624	*Bank administration charges*
Bunga pinjaman	11.145	6.500	*Interest on loan*
Amortisasi biaya pinjaman	741	1.456	*Amortization of costs of loan*
(Laba) rugi selisih kurs atas pinjaman	(288)	30.926	*(Gain) loss on foreign currency exchange of loan*
Total	**115.221**	**143.320**	***Total***

30. LAIN-LAIN - NETO / *30. OTHERS - NET*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
(Rugi) laba selisih kurs mata uang asing – neto	(8.460)	94.122	*(Loss) gain on foreign currency exchange - net*
Bagian laba dari entitas asosiasi	7.596	12.576	*Equity income from associates*
Pemulihan cadangan piutang tahun berjalan (Catatan 5)	19.192	-	*Reversal of trade receivables for the year (Note 5)*
Lain-lain - neto (masing-masing di bawah Rp10.000)	(1.216)	(4.110)	*Miscellaneous - net (each below Rp10,000)*
Neto	**17.112**	**102.588**	***Net***

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI / *31. RELATED PARTIES INFORMATION*

Dalam kegiatan usaha normal, Grup melakukan transaksi dengan pihak-pihak berelasi. Entitas dianggap berelasi jika entitas tersebut, baik secara langsung maupun tidak langsung, dapat mengendalikan atau mengendalikan bersama, atau memiliki pengaruh signifikan atas Grup dalam pengambilan keputusan keuangan dan operasional. Entitas juga dianggap berelasi jika entitas tersebut sepengendalian dengan Grup. Karena entitas induk terakhir Perusahaan adalah Pemerintah Republik Indonesia, Grup mengakui hubungan berelasi dengan entitas berelasi dengan Pemerintah.

In the normal course of business, the Group enters into transactions with related parties. Entities are considered to be related if the entity has the ability, directly or indirectly, to control or jointly control or have significant influence over the Group in making financial and operating decisions. Entities are also considered to be related if they are under common control with the Group. Since the Company's ultimate parent is the Government of the Republic of Indonesia, the Group recognized related party relationship with Government-related entities.

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan) / *31. RELATED PARTIES INFORMATION (continued)*

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut: / *Transactions and balances with related parties are as follows:*

a) Kas dan setara kas (Catatan 4) / *a) Cash and cash equivalents (Note 4)*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	Persentase terhadap total aset/ *Percentage to total assets* (%) 31 Desember/ *December 31,* 2023	Persentase terhadap total aset/ *Percentage to total assets* (%) 31 Desember/ *December 31,* 2022	
Bank					***Cash in banks***
PT Bank Tabungan Negara (Persero) Tbk	829.425	265.432	8,6	3,0	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	277.088	385.807	2,9	4,4	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	100.184	450.142	1,0	5,1	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	92.055	209.592	0,9	2,4	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	7.093	4.798	0,1	0,0	*PT Bank Syariah Indonesia Tbk*
Subtotal	1.305.845	1.315.771	13,5	14,9	*Sub-total*
***Call deposit* dan deposito berjangka**					***Call deposits and time deposits***
PT Bank Rakyat Indonesia (Persero) Tbk	320.000	10.000	3,3	0,1	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	140.000	130.000	1,5	1,5	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	115.000	65.000	1,2	0,7	*PT Bank Syariah Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	100.000	10.000	1,0	0,1	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
Subtotal	675.000	215.000	7,0	2,4	*Sub-total*
Total	**1.980.845**	**1.530.771**	**20,5**	**17,3**	***Total***

b) Piutang usaha (Catatan 5) / *b) Trade receivables (Note 5)*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	Persentase terhadap total aset/*Percentage to total assets* (%) 31 Desember/ *December 31,* 2023	Persentase terhadap total aset/*Percentage to total assets* (%) 31 Desember/ *December 31,* 2022	
Difakturkan					*Billed*
PT Pertamina EP	180.730	74.932	1,9	0,8	*PT Pertamina EP*
PT Pertamina Patra Niaga	164.584	327.171	1,7	3,7	*PT Pertamina Patra Niaga*
PT Pertamina Hulu Indonesia	112.005	138.923	1,2	1,6	*PT Pertamina Hulu Indonesia*
PT Pertamina Hulu Rokan	85.788	14.701	0,9	0,2	*PT Pertamina Hulu Rokan*
PT Pertamina (Persero)	34.942	13.495	0,4	0,2	*PT Pertamina (Persero)*
PT Pertamina Gas Negara Tbk	32.130	6.373	0,3	0,1	*PT Pertamina Gas Negara Tbk*
PT Pertamina Hulu Energi	27.399	54.531	0,3	0,6	*PT Pertamina Hulu Energi*

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan)

31. RELATED PARTIES INFORMATION (continued)

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Transactions and balances with related parties are as follows: (continued)

b) Piutang usaha (Catatan 5) (lanjutan)

b) Trade receivables (Note 5) (continued)

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	Persentase terhadap total aset/*Percentage to total assets* (%) 31 Desember/ *December 31,* 2023	Persentase terhadap total aset/*Percentage to total assets* (%) 31 Desember/ *December 31,* 2022	
Difakturkan (lanjutan)					*Billed (continued)*
PT Pertamina Lubricants	8.575	5.830	0,1	0,1	*PT Pertamina Lubricants*
PT Pertamina Petrochemical Trading	3.771	-	0,0	-	*PT Pertamina Petrochemical Trading*
Lain-lain (masing-masing dibawah 0,5% dari modal disetor)	23.739	24.215	0,2	0,3	*Others (each below 0.5% of paid-in capital*
Subtotal	673.663	660.171	7,0	7,6	*Sub-total*
Belum difakturkan					*Unbilled*
PT Pertamina Patra Niaga	977.715	762.246	10,2	8,6	*PT Pertamina Patra Niaga*
PT Pertamina EP	446.160	591.905	4,6	6,7	*PT Pertamina EP*
PT Pertamina Hulu Indonesia	273.269	257.863	2,8	2,9	*PT Pertamina Hulu Indonesia*
PT Pertamina Hulu Rokan	185.824	149.770	1,9	1,7	*PT Pertamina Hulu Rokan*
PT Pertamina Hulu Energi	120.321	274.285	1,3	3,1	*PT Pertamina Hulu Energi*
PT Pertamina Lubricants	43.893	17.516	0,5	0,2	*PT Pertamina Lubricants*
PT Pertamina (Persero)	32.553	20.411	0,3	0,2	*PT Pertamina (Persero)*
PT Pertamina Gas Negara Tbk	16.609	22.633	0,2	0,3	*PT Pertamina Gas Negara Tbk*
PT Kilang Pertamina Internasional	14.540	-	0,2	-	*PT Kilang Pertamina Internasional*
PT Pertamina Petrochemical Trading	6.312	-	0,1	-	*PT Pertamina Petrochemical Trading*
PT Pertamina Geothermal Energy Tbk	4.213	91	0,0	0,0	*PT Pertamina Geothermal Energy Tbk*
PT Pertamina Drilling Services Indonesia	3.568	6.202	0,0	0,1	*PT Pertamina Drilling Services Indonesia*
Lain-lain (masing-masing dibawah 0,5% dari modal disetor)	14.382	12.443	0,1	0,1	*Others (each below 0.5% of paid-in capital)*
Subtotal	2.139.359	2.115.365	22,2	23,9	*Sub-total*
Total	2.813.022	2.775.536	29,2	31,5	*Total*
Penyisihan penurunan nilai	(19.049)	(19.063)	(0,2)	(0,2)	*Allowance for impairment*
Neto	**2.793.973**	**2.756.473**	**29,0**	**31,3**	***Net***

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan)

31. RELATED PARTIES INFORMATION (continued)

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Transactions and balances with related parties are as follows: (continued)

c) Aset keuangan lancar lainnya (Catatan 6)

c) Other current financial assets (Note 6)

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	Persentase terhadap total aset/*Percentage to total assets* (%) 31 Desember/ *December 31,* 2023	Persentase terhadap total aset/*Percentage to total assets* (%) 31 Desember/ *December 31,* 2022	
Piutang sewa pembiayaan - bagian lancar					***Finance lease receivables - current portion***
PT Pertamina Patra Niaga	27.496	34.846	0,3	0,4	*PT Pertamina Patra Niaga*
PT Pertamina Hulu Energi	8.111	5.227	0,1	0,1	*PT Pertamina Hulu Energi*
PT Pertamina (Persero)	840	543	0,0	0,0	*PT Pertamina (Persero)*
Piutang lain-lain					***Other receivables***
PT Pertamina EP	7	-	0,0	-	*PT Pertamina EP*
PT Pertamina Patra Niaga	-	55.110	-	0,6	*PT Pertamina Patra Niaga*
Total	**36.454**	**95.726**	**0,4**	**1,1**	***Total***

d) Aset keuangan tidak lancar lainnya (Catatan 10)

d) Other non-current financial assets (Note 10)

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	Persentase terhadap total aset/*Percentage to total assets* (%) 31 Desember/ *December 31,* 2023	Persentase terhadap total aset/*Percentage to total assets* (%) 31 Desember/ *December 31,* 2022	
Piutang sewa pembiayaan - bagian tidak lancar					***Finance lease receivables - non-current portion***
PT Pertamina Patra Niaga	261.243	285.864	2,7	3,2	*PT Pertamina Patra Niaga*
PT Pertamina Hulu Energi	6.786	12.742	0,1	0,1	*PT Pertamina Hulu Energi*
PT Pertamina (Persero)	473	1.313	0,0	0,0	*PT Pertamina (Persero)*
Total	**268.502**	**299.919**	**2,8**	**3,3**	***Total***

e) Pinjaman bank jangka pendek (Catatan 16)

e) Short-term bank loans (Note 16)

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	Persentase terhadap total liabilitas/*Percentage to total liabilities* (%) 31 Desember/ *December 31,* 2023	Persentase terhadap total liabilitas/*Percentage to total liabilities* (%) 31 Desember/ *December 31,* 2022	
PT Bank Mandiri (Persero) Tbk	**37.507**	**22.511**	**0,7**	**0,5**	*PT Bank Mandiri (Persero) Tbk*

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan) / *31. RELATED PARTIES INFORMATION (continued)*

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Transactions and balances with related parties are as follows: (continued)

f) Utang usaha (Catatan 17) / *f) Trade payables (Note 17)*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	Persentase terhadap total liabilitas/*Percentage to total liabilities* (%) 31 Desember/ *December 31,* 2023	Persentase terhadap total liabilitas/*Percentage to total liabilities* (%) 31 Desember/ *December 31,* 2022	
PT Pertamina Patra Niaga	160.719	178.694	3,1	3,8	*PT Pertamina Patra Niaga*
PT Bank Rakyat Indonesia (Persero) Tbk	107.145	116.435	2,1	2,5	*PT Bank Rakyat Indonesia (Persero) Tbk*
Pertamina International Marketing & Distribution Pte. ltd.	71.636	-	1,4	-	*Pertamina International Marketing & Distribution Pte.Ltd*
PT Bank Mandiri (Persero) Tbk	26.931	35.267	0,5	0,7	*PT Bank Mandiri (Persero) Tbk*
PT Dahana (Persero)	21.327	12.022	0,4	0,3	*PT Dahana (Persero)*
PT Pertamina Retail	12.118	3.671	0,2	0,1	*PT Pertamina Retail*
PT Asuransi Tugu Pratama Indonesia Tbk	7.454	4.039	0,1	0,1	*PT Asuransi Tugu Pratama Indonesia Tbk*
PT Pertamina Lubricants	6.278	10.951	0,1	0,2	*PT Pertamina Lubricants*
PT Pertamina Training & Consulting	6.221	26	0,1	0,0	*PT Pertamina Trainning & Consulting*
Lain-lain (masing-masing di bawah 0,5% dari modal disetor)	14.357	8.902	0,3	0,2	*Others (each below 0.5% of paid-in capital)*
Total	**434.186**	**370.007**	**8,3**	**7,9**	***Total***

g) Pendapatan ditangguhkan (Catatan 22) / *g) Deferred income (Note 22)*

	31 Desember/ *December 31,* 2023	31 Desember/ *December 31,* 2022	Persentase terhadap total liabilitas/*Percentage to total liabilities* (%) 31 Desember/ *December 31,* 2023	Persentase terhadap total liabilitas/*Percentage to total liabilities* (%) 31 Desember/ *December 31,* 2022	
PT Pertamina (Persero)	**58.850**	**69.550**	**1,1**	**1,5**	*PT Pertamina (Persero)*

h) Kompensasi personil manajemen kunci / *h) Key management personnel compensation*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* 2023	2022	
Imbalan kerja jangka pendek	64.426	42.296	*Short-term employee benefits*
Pesangon pemutusan kerja	1.846	-	*Termination benefits*
Total	**66.272**	**42.296**	***Total***

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan) / *31. RELATED PARTIES INFORMATION (continued)*

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Transactions and balances with related parties are as follows: (continued)

i) Pendapatan (Catatan 26) / *i) Revenues (Note 26)*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		Persentase terhadap total pendapatan/ *Percentage to total revenues* (%)		
	2023	**2022**	**2023**	**2022**	
PT Pertamina Patra Niaga	4.553.742	4.151.057	36,2	33,7	*PT Pertamina Patra Niaga*
PT Pertamina Hulu Indonesia	1.592.969	1.343.466	12,7	10,9	*PT Pertamina Hulu Indonesia*
PT Pertamina EP	1.359.492	1.543.046	10,8	12,5	*PT Pertamina EP*
PT Pertamina Hulu Rokan	998.662	359.624	7,9	2,9	*PT Pertamina Hulu Rokan*
PT Pertamina Hulu Energi	542.415	771.358	4,3	6,3	*PT Pertamina Hulu Energi*
PT Pertamina Gas Negara Tbk	216.717	186.135	1,7	1,5	*PT Pertamina Gas Negara Tbk*
PT Pertamina (Persero)	178.611	131.770	1,4	1,1	*PT Pertamina (Persero)*
PT Pertamina Lubricants	113.840	29.820	0,9	0,2	*PT Pertamina Lubricants*
PT Kilang Pertamina Internasional	29.848	33.653	0,2	0,3	*PT Kilang Pertamina Internasional*
PT Pertamina Petrochemical Trading	23.578	-	0,2	-	*PT Pertamina Petrochemical Trading*
PT Pertamina Trans Kontinental	10.223	3.577	0,1	0,0	*PT Pertamina Trans Kontinental*
PT Pertamina Power Indonesia	8.653	8.185	0,1	0,1	*PT Pertamina Power Indonesia*
SKK Migas	7.344	7.213	0,1	0,1	*SKK Migas*
PT Pertamina EP Cepu	6.764	2.715	0,1	0,0	*PT Pertamina EP Cepu*
PT Pertamina Drilling Services Indonesia	5.677	8.754	0,0	0,1	*PT Pertamina Drilling Services Indonesia*
PT Pertamina Geothermal Energy Tbk	5.110	1.088	0,0	0,0	*PT Pertamina Geothermal Energy Tbk*
PT Pertamina Internasional EP	4.127	3.099	0,0	0,0	*PT Pertamina Internasional EP*
Lain-lain (masing-masing di bawah 0,5% dari modal disetor)	13.383	61.784	0,2	0,5	*Others (each below 0.5% of paid-in capital)*
Total	**9.671.155**	**8.646.344**	**76,9**	**70,2**	***Total***

j) Pembelian (Catatan 27) / *j) Purchases (Note 27)*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		Persentase terhadap total beban pokok pendapatan/ *Percentage to total cost of revenues* (%)		
	2023	**2022**	**2023**	**2022**	
PT Pertamina Patra Niaga	2.468.544	3.819.899	21,7	33,5	*PT Pertamina Patra Niaga*
Koperasi Karyawan Elnusa	638.525	512.971	5,6	4,5	*Koperasi Karyawan Elnusa*
PT Kilang Pertamina Internasional	200.190	158	1,8	0,0	*PT Kilang Pertamina Internasional*
Pertamina International Marketing & Distribution Pte.Ltd	70.783	-	0,6	-	*Pertamina International Marketing & Distribution Pte.Ltd*
PT Pertamina Lubricants	22.247	46.571	0,2	0,4	*PT Pertamina Lubricants*
PT Asuransi Tugu Pratama Indonesia Tbk	15.237	15.006	0,2	0,1	*PT Asuransi Tugu Pratama Indonesia Tbk*

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan) / *31. RELATED PARTIES INFORMATION (continued)*

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Transactions and balances with related parties are as follows: (continued)

j) Pembelian (Catatan 27) (lanjutan) / *j) Purchases (Note 27) (continued)*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		Persentase terhadap total beban pokok pendapatan/ *Percentage to total cost of revenues* (%)		
	2023	**2022**	**2023**	**2022**	
PT Pertamina Retail	10.554	10.961	0,1	0,1	*PT Pertamina Retail*
PT Pertamina Bina Medika	8.127	9.194	0,1	0,1	*PT Pertamina Bina Medika*
PT Pertamina Training & Consulting	5.880	291	0,1	0,0	*PT Pertamina Training & Consulting*
Lain-lain (masing-masing di bawah 0,5% dari modal disetor)	4.823	7.070	0,0	0,1	*Others (each below 0.5% of paid-in capital)*
Total	**3.444.910**	**4.422.121**	**30,4**	**38,8**	***Total***

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

Summary of the nature of the relationship and significant transactions with related parties are as follows:

Sifat hubungan/ ***Nature of relationship***	**Pihak-pihak berelasi/** ***Related parties***	**Sifat transaksi/** ***Nature of transaction***
Entitas induk PT Pertamina Hulu Energi/ *Parent entity of PT Pertamina Hulu Energi*	PT Pertamina (Persero)	Penjualan barang dan jasa dan pembelian barang dagangan/ *Sales of goods and services and purchases of merchandise inventories*
Entitas induk/ *Parent entity*	PT Pertamina Hulu Energi	Penjualan jasa/ *Sales of services*
Entitas sepengendali/ *Entity under common control*	PT Pertamina EP	Penjualan jasa/ *Sales of services*
	PT Pertamina Hulu Indonesia	Penjualan jasa/ *Sales of services*
	PT Pertamina Drilling Services Indonesia	Penjualan jasa/ *Sales of services*
	PT Pertamina EP Cepu	Penjualan jasa/ *Sales of services*
	PT Pertamina Hulu Rokan	Penjualan jasa/ *Sales of services*
	PT Pertamina Gas	Penjualan barang dan jasa/ *Sales of goods and services*
	PT Pertamina Geothermal Energy Tbk	Penjualan jasa/ *Sales of services*
	PT Pertamina Lubricants	Penjualan barang dan jasa dan pembelian barang dagangan/ *Sales of goods and services and purchases of merchandise*
	PT Nusantara Regas	Penjualan jasa/ *Sales of services*
	PT Pertamina Gas Negara Tbk	Penjualan jasa/ *Sales of services*

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan)

31. RELATED PARTIES INFORMATION (continued)

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Summary of the nature of the relationship and significant transactions with related parties are as follows: (continued)

Sifat hubungan/ ***Nature of relationship***	**Pihak-pihak berelasi/** ***Related parties***	**Sifat transaksi/** ***Nature of transaction***
Entitas sepengendali (lanjutan)/ *Entity under common control (continued)*	PT Asuransi Tugu Pratama Indonesia Tbk	Pembelian jasa asuransi/ *Purchases of insurance services*
	PT Pertamina Retail	Pembelian barang dagangan/ *Purchases of merchandise inventories*
	PT Pertamina Patra Niaga	Pembelian barang dagangan/ *Purchases of merchandise inventories*
	PT Pertamina Trans Kontinental	Pembelian jasa sewa/ *Purchases of rental services*
	PT Patra Jasa	Penjualan jasa/ *Sales of services*
	PT Kilang Pertamina Internasional	Penjualan barang dan pembelian barang dagangan/ *Sales of goods and purchases of merchandise*
	PT Pertamina Power Indonesia	Penjualan jasa/ *Sales of services*
	PT Pertamina Petrochemical Trading	Penjualan jasa/ *Sales of services*
	Pertamina International Marketing & Distribution Pte. Ltd.	Pembelian barang dagangan/ *Purchases of merchandise inventories*
	PT Pertamina Training & Consulting	Penjualan jasa/ *Sales of services*
	PT Pertamina Bina Medika	Pembelian jasa pelayanan Kesehatan/ *Purchases of health services*
	PT Pertamina Shipping	Penjualan jasa/ *Sales of services*
	PT Patra Trading	Pembelian barang dagangan/ *Purchases of merchandise Inventories*
	PT Pertamina Internasional EP	Penjualan jasa/ *Sales of services*
Entitas berelasi dengan pemerintah/ *Government-related entity*	PT Bank Negara Indonesia (Persero) Tbk	Jasa perbankan/ *Banking services*
	PT Bank Rakyat Indonesia (Persero) Tbk	Jasa perbankan/ *Banking services*
	PT Bank Tabungan Negara (Persero) Tbk	Jasa perbankan/ *Banking services*
	PT Bank Syariah Indonesia Tbk	Jasa perbankan/ *Banking services*
	PT Bank Mandiri (Persero) Tbk	Jasa perbankan/ *Banking services*
	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Jasa perbankan/ *Banking services*
	PT Dahana (Persero)	Pembelian barang proyek/ *Purchases of inventories for projects*
	Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi (SKK Migas)	Penjualan jasa/ *Sales of services*

31. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan)

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

31. RELATED PARTIES INFORMATION (continued)

Summary of the nature of the relationship and significant transactions with related parties are as follows: (continued)

Sifat hubungan/ *Nature of relationship*	**Pihak-pihak berelasi/** *Related parties*	**Sifat transaksi/** *Nature of transaction*
Manajemen kunci yang sama/ *Common key management*	Koperasi Karyawan Elnusa	Pembelian jasa sewa dan alih daya/ *Purchase of rental and outsourcing services*

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI

a. Perkara hukum

PT Bank Mega Tbk (Catatan 10)

Pada tanggal 18 Mei 2011, Perusahaan mengajukan gugatan perdata melalui Pengadilan Negeri Jakarta Selatan kepada PT Bank Mega Tbk ("Bank Mega") atas pencairan deposito senilai Rp111.000 yang dilakukan tanpa persetujuan Perusahaan. Gugatan ini terdaftar dalam Perkara No. 284/Pdt.G/2011/PN.Jkt.Sel. Pada tanggal 21 Juli 2011, Majelis Hakim Pengadilan Negeri Jakarta Selatan mengeluarkan penetapan sita jaminan atas 2 (dua) bidang tanah milik Bank Mega berdasarkan sertifikat sebagai berikut:

i. Sertifikat Hak Guna Bangunan ("HGB") No. 95/Mampang Prapatan, Jakarta Selatan, tercatat atas nama PT Bank Mega Tbk;

ii. Sertifikat HGB No. 97/Mampang Prapatan, Jakarta Selatan, tercatat atas nama PT Bank Mega Tbk.

Pada tanggal 22 Maret 2012, Pengadilan Negeri Jakarta Selatan mengeluarkan Putusan No. 284/Pdt.G/2011/PN.Jkt.Sel yang isinya, antara lain, mengabulkan gugatan Perusahaan untuk sebagian dan memerintahkan Bank Mega untuk membayar dana deposito senilai Rp111.000 dan bunga 6% per tahun kepada Perusahaan.

Atas putusan tersebut, pada tanggal 16 April 2012, Bank Mega mengajukan Memori Banding kepada Pengadilan Tinggi DKI Jakarta. Pada tanggal 11 Mei 2012, Perusahaan menyampaikan Kontra Memori Banding kepada Pengadilan Tinggi DKI Jakarta.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES

a. Legal case

PT Bank Mega Tbk (Note 10)

On May 18, 2011, the Company filed a civil lawsuit with the South Jakarta District Court against PT Bank Mega Tbk ("Bank Mega") on liquidation of deposits worth Rp111,000 without the consent of the Company. The lawsuit was registered in Case No. 284/Pdt.G/2011/PN.Jkt.Sel. On July 21, 2011, the Panel of Judges of the South Jakarta District Court issued an order of collateral foreclosure on 2 (two) plots of land owned by Bank Mega based on the following certificates:

i. Building Rights Title ("HGB") Certificate No. 95/Mampang Prapatan, South Jakarta, registered under the name of PT Bank Mega Tbk;
ii. HGB Certificate No. 97/Mampang Prapatan, South Jakarta, registered under the name of PT Bank Mega Tbk.

On March 22, 2012, the South Jakarta District Court issued Verdict No. 284/Pdt.G/2011/PN.Jkt.Sel, the decision of which, among others, partially accepted the lawsuit filed by the Company and ordered Bank Mega to pay the deposits fund amounting to Rp111,000 and interest of 6% per annum to the Company.

Responding to the verdict, on April 16, 2012, Bank Mega filed a Memorandum of Appeal to the Jakarta High Court. On May 11, 2012, the Company submitted its Counter-Memorandum of Appeal to the Jakarta High Court.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

a. Perkara hukum (lanjutan)

PT Bank Mega Tbk (Catatan 10) (lanjutan)

Pada tanggal 5 Februari 2013, Pengadilan Tinggi DKI Jakarta mengeluarkan Putusan No. 237/Pdt/2012/PT.DKI tertanggal 10 Januari 2013 yang isinya menguatkan putusan Pengadilan Negeri Jakarta Selatan yang memerintahkan Bank Mega untuk membayar dana deposito senilai Rp111.000 dan bunga 6% per tahun kepada Perusahaan.

Atas putusan banding tersebut, pada tanggal 26 Februari 2013, Bank Mega mengajukan Memori Kasasi kepada Mahkamah Agung Republik Indonesia ("MA") yang pemberitahuannya diterima oleh Perusahaan pada tanggal 13 Maret 2013. Pada tanggal 26 Maret 2013, Perusahaan menyampaikan Kontra Memori Kasasi kepada MA.

Pada tanggal 8 Januari 2015, Perusahaan menerima Surat Pemberitahuan Isi Putusan Kasasi MA No. 1111 K/Pdt/2013 tertanggal 12 Februari 2014 yang isinya menolak permohonan kasasi Bank Mega. Dengan demikian, MA telah menguatkan putusan Pengadilan Tinggi DKI Jakarta dan Pengadilan Negeri Jakarta Selatan yang memerintahkan Bank Mega untuk membayar dana deposito senilai Rp111.000 dan bunga 6% per tahun kepada Perusahaan.

Atas putusan kasasi tersebut, pada tanggal 25 Maret 2015, Bank Mega mengajukan Memori Peninjauan Kembali ("PK") kepada MA. Pada tanggal 25 Mei 2015, Perusahaan menyampaikan Kontra Memori PK kepada MA. Mahkamah Agung Republik Indonesia telah Menolak permohonan Peninjauan Kembali dari Bank Mega berdasarkan Putusan Mahkamah Agung Republik Indonesia No. 472 PK/PDT/2015 tanggal 30 Desember 2015.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

a. Legal case (continued)

PT Bank Mega Tbk (Note 10) (continued)

On February 5, 2013, the Jakarta High Court issued Verdict No. 237/Pdt/2012/PT.DKI dated January 10, 2013, which reaffirmed the verdict issued by the South Jakarta District Court which ordered Bank Mega to pay the deposits fund amounting to Rp111,000 and interest of 6% per annum to the Company.

Responding to the appeal verdict, on February 26, 2013, Bank Mega filed a Memorandum of Cassation to the Supreme Court of the Republic of Indonesia (the "Supreme Court") of which the notice was received by the Company on March 13, 2013. On March 26, 2013, the Company submitted its Counter-Memorandum of Cassation to the Supreme Court.

On January 8, 2015, the Company received the Verdict Notification Letter from the Supreme Court No. 1111 K/Pdt/2013 dated February 12, 2014, which rejected the cassation filed by Bank Mega. As such, the Supreme Court has reaffirmed the verdicts issued by the Jakarta High Court and the South Jakarta District Court which ordered Bank Mega to pay the deposits fund amounting to Rp111,000 and interest of 6% per annum to the Company.

Responding to the cassation verdict, on March 25th, 2015, Bank Mega filed a Memorandum of Judicial Review to the Supreme Court. On May 25, 2015, the Company submitted its Counter-Memorandum of Judicial Review to the Supreme Court. Supreme Court of Indonesia had reject the aplication o fJudicial Review of Bank Mega based on Supreme Court verdict No. 472/PK/PDT/2015 dated on December 30, 2015.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

a. Perkara hukum (lanjutan)

PT Bank Mega Tbk (Catatan 10) (lanjutan)

Sehubungan dengan adanya putusan tersebut, Perusahaan mengajukan permohonan eksekusi kepada Pengadilan Negeri Jakarta Selatan melalui surat tertanggal 13 April 2015. Ketua Pengadilan Negeri Jakarta Selatan kemudian menerbitkan Penetapan No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel tertanggal 23 Februari 2016 yang memerintahkan pemberian teguran (*Aanmaning*) kepada Bank Mega agar melaksanakan putusan pengadilan tersebut. Pada tanggal 23 Maret 2016, Ketua Pengadilan Negeri Jakarta Selatan memberikan teguran (*Aanmaning*) kepada Bank Mega dimana Bank Mega menolak melakukan pembayaran dengan alasan telah mengajukan gugatan perlawanan dalam Perkara No. 162/Pdt.G/2016/PN.Jkt.Sel.

Pada tanggal 31 Maret 2016, Perusahaan mengajukan permohonan lelang eksekusi atas 2 (dua) bidang tanah milik Bank Mega yang telah ditetapkan sebagai sita jaminan dalam perkara ini kepada Pengadilan Negeri Jakarta Selatan. Ketua Pengadilan Negeri Jakarta Selatan kemudian menerbitkan Penetapan No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel tertanggal 12 April 2016 yang memerintahkan pelaksanaan eksekusi pelelangan/penjualan di muka umum atas aset-aset sita jaminan tersebut.

Pada tanggal 6 Desember 2017, Perusahaan menerima dari kuasa hukum Perusahaan Salinan Putusan Pengadilan Negeri Jakarta Selatan terkait gugatan Perlawanan Bank Mega No. 162/Pdt.G/2016/PN.Jkt.Sel tertanggal 25 Oktober 2017, yang isinya antara lain menolak gugatan perlawanan Bank Mega untuk seluruhnya. Selanjutnya pada tanggal 10 Januari 2018, Perusahaan telah menerima relaas (surat) pemberitahuan dari Pengadilan Negeri Jakarta Selatan tentang penyerahan memori banding Bank Mega terhadap putusan perlawanan tersebut.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

a. Legal case (continued)

PT Bank Mega Tbk (Note 10) (continued)

In relation to the verdict, the Company filed a request for execution to the South Jakarta District Court through a letter dated April 13, 2015. The Head of the South Jakarta District Court then issued Order No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel dated February 23, 2016 which ordered the issuance of a warning (Aanmaning) to Bank Mega to implement the courts verdicts. On March 23, 2016, the Head of the South Jakarta District Court issued the warning (Aanmaning) to Bank Mega in which Bank Mega refused to pay on the reason that it has filed a tierce opposition which was registered in Case No. 162/Pdt.G/2016/PN.Jkt.Sel.

On March 31, 2016, the Company filed a request for executionary auction on 2 (two) plots of land owned by Bank Mega which have been determined as collateral foreclosure in this case to the South Jakarta District Court. The Head of South Jakarta District Court then issued Order No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel dated April 12, 2016 which ordered the implementation of public executionary auction/sale on such collateral foreclosure assets.

On December 6, 2017, the Company received the Verdict Letter from South Jakarta District Court, in relation to the Bank Mega's case No. 162/Pdt.G/2016/PN.Jkt.Sel dated October 25, 2017 from the Company legal counsels, whose contents include rejecting the Bank Mega resistance lawsuit to the entirely. Subsequently, on January 10, 2018, the Company has received the letter of notification from South Jakarta District Court on submission letter of Bank Mega memorandum appeal to the resolution's decision.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

a. Perkara hukum (lanjutan)

PT Bank Mega Tbk (Catatan 10) (lanjutan)

Terhadap Memori Banding Bank Mega, pada tanggal 26 Maret 2018, kuasa hukum Perusahaan mengajukan Kontra Memori Banding kepada Pengadilan Tinggi DKI Jakarta melalui Pengadilan Negeri Jakarta Selatan.

Pada tanggal 20 Maret 2023 Pengadilan Tinggi DKI Jakarta menerbitkan putusan Pengadilan Tinggi DKI Jakarta No.127/PDT/2023/PT DKI yang salah satu amar putusannya menguatkan putusan pengadilan negeri Jakarta Selatan No. 162/PDT/PLW/2016/PN.JKT.SEL.

Pada tanggal 27 Juni 2023 Bank Mega mengajukan Memori Kasasi kepada Mahkamah Agung melalui Pengadilan Negeri Jakarta Selatan.

Terhadap Memori Kasasi yang diajukan Bank Mega, Pada tanggal 25 Juli 2023, Perusahaan mengajukan Kontra Memori Kasasi kepada Mahkamah Agung melalui Pengadilan Negeri Jakarta Selatan.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perkara perlawanan atas eksekusi putusan masih dalam proses kasasi di Mahkamah Agung.

Manajemen tetap mengupayakan penyelesaian perkara tersebut dan yakin bahwa perkara hukum di atas tidak akan berdampak material terhadap posisi keuangan periode kini.

Gugatan PKPU kepada PT Alpha Dwi Marine Indonesia

Pada tanggal 4 Oktober 2021, Perusahaan dan PT Alpha Dwi Marine Indonesia ("ADMI") menandatangani Perjanjian Subkontrak Penyisipan *(Segmental Partial Replacement) Main Oil Line* ke MGS Balongan ("Perjanjian dengan ADMI"), dimana ADMI ditunjuk sebagai subkontraktor pada proyek Perusahaan dengan PT Pertamina EP di Balongan. Perjanjian dengan ADMI telah dirubah melalui Amandemen I tanggal 6 Januari 2022 dan Amandemen II tanggal 11 Januari 2022 yang menambahkan ketentuan mengenai pengambilalihan sebagian atau keseluruhan pekerjaan ADMI oleh Perusahaan serta tambahan biaya yang ditagihkan Perusahaan kepada ADMI akibat adanya ketidaksanggupan ADMI untuk menyelesaikan pekerjaan.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

a. Legal case (continued)

PT Bank Mega Tbk (Note 10) (continued)

Responding to Bank Mega Memorandum Appeal, on March 26, 2018, the Company filed Counter - Memorandum Appeal to Jakarta High Court, through South Jakarta District Court.

On March 20, 2023, the DKI Jakarta High Court issued a decision of the DKI Jakarta High Court No. 127/PDT/2023/PT DKI, one of whose rulings upheld the decision of the South Jakarta District Court No. 162/PDT/PLW/2016/PN. JKT.SEL.

On June 27, 2023, Bank Mega filed a Memory of Cassation with the Supreme Court through the South Jakarta District Court.

Against the Memory Cassation filed by Bank Mega, on July 25, 2023, the Company filed a Counter Memory Cassation with the Supreme Court through the South Jakarta District Court.

Until the completion date of the consolidated financial statements the case resistance of verdict execution is still in in cassation proceedings at the Supreme Court.

Management is still striving for solution of the lawsuit and believes they will not have a material adverse effect to current year's financial position.

PKPU Lawsuit to PT Alpha Dwi Marine Indonesia

On October 4, 2021, the Company and PT Alpha Dwi Marine Indonesia ("ADMI") entered into a Segmental Partial Replacement Agreement for the Main Oil Line to MGS Balongan ("Agreement with ADMI"), whereby ADMI was appointed as a subcontractor on the Company's project with PT Pertamina EP in Balongan. The agreement with ADMI has been amended through Amendment I dated January 6, 2022 and Amendment II dated January 11, 2022 which added provisions regarding the takeover of part or all of ADMI's work by the Company and additional costs billed by the Company to ADMI due to ADMI's inability to complete the work.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

a. Perkara hukum (lanjutan)

Gugatan PKPU kepada PT Alpha Dwi Marine Indonesia (lanjutan)

Selanjutnya, atas tidak dipenuhinya kewajiban ADMI terhadap perjanjian, pada tanggal 29 April 2022 Perusahaan telah mengirimkan Surat Pemberitahuan Pengakhiran Kontrak kepada ADMI.

Pada tanggal 12 Mei 2022, Perusahaan dan ADMI telah mengadakan pertemuan untuk membahas kelanjutan pekerjaan dan kewajiban ADMI kepada Perusahaan, namun ADMI belum bisa memenuhi kewajiban sesuai perjanjian dan amandemen.

Pada tanggal 23 September 2022, Perusahaan telah mengirimkan somasi kepada ADMI untuk membayar biaya-biaya sesuai ketentuan Amandemen II atas Perjanjian dengan ADMI.

Selanjutnya pada tanggal 4 Oktober 2022, Perusahaan bersama dengan kreditur lain mengajukan permohonan Penundaan Kewajiban Pembayaran Utang ("PKPU") terhadap ADMI melalui Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat. Gugatan ini terdaftar sebagai Perkara No. 263/Pdt.Sus-PKPU/2022/PN Niaga Jkt.Pst. pada tanggal 4 Oktober 2022 dan sudah diterima sebagai registrasi perkara dalam Panitera Muda Perdata Pengadilan Negeri Jakarta Pusat.

Pada tanggal 28 Desember 2022, telah dilaksanakan sidang perkara No. 264/Pdt.Sus-PKPU/2022/PN.Niaga.Jkt.Pst. dengan pembacaan kesimpulan oleh Majelis Hakim bahwa Permohonan PKPU Perusahaan terhadap ADMI telah diterima dan dikabulkan oleh Majelis Hakim.

Pada tanggal 20 Maret 2023 ADMI mengajukan proposal perdamaian kepada para kreditur yang kemudian disetujui pada tanggal 6 April 2023 di Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

a. Legal case (continued)

PKPU Lawsuit to PT Alpha Dwi Marine Indonesia (continued)

Furthermore, for the non-fulfillment of ADMI's obligations under the agreement, on April 29, 2022 the Company has sent a Notification Letter of Contract Termination to ADMI.

On May 12, 2022, the Company and ADMI held a meeting to discuss the continuation of ADMI's work and obligations to the Company, but ADMI has not been able to fulfill its obligations according to the agreement and amendments.

On September 23, 2022, the Company has sent subpoena to ADMI to pay the fees according to Amendment II of the Agreement with ADMI.

Furthermore, on October 4, 2022, the Company along with other creditors filed Suspension of Debt Repayment Obligation ("PKPU") to ADMI through Commercial Court in Central Jakarta Distric Court. This lawsuit is registered as Case No. 263/Pdt.Sus-PKPU/2022/PN Niaga Jkt.Pst. on October 4, 2022 and has been accepted as a case registration at the Central Jakarta District Court Civil Junior Register.

On 28 December 2022 the trial was held with case number No. 264/Pdt.Sus-PKPU/2022/PN.Niaga.Jkt.Pst. with the conclusion by the Panel of Judges that the Company's PKPU application against ADMI has been accepted and granted by the Panel of Judges.

On March 20, 2023, ADMI submitted a settlement proposal to creditors which was then approved on April 6, 2023 in the Commercial Court of the Central Jakarta District Court.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

a. Perkara hukum (lanjutan)

Gugatan PKPU kepada PT Alpha Dwi Marine Indonesia (lanjutan)

Pada tanggal 7 Juni 2023, telah dilaksanakan Sidang Permusyawaratan Majelis Hakim (RPM) dengan putusan berikut:
- Menyatakan sah dan mengikat secara hukum perjanjian perdamaian tanggal 6 April 2023
- Menetapkan ADMI dan seluruh kreditornya untuk tunduk dan mematuhi serta melaksanakan isi perjanjian perdamaian tanggal 6 April 2023

Manajemen tetap mengupayakan penyelesaian perkara tersebut dan yakin bahwa perkara hukum di atas tidak akan berdampak material terhadap posisi keuangan periode kini.

b. Perjanjian kerja sama

Pusat Data dan Informasi Energi dan Sumber Daya Mineral ("PUSDATIN")

Pada bulan Maret 1998, PND menandatangani Perjanjian Kerjasama dengan Direktur Jenderal Minyak dan Gas ("Dirjen Migas") No. 242A/32/DJM/1998: 012/PND/KTR/X100/98 untuk pengelolaan dan pemasyarakatan data minyak dan gas bumi. Perjanjian ini didasari atas Surat Keputusan No. 176.K/702/D.DJM/1997 tanggal 24 November 1997, tentang penunjukan PND sebagai pelaksana pengelolaan dan pemasyarakatan data eksplorasi dan eksploitasi minyak dan gas bumi.

Selanjutnya pada tanggal 4 Januari 2007, PND bersama dengan Dirjen Migas dan PUSDATIN menandatangani Amandemen Perjanjian Kerjasama. Dalam amandemen perjanjian tersebut disebutkan bahwa Dirjen Migas mengalihkan seluruh hak dan kewajibannya kepada PUSDATIN. PUSDATIN akan memperoleh 5% hingga 15% dari penghasilan PND yang diperoleh dari pengelolaan dan pemasyarakatan data dan disetorkan ke Kas Negara dalam bentuk Penerimaan Negara Bukan Pajak ("PNBP"). Amandemen Perjanjian Kerja Sama ini akan berlaku sampai dengan tanggal 10 Maret 2018.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

a. Legal case (continued)

PKPU Lawsuit to PT Alpha Dwi Marine Indonesia (continued)

On June 7, 2023, Sidang Permusyawaratan Majelis Hakim (Deliberative Hearing) has been updeld with verdicts below :
- *Declare the validity and legal binding of the settlement agreement dated April 6, 2023*
- *Assign ADMI and all its creditors to abide by and implement the peace agreement dated April 6, 2023*

Management continues to seek resolution of the case and believes that the above legal case will not have a material impact on the current financial position.

b. Cooperation agreement

Pusat Data dan Informasi Energi dan Sumber Daya Mineral ("PUSDATIN")

In March 1998, PND entered into a Cooperation Agreement with the Director General of Oil and Gas ("Dirjen Migas") No. 242A/32/DJM/1998: 012/PND/KTR/X100/98 to manage and socialise the oil and gas data. This agreement was based on the Decision Letter No. 176.K/702/D.DJM/1997 dated November 24, 1997, regarding the appointment of PND as the executor of oil and gas exploration and exploitation data management and socialization.

Furthermore, on January 4, 2007, PND together with the Dirjen Migas and the PUSDATIN signed the Amendment on the Cooperation Agreement. The amended agreement stated that the Dirjen Migas transferred all of its rights and obligations to PUSDATIN. PUSDATIN will receive a 5% to 15% share from the proceeds of data management and socialization obtained by PND which shall be paid to the State Treasury as Non-tax State Revenues ("PNBP"). The amended Cooperation Agreement will be valid until March 10, 2018.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

b. Perjanjian kerja sama (lanjutan)

Pusat Data dan Informasi Energi dan Sumber Daya Mineral ("PUSDATIN") (lanjutan)

Sejak tanggal 11 Maret 2018, PT Pertamina (Persero) ditunjuk sebagai pelaksana pengelolaan dan permasyarakatan data eksplorasi dan eksploitasi minyak dan gas bumi. PT Pertamina (Persero) menunjuk langsung PND untuk pengelolaan dan permasyarakatan data tersebut sampai dengan 29 Januari 2021.

Sejak bulan Februari 2021, pengelolaan dan permasyarakatan data tersebut akan dikelola oleh SCU. Pada bulan April 2021, SCU dan PT Pertamina Hulu Energi (PHE) menandatangani kontrak novasi atas perjanjian tersebut, dimana seluruh hak dan kewajiban PT Pertamina (Persero) dalam perjanjian dialihkan ke PT Pertamina Hulu Energi (PHE). SCU dan PHE menandatangani kontrak novasi No. 4710007434 tanggal 23 Juli 2023 untuk jasa pengelolaan dan pemanfaatan data hulu migas. Kontrak tersebut berakhir sampai dengan 20 Juli 2028.

Grup Pertamina

Perjanjian jasa hulu migas

Perusahaan menandatangani berbagai perjanjian pekerjaan jasa data *seismic, drilling* dan *oilfield maintenance* dengan Grup Pertamina. Perjanjian-perjanjian ini akan berakhir pada berbagai tanggal sampai dengan Oktober 2025.

Perjanjian pengelolaan truk tangki dan jasa sewa pakai truk tangki

EPN menandatangani beberapa perjanjian dengan PT Pertamina (Persero) mengenai pengelolaan truk tangki dan jasa sewa pakai truk tangki di beberapa wilayah. Perjanjian-perjanjian ini akan berakhir pada berbagai tanggal, terakhir pada berbagai tanggal di bulan Februari 2026.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Cooperation agreement (continued)

Pusat Data dan Informasi Energi dan Sumber Daya Mineral ("PUSDATIN") (continued)

Since March 11, 2018, PT Pertamina (Persero) has the right as the executor of oil and gas exploration dan exploitation data management and socialization. PND received direct appointment from PT Pertamina (Persero) for those data management and socialization valid until January 29, 2021.

Since February 2021, those data management and socialization managed by SCU. On April, 2021, SCU and PT Pertamina Hulu Energi (PHE) signed novation agreement, in which all rights and obligation of PT Pertamina (Persero) in the agreement was transferred to PT Pertamina Hulu Energi (PHE). SCU and PHE signed novation agreement No. 4710007434 dated July 23, 2023 for those upstreams' data management and utilization. The Agreement will be end in July 20, 2028.

Pertamina Group

Upstream oil and gas services

The Company signed several seismic data, drilling and oilfield maintenance services agreements with Pertamina Group. The agreements will be ended in various dates, with the latest is on various dates in October 2025.

Agreement regarding management of fuel tanker and rental for fuel tanker

EPN signed several agreements with PT Pertamina (Persero) on the management of fuel transportation vehicles and also rental of transportation vehicles services covering several areas. The agreements will be ended in various dates, with the latest is on various dates in February 2026.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

b. Perjanjian kerja sama (lanjutan)

Grup Pertamina (lanjutan)

Perjanjian pengelolaan truk tangki dan jasa sewa pakai truk tangki (lanjutan)

Pada berbagai tanggal di tahun 2021, EPN dan PT Pertamina (Persero) menandatangani novasi atas perjanjian-perjanjian tersebut, dimana seluruh hak dan kewajiban PT Pertamina (Persero) dalam perjanjian dialihkan ke PT Pertamina Patra Niaga. Novasi tersebut berlaku efektif sejak tanggal 1 September 2021.

Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, total penghasilan jasa dan sewa dari perjanjian-perjanjian tersebut masing-masing sebesar Rp3.726.586 dan Rp3.040.501.

Perjanjian penyediaan jasa depot LPG di Amurang

EPN dan PT Pertamina (Persero) menandatangani perjanjian penyediaan Jasa Depot Mini LPG *Pressurized* di Amurang, Sulawesi Utara ("Depot Mini LPG"). Jangka waktu perjanjian ini adalah 10 (sepuluh) tahun sejak dimulainya pengoperasian Depot Mini LPG. Pada saat berakhirnya perjanjian, PT Pertamina (Persero) atau afiliasinya berhak untuk membeli keseluruhan aset dengan nilai yang disepakati sebesar Rp107.000 atau memperpanjang perjanjian selama 5 (lima) tahun dengan tarif yang akan disesuaikan kemudian.

Pada bulan Agustus 2021, EPN dan PT Pertamina (Persero) menandatangani novasi atas perjanjian tersebut, dimana seluruh hak dan kewajiban PT Pertamina (Persero) dalam perjanjian dialihkan ke PT Pertamina Patra Niaga. Perjanjian ini berlaku efektif hingga tanggal 11 Desember 2028.

Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, total penghasilan sewa dari perjanjian tersebut adalah sebesar Rp39.016 dan Rp38.457. Pada tanggal 31 Desember 2023 dan 2022, pendapatan tangguhan yang belum diamortisasi dari perjanjian tersebut adalah sebesar Rp58.850 dan Rp69.550. (Catatan 22)

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Cooperation agreement (continued)

Pertamina Group (continued)

Agreement regarding management of fuel tanker and rental for fuel tanker (continued)

On various date in 2021, EPN and PT Pertamina (Persero) signed novation agreement for all mentioned agreements, in which all rights and obligations of PT Pertamina (Persero) in the agreement was transferred to PT Pertamina Patra Niaga. The novation was effective starting September 1, 2021.

For the year ended December 31, 2023 and 2022, total service and rental income from these agreements amounted to Rp3,726,586 and Rp3,040,501, respectively.

Agreement for LPG depot services in Amurang

EPN and PT Pertamina (Persero) signed agreement to provide Depot Mini LPG Pressurized Services in Amurang, North Sulawesi ("Depot Mini LPG"). The duration of the agreement is 10 (ten) years since the operation of the Depot Mini LPG started. At the end of the agreement, PT Pertamina (Persero) or its affiliates have rights to purchase the whole assets with agreed amount of Rp107,000 or to extend the agreement for 5 (five) years with later adjusted tariff.

On August, 2021, EPN and PT Pertamina (Persero) signed novation agreement for the mentioned agreement, in which all rights and obligations of PT Pertamina (Persero) in the agreement was transferred to PT Pertamina Patra Niaga. The agreement will be effective until December 11, 2028.

For the year ended December 31, 2023 and 2022, total rental income from the agreement amounted to Rp39,016 and Rp38,457. As of December 31, 2023 and 2022, unamortized deferred income from the agreement amounted to Rp58,850 and Rp69,550. (note 22)

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

b. Perjanjian kerja sama (lanjutan)

Grup Pertamina (lanjutan)

Perjanjian *Handling Agent* untuk Layanan *Vendor Held Stock* PT Aneka Tambang Tbk *Site* Halmahera Timur

Pada tanggal 30 Desember 2019, EPN dan PT Pertamina (Persero) ("Pertamina") menandatangani perjanjian *Handling Agent* untuk Layanan *Vendor Held Stock* ("VHS") PT Aneka Tambang Tbk ("Antam") di Halmahera Timur. EPN akan bertindak sebagai *handling agent* meliputi kegiatan pengangkutan dan penyaluran Bahan Bakar Minyak *High Speed Diesel* (HSD) dan *Marine Fuel Oil* (MFO) secara VHS serta kegiatan lainnya kepada Antam.

Berdasarkan perjanjian, EPN wajib melaksanakan pembangunan dan pemeliharaan fasilitas dan instalasi VHS di lokasi Antam dengan metode *Build, Operate and Transfer* (BOT) dengan masa pembangunan selama 11 (sebelas) bulan terhitung mulai tanggal 1 Februari 2018. Serah terima fasilitas dan instalasi VHS dari EPN kepada Antam akan dilakukan pada saat volume penyaluran mencapai kumulatif *throughput* sebagaimana diatur di perjanjian.

Atas pembangunan dan kegiatan layanan VHS, Pertamina wajib membayarkan *fee* investasi dan *fee* layanan VHS kepada EPN sebagaimana diatur dalam perjanjian. Ketentuan penting lainnya diatur dalam perjanjian.

Efektif 1 September 2021, perjanjian tersebut dinovasikan dari Pertamina kepada PT Pertamina Patra Niaga ("Patra Niaga").

Perjanjian tersebut berlaku sejak 1 Februari 2018 sampai dengan 31 Januari 2022 dan tidak diperpanjang.

Selanjutnya, pada tanggal 20 Desember 2022, EPN dan Patra Niaga menandatangani perjanjian *Handling Agent* Bahan Bakar Minyak untuk layanan *Vendor Held Stock* (VHS) PT Antam (Persero) Tbk Site Halmahera Timur.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Cooperation agreement (continued)

Pertamina Group (continued)

Handling Agent Agreement for Vendor Held Stock Services of PT Aneka Tambang Tbk East Halmahera Site

As of December 30, 2019, EPN and PT Pertamina (Persero) ("Pertamina") signed a Handling Agent agreement for PT Aneka Tambang Tbk ("Antam") Vendor Held Stock (VHS) Services in East Halmahera. EPN will act as a handling agent covering the transportation and distribution of High Speed Diesel (HSD) and Marine Fuel Oil (MFO) on a VHS basis as well as other activities to Antam.

Based on the agreement, EPN is required to conduct construction and maintenance of VHS facilities and installations at Antam's location with Build, Operate and Transfer (BOT) method with construction period of 11 (eleven) months starting February 1, 2018. The handover of VHS facilities and installations from EPN to Antam will be carried out when the distribution volume reaches the cumulative throughput as stipulated in the agreement.

For the VHS construction and service activities, Pertamina is required to pay investment fee and VHS fees to EPN as stipulated in the agreement. Other significant terms are stipulated in the agreement.

Effective September 1, 2021, the agreement was novated from Pertamina to PT Pertamina Patra Niaga ("Patra Niaga").

The agreement is effective from February 1, 2018 until January 31, 2022 and not extended.

Furthermore, as of December 20, 2022, EPN and Patra Niaga signed a Handling Agent agreement for PT Aneka Tambang Tbk ("Antam") Vendor Held Stock (VHS) Services in East Halmahera.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

b. Perjanjian kerja sama (lanjutan)

Grup Pertamina (lanjutan)

Perjanjian *Handling Agent* untuk Layanan *Vendor Held Stock* PT Aneka Tambang Tbk *Site* Halmahera Timur (lanjutan)

Berdasarkan perjanjian tersebut, EPN kembali ditunjuk untuk menyelesaikan pembangunan dan pemeliharaan aset fasilitas VHS sesuai perjanjian sebelumnya. Aset tersebut akan diserahkan kepada Antam setelah siap dioperasikan (termasuk telah lengkap dengan perizinan) dalam masa perjanjian berdasarkan hasil pemeriksaan yang disepakati oleh Para Pihak.

Atas penyerahan aset tersebut, EPN berhak untuk menerima pembayaran *fee* investasi senilai Rp86.292, *contract change order* senilai Rp3.133 dan *cost of money* yang nilainya akan disepakati dalam perjanjian terpisah. Pembayaran fee investasi dan *contract change order* kepada EPN disepakati dalam 2 (dua) tahap yaitu Tahap I sebesar Rp54.433 yang telah disepakati melalui Berita Acara Progress Penyelesaian tanggal 8-9 Agustus 2022 dan Tahap II sebesar Rp34.992 yang akan disepakati melalui Berita Acara Progress Pembangunan Terakhir.

Pada tanggal 31 Desember 2022, Grup telah mencatat piutang lain-lain sebesar Rp54.333 kepada Patra Niaga atas tagihan Tahap I dan aset lancar lainnya sebesar Rp34.992 atas tagihan Tahap II. (catatan 9)

Pada tanggal 16 Februari 2023, Perusahaan telah menerima pembayaran *fee* investasi dan *contract change order* Tahap I dari Patra Niaga senilai Rp51.300 dan Rp3.033.

Perjanjian tersebut berlaku sejak 7 Juni 2022 sampai dengan 31 Oktober 2023. Sampai dengan tanggal penyelesaian laporan keuangan, EPN dan Patra Niaga sedang dalam proses perpanjangan kontrak.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Cooperation agreement (continued)

Pertamina Group (continued)

Handling Agent Agreement for Vendor Held Stock Services of PT Aneka Tambang Tbk East Halmahera Site (continued)

Based on the agreement, EPN was again appointed to complete the construction and maintenance of the VHS facility in accordance with the previous agreement. The assets will be handed over to Antam when they are ready to operate (including complete with permits) within the agreement period based on the verification by the Parties.

Upon handover of these assets, EPN has the right to receive investment fee of Rp86,292, a contract change order of Rp3,133 and cost of money which will be agreed upon in a separate agreement. Payments of investment fee and contract change orders to EPN were agreed in 2 (two) phases, namely Phase I amounted Rp54,433 which was agreed through the Minutes of Completion Progress dated August 8-9,2022 and Phase II amounted Rp34,992 which will be agreed through the Minutes of Final Development Progress.

As of December 31, 2022, the Group recorded other receivables of Rp54,333 from Patra Niaga for Phase I bills and other current assets of Rp34,992 for Phase II bills. (note 9)

On February 16, 2023, the Company has received payment for investment fee and contract change order Phase I from Patra Niaga amounted Rp51,300 and Rp3,033.

The agreement is effective from June 7, 2022 until october 31, 2023. Until the completion date of the consolidated financial statements, EPN and Patra Niaga are in the process of extending the contract.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

b. Perjanjian kerja sama (lanjutan)

Grup Pertamina (lanjutan)

Penyediaan Terminal dan Pengelolaan TBBM Tembilahan Baru - Riau

Pada 15 Juni 2021, Perusahaan menandatangani perjanjian kerjasama dengan Pertamina tentang Jasa Penyediaan Terminal dan Pengelolaan BBM/BBK di TBBM Tembilahan Baru-Riau. Berdasarkan perjanjian tersebut, Perusahaan akan menyediakan terminal BBM beserta sarana dan fasilitas untuk menerima dan menyalurkan BBM/BBK. Perusahaan akan menerima penghasilan berupa *throughput* fee atas penyediaan jasa penerimaan dan penyaluran BBM/BBK. Perjanjian ini terhitung mulai tanggal 15 Juni 2021 sampai dengan 14 Juni 2043 dan dapat diperpanjang atas persetujuan tertulis para pihak.

PT Waskita Adhi Sejahtera ("WAS")

Perusahaan dan PT Waskita Adhi Perkasa ("WAS") menandatangani Perjanjian Kerjasama Operasi ("KSO") dengan tanggal efektif perjanjian yaitu 12 Desember 2016. KSO ini dibentuk untuk melakukan proyek jasa pemeliharaan elektrikal dan instrumentasi dari BP Berau Ltd. Komposisi kepemilikan pada KSO adalah 51% oleh Perusahaan dan 49% oleh WAS (Catatan 11b).

Perjanjian Pengadaan Kontrak *Surface Pump Repair and Machining Services* PT Pertamina Hulu Rokan

Pada tanggal 9 Agustus 2021, EFK mengadakan perjanjian Pengadaan Kontrak *Surface Pump Repair and Machining Services* dengan PT Pertamina Hulu Rokan dengan nilai Rp88.425 yang berlaku mulai 9 Agustus 2021 sampai dengan tanggal 28 September 2024.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Cooperation agreement (continued)

Pertamina Group (continued)

Terminal Providing Service and TBBM Management Tembilahan Baru - Riau

On June 15, 2021, the Company signed an agreement with Pertamina of Terminal Providing Service and BBM/BBK Management in TBBM Tembilahan Baru-Riau. Based on the agreement, The company will provide a fuel terminal along with facilities and facilities to receive and distribute fuel/BBK. The company will receive income in the form of a throughput fee for providing fuel/BBK receiving and distribution services. This agreement started on June 15, 2021 until June 14, 2043 and can be extended upon written consent of the parties.

PT Waskita Adhi Sejahtera ("WAS")

The Company and PT Waskita Adhi Perkasa ("WAS") entered into Joint Operation ("JO") agreement with effective date of the agreement on December 12, 2016. The JO is established in order to perform electrical and instrumentation maintenance services project from BP Berau Ltd. The composition of ownerships in JO are 51% owned by the Company and 49% owned by WAS (Note 11b).

Contract Procurement Agreement for Surface Pump Repair and Machining Services PT Pertamina Hulu Rokan

On August 9, 2021, EFK entered into agreement related to Surface Pump Repair and Machining Services with PT Pertamina Hulu Rokan with contract value Rp88,425 effective since August 9, 2021 until September 28, 2024.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

c. Komitmen pengeluaran barang modal

Grup memiliki komitmen pengeluaran barang modal dalam menjalankan usaha normalnya. Pada tanggal 31 Desember 2023 dan 2022, total komitmen pengeluaran barang modal Grup yang belum terealisasi masing-masing sebesar Rp151.247 dan Rp141.604.

d. Fasilitas pinjaman non-kas bank

Grup memiliki beberapa fasilitas non-kas bank yang batas maksimumnya tergabung dengan fasilitas pinjaman dari BNI, BRI, ICBC, Mizuho, UOB, MUFG, BPTN dan Mandiri. Pada tanggal 31 Desember 2023 dan 2022, total fasilitas yang belum digunakan masing-masing sebesar $AS114.768.095 dan $AS125.177.798.

e. Perjanjian bank

PT Bank Negara Indonesia (Persero) Tbk

Berdasarkan perjanjian kredit tanggal 4 Juli 2012 yang terakhir kali diubah pada tanggal 4 Juli 2023, Perusahaan memperoleh fasilitas Kredit Tidak Langsung untuk keperluan penjaminan dan modal kerja yang terdiri dari *Standby Letter of Credit* ("SBLC")/Bank Garansi ("BG"), *Letter of Credit* ("LC")/Surat Kredit Berdokumen Dalam Negeri ("SKBDN"), *Trust Receipt* ("TR"), dan kredit modal kerja *post-financing* dengan batas maksimum gabungan sebesar $AS50.000.000. Batas kredit tersebut dapat digunakan oleh entitas anak.

Fasilitas TR dikenakan bunga yang suku bunganya akan ditetapkan secara negosiasi pada saat realisasi dan fasilitas ini akan jatuh tempo sampai dengan tanggal 3 Juli 2024.

PT Bank BTPN Tbk

Berdasarkan perjanjian kredit tanggal 24 Maret 2016 yang terakhir kali diubah tanggal 11 April 2023, Perusahaan memperoleh fasilitas untuk membiayai aktivitas operasional dan modal kerja Perusahaan yang terdiri dari fasilitas perdagangan (LC, *Acceptance*, *Loan on Note - TR*) dan fasilitas pinjaman (*Loan on Note* 1 dan 2) dengan batas maksimum gabungan sebesar $AS20.000.000.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

c. Capital expenditure commitments

The Group has capital expenditure commitments in the normal course of business. As of December 31, 2023 and 2022, the Group's total outstanding capital expenditure commitments amounted to Rp151,247 and Rp141,604, respectively.

d. Non-cash bank loan facilities

The Group has several non-cash loan facilities of which the maximum limits are combined with the loan facilities from BNI, BRI, ICBC, Mizuho, UOB, MUFG, BTPN and Mandiri. As of December 31, 2023 and 2022, the total unused facilities amounted to US$114,768,095 and US$125,177,798, respectively.

e. Credit agreement

PT Bank Negara Indonesia (Persero) Tbk

Based on a credit agreement dated July 4, 2012, with latest amandement on July 4, 2023, the Company obtained an Indirect Credit facility for guarantee and working capital purposes consisting of Standby Letter of Credit ("SBLC")/Bank Guarantee ("BG"), Letter of Credit ("LC")/Surat Kredit Berdokumen Dalam Negeri ("SKBDN"), Trust Receipt ("TR"), and post-financing working capital credit with a maximum combined limit of US$50,000,000.The credit limit is eligible to be used by the Company's subsidiaries.

The TR facility bears interest at the rate which will be determined through negotiation on withdrawal and these facilities will mature up to July 3, 2024.

PT Bank BTPN Tbk

Based on a credit agreement dated March 24, 2016 which was amended on April 11, 2023, the Company obtained facilities to finance the Company's operating activities and working capital consisting of trade facilites (LC, Acceptance, Loan on Note - TR) and loan facilities (Loan on Note 1 and 2) with a maximum combined limit of US$20,000,000.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

e. Perjanjian bank (lanjutan)

PT Bank BTPN Tbk (lanjutan)

Fasilitas *Loan on Note - TR* dan *Loan on Note* 1 dan 2 dikenakan bunga sebesar biaya pendanaan BTPN ditambah *margin* tertentu per tahun untuk penarikan dalam Dolar AS ataupun Rupiah. Fasilitas ini akan jatuh tempo sampai dengan tanggal 31 Maret 2024.

PT Bank Rakyat Indonesia (Persero) Tbk

Berdasarkan perjanjian kredit tanggal 27 September 2012 yang terakhir kali diubah pada tanggal 29 November 2023, Perusahaan memperoleh fasilitas Kredit Tidak Langsung untuk keperluan penjaminan dan modal kerja yang terdiri dari fasilitas *Standby Letter of Credit* ("SBLC")/Bank Garansi ("BG"), *Letter of Credit* ("LC")/Surat Kredit Berdokumen Dalam Negeri ("SKBDN"), Kredit Modal Kerja Lokal, dan *Trust Receipt* ("TR") dengan batas maksimum gabungan sebesar $AS23.000.000. Batas kredit tersebut dapat digunakan oleh entitas anak.

Pada perubahan tanggal 3 September 2020, Perusahaan mendapatkan fasilitas *Supplier Chain Financing ("SCF") AP* sebesar Rp300.000 yang dapat digunakan oleh Perusahaan dan entitas anak.

Fasilitas TR dikenakan bunga yang suku bunganya akan ditetapkan secara negosiasi pada saat realisasi. Fasilitas-fasilitas ini akan jatuh tempo sampai dengan tanggal 27 April 2025.

PT Bank Mizuho Indonesia ("Mizuho")

Berdasarkan perjanjian kredit tanggal 23 November 2015 yang terakhir kali diubah pada tanggal 18 April 2023, Perusahaan memperoleh fasilitas kredit untuk keperluan penjaminan dan modal kerja yang terdiri dari LC/SKBDN, TR, kredit modal kerja dan BG/SBLC dengan batas maksimum gabungan sebesar $AS10.000.000.

Fasilitas ini dikenakan bunga sebesar biaya pendanaan Mizuho ditambah marjin tertentu per tahun untuk penarikan dalam Dolar AS atau Rupiah. Fasilitas ini akan jatuh tempo sampai dengan tanggal 23 April 2024.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

e. Credit agreement (continued)

PT Bank BTPN Tbk (continued)

The Loan on Note – TR and Loan on Notes 1 and 2 facilities bear interest at the rate of cost of fund of BTPN plus certain margin per annum for withdrawal in US Dollar or Rupiah. These facilities will mature up to March 31, 2024.

PT Bank Rakyat Indonesia (Persero) Tbk

Based on a credit agreement dated September 27, 2012, with latest amendment on November 29, 2023, the Company obtained an Indirect Credit facility for guarantee and working capital purposes consisting of Kredit Modal Kerja Lokal, Standby Letter of Credit ("SBLC")/Bank Guarantee ("BG"), Letter of Credit ("LC")/Surat Kredit Berdokumen Dalam Negeri ("SKBDN"), Kredit Modal Kerja Lokal, and *Trust Receipt ("TR") with a maximum combined limit of US$23,000,000.The credit limit is eligible to be used by the Company's subsidiaries*

On the amendment dated September 3, 2020, the Company obtained facility for Supplier Chain Financing ("SCF") AP amounting Rp300,000 which can be used by the Company and its subsidiaries.

The TR facility bears interest at the rate which will be determined through negotiation on withdrawal. These facilities will mature up to April 27, 2025.

PT Bank Mizuho Indonesia ("Mizuho")

Based on a credit agreement dated November 23, 2015 which was amanded on April 18, 2023, the Company obtained credit facilities for guarantee and working capital purposes consisting of LC/SKBDN, TR, working capital credit and BG/SBLC with a maximum combined limit of US$10,000,000.

This facility bear interest at the rate of cost of fund of Mizuho plus certain margin per annum for withdrawal in US Dollar or Rupiah. These facilities will mature up to April 23, 2024.

32. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)

e. Perjanjian bank (lanjutan)

MUFG Bank, Ltd. ("MUFG")

Berdasarkan perjanjian kredit tanggal 27 Maret 2020 yang terakhir kali diubah pada tanggal 29 Desember 2023, Perusahaan memperoleh fasilitas kredit untuk keperluan penjaminan dan modal kerja yang terdiri dari LC/SKBDN, TR, pinjaman bergulir jangka pendek dan BG/SBLC dengan batas maksimum gabungan sebesar $AS15.000.000.

Fasilitas ini dikenakan bunga sebesar biaya pendanaan MUFG ditambah marjin tertentu per tahun untuk penarikan dalam Dolar AS atau Rupiah. Fasilitas ini akan jatuh tempo sampai dengan tanggal 31 Desember 2024.

Fasilitas ini mengharuskan Perusahaan untuk memenuhi beberapa persyaratan, diantaranya persyaratan rasio keuangan sebagaimana ditetapkan dalam perjanjian kredit:
- Maksimal Rasio Hutang terhadap Ekuitas sebesar 3 kali.
- Minimal *Current Ratio* sebesar 1 kali.

Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

e. Credit agreement (continued)

MUFG Bank, Ltd. ("MUFG")

Based on a credit agreement dated March 27, 2020 which was amanded on December 29, 2023, the Company obtained credit facilities for guarantee and working capital purposes consisting of LC/SKBDN, TR, short term revolving loan and BG/SBLC with a maximum combined limit of US$15,000,000.

This facility bear interest at the rate of cost of fund of MUFG plus certain margin per annum for withdrawal in US Dollar or Rupiah. These facilities will mature up to December 31, 2024.

These facilities require the Company to comply to certain requirement, among others, financial ratios as stipulated in the credit agreement:

- Maximal Debt to Equity Ratio of 3 times.

- Minimal Current Ratio of 1 times.

These facilities are provided on a clean-basis.

33. INFORMASI SEGMEN

Ringkasan berikut ini menggambarkan bisnis utama dari setiap segmen yang dilaporkan Grup:

a) Jasa hulu migas terintegrasi menyediakan jasa pengukuran data geofisika/seismik, jasa pemboran migas dan jasa *oilfield*.

b) Jasa penunjang migas menyediakan jasa penguliran, perdagangan pipa OCGT (*Open Cycle Gas Turbine*) dan fabrikasi, pembuatan ulir (*threading*) untuk pemboran migas, jasa pengelolaan data dan informasi energi dan sumber daya mineral (khususnya eksplorasi dan eksploitasi minyak dan gas bumi), jasa pengelolaan data migas, jasa pembangunan sistem teknologi informasi terpadu, jasa telekomunikasi, jasa penyediaan jaringan, telekomunikasi satelit dan sistem komunikasi VSAT (*Very-Small-Aperture Terminal*), jasa penyewaan kapal laut dan agen perkapalan perusahaan pelayaran.

33. SEGMENT INFORMATION

The following summary describes the core businesses of each of the Group's reportable segments:

a) Integrated upstream oil and gas services provide geophysical/seismic data services, oil and gas drilling service and oilfield services.

b) Oil and gas support services provide threading services, OCGT (Open Cycle Gas Turbine) pipe trading and manufacturing, threading for oil and gas drilling, data and information on energy and mineral resources management services (particularly oil and gas exploration and exploitation), oil and gas data management services, integrated information technology development services, telecommunication services, network services provider, satellite communications and VSAT (Very-Small-Aperture Terminal) based communication systems, ship rental services and shipping agent of shipping company.

33. INFORMASI SEGMEN (lanjutan)

Ringkasan berikut ini menggambarkan bisnis utama dari setiap segmen yang dilaporkan Grup: (lanjutan)

c) Jasa distribusi dan logistik energi menyediakan jasa penyimpanan, perdagangan, pendistribusian dan pemasaran produk minyak dan gas di Indonesia.

Informasi mengenai segmen yang dilaporkan dan rekonsiliasi antara ukuran segmen dengan jumlah yang diakui dalam laporan keuangan konsolidasian adalah sebagai berikut:

33. SEGMENT INFORMATION (continued)

The following summary describes the core businesses of each of the Group's reportable segments: (continued)

c) Energy distribution and logistics services provide storage services, trading, distribution and marketing of oil and gas products in Indonesia.

Information about reportable segments and reconciliation between segment measure and the amount recognized in the consolidated financial statements are as follows:

31 Desember 2023 dan untuk Tahun yang Berakhir pada Tanggal Tersebut/
December 31, 2023 and for the Year Then Ended

	Jasa hulu migas terintegrasi/ ***Integrated upstream oil and gas services***	**Jasa penunjang migas/** ***Oil and gas support services***	**Jasa distribusi dan logistik energi/** ***Energy distribution and logistics services***	**Jumlah sebelum eliminasi/** ***Total before elimination***	**Eliminasi/** ***Elimination***	**Konsolidasian/** ***Consolidated***	
Pendapatan eksternal	4.225.808	1.644.519	6.694.064	12.564.391	-	12.564.391	*External revenues*
Pendapatan antarsegmen	31.729	176.316	355.677	563.722	(563.722)	-	*Inter-segment revenues*
Total pendapatan	**4.257.537**	**1.820.835**	**7.049.741**	**13.128.113**	**(563.722)**	**12.564.391**	***Total revenues***
Beban pokok pendapatan	**(3.856.178)**	**(1.587.362)**	**(6.511.828)**	**(11.955.368)**	**560.679**	**(11.394.689)**	***Total cost of revenues***
Laba bruto	**401.359**	**233.473**	**537.913**	**1.172.745**	**(3.043)**	**1.169.702**	***Gross profit***
Beban penjualan	(4.522)	(1.331)	(1.709)	(7.562)	-	(7.562)	*Selling expenses*
Beban umum dan administrasi	(306.428)	(84.016)	(111.035)	(501.479)	8.991	(492.488)	*General and administrative expenses*
Pendapatan keuangan	55.851	14.641	7.602	78.094	(3.026)	75.068	*Finance income*
Beban keuangan	(73.770)	(16.374)	(29.033)	(119.177)	3.956	(115.221)	*Finance expenses*
Lain-lain - neto	26.805	(4.951)	(4.463)	17.391	(279)	17.112	*Others - net*
Laba sebelum pajak final dan pajak penghasilan	**99.295**	**141.442**	**399.275**	**640.012**	**6.599**	**646.611**	***Profit before final tax and income tax***
Beban pajak final	(12.196)	(12.607)	(3.940)	(28.743)	-	(28.743)	*Final tax expense*
Laba sebelum pajak penghasilan	**87.099**	**128.835**	**395.335**	**611.269**	**6.599**	**617.868**	***Profit before income tax***
Beban pajak penghasilan	(20.083)	(21.170)	(74.755)	(116.008)	1.271	(114.737)	*Income tax expense*
Laba tahun berjalan	**67.016**	**107.665**	**320.580**	**495.261**	**7.870**	**503.131**	***Profit for the year***
Penghasilan komprehensif lain tahun berjalan setelah pajak	(15.242)	(1.499)	296	(16.445)	1.203	(15.242)	*Other comprehensive income for the year after tax*
Total laba komprehensif tahun berjalan	**51.774**	**106.166**	**320.876**	**478.816**	**9.073**	**487.889**	***Total comprehensive income for the year***
Informasi-informasi lain							***Other information***
Total aset	7.055.508	1.511.198	3.679.254	12.245.960	(2.644.478)	9.601.482	*Total assets*
Total liabilitas	2.552.298	626.202	2.234.171	5.412.671	(227.257)	5.185.414	*Total liabilities*
Ekuitas - neto	4.503.210	884.996	1.445.083	6.833.289	(2.417.221)	4.416.068	*Equity - net*
Penyusutan dan amortisasi	(221.966)	(94.270)	(308.754)	(624.990)	12.871	(612.119)	*Depreciation and amortization*
Penambahan aset tetap	177.850	133.128	216.120	527.098	2.082	529.180	*Additions of fixed assets*

33. INFORMASI SEGMEN (lanjutan) / *33. SEGMENT INFORMATION (continued)*

Informasi mengenai segmen yang dilaporkan dan rekonsiliasi antara ukuran segmen dengan jumlah yang diakui dalam laporan keuangan konsolidasian adalah sebagai berikut: (lanjutan)

Information about reportable segments and reconciliation between segment measure and the amount recognized in the consolidated financial statements are as follows: (continued)

31 Desember 2022 dan untuk Tahun yang Berakhir pada Tanggal Tersebut/ *December 31, 2022 and for the Year Then Ended*

	Jasa hulu migas terintegrasi/ *Integrated upstream oil and gas services*	Jasa penunjang migas/ *Oil and gas support services*	Jasa distribusi dan logistik energi/ *Energy distribution and logistics services*	Jumlah sebelum eliminasi/ *Total before elimination*	Eliminasi/ *Elimination*	Konsolidasian/ *Consolidated*	
Pendapatan eksternal	3.986.489	1.096.620	7.222.581	12.305.690	-	12.305.690	*External revenues*
Pendapatan antarsegmen	48.142	260.767	341.477	650.386	(650.386)	-	*Inter-segment revenues*
Total pendapatan	**4.034.631**	**1.357.387**	**7.564.058**	**12.956.076**	**(650.386)**	**12.305.690**	***Total revenues***
Beban pokok pendapatan	**(3.814.096)**	**(1.200.253)**	**(7.023.966)**	**(12.038.315)**	**644.958**	**(11.393.357)**	***Total cost of revenues***
Laba bruto	**220.535**	**157.134**	**540.092**	**917.761**	**(5.428)**	**912.333**	***Gross profit***
Beban penjualan	(3.798)	(671)	(689)	(5.158)	-	(5.158)	*Selling expenses*
Beban umum dan administrasi	(240.500)	(74.820)	(101.809)	(417.129)	7.969	(409.160)	*General and administrative expenses*
Pendapatan keuangan	22.290	12.238	4.801	39.329	(9.725)	29.604	*Finance income*
Beban keuangan	(71.190)	(11.935)	(40.061)	(123.186)	(20.134)	(143.320)	*Finance expenses*
Lain-lain - neto	86.532	(9.095)	(5.975)	71.462	31.126	102.588	*Others - net*
Laba sebelum pajak final dan pajak penghasilan	**13.869**	**72.851**	**396.359**	**483.079**	**3.808**	**486.887**	***Profit before final tax and income tax***
Beban pajak final	(12.020)	(8.854)	(8.852)	(29.726)	-	(29.726)	*Final tax expense*
Laba sebelum pajak penghasilan	**1.849**	**63.997**	**387.507**	**453.353**	**3.808**	**457.161**	***Profit before income tax***
Beban pajak penghasilan	14.914	(11.845)	(81.880)	(78.811)	(292)	(79.103)	*Income tax expense*
Laba tahun berjalan	**16.763**	**52.152**	**305.627**	**374.542**	**3.516**	**378.058**	***Profit for the year***
Penghasilan komprehensif lain tahun berjalan setelah pajak	15.409	5.666	1.081	22.156	(6.747)	15.409	*Other comprehensive income for the year after tax*
Total laba komprehensif tahun berjalan	**32.172**	**57.818**	**306.708**	**396.698**	**(3.231)**	**393.467**	***Total comprehensive income for the year***
Informasi-informasi lain							***Other information***
Total aset	6.543.854	1.416.919	3.386.639	11.347.412	(2.511.323)	8.836.089	*Total assets*
Total liabilitas	2.332.632	588.534	2.079.196	5.000.362	(281.484)	4.718.878	*Total liabilities*
Ekuitas - neto	4.211.222	828.386	1.307.443	6.347.051	(2.229.840)	4.117.211	*Equity - net*
Penyusutan dan amortisasi	(278.413)	(87.539)	(295.749)	(661.701)	13.282	(648.419)	*Depreciation and amortization*
Penambahan aset tetap	117.829	57.369	166.986	342.184	(2.627)	339.557	*Additions of fixed assets*

Informasi tentang pelanggan utama / *Information on major customers*

Berikut ini adalah alokasi pendapatan usaha Grup berdasarkan kelompok pelanggan:

The following is the Group's operating revenues allocation based on customer grouping:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Pihak ketiga			*Third parties*
Bahan bakar minyak	1.949.588	3.010.243	*Fuel oil*
Kontraktor bagi hasil	704.933	515.194	*Production sharing contractors*
Pelanggan eceran/masyarakat	38.518	31.522	*Retail customers/public*
Lainnya	200.197	102.387	*Others*
Subtotal pihak ketiga	2.893.236	3.659.346	*Sub-total third parties*
Pihak berelasi (Catatan 31i)	9.671.155	8.646.344	*Related parties (Note 31i)*
Total	**12.564.391**	**12.305.690**	***Total***

33. INFORMASI SEGMEN (lanjutan)

Grup tidak bergantung pada pendapatan dari suatu pelanggan tertentu karena jasa-jasa yang disediakan oleh Grup bukan merupakan jenis jasa yang secara khusus diberikan untuk satu kelompok pelanggan tertentu.

33. SEGMENT INFORMATION (continued)

The Group does not rely on revenue from any specific customer group due to the services provided by the Group are not being provided exclusively to a certain group of customers.

34. LABA PER SAHAM

Rekonsiliasi perhitungan laba per saham adalah sebagai berikut:

34. EARNINGS PER SHARE

The reconciliation of earnings per share calculation is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	503.129	378.065	*Profit for the year attributable to owners of the parent entity*
Jumlah rata-rata tertimbang saham	7.298.500.000	7.298.500.000	*Weighted average number of shares*
Laba per saham (nilai penuh)	**68,94**	**51,80**	***Earnings per share (full amount)***

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat efek yang berpotensi dikonversi menjadi saham biasa yang dapat menimbulkan pengaruh dilusi pada laba per saham.

As of December 31, 2023 and 2022, there were no securities potentially converted into ordinary shares that would give rise to a dilution of earnings per share.

35. PENGUKURAN NILAI WAJAR

Nilai wajar didefinisikan sebagai jumlah dimana instrumen tersebut dapat dipertukarkan di dalam transaksi jangka pendek antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, selain di dalam penjualan terpaksa atau penjualan likuidasi.

Instrumen keuangan yang disajikan dalam laporan posisi keuangan konsolidasian dicatat sebesar nilai wajar, atau disajikan dalam jumlah tercatat, baik karena jumlah tersebut mendekati nilai wajarnya atau karena nilai wajarnya tidak dapat diukur secara andal.

35. FAIR VALUE MEASUREMENT

Fair value is defined as the amount at which an instrument could be exchanged in a current transaction between knowledgeable willing parties in an arm's length transaction, other than in a forced or liquidation sale.

Financial instruments presented in the consolidated statement of financial position are carried at fair value, otherwise, they are presented at carrying amounts as either these are reasonable approximation of fair values or their fair values cannot be reliably measured.

35. PENGUKURAN NILAI WAJAR (lanjutan)

Grup menentukan pengukuran nilai wajar untuk tujuan pengungkapan setiap aset keuangan dan liabilitas keuangan berdasarkan metode dan asumsi sebagai berikut:

- Nilai wajar aset keuangan lancar dan liabilitas keuangan jangka pendek yang mencakup, antara lain, kas dan setara kas, piutang usaha, aset keuangan lancar lainnya, pinjaman bank jangka pendek, liabilitas imbalan kerja jangka pendek, utang usaha, liabilitas jangka pendek lainnya - utang lain-lain dan titipan pelanggan dan beban akrual dan utang sukuk dianggap mendekati jumlah tercatatnya.

- Estimasi nilai wajar aset keuangan tidak lancar lainnya ditentukan dengan mendiskontokan arus kas masa depan menggunakan tingkat suku bunga bebas risiko untuk instrumen serupa.

- Aset keuangan diukur pada NWPKL yang terdiri dari investasi pada saham dengan persentase kepemilikan dibawah 20% dicatat pada biaya perolehan karena investasi pada instrumen ekuitas tersebut tidak memiliki kuotasi harga di pasar aktif dan nilai wajarnya tidak dapat diukur secara handal.

- Estimasi nilai wajar pinjaman bank jangka panjang ditentukan dengan mendiskontokan arus kas masa depan dengan menggunakan tingkat suku bunga pasar untuk instrumen dengan syarat, risiko kredit dan jatuh tempo yang serupa.

Tabel berikut menyajikan perbandingan jumlah tercatat dengan estimasi nilai wajar instrumen keuangan dalam laporan posisi keuangan konsolidasian.

35. FAIR VALUE MEASUREMENT (continued)

The Group determined the fair value measurement for disclosure purposes of each financial asset and financial liability based on the following methods and assumptions:

- *The fair value of current financial assets and current financial liabilities which includes, among others, cash and cash equivalents, trade receivables, other current financial assets, short-term bank loans, short - term employee benefits liability, trade payables, other non-current liabilities - other payables and customer deposits and accrued expenses dan sukuk payable are considered to approximate their carrying amounts.*

- *The estimated fair values of other non-current financial assets are determined by discounting the future cash flows using risk-free interest rates for similar instruments.*

- *Financial asset measured at FVOCI that comprised investments in shares with percentage of ownership interest less than 20% are recognized at cost due to such investments in equity instruments have no quoted market price in an active market and their fair value cannot be reliably measureable.*

- *The estimated fair values of long-term bank loans are determined by discounting the future cash flows using market interest rates for instruments with similar terms, credit risk and remaining maturities.*

The following table presents the comparison between the carrying amounts and the estimated fair values of financial instruments in the consolidated statement of financial position.

	31 Desember/ *December 31,* 2023		**31 Desember/ *December 31,* 2022**		
	Jumlah tercatat/ *Carrying amount*	**Estimasi nilai wajar/ *Estimated fair value***	**Jumlah tercatat/ *Carrying amount***	**Estimasi nilai wajar/ *Estimated fair value***	
Aset keuangan					***Financial assets***
Kas dan setara kas	2.077.725	2.077.725	1.656.975	1.656.975	*Cash and cash equivalents*
Piutang usaha - neto	3.011.104	3.011.104	2.919.355	2.919.355	*Trade receivables - net*
Aset keuangan lancar lainnya - neto	39.478	39.478	103.538	103.538	*Other current financial assets - net*
Aset keuangan tidak lancar lainnya - neto	379.502	379.502	410.919	410.919	*Other non-current financial assets - net*
Total	**5.507.809**	**5.507.809**	**5.090.787**	**5.090.787**	***Total***

35. PENGUKURAN NILAI WAJAR (lanjutan) / *35. FAIR VALUE MEASUREMENT (continued)*

Tabel berikut menyajikan perbandingan jumlah tercatat dengan estimasi nilai wajar instrumen keuangan dalam laporan posisi keuangan konsolidasian.(lanjutan)

The following table presents the comparison between the carrying amounts and the estimated fair values of financial instruments in the consolidated statement of financial position. (continued)

	31 Desember/ *December 31,* 2023		31 Desember/ *December 31,* 2022		
	Jumlah tercatat/ *Carrying amount*	**Estimasi nilai wajar/ *Estimated fair value***	**Jumlah tercatat/ *Carrying amount***	**Estimasi nilai wajar/ *Estimated fair value***	
Liabilitas keuangan					***Financial liabilities***
Pinjaman bank jangka pendek	171.231	171.231	128.258	128.258	*Short-term bank loans*
Utang usaha	1.004.817	1.004.817	678.678	678.678	*Trade payables*
Liabilitas jangka pendek lainnya					*Other current liabilities*
Titipan pelanggan	28.484	28.484	23.815	23.815	*Customer deposits*
Utang lain-lain	26.181	26.181	18.977	18.977	*Other payables*
Liabilitas imbalan kerja jangka pendek	274.538	274.538	237.560	237.560	*Short-term employee benefits liability*
Beban akrual	2.405.488	2.405.488	2.175.267	2.175.267	*Accrued expenses*
Utang sukuk	698.607	698.607	697.866	697.866	*Sukuk payable*
Liabilitas sewa	373.379	373.379	578.847	578.847	*Lease liability*
Total	**4.982.725**	**4.982.725**	**4.539.268**	**4.539.268**	**Total**

Hierarki Nilai Wajar / *Fair Value Hierarchy*

Hierarki nilai wajar Grup pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Fair value hierarchy of the Group as of December 31, 2023 and 2022 are as follows:

	31 Desember 2023/*December 31, 2023*				
	Total/ *Total*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Aset yang nilai wajarnya diungkapkan					***Assets for which fair value are disclosed***
Aset tidak lancar					***Non-current Assets***
Aset tetap *)	1.629.444	-	1.629.444	-	*Fixed assets *)*
Properti investasi	540.489	-	540.489	-	*Investment properties*

*) Untuk aset tetap dengan nilai buku sebesar Rp828.994 /*For fixed assets with net book value of Rp828,994*

	31 Desember 2022/*December 31, 2022*				
	Total/ *Total*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Aset yang nilai wajarnya diungkapkan					***Assets for which fair value are disclosed***
Aset tidak lancar					***Non-current Assets***
Aset tetap *)	829.967	-	829.967	-	*Fixed assets *)*
Properti investasi	561.344	-	561.344	-	*Investment properties*

*) Untuk aset tetap dengan nilai buku sebesar Rp840.917/*For fixed assets with net book value of Rp840,917*

Pada tanggal 31 Desember 2023, tidak terdapat pengalihan antara pengukuran nilai wajar level 1 dan level 2.

As of December 31, 2023, there is no transfer between measurement of fair value of level 1 and level 2.

Tidak terdapat aset dan liabilitas lain yang diukur dan diungkapkan selain yang telah dijelaskan diatas.

No other assets and liabilities have been measured and disclosed other than above explained.

36. MANAJEMEN RISIKO KEUANGAN

Risiko utama dari instrumen keuangan Grup adalah risiko tingkat suku bunga, risiko mata uang, risiko kredit dan risiko likuiditas. Penelaahan Direksi dan kebijakan yang disetujui untuk mengelola masing-masing risiko ini dijelaskan secara detail sebagai berikut:

a. Risiko tingkat suku bunga

Risiko tingkat suku bunga Grup terutama timbul dari pinjaman untuk tujuan modal kerja dan investasi. Pinjaman pada tingkat suku bunga mengambang membuat Grup terekspos terhadap risiko suku bunga atas arus kas.

Untuk pinjaman modal kerja dan investasi, Grup berusaha mengurangi risiko tingkat suku bunganya dengan cara mendapatkan struktur pinjaman dengan suku bunga kompetitif.

Tabel berikut ini menunjukkan sensitivitas perubahan tingkat suku bunga pinjaman. Dampak perubahan tingkat suku bunga pinjaman terhadap laba sebelum pajak penghasilan adalah sebagai berikut:

36. FINANCIAL RISK MANAGEMENT

The main risks arising from the Group's financial instruments are interest rate risk, currency risk, credit risk and liquidity risk. The Directors review and approve policies for managing each of these risks, which are described in more detail as follows:

a. Interest rate risk

The Group's interest rate risk mainly arises from loans for working capital and investment purposes. Loans at floating rates expose the Group to cash flow interest rate risk.

For working capital and investment loans, the Group may seek to mitigate its interest rate risk by obtaining loans structured with competitive interest rates.

The following table demonstrates the sensitivity to changes in interest rates of the loans. The effect of changes in interest rates of the loans to profit before income tax is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Kenaikan 50 basis poin	7.505	5.540	*Increase by 50 basis points*
Penurunan 50 basis poin	(7.505)	(5.540)	*Decrease by 50 basis points*

Penurunan/kenaikan laba sebelum pajak penghasilan tersebut terutama sebagai akibat kenaikan/penurunan biaya bunga atas pinjaman dengan tingkat bunga mengambang. Analisis mengasumsikan bahwa seluruh variabel lain tetap tidak berubah.

Such decrease/increase in profit before income tax is mainly as a result of higher/lower interest expense on loans with floating interest rates. The analysis assumes that all other variables remain constant.

Sehubungan dengan adanya reformasi acuan suku bunga mengambang, Pada 31 Desember 2023, Grup telah menggunakan SFOR sebagai acuan tingkat bunga untuk pinjaman bank dalam mata uang Dolar AS.

Following the reform of the floating interest rate benchmark, on 31 December 2023, the Group already used SFOR as benchmark interest rate for bank loans denominated in US Dollars.

36. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko mata uang asing

Mata uang fungsional Grup adalah Rupiah. Grup dapat menghadapi risiko nilai tukar mata uang asing karena pinjaman, pendapatan dan biaya beberapa pembelian utamanya dalam mata uang Dolar AS atau harganya secara signifikan dipengaruhi oleh perubahan tolak ukur harganya dalam mata uang asing (terutama Dolar AS). Apabila pendapatan dan pembelian Grup dalam mata uang selain Rupiah tidak seimbang dalam hal jumlah dan/atau pemilihan waktu, Grup terekspos risiko mata uang asing.

Grup tidak mempunyai kebijakan lindung nilai yang formal untuk laju pertukaran mata uang asing. Bagaimanapun, terkait dengan hal-hal yang telah didiskusikan pada paragraf di atas, fluktuasi dalam nilai tukar Rupiah dan Dolar AS menghasilkan lindung nilai natural untuk laju nilai tukar Grup.

Grup memiliki aset dan liabilitas moneter dalam mata uang asing sebagai berikut:

36. FINANCIAL RISK MANAGEMENT (continued)

b. Foreign currency risk

The Group's functional currency is the Rupiah. The Group faces foreign exchange risk as its borrowings, revenues and the costs of certain key purchases are either denominated in US Dollars or their prices are significantly influenced by their benchmark price movements in foreign currencies (mainly US Dollars). To the extent that the revenue and purchases of the Group are denominated in currencies other than Rupiah, and are not evenly matched in terms of amount and/or timing, the Group has exposure to foreign currency risk.

The Group does not have any formal hedging policy for foreign exchange exposure. However, in relation to the matters discussed in the preceding paragraph, the fluctuations in the exchange rates between the Rupiah and US Dollar provide some degree of natural hedge for the Group's foreign exchange exposure.

The Group's monetary assets and liabilities denominated in foreign currencies are as follows:

	31 Desember/*December 31*, 2023		31 Desember/*December 31*, 2022		
	Dalam mata uang asing/ *In foreign currencies*	Setara dalam Rupiah/ *Equivalent in Rupiah*	Dalam mata uang asing/ *In foreign currencies*	Setara dalam Rupiah/ *Equivalent in Rupiah*	
Aset					***Assets***
Kas dan setara kas	$AS 6.425.047	99.197	$AS 12.784.120	199.330	*Cash and cash equivalents*
Piutang usaha	$AS 51.731.742	798.687	$AS 61.010.967	951.284	*Trade receivables*
	$SG 25.267	296	$SG 32.850	383	
Aset keuangan lancar lainnya	$AS 673.762	10.403	$AS 673.743	10.505	*Other current financial assets*
Aset lain-lain	$AS 509	8	$AS 509	8	*Other assets*
	€ 242.500	4.156	€ 242.500	4.053	
Total		**912.747**		**1.165.563**	***Total***
Liabilitas					***Liabilities***
Pinjaman bank jangka pendek	$AS 3.670.769	56.673	$AS 3.874.391	60.410	*Short-term bank loans*
Utang usaha	$AS 1.891.590	29.205	$AS 1.567.406	24.439	*Trade payables*
	$SG 110.795	1.298	$SG 110.815	1.292	
	£ 27.117	536	£ -	-	
Liabilitas jangka pendek lainnya	$AS 139.905	2.160	$AS 137.314	2.141	*Other current liabilities*
Beban akrual	$AS 9.192.253	141.920	$AS 8.065.675	125.760	*Accrued expenses*
Total		**231.792**		**214.042**	***Total***
Aset neto		**680.955**		**951.521**	***Net assets***

Apabila aset dan liabilitas moneter dalam mata uang asing pada tanggal 31 Desember 2023 dijabarkan ke dalam Rupiah dengan menggunakan JISDOR dan kurs tengah transaksi yang dipublikasikan Bank Indonesia pada tanggal 28 Februari 2024, maka aset moneter neto akan naik sebesar Rp10.248.

Had monetary assets and liabilities denominated in foreign currencies as of December 31, 2023 been translated to the Rupiah using JISDOR and the middle rate transaction published by Bank Indonesia as of February 28, 2024 the net monetary assets would have been increased by approximately Rp10,248.

36. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko mata uang asing (lanjutan)

Tabel berikut ini menunjukkan sensitivitas perubahan nilai tukar mata uang asing. Dampak perubahan nilai tukar mata uang asing terhadap laba sebelum pajak penghasilan adalah sebagai berikut:

36. FINANCIAL RISK MANAGEMENT (continued)

b. Foreign currency risk (continued)

The following table demonstrates the sensitivity to changes in the exchange rate of foreign currencies. The effect of changes in the exchange rate of foreign currencies to profit before income tax is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Penguatan 1%	6.810	9.515	*Strengthening by 1%*
Pelemahan 1%	(6.810)	(9.515)	*Weakening by 1%*

Analisis mengasumsikan bahwa seluruh variabel lain, khususnya tingkat suku bunga, tetap tidak berubah dan mengabaikan dampak atas perkiraan penjualan dan pembelian.

The analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecasted sales and purchases.

c. Risiko kredit

c. Credit risk

Eksposur maksimum Grup terhadap risiko kredit adalah senilai dengan jumlah tercatat dari setiap aset keuangan.

The Group's maximum exposure to credit risk is equal to the carrying amount of each financial assets.

Risiko kredit utama yang dihadapi oleh Grup berasal dari kredit yang diberikan kepada pelanggan. Untuk meringankan risiko ini, ada kebijakan untuk memastikan penjualan jasa/produk hanya dibuat kepada pelanggan yang dapat dipercaya dan terbukti mempunyai rekam jejak atau sejarah kredit yang baik. Ini merupakan kebijakan Grup dimana semua pelanggan yang akan melakukan pembelian jasa/produk secara kredit harus melalui prosedur verifikasi kredit. Untuk pendapatan, Grup memberikan jangka waktu kredit dari faktur yang diterbitkan. Sebagai tambahan, saldo piutang dipantau secara terus menerus untuk mengurangi kemungkinan piutang yang tidak tertagih.

The main credit risk faced by the Group arises from the credit granted to its customers. To mitigate this risk, it has policies in place to ensure that sales of services/products are made only to creditworthy customers with proven track records or good credit history. It is the Group's policy that all customers who wish to trade services/products on credit are subject to credit verification procedures. For revenues, the Group may grant its customers credit terms from the issue of invoices. In addition, receivables balances are monitored on an ongoing basis to reduce exposure to bad debts.

Tabel berikut menyajikan analisis umur piutang usaha.

The following table presents the aging analysis of trade receivables.

	31 Desember/ *December 31,* 2023	**31 Desember/ *December 31,* 2022**	
Belum jatuh tempo	2.765.157	2.761.552	*Not yet overdue*
Lewat jatuh tempo			*Overdue*
1-30 hari	167.212	120.858	*1-30 days*
31-60 hari	44.349	16.767	*31-60 days*
61-150 hari	19.355	10.568	*61-150 days*
Lebih dari 150 hari	212.780	222.232	*Over 150 days*
Total	3.208.853	3.131.977	*Total*
Penyisihan penurunan nilai	(197.749)	(212.622)	*Allowance for impairment*
Neto	**3.011.104**	**2.919.355**	***Net***

36. MANAJEMEN RISIKO KEUANGAN (lanjutan)

c. Risiko kredit (lanjutan)

Risiko piutang usaha yang belum jatuh tempo dan tidak mengalami penurunan nilai untuk mengalami penurunan nilai adalah kecil karena debitur memiliki rekam jejak yang baik dengan Grup.

Tergantung pada penilaian Grup, penyisihan khusus mungkin dibuat jika piutang dianggap tidak tertagih.

d. Risiko likuiditas

Grup mengelola profil likuiditasnya untuk dapat mendanai pengeluaran modalnya dan mengelola utang yang jatuh tempo dengan menjaga kas yang cukup dan ketersediaan pendanaan melalui jumlah fasilitas kredit berkomitmen yang cukup.

Grup secara reguler mengevaluasi proyeksi arus kas dan terus menerus menilai kondisi pasar keuangan untuk mengevaluasi kemungkinan mengejar inisiatif penggalangan dana.

Tabel berikut menyajikan profil jangka waktu pembayaran liabilitas keuangan Grup berdasarkan pembayaran kontraktual yang tidak didiskontokan.

36. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk (continued)

The risk of trade receivables that are neither overdue nor impaired becoming impaired is low as the parties have a good track record with the Group.

Depending on the Group's assessment, specific allowance may be made if a receivable was deemed uncollectible.

d. Liquidity risk

The Group manages its liquidity profile to be able to finance its capital expenditure and manage its maturing debts by maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities.

The Group regularly evaluates its projected and actual cash flow information and continuously assesses conditions in the financial markets to evaluate the possibility of pursuing fund-raising initiatives.

The following table presents the maturity profile of the Group's financial liabilities based on undiscounted contractual payments.

	31 Desember/*December 31,* 2023						
	< 1 tahun/ *< 1 year*	**1-2 tahun/ *1-2 years***	**2-3 tahun/ *2-3 years***	**Total**	**Biaya pinjaman/ *Costs of loan***	**Jumlah tercatat/ *Carrying amounts***	
Pinjaman bank jangka pendek	171.231	-	-	171.231	-	171.231	*Short-term bank loans*
Utang usaha	1.004.817	-	-	1.004.817	-	1.004.817	*Trade payables*
Liabilitas jangka pendek lainnya:							*Other current liabilities:*
Utang lain-lain	26.181	-	-	26.181	-	26.181	*Other payables*
Titipan pelanggan	28.484	-	-	28.484	-	28.484	*Customer deposits*
Liabilitas imbalan kerja jangka pendek	274.538	-	-	274.538	-	274.538	*Short-term employee benefits liability*
Beban akrual	2.405.488	-	-	2.405.488	-	2.405.488	*Accrued expenses*
Utang sukuk	-	700.000	-	700.000	(1.393)	698.607	*Sukuk payable*
Liabilitas sewa	255.042	111.140	30.363	396.545	-	396.545	*Lease liabilities*
Total	**4.165.781**	**811.140**	**30.363**	**5.007.284**	**(1.393)**	**5.005.891**	***Total***

36. MANAJEMEN RISIKO KEUANGAN (lanjutan)

d. Risiko likuiditas (lanjutan)

Tabel berikut menyajikan profil jangka waktu pembayaran liabilitas keuangan Grup berdasarkan pembayaran kontraktual yang tidak didiskontokan. (lanjutan)

36. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk (continued)

The following table presents the maturity profile of the Group's financial liabilities based on undiscounted contractual payments. (continued)

	31 Desember/*December 31*, 2022						
	< 1 tahun/ *< 1 year*	**1-2 tahun/ *1-2 years***	**2-3 tahun/ *2-3 years***	**Total**	**Biaya pinjaman/ *Costs of loan***	**Jumlah tercatat/ *Carrying amounts***	
Pinjaman bank jangka pendek	128.258	-	-	128.258	-	128.258	*Short-term bank loans*
Utang usaha	678.678	-	-	678.678	-	678.678	*Trade payables*
Liabilitas jangka pendek lainnya:							*Other current liabilities:*
Utang lain-lain	18.977	-	-	18.977	-	18.977	*Other payables*
Titipan pelanggan	23.815	-	-	23.815	-	23.815	*Customer deposits*
Liabilitas imbalan kerja jangka pendek	237.560	-	-	237.560	-	237.560	*Short-term employee benefits liability*
Beban akrual	2.175.267	-	-	2.175.267	-	2.175.267	*Accrued expenses*
Utang sukuk	-	-	700.000	700.000	(2.134)	697.866	*Sukuk payable*
Liabilitas sewa	224.755	349.734	51.191	625.680	-	625.680	*Lease liabilities*
Total	**3.487.310**	**349.734**	**751.191**	**4.588.235**	**(2.134)**	**4.586.101**	***Total***

e. Pengelolaan modal

Tujuan Grup dalam pengelolaan modal adalah untuk mempertahankan kelangsungan usaha Grup guna memberikan imbal hasil kepada pemegang saham dan manfaat kepada pemangku kepentingan lainnya serta menjaga struktur modal yang optimal yang meliputi utang dan ekuitas untuk mengurangi biaya modal.

Secara periodik, Grup melakukan penilaian utang untuk menilai kemungkinan pembiayaan kembali utang yang ada dengan utang baru yang memiliki biaya yang lebih efisien sehingga mengoptimalkan biaya utang.

Grup dipersyaratkan oleh Undang-undang No. 40 tahun 2007 tentang Perseroan Terbatas untuk mengalokasikan dana cadangan yang tidak boleh didistribusikan sampai dengan 20% dari modal saham ditempatkan dan disetor penuh. Persyaratan permodalan eksternal tersebut dipertimbangkan oleh Grup dalam Rapat Umum Pemegang Saham.

Perusahaan dan EFK dipersyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman bank (Catatan 16). Pada tanggal 31 Desember 2023 dan 2022, persyaratan permodalan eksternal tersebut telah dipenuhi.

e. Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits to other stakeholders and to maintain an optimum capital structure covering debt and equity to minimise the cost of capital.

Periodically, the Group conducts debt valuation to assess possibilities of refinancing existing debts with new ones which have more efficient cost that will lead to more optimized cost-of-debt.

The Group is required by the Limited Liability Company Law No. 40 of 2007 to allocate and maintain a non-distributable reserve fund until such reserve reaches 20% of the issued and fully paid capital stock. This externally imposed capital requirement is considered by the Group in the General Meeting of Shareholders.

The Company and EFK are required to maintain certain level of capital by bank loan agreements (Notes 16). As of December 31, 2023 and 2022, this externally imposed capital requirement has been complied.

36. MANAJEMEN RISIKO KEUANGAN (lanjutan)

e. Pengelolaan modal (lanjutan)

Strategi Grup adalah mempertahankan rasio utang terhadap ekuitas maksimal sebesar 3 kali dan rasio pengembalian utang minimal sebesar 1,1 kali.

Rasio utang terhadap ekuitas dihitung berdasarkan total liabilitas dibandingkan dengan ekuitas neto. Perhitungan rasio utang terhadap ekuitas adalah sebagai berikut:

36. FINANCIAL RISK MANAGEMENT (continued)

e. Capital management (continued)

The Group's strategy is to maintain the maximum debt to equity ratio at 3 times and the minimum debt service coverage ratio at 1.1 times.

Debt to equity ratio was calculated by comparing total liabilities to net equity. The calculation of debt to equity ratios is as follows:

	31 Desember/ *December 31,* 2023	**31 Desember/ *December 31,* 2022**	
Total liabilitas	5.185.414	4.718.878	*Total liabilities*
Ekuitas - neto	4.416.068	4.117.211	*Equity - net*
Rasio utang terhadap ekuitas	**1,2**	**1,1**	***Debt to equity ratio***

Rasio pengembalian utang dihitung berdasarkan laba sebelum pajak, bunga, penyusutan dan amortisasi dikurangi dividen terhadap pembayaran pokok dan bunga. Pembayaran pokok dan bunga tidak termasuk pelunasan yang dipercepat. Perhitungan rasio pengembalian utang adalah sebagai berikut:

Debt service coverage ratio was calculated by comparing earning before tax, interest, depreciation and amortization less dividend to principal and interest payment. Principal and interest payment exclude early repayment made. The calculation of debt service coverage ratios is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Laba sebelum pajak, bunga, penyusutan dan amortisasi	1.374.239	1.247.700	*Profit before tax, interest, depreciation and amortization*
Dividen	189.032	54.374	*Dividend*
Pembayaran pokok dan bunga	329.199	354.365	*Principal and interest payment*
Rasio pengembalian utang	**3,60**	**3,37**	***Debt service coverage ratio***

37. TAMBAHAN INFORMASI ARUS KAS

Aktivitas signifikan yang tidak mempengaruhi arus kas Grup adalah sebagai berikut:

37. SUPPLEMENTARY CASH FLOWS INFORMATION

Significant activities which did not affect the Group's cash flows are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
Penambahan aset tetap melalui:			*Addition of fixed assets through:*
Utang usaha	103.019	42.890	*Trade payable*

37. TAMBAHAN INFORMASI ARUS KAS (lanjutan)

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas konsolidasian adalah sebagai berikut:

37. SUPPLEMENTARY CASH FLOWS INFORMATION (continued)

Movement of liabilities arising from financing activities in the consolidated statement of cash flows are as follows:

	1 Januari 2023/ *January 1, 2023*	Arus kas/ *Cash flow*	Non- arus kas/*Non-cash flow*		31 Desember 2023/ *December 31, 2023*	
			Selisih kurs/ *Foreign exchange difference*	Lainnya/ *Others*		
Pinjaman bank jangka pendek	128.258	43.261	(288)	-	171.231	*Short-term bank loans*
Utang sukuk	697.866	-	-	741	698.607	*Sukuk payable*
Liabilitas sewa	578.847	(258.639)	-	53.171	373.379	*Lease liabilities*
Total	**1.404.971**	**(215.378)**	**(288)**	**53.912**	**1.243.217**	***Total***

	1 Januari 2022/ *January 1, 2022*	Arus kas/ *Cash flow*	Non- arus kas/*Non-cash flow*		31 Desember 2023/ *December 31, 2022*	
			Selisih kurs/ *Foreign exchange difference*	Lainnya/ *Others*		
Pinjaman bank jangka pendek	167.975	(69.636)	29.919	-	128.258	*Short-term bank loans*
Pinjaman bank jangka panjang	165.222	(167.836)	1.007	1.607	-	*Long-term bank loans*
Utang sukuk	697.669	-	-	197	697.866	*Sukuk payable*
Liabilitas sewa	101.097	(247.500)	-	725.250	578.847	*Lease liabilities*
Total	**1.131.963**	**(484.972)**	**30.926**	**727.054**	**1.404.971**	***Total***

38. PERISTIWA SETELAH TANGGAL PELAPORAN

a. Berdasarkan Akta Notaris No. 33 tanggal 17 Januari 2024 oleh Aulia Taufani, S.H., Perusahaan telah mengadakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang diadakan pada tanggal 17 Januari 2024. Pemegang saham Perusahaan telah menyetujui penunjukkan Nur Endro Buwono sebagai Komisaris Utama, Denie S. Tampubolon sebagai Komisaris Independen, Bachtiar Soeria Atmadja sebagai Direktur Utama, Arief Prasetyo Handoyo sebagai Direktur Pengembangan Usaha, Endro Hartanto sebagai Direktur Operasi, dan Stanley Iriawan sebagai Direktur Keuangan terhitung mulai tanggal 17 Januari 2024. Sehingga, susunan Dewan Komisaris dan Direksi adalah sebagai berikut:

38. EVENTS AFTER REPORTING PERIOD

a. Based on the Notary Deed No. 33 dated January 17, 2024 by Aulia Taufani, S.H., the Company has held Extraordinary General Meeting of Shareholders on January 17, 2024. The shareholders of the Company have approved the appointment of Nur Endro Buwono as the President Commissioner, Denie S. Tampubolon as Independent Commissioner, Bachtiar Soeria Atmadja as President Director, Arief Prasetyo Handoyo as Business Development Director, Endro Hartanto as Operations Director, and Stanley Iriawan as Finance Director starting from January 17, 2024. Therefore, the composition of the Boards of Commissioners and Directors are as follows:

Dewan Komisaris		*Board of Commissioners*
Komisaris Utama	Nur Endro Buwono	*President Commissioner*
Komisaris Independen	Lusiaga Levi Susila	*Independent Commissioner*
Komisaris Independen	Denie Samuel Tampubolon	*Independent Commissioner*
Komisaris	Wakhid Hasyim	*Commissioner*
Direksi		*Board of Directors*
Direktur Utama	Bachtiar Soeria Atmadja	*President Director*
Direktur Pengembangan Usaha	Arief Prasetyo Handoyo	*Business Development Director*
Direktur Operasi	Endro Hartanto	*Operations Director*
Direktur Keuangan	Stanley Iriawan	*Finance Director*
Direktur Sumber Daya Manusia & Umum	Hera Handayani	*Human Resources & General Affair Director*

38. PERISTIWA SETELAH TANGGAL PELAPORAN (lanjutan)

b. Berdasarkan perjanjian kredit tanggal 10 Januari 2024, EPN memperoleh fasilitas *Line Facility* untuk Pembiayaan Investasi dengan skema Musyarakah yang bersifat non revolving dengan jumlah limit pembiayaan maksimal sebesar Rp155.000 dari PT Bank Syariah Indonesia Tbk. Jangka waktu perjanjian *Line Facility* ini adalah 78 bulan sejak tanggal penandatanganan Perjanjian.

Fasilitas ini mengharuskan EPN untuk memelihara kondisi keuangan sebagaimana ditetapkan dalam perjanjian kredit:
- Minimal *Current Ratio* sebesar 1 kali.
- Minimal *Debt Service Coverage Ratio* sebesar 1 kali.
- Maksimal *Debt to Equity Ratio* sebesar 3 kali.

Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

Pada tanggal 25 Januari 2024, EPN mengajukan permohonan realisasi pembiayaan sebesar Rp98.500 untuk pengadaan mobil tangki dengan jangka waktu 60 bulan.

c. Pada tanggal 12 Februari 2024, EFK menerima pengembalian lebih bayar pajak atas PPN untuk tahun pajak 2022. Setelah dikompensasikan dengan kurang bayar pajak untuk masa pajak yang sama, jumlah yang diterima sebesar Rp56.342.

38. EVENTS AFTER REPORTING PERIOD (continued)

b. Based on the credit agreement dated January 10, 2024, EPN obtained a Line Facility for Investment Financing under a non-revolving Musyarakah scheme with a maximum financing limit of Rp155,000 from PT Bank Syariah Indonesia Tbk. The term of this Line Facility agreement is 78 months from the date of signing the Agreement.

These facilities require EPN to comply to maintain financial conditions as stipulated in the credit agreement:
- *Minimal Current Ratio of 1 time.*
- *Minimal Debt Service Coverage Ratio of 3 times.*
- *Maximal Debt to Equity Ratio of 3 times.*

These facilities are provided on a clean-basis.

On January 25, 2024, EPN proposed the financing realization request of Rp98,500 for the procurement of fuel tanker with a term of 60 months.

c. On February 12, 2024, EFK received refund on overpayment of VAT for fiscal year 2022. After being compensated with underpayment of various taxes for the same fiscal year, the net refund received amounted to Rp56,342.

39. HAL LAINNYA

Kondisi peperangan di Ukraina

Invasi Rusia ke Ukraina menimbulkan tantangan yang luas. Mengingat situasi yang sedang berkembang, ada banyak faktor dan peristiwa yang belum atau tidak dapat diketahui yang dapat berdampak material terhadap operasi Grup.

Peristiwa terkait kondisi peperangan di Ukraina ini telah dan terus berdampak pada harga komoditas, rantai pasokan, risiko kredit termasuk yang terkait dengan piutang, perdagangan komoditas, perbendaharaan, dan faktor lainnya. Salah satu dari faktor-faktor ini, secara individu atau agregat, dapat berdampak material terhadap pendapatan, arus kas, dan kondisi keuangan Grup.

39. OTHER MATTER

The war in Ukraine

Russia's recent invasion of Ukraine poses wide-ranging challenges. Given the evolving situation, there are many unknown factors and events that could materially impact to Group operations.

These events related to the war in Ukraine have and continue to impact commodity prices, our supply chain, credit risks including those related to receivables, commodity trading, treasury and other factors. Any of these factors, individually or in aggregate, could have a material effect on the Group's earnings, cash flows and financial condition.

39. HAL LAINNYA (lanjutan)

Kondisi peperangan di Ukraina (lanjutan)

Grup telah dan mungkin terus menilai dampak yang disebabkan oleh kondisi peperangan di Ukraina terhadap operasi Perusahaan. Pengaruh lebih lanjut yang signifikan dari peperangan ini, bila ada, akan direfleksikan dalam pelaporan keuangan Grup di periode-periode berikutnya.

39. OTHER MATTER (continued)

The war in Ukraine (continued)

The Group has and may continue to assess the impact of the war in Ukraine to Group's operations. Further significant impact of the war, if any, will be reflected in the Group's financial reporting in the subsequent periods.

40. INFORMASI KEUANGAN ENTITAS INDUK

Berikut ini adalah Informasi Keuangan terpisah PT Elnusa Tbk (Entitas Induk), terdiri dari laporan posisi keuangan Entitas Induk pada tanggal 31 Desember 2023 dan laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan arus kas Entitas Induk terkait untuk tahun yang berakhir 31 Desember 2023 dan ikhtisar informasi kebijakan akuntansi material. Informasi Keuangan Entitas Induk disajikan sebagai catatan terhadap laporan keuangan konsolidasian Grup pada tanggal 31 Desember 2023 dan untuk tahun yang berakhir pada tanggal tersebut.

40. PARENT ENTITY FINANCIAL INFORMATION

The following is separate PT Elnusa Tbk (the Parent Entity)'s Financial Information, consisting of the statement of financial position of the Parent Entity as of December 31, 2023 and statements of profit or loss and other comprehensive income, statement of changes in equity and cash flows of the Parent Entity for the year ended December 31, 2023, and a summary of material accounting policies information. The Parent Entity's Financial Information is presented as note to the consolitadted financial statements of the Group as of December 31, 2023 and for the year then ended.

40. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

40. PARENT ENTITY FINANCIAL INFORMATION (continued)

LAPORAN POSISI KEUANGAN

STATEMENT OF FINANCIAL POSITION

	31 Desember/*December 31,*		
	2023	**2022**	
ASET			***ASSETS***
ASET LANCAR			***CURRENT ASSETS***
Kas dan setara kas	1.278.915	861.349	*Cash and cash equivalents*
Piutang usaha - neto			*Trade receivables - net*
Pihak ketiga	186.684	122.596	*Third parties*
Pihak berelasi	1.313.284	1.418.650	*Related parties*
Aset keuangan lancar lainnya - neto	121	1.117	*Other current receivables - net*
Persediaan - neto	140.697	149.319	*Inventories - net*
Uang muka - lancar	27.248	7.091	*Advances - current*
Pajak dibayar di muka - bagian lancar	50.809	54.490	*Prepaid taxes - current portion*
Biaya dibayar di muka	25.686	9.788	*Prepaid expenses*
Total Aset Lancar	**3.023.444**	**2.624.400**	***Total Current Assets***
ASET TIDAK LANCAR			***NON-CURRENT ASSETS***
Piutang pihak berelasi	8.497	68.053	*Due from related party*
Aset keuangan tidak lancar lainnya - neto	111.000	111.000	*Other non-current financial assets - net*
Investasi pada entitas anak	526.377	526.377	*Investments in subsidiaries - net*
Uang muka- tidak lancar	37.074	30.809	*Advances - non-current*
Aset tetap - neto	896.087	910.627	*Fixed assets - net*
Aset takberwujud - neto	6.492	7.184	*Intangible assets - net*
Properti investasi - neto	131.724	131.811	*Investment properties - net*
Pajak dibayar di muka - bagian tidak lancar	190.636	221.932	*Prepaid taxes - non-current portion*
Aset pajak tangguhan	108.928	106.448	*Deffered tax assets*
Aset lain-lain	22.472	19.669	*Other assets*
Aset hak guna	16.126	9.915	*Right of use assets*
Total Aset Tidak Lancar	**2.055.413**	**2.143.825**	***Total Non-current Assets***
TOTAL ASET	**5.078.857**	**4.768.225**	***TOTAL ASSETS***

40. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan) / *40. PARENT ENTITY FINANCIAL INFORMATION (continued)*

LAPORAN POSISI KEUANGAN (lanjutan) / *STATEMENT OF FINANCIAL POSITION (continued)*

	31 Desember/*December 31,*		
	2023	**2022**	
LIABILITAS			***LIABILITIES***
LIABILITAS JANGKA PENDEK			***CURRENT LIABILITIES***
Utang usaha:			*Trade payables:*
Pihak ketiga	214.462	134.990	*Third parties*
Pihak berelasi	161.563	184.838	*Related parties*
Liabilitas jangka pendek lainnya	37.649	18.012	*Other current liabilities*
Liabilitas imbalan kerja jangka pendek	177.676	99.401	*Short-term employee benefits liability*
Utang pajak	43.941	37.233	*Taxes payable*
Beban akrual	1.139.417	1.102.658	*Accrued expenses*
Liabilitas sewa - bagian lancar	8.763	6.230	*Lease liabilities - current portion*
Total Liabilitas Jangka Pendek	**1.783.471**	**1.583.362**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG			***NON-CURRENT LIABILITIES***
Utang sukuk	698.607	697.866	Sukuk payable
Liabilitas sewa - bagian tidak lancar	8.731	5.370	Lease liabilities – net of current portion
Liabilitas imbalan kerja	56.584	38.129	*Employee benefits liability*
Total Liabilitas Jangka Panjang	**763.922**	**741.365**	***Total Non-current Liabilities***
TOTAL LIABILITAS	**2.547.393**	**2.324.727**	***TOTAL LIABILITIES***
EKUITAS			***EQUITY***
Modal saham - nilai nominal Rp100 (nilai penuh) per saham			*Share capital - Rp100 (full amount) par value per share*
Modal dasar - 22.500.000.000 saham			*Authorized - 22,500,000,000 shares*
Modal ditempatkan dan disetor penuh - 7.298.500.000 saham	729.850	729.850	*Issued and fully paid - 7,298,500,000 shares*
Tambahan modal disetor	453.011	453.011	*Additional paid-in capital*
Saldo laba:			*Retained earnings:*
Dicadangkan	158.109	158.109	*Appropriated*
Tidak dicadangkan	1.242.960	1.140.955	*Unappropriated*
Penghasilan komprehensif lain	(52.466)	(38.427)	*Other comprehensive income*
EKUITAS - NETO	**2.531.464**	**2.443.498**	***EQUITY - NET***
TOTAL LIABILITAS DAN EKUITAS	**5.078.857**	**4.768.225**	***TOTAL LIABILITIES AND EQUITY***

40. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan) / *40. PARENT ENTITY FINANCIAL INFORMATION (continued)*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN / *STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
PENDAPATAN	4.300.276	4.017.751	***REVENUES***
BEBAN POKOK PENDAPATAN	(3.870.064)	(3.789.387)	***COST OF REVENUES***
LABA BRUTO	**430.212**	**228.364**	***GROSS PROFIT***
Beban penjualan	(4.522)	(3.798)	*Selling expenses*
Beban umum dan administrasi	(306.429)	(240.657)	*General and administrative expenses*
Pendapatan keuangan	55.324	21.843	*Interest income*
Beban keuangan	(73.766)	(71.964)	*Finance expenses*
Lain-lain - neto	222.497	233.633	*Others - net*
LABA SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN	**323.316**	**167.421**	***PROFIT BEFORE FINAL TAX AND INCOME TAX***
Beban pajak final	(12.196)	(12.020)	*Final tax expense*
LABA SEBELUM PAJAK PENGHASILAN	**311.120**	**155.401**	***PROFIT BEFORE INCOME TAX***
Manfaat (beban) pajak penghasilan	(20.083)	14.913	*Income tax (expense) benefit*
LABA TAHUN BERJALAN	**291.037**	**170.314**	***PROFIT FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN			***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasi ke laba rugi			***Items that will not be reclassified to profit or loss***
Pengukuran kembali program imbalan pasti	(17.762)	11.105	*Remeasurements of defined benefit plans*
Pajak tangguhan terkait	3.723	(2.443)	*Related deferred tax*
PENGHASILAN KOMPREHENSIF LAIN SETELAH PAJAK	**(14.039)**	**8.662**	***OTHER COMPREHENSIVE INCOME AFTER TAX***
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN	**276.998**	**178.976**	**TOTAL COMPREHENSIVE INCOME *FOR THE YEAR***

40. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

40. PARENT ENTITY FINANCIAL INFORMATION (continued)

LAPORAN PERUBAHAN EKUITAS

STATEMENT OF CHANGES IN EQUITY

	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Saldo laba/*Retained earnings*		Penghasilan komprehensif lain/*Other comprehensive income*	Ekuitas - neto/ *Equity - net*	
			Dicadangkan/ *Appropriated*	Tidak dicadangkan/ *Unappropriated*			
Saldo pada tanggal 31 Desember 2021	**729.850**	**453.011**	**155.934**	**1.027.190**	**(47.089)**	**2.318.896**	***Balance as of December 31, 2021***
Dividen kas	-	-	-	(54.374)	-	(54.374)	*Cash dividend*
Cadangan Umum	-	-	2.175	(2.175)	-	-	*Appropriation for general reserve*
Laba komprehensif	-	-	-	170.314	8.662	178.976	*Comprehensive income*
Saldo pada tanggal 31 Desember 2022	**729.850**	**453.011**	**158.109**	**1.140.955**	**(38.427)**	**2.443.498**	***Balance as of December 31, 2022***
Dividen kas	-	-	-	(189.032)	-	(189.032)	*Cash dividend*
Laba komprehensif	-	-	-	291.037	(14.039)	276.998	*Comprehensive income*
Saldo pada tanggal 31 Desember 2023	**729.850**	**453.011**	**158.109**	**1.242.960**	**(52.466)**	**2.531.464**	***Balance as of December 31, 2023***

40. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan) / *40. PARENT ENTITY FINANCIAL INFORMATION (continued)*

LAPORAN ARUS KAS / *STATEMENT OF CASH FLOW*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2023	**2022**	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan	4.363.529	3.795.394	*Receipts from customers*
Pembayaran kepada pemasok dan kontraktor	(3.101.389)	(2.793.979)	*Payments to suppliers and contractors*
Pembayaran untuk karyawan	(953.739)	(647.639)	*Payments to employees*
Kas yang dihasilkan dari operasi	308.401	353.776	*Cash generated from operations*
Penerimaan pendapatan keuangan	55.076	20.379	*Receipts of finance income*
Pembayaran beban administrasi bank	(11.539)	(5.398)	*Payments of bank administration expenses*
Penerimaan restitusi pajak	228.183	222.837	*Receipts of tax refunds*
Pembayaran kepada pemerintah	(3.274)	-	*Cash paid to government*
Penerimaan lainnya - neto	1.338	2.396	*Other receipts - net*
Kas neto diperoleh dari aktivitas operasi	**578.185**	**593.990**	***Net cash provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan dividen kas dari perusahaan asosiasi	200.628	245.291	*Receipts of cash dividends from associates*
Pembelian aset tetap	(153.539)	(125.316)	*Purchases of fixed assets*
Penerimaan dari penjualan aset tetap	307	1.490	*Proceeds from sale of fixed assets*
Kas neto diperoleh dari aktivitas investasi	**47.396**	**121.465**	***Net cash provided by investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan dari pinjaman bank	-	433.790	*Proceeds from bank loans*
Pembayaran pinjaman bank	-	(675.925)	*Payments of bank loans*
Pembayaran dividen kas	(189.032)	(54.374)	*Payments of cash dividends*
Pembayaran bunga pinjaman dan imbalan sukuk	(63.000)	(62.241)	*Payment of interest from expenses and sukuk*
Pembayaran liabilitas sewa	(12.072)	(36.885)	*Payment of lease liabilities*
Penerimaan dari pihak hubungan berelasi	59.616	77.237	*Proceeds from due to related party*
Penarikan (penempatan) kas yang dibatasi penggunaannya - neto	-	21.530	*Withdrawal (placement) of restricted cash - net*
Kas neto digunakan untuk aktivitas pendanaan	**(204.488)**	**(298.868)**	***Net cash used in financing activities***
Dampak perubahan selisih kurs terhadap kas dan setara kas	**(3.527)**	**23.883**	***Effect of exchange rate changes on cash and cash equivalents***
KENAIKAN NETO KAS DAN SETARA KAS	**417.566**	**440.470**	***NET INCREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**861.349**	**420.879**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	**1.278.915**	**861.349**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

40. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Dasar penyusunan informasi keuangan entitas induk

PSAK 4 (Revisi 2021) mengatur dalam hal Entitas Induk memilih untuk menyajikan laporan keuangan tersendiri maka laporan tersebut hanya dapat disajikan sebagai informasi tambahan dalam laporan keuangan konsolidasian. Laporan keuangan tersendiri adalah laporan keuangan yang disajikan oleh entitas induk yang mencatat investasi pada entitas anak, entitas asosiasi, dan pengendalian bersama entitas berdasarkan kepemilikan ekuitas langsung bukan berdasarkan pelaporan hasil dan aset neto *investee.*

Kebijakan akuntansi yang diterapkan dalam penyusunan informasi keuangan Entitas Induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian Grup sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk penyertaan pada entitas anak.

Penyertaan saham pada entitas anak dicatat pada biaya perolehan. Entitas induk mengakui dividen dari entitas anak pada laporan laba rugi entitas induk ketika hak menerima dividen ditetapkan.

40. PARENT ENTITY FINANCIAL INFORMATION (continued)

SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

Basis of preparation of the parent entity financial information

PSAK 4 (Revised 2021) regulates that when a Parent Entity elected to present the separate financial statements, such financial statements should be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a parent, in which the investments in subsidiaries, associate entity and joint control entity are accounted for on the basis of the direct equity interest rather than on the basis of the reported results and net assets of the investees.

Accounting policies adopted in the preparation of the parent entity financial information are the same as the accounting policies adopted in the preparation of the Group's consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investments in subsidiaries.

Investments in shares of stocks of subsidiaries are accounted for at acquisition cost. The parent entity recognizes dividend from subsidiaries in the Parent Entity;s profit and loss when its right to receive the dividend is established.

HALAMAN INI SENGAJA DIKOSONGKAN

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2023 Laporan Tahunan
Annual Report

Tahapan Baru
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