

2013
Laporan Tahunan
Annual Report



PT ASDP Indonesia Ferry (Persero)

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MEMASUKI TONGGAK PERUBAHAN BARU

Embarking on a New Milestone of Change

2013

Laporan Tahunan / Annual Report

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Pelepasan Tanggung Jawab / Disclaimer

Laporan tahunan ini berisi pernyataan-pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan Perusahaan, yang digolongkan sebagai pernyataan ke depan dalam pengertian perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan tersebut bersifat prospektif yang memiliki risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang tertulis.

Pernyataan prospektif dalam laporan tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang serta lingkungan bisnis Perusahaan. Perusahaan tidak menjamin bahwa segala tindakan yang telah diambil untuk memastikan keabsahan dokumen ini akan membawa hasil-hasil tertentu sesuai harapan.

Laporan tahunan ini memuat kata "Kami", "Perseroan", dan "Perusahaan" yang didefinisikan sebagai PT ASDP Indonesia Ferry (Persero) yang menyediakan jasa angkutan penyeberangan dan pengelola pelabuhan penyeberangan untuk penumpang, kendaraan dan barang.

This annual report encapsulates statements on financial conditions, operational output, projections, plans, strategies, policies, and the Company's objectives, which are categorized as future statements in terms of the applicable regulations, except historical matters. This statement is a prospective statement that inherently contains risks and uncertainties that may affect actual developments in material matters which is different from what is stated in those said statements.

The prospective statement in this annual report is prepared based on various assumptions on current and future conditions, as well as the business environment of the Company. The Company does not guarantee that all actions taken to ensure the validity of this document will bring certain results as targeted.

This annual report contains the word "Us", "the Company", and "the Corporate" which are defined as PT ASDP Indonesia Ferry (Persero) that provides services in ferry transportation and management in ferry ports for passengers, vehicles, and goods.

KILAS KINERJA 2013

Flashback Performance of 2013

Pendapatan
Revenue

19,29% ▲

Jumlah Aset
Total Assets

13,73% ▲



VISI, MISI, DAN MULTI PERAN

Vision, Mission And Multirole

Visi Vision

Menjadi perusahaan jasa pelabuhan dan penyeberangan yang terbaik dan terbesar di tingkat regional, serta mampu memberikan nilai tambah bagi *stakeholders*.

To become the best and the biggest company in the business of port services and ferry services regionally and to be able to create added values to stakeholders.

Misi Mission

- Menyediakan prasarana pelabuhan dan sarana kapal penyeberangan yang tangguh sebagai pendukung dalam sistem logistik nasional.
- Memiliki standar pelayanan internasional yang didukung oleh tenaga profesional dan manajemen bisnis modern serta tata kelola perusahaan yang baik.
- Menguasai pangsa pasar nasional dan memperluas jaringan operasional sampai ke tingkat regional untuk memaksimalkan pertumbuhan dan keuntungan.
- Memaksimalkan peran korporasi dan infrastruktur negara serta agen pembangunan.
- To provide port infrastructure and ferry facilities that can fully support national logistic system.
- To provide internationally standardized services supported by professionals, modern business management and good corporate governance.
- To dominate national market share and to expand operational network to regional level in order to maximize growth and profitability.
- To maximize the role of corporation, the country's infrastructure and construction agencies.

Multi Peran

Multirole



A. Peran Utama:

- **Korporasi Negara**
Memberi keuntungan dan dividen melalui jasa angkutan penyeberangan dan jasa pelabuhan.
- **Infrastruktur Negara**
Menyediakan jaringan transportasi publik antar pulau (daerah yang sudah dan sedang berkembang).
- **Agen Pembangunan**
Menyediakan jaringan transportasi publik bagi wilayah pulau terpencil (jauh) dan terluar (perbatasan) guna mempercepat pembangunan dan membuka isolasi geografis.

B. Peran Pendukung:

- **Penunjang Kedaulatan NKRI**
Menyediakan jaringan transportasi untuk keperluan sosial-politik negara dan pertahanan nasional melalui kunjungan reguler di pulau.
- **Penunjang Bantuan Tanggap Darurat**
Menyediakan angkutan dengan kapasitas besar, cepat, murah, dan andal ke seluruh pelosok Nusantara untuk darurat nasional.

A. Primary Roles:

- **Nation Corporation**
To provide profitability and dividend through shipping and port services.
- **Nation Infrastructure**
To provide public transportation between islands (developed and developing areas).
- **Construction Agency**
To provide public transportation for isolated islands (far) and outskirts to accelerate construction and to eliminate geographical isolation.

B. Supporting Roles:

- **Supporting the sovereignty of Republic of Indonesia**
To provide transportation for the nation's social-political needs and national defense through regular visit to the islands.
- **Supporting Emergency Aid**
To provide transportation with large capacity, fast, cheap and reliable to all parts of Indonesia for national emergency situation.

JEJAK LANGKAH

Milestones

1973

Penyelenggaraan angkutan sungai danau dan penyeberangan dilaksanakan oleh Proyek Angkutan Sungai Danau dan Ferry (PASDF).

The provision of river and lake transportation and ferry transportation by Ferry, Lake and River Transportation Project.

1980



PASDF diubah menjadi proyek angkutan sungai danau dan penyeberangan yang disingkat menjadi PASDP.

PASDF was changed to PASDP.

1986



PASDP berubah menjadi Perusahaan Umum Angkutan Sungai dan Penyeberangan (Perum PASDP).

PASDP was changed to Perum PASDP.

1992

Perum PASDP berubah menjadi PT Angkutan Sungai Danau dan Penyeberangan (Persero).

Perum PASDP was changed to PT River, Lake Transportation and Ferry Services (Persero).

2004

Corporate Identity berubah dari PT ASDP (Persero) menjadi PT ASDP Indonesia Ferry (Persero).

Corporate Identity was changed from PT ASDP (Persero) to PT ASDP Indonesia Ferry (Persero).

2008

Transformasi bisnis ditandai dengan redefinisi visi, misi, dan moto perusahaan serta modernisasi operasional menuju standar internasional.

Business transformation through vision, mission and motto redefining and the operation modernization to international standard.

2012

Modernisasi armada yang diperkuat dengan kapal berkapasitas besar dan dilengkapi dengan fasilitas berstandar internasional.

Armada modernization enhanced by large capacity ships and equipped with internationally standardized facilities.

PERISTIWA PENTING 2013

2013 Significant Events



26 Maret 2014, Sertijab Komisaris Baru PT ASDP Indonesia Ferry (Persero)

March 26, 2014, New Commissioner of PT ASDP Indonesia Ferry (Persero)

Jajaran Komisaris PT ASDP Indonesia Ferry (Persero) mendapat tenaga baru setelah DR. Ramelan, SH. MH, mantan Jaksa Agung Muda Tindak Pidana Khusus (Jampidsus), bergabung menjadi Komisaris. Ramelan diangkat menjadi Komisaris ASDP melalui SK Meneg BUMN Nomor: KEP-183/MBU/2013 tanggal 15 Maret 2013 menggantikan Dr. Agus Suherman yang didaulat oleh Kementerian BUMN menjadi Direktur Utama PT Perikanan Nusantara. Acara serah terima jabatan Komisaris dari Agus Suherman kepada Ramelan dilaksanakan pada 26 Maret 2014. Dengan bergabungnya DR. Ramelan maka jajaran Dewan Komisaris PT ASDP Indonesia Ferry (Persero) adalah Sulaiman A. Basjir (Komisaris Utama), Wiratno, Capt. Bobby R. Mamahit, Achmad Sanusi dan Ramelan.

The Board of Commissioners of PT ASDP Indonesia Ferry (Persero) received new member after DR. Ramelan, SH. MH, a solicitor of special criminal offenses to be a commissioner. Ramelan was appointed to be ASDP's commissioner through Decision Letter of Minister of State Owned Enterprise No. KEP-183/MBU/2013 dated March 15, 2013. He replaced Dr. Agus Suherman who was appointed by Ministry of State Owned Enterprise to be the President Director of PT. Perikanan Nusantara. Position handover from Agus Suherman to Ramelan took place on March 26, 2014. By the joining of Dr. Ramelan, the members of Board of Commissioners of PT ASDP Indonesia Ferry (Persero) were: Sulaiman A. Basjir (President Commissioner), Wiratno, Capt. Bobby R. Mamahit, Achmad Sanusi and Ramelan.



29 April 2013, Peresmian Pelabuhan Paciran dan Lintasan Paciran - Garongkong

April 29, 2013, Formal Ceremony of Paciran Port and Paciran - Garongkong Track

PT ASDP Indonesia Ferry (Persero) resmi melayani penyeberangan Paciran (Lamongan, Jawa Timur) - Garongkong (Sulawesi Selatan) sejak 29 April 2013. Layanan tersebut seiring dengan peresmian pelabuhan penyeberangan Paciran - Garongkong. Kapal yang akan dioperasikan untuk melayani rute baru tersebut adalah kapal RoRo Jatra 3. Pemilihan kapal tersebut karena pertimbangan komponen kapal yang sesuai untuk penyeberangan Paciran - Garongkong yang jaraknya terbilang cukup jauh yakni 470 mil.

PT ASDP Indonesia Ferry (Persero) officially serves Paciran (Lamongan, East Java) - Garongkong (South Sulawesi) Route since April 29, 2013. The service was in line with the formal ceremony of ferry dock of Paciran - Garongkong. The operating ship for the new route is RoRo Jatra 3 by considering that its components suit the ferriage of Parican - Garongkong whose distance is quite far, 470 miles.

PERISTIWA PENTING 2013

2013 Significant Events

Pelabuhan penyeberangan Paciran - Garongkong dibangun menggunakan dana APBN dan APBD dengan total investasi sebesar Rp298,4 miliar. Pembangunan pelabuhan penyeberangan ini dalam rangka mendukung konektivitas nasional. Nantinya, Pelabuhan Paciran akan dikelola oleh ASDP Indonesia Ferry (Persero), sedangkan Pelabuhan Garongkong akan dikelola sendiri oleh Pemerintah daerah setempat.

Paciran – Garongkong ferry dock was constructed by using APBN and APBD funds with total investment amounting to Rp298.4 billion. The construction was aimed at supporting national connectivity. Later, Paciran Port would be managed by ASDP Indonesia Ferry (Persero) and Garongkong Port would be managed by local government.



20 Mei 2013, Gerakan Direksi Mengajar

May 20, 2013, Director Teaching Movement

Menjelang Hari Kebangkitan Nasional, Menteri Badan Usaha Milik Negara (BUMN) Dahlan Iskan menginstruksikan seluruh jajaran direksi BUMN untuk melaksanakan “Gerakan Direksi Mengajar” secara serentak pada 20 Mei 2013. Gerakan mengajar tersebut akan dilaksanakan pada SMA di mana Direksi tersebut dibesarkan. “Gerakan Direksi Mengajar” merupakan kegiatan yang sangat positif untuk dapat berbagi pengalaman dan memberikan pengajaran dan *knowledge* yang tidak diajarkan di sekolah. Program ini merupakan program yang terinspirasi dari Gerakan Indonesia Mengajar yang bertujuan untuk menginspirasi siswa melalui cerita tentang profesi maupun pengalaman dari Direksi yang menitikberatkan pada riwayat hidup dan kisah suksesnya dalam mencapai posisi saat ini serta memberikan gambaran profesi yang dilakukan dan dampaknya

Approaching National Revival Day, Minister of State Owned Enterprises, Dahlan Iskan instructed all of its directors to execute “Director Teaching Movement” altogether on May 20, 2013. The movement was conducted in the high schools in which the directors attended. “Director Teaching Movement” was a very positive movement in that they could share experience and knowledge not provided in school. This program was inspired by Indonesia Teaching Movement aimed at inspire the students through the stories about professions and experiences of the Board of Directors that focused on the biography and their success story. The stories also provide description on the professions and how it impacted the community. Not only did the Directors inspire and share experience, they also aimed at instilling values such as honesty, hard work and strong determination to

PERISTIWA PENTING 2013 2013 Significant Events

bagi masyarakat. Tidak hanya memberikan inspirasi dan berbagi pengalaman, tetapi Gerakan Direksi Mengajar ini juga sekaligus bertujuan untuk menanamkan nilai-nilai seperti kejujuran, kerja keras, dan tekad yang kuat sehingga dapat menghasilkan generasi penerus bangsa dan calon pemimpin yang bermental kuat dan berbudi pekerti.

Berikut lokasi mengajar jajaran Direksi PT ASDP Indonesia Ferry (Persero):

- Direktur Utama, Danang S. Baskoro: SMAN 6 Jogjakarta, Jawa Tengah
- Direktur Keuangan, Fatah Topobroto: SMA Pangudi Luhur, SMAN 46 Jakarta dan SMAN 82 Jakarta
- Direktur SDM & Umum, Rudi Meiyansyah: SMAN 1 Lahat, Sumatera Selatan
- Direktur Usaha Pelabuhan, Prasetyo B. Utomo: SMAN 1 Prembun, Jawa Tengah
- Direktur Usaha Penyeberangan, Youlman Jamal: SMAN 1 Lintau Buo, Sumatera Barat
- Direktur Teknik, Sirajuddin Saini: SMAK 1 Sidrap, Sulawesi Selatan

produce excellent future generation and leader candidates with strong mentality and good manners.

The following are the locations in which PT ASDP Indonesia Ferry's (Persero) shared their knowledge and experiences:

- President Director, Danang S. Baskoro: SMAN 6 Jogjakarta, Central Java
- Director of Finance, Fatah Topobroto: Pangudi Luhur High School, SMAN 46 Jakarta and SMAN 82 Jakarta
- Director of Human Resources & General, Rudi Meiyansyah : SMAN 1 Lahat, South Sumatera
- Director of Port Operations, Prasetyo B. Utomo: SMAN 1 Prembun, Central Java
- Director of Ferry Operations, Youlman Jamal: SMAN 1 Lintau Buo, West Sumatera
- Director of Engineering, Sirajuddin Saini: SMAK 1 Sidrap, South Sulawesi

10 Juni 2013, Peluncuran Kapal Portlink



PT ASDP Indonesia Ferry Persero meresmikan pengoperasian KMP Portlink oleh Wakil Menteri Perhubungan Bambang Susantono dan Menteri BUMN Dahlan Iskan di Pelabuhan Merak, Banten.

June 10, 2013, Portlink Ship Launching

PT ASDP Indonesia Ferry Persero initiated the operation of KMP Portlink. The initiation was executed by Vice Minister of Transportation, Bambang Susantono and Minister of State Owned Enterprises, Dahlan Iskan in Merak Port, Banten.

PERISTIWA PENTING 2013

2013 Significant Events



24 September 2013, MoU PT ASDP Indonesia Ferry (Persero) dengan Kejaksaan Agung RI

September 24, 2013 MoU between PT ASDP Indonesia Ferry (Persero) and Attorney's General Office of Republic of Indonesia

PT ASDP Indonesia Ferry (Persero) dan Kejaksaan Agung RI kembali menandatangani Nota Kesepahaman (MoU) terkait penanganan masalah hukum Bidang Perdata dan Tata Usaha Negara. MoU sejenis ditandatangani pada tahun 2011. Penandatanganan MoU ini merupakan komitmen ASDP dalam menjalankan prinsip-prinsip kepatuhan hukum dalam operasional perusahaan. Acara penandatanganan MoU ini merupakan komitmen ASDP dalam menjalankan prinsip-prinsip kepatuhan hukum dalam operasional perusahaan. Acara penandatanganan MoU dilaksanakan pada Selasa, 24 September 2013 di Hotel Gran Mahakam, Jakarta. Dari PT ASDP Indonesia Ferry (Persero) penandatanganan MoU diwakili oleh Danang S. Baskoro selaku Direktur Utama sementara dari Jaksa Agung Muda Perdata dan Tata Usaha Negara diwakili oleh ST. Burhanuddin selaku Jamdatun. Tujuan dari adanya kesepakatan ini adalah untuk menangani bersama penyelesaian masalah hukum di Bidang Perdata dan Tata Usaha Negara yang dihadapi oleh ASDP Indonesia Ferry (Persero) baik di dalam maupun luar pengadilan.

PT ASDP Indonesia Ferry (Persero) and Attorney General of Republic of Indonesia re-signed the Memorandum of Understanding (MoU) on solving law cases of civil and state administration. Similar MoU was signed in 2011. The signing of the MoU was the commitment of ASDP to complying with the law in operational activities of the company. The MoU signing took place on Tuesday, September 24, 2013 IN Gran Mahakam Hotel, Jakarta. Danang S. Baskoro, the President Director acted on behalf of PT ASDP Indonesia Ferry (Persero) and ST. Burhannuding, the Head of Jamdatun acted on behalf of civil solicitor. The objective of this memorandum was to solve together law cases of civil and state administration encountered by ASDP Indonesia Ferry (Persero) both inside and outside court.

28 Oktober 2013, Sertijab Komisaris Utama

October 28, 2013 President Commissioner Position Handover

PT ASDP Indonesia Ferry (Persero) menggelar acara serah terima jabatan Dewan Komisaris perusahaan dari Komisaris Utama yaitu Bapak Sulaiman A. Basjir dengan mengangkat Bapak Captain Bobby R. Mamahit sebagai Komisaris Utama baru pada Senin, 28

PT ASDP Indonesia Ferry (Persero) organized the position handover of Board of Commissioners of the Company from President Commissioner, Sulaiman A. Basjir to Captain Bobby R. Mamahit as the new President Commissioner on Monday, October 28

PERISTIWA PENTING 2013 2013 Significant Events



Oktober 2013 bertempat di Kantor Pusat PT ASDP Indonesia Ferry (Persero). Acara ini juga disertai dengan serah terima jabatan anggota dewan komisaris yaitu Bapak Asep Iskandar. Pergantian Dewan Komisaris ini berdasarkan kepada Keputusan Menteri Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry Nomor: SK-365/MBU/2013 tentang Pemberhentian serta Pengalihan Tugas Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry. Captain Bobby R. Mamahit dilantik sebagai Komisaris Utama PT ASDP Indonesia Ferry (Persero) di kantor Kementerian BUMN pada 2 Oktober 2013 lalu. Sebelumnya, Bobby Mamahit adalah anggota dewan komisaris ASDP Indonesia Ferry.

2013. It took place in the headquarter of PT ASDP Indonesia Ferry (Persero). There was another position handover, that is Asep Iskandar. The change in the composition of Board of Commissioners referred to Decision of Minister of State Owned Enterprises as the GMS of the Company No: SK-365/MBU/2013 regarding Dismissal and Duty Shifting of Member of Board of Commissioner of PT ASDP Indonesia Ferry. Captain Bobby R. Mamahit was appointed as President Commissioner of PT ASDP Indonesia Ferry (Persero) in the office of Ministry of State Owned Enterprises on October 2, 2013. Previously, Bobby Mamahit was a member of the Board of Commissioners of ASDP Indonesia Ferry.



20 Desember 2013, ASDP Indonesia Ferry terima Kapal dari Pemerintah

December 20, 2013, ASDP
Indonesia Ferry Received
Ships from Government

Armada Kapal penugasan yang dikelola ASDP Indonesia Ferry bertambah lagi setelah Kementerian Perhubungan menyerahkan tiga buah kapal kepada perusahaan. Ketiga buah kapal tersebut adalah KMP Gili Iyang untuk lintasan Paciran - Bawean, KMP Inerie II untuk lintasan Waingapu-Aimere dan KMP Kalabia untuk lintasan Wahai Fakfak. Penyerahan Kapal dilakukan oleh Menteri Perhubungan EE Mangindaan yang didampingi Dirjen Perhubungan Darat Suroyo Alimoeso kepada Direktur Utama PT ASDP Indonesia Ferry Danang S. Baskoro pada 20 Desember 2013.

The number of Ship Armada managed by ASP Indonesia Ferry was growing as Ministry of Transportation rendered 3 ships to the Company. The three ships were: KMP Gili Iyang for Paciran – Bawean Route, KMP Inerie II for Waingapu-Aimere Route and KMP Kalabia for Wahai Fakfak Route. It was executed by Minister of Transportation, EE Mangindaan accompanied by General Directorate of Land Transportation Suroyo Aliemoeso to President Director of PT ASDP Indonesia, Ferry Danang S. Baskoro on December 20, 2013.

PENGHARGAAN DAN SERTIFIKASI

Awards and Certification



8 Februari 2013

"The Best of State Own Enterprise Inhouse Magazine (InMA) 2013 for Lintas Nusa 7/Th II/August/2012"

February 8, 2013

"The Best of State Own Enterprise Inhouse Magazine (InMA) 2013 for Lintas Nusa 7/Th II/August/2012"



10 Juni 2013, REKOR MURI

"Pembukaan Service Point Office Secara Serentak di Tempat Terbanyak"

June 10, 2013, REKOR MURI

"Service Point Office Opening in Unison at the Highest Place"



30 Oktober 2013, MAJALAH INFOBANK

"BUMN Kategori Industri Non Keuangan yang berpredikat sangat bagus"

October 30, 2013, INFOBANK MAGAZINE

"State-Owned Enterprise of Non-Financial Industry Category with the predicate of Excellent"



20 Desember 2013, MENTERI PERHUBUNGAN RI

"Penyedia Jasa Angkutan Penyeberangan Pelayanan Terbaik III Tahun 2013"

December 20, 2013, The Ministry of

Transportation of RI
"Best III Provider of Ferry Transportation Service in 2013"

IKHTISAR DATA KEUANGAN PENTING

Key Financial Highlights

Dalam juta Rupiah In millions Rupiah

Uraian	2013	2012	2011	Description
Posisi Keuangan				Financial Position
Aset Lancar	917.844	945.466	800.850	Current Assets
Aset Tidak Lancar	2.360.637	1.937.225	1.478.704	Non-Current Assets
Jumlah Aset	3.278.481	2.882.691	2.279.554	Total Assets
Liabilitas Jangka Pendek	239.668	213.810	145.404	Current Liabilities
Liabilitas Jangka Panjang	236.414	140.990	39.428	Non-Current Liabilities
Jumlah Liabilitas	476.082	354.800	184.831	Total Liabilities
Jumlah Ekuitas	2.802.399	2.527.891	2.094.722	Total Equity
Jumlah Liabilitas Dan Ekuitas	3.278.481	2.882.691	2.279.554	Total Liabilities and Equity
Laba Rugi				Comprehensive Income
Pendapatan	1.675.031	1.404.208	1.162.335	Revenue
Laba Bruto	423.701	396.486	346.125	Gross Profit
Laba Bersih	151.114	159.707	127.859	Net Profit
Total Laba/Rugi Komprehensif	151.114	159.707	127.859	Total Comprehensive Income
Rasio Keuangan				Financial Ratios
Rasio Laba/Rugi Terhadap Jumlah Aset	4,61%	5,54%	5,61%	Return on Assets
Rasio Laba/Rugi Terhadap Ekuitas	5,39%	6,32%	6,10%	Return on Equity
Rasio laba/rugi) terhadap pendapatan	9,02%	11,37%	11,00%	Profit Ratio
Rasio Lancar	3,83	4,42	5,51	Current Ratio
Rasio Liabilitas Terhadap Ekuitas	0,17	0,14	0,09	Total Debt to Equity Ratio
Rasio Liabilitas Terhadap Jumlah Aset	0,52	0,38	0,24	Total Debt to Total Asset Ratio

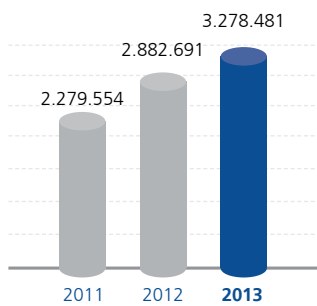
GRAFIK IKHTISAR DATA KEUANGAN PENTING

Chart of Key Financial Highlights



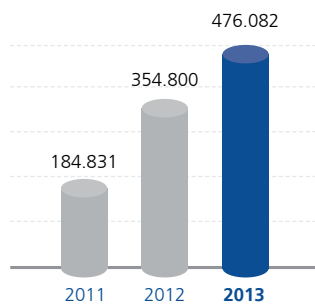
Jumlah Aset Total Assets

Dalam juta Rupiah
In millions Rupiah



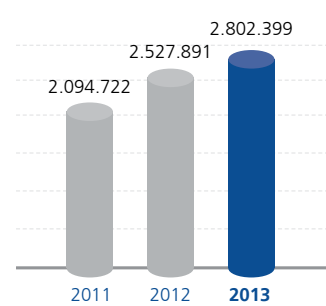
Jumlah Liabilitas Total Liabilities

Dalam juta Rupiah
In millions Rupiah



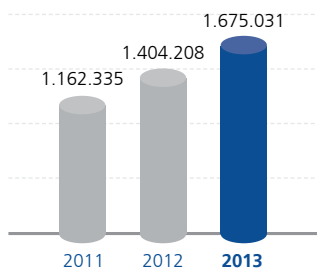
Jumlah Ekuitas Total Equity

Dalam juta Rupiah
In millions Rupiah



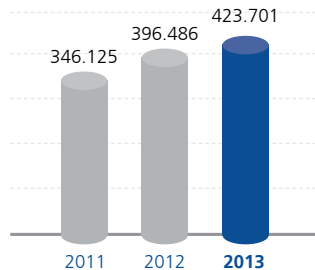
Pendapatan Revenue

Dalam juta Rupiah
In millions Rupiah



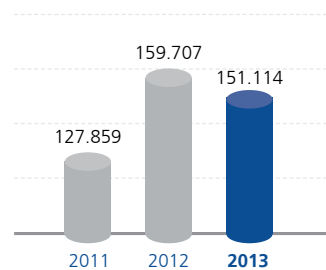
Laba Bruto Gross Profit

Dalam juta Rupiah
In millions Rupiah



Laba Bersih Net Profit

Dalam juta Rupiah
In millions Rupiah



LAPORAN MANAJEMEN

Management Report



LAPORAN DEWAN KOMISARIS

Board of Commissioners Report

Dewan Komisaris optimis melihat prospek usaha Perseroan yang bergerak di bidang pelabuhan dan pelayaran semakin menjanjikan dari waktu ke waktu.

Board of Commissioners was optimistic that the Company's port and shipping lines of business were growing to be more promising from time to time.

Capt. Bobby R. Mamahit

Komisaris Utama

President Commissioner



Pemegang Saham yang terhormat,

Dear Distinguished Stakeholders,

Selaku Dewan Komisaris, kami ingin menyampaikan Laporan Tahunan PT ASDP Indonesia Ferry (Perseroan) atas kinerja yang telah dicapai selama 2013. Perseroan telah tumbuh dan berkembang dengan optimal, sehingga menjadi salah satu perusahaan jasa angkutan penyeberangan dan pengelola pelabuhan yang terbesar di Indonesia dengan wilayah operasional di Pulau Jawa, Sumatera, Sulawesi dan pulau-pulau lainnya di Indonesia.

Penilaian Terhadap Direksi

Sepanjang 2013, kami telah melakukan pengawasan terhadap kepengurusan Perseroan yang dilakukan oleh Direksi dengan memberikan sejumlah masukan, saran, serta gagasan yang bertujuan untuk mengarahkan pengelolaan perusahaan agar berjalan dengan tepat sesuai dengan visi serta misi Perseroan.

Pada tahun ini tercatat laba bersih sebesar Rp151 Milliar, melemah -5% dibandingkan 2012 yang sebesar Rp159 Milliar. Namun, Dewan Komisaris menilai bahwa Perseroan telah mencapai hasil yang baik, dapat dilihat dari kemajuan pertumbuhan ekonomi perusahaan, posisi neraca keuangan per 31 Desember 2013 ditutup dengan jumlah Aset di 2013 sebesar Rp3,2 Triliun, meningkat sebanyak 14% dari 2012 yang sebesar Rp2,8 Triliun.

On behalf of the Board of Commissioners, we would like to report the Annual Report of PT ASDP Indonesia Ferry (Persero) on the 2013 performance achievement. The Company grew and developed optimally to be one of the biggest companies in ferry service and port management in Indonesia with the operational areas in Java, Sumatera, Sulawesi and other islands.

Assessment on Board of Directors

Throughout 2013, we executed supervision on the management of the Company performed by the Board of Directors. We provided recommendations, suggestions and ideas for a better management in accordance with the Company's vision and mission.

The Company recorded net profits amounting to Rp151 billion. It weakened by -5% compared with 2012 at Rp159 billion. Nevertheless, Board of Commissioners was of opinion that the Company achieved great results which could be seen from the economic growth. The balance sheet as of December 31, 2013 was closed with the total asset in 2013 amounting to Rp3.2 trillion. The amount increased by 14% from 2012 at Rp2.8 trillion.

LAPORAN DEWAN KOMISARIS

Board of Commissioners Report

Prospek Usaha

Dewan Komisaris optimis melihat prospek usaha Perseroan yang bergerak di bidang pelabuhan dan pelayaran semakin menjanjikan dari waktu ke waktu. Dengan didukung oleh karakteristik Indonesia sebagai negara kepulauan, akses pelayaran akan selalu menjadi jalur alternatif dengan segmentasi konsumen tersendiri. Selain itu, peningkatan produksi domestik Indonesia tentu saja akan memicu arus penyeberangan laut dengan banyaknya arus distribusi barang dan pertambangan antar pulau yang akan menjadi potensi usaha bagi ASDP.

Komite-Komite di Bawah Dewan Komisaris

Kami sangat mendukung setiap kebijakan dan kegiatan Perseroan dalam penerapan tata kelola perusahaan yang baik. Dalam penerapannya, Dewan Komisaris telah dilengkapi dengan komite-komite yang membantu kami dalam melaksanakan fungsi dan tanggung jawab sesuai dengan Anggaran Dasar Perusahaan. Komite-komite tersebut di antaranya adalah komite Audit, Remunerasi, serta Komite Pengembangan Usaha.

Komite Audit menjalankan perannya dalam memberikan kepastian dan arahan terhadap kebenaran laporan keuangan Perusahaan serta kontrol Internal. Selain itu, Komite Audit juga melakukan evaluasi berkaitan dengan penyajian laporan keuangan, melakukan analisis terhadap kinerja dan anggaran proyek, serta memberikan masukan kepada tim Audit Internal dalam menyusun perencanaan.

Komite Pemantau Manajemen Risiko (KPMR) berperan penting dalam memberikan pendapat profesional dan independen terkait laporan atau hal-hal yang disampaikan oleh Direksi, serta menjalankan tugas lain yang berkaitan dengan tugas Dewan Komisaris.

Business Outlook

Board of Commissioners was optimistic that the Company's port and shipping lines of business were growing to be more promising from time to time. Shipping access will always be the alternative of the customers in that Indonesia is an archipelago state. Moreover, the increase in domestic production of Indonesia will obviously trigger current sea ferriage as there are more goods distribution and mining between islands that are very likely to be ASDP's business potentials.

Committees Under Board of Commissioners

We profoundly support every policy and effort of the Company in implementing Good Corporate Governance. During the implementation, the Board of Commissioners is facilitated with committee that is willing to assist us in performing our function and fulfill our responsibilities, as stated in the Articles of Association. Some of the Committee are: Audit Committee, Remuneration Committee and Business Development Committee.

Audit Committee is established to provide assurance and directions on the financial statements of the Company and to perform internal control. Moreover, Audit Committee carries out evaluation on the financial statements presentation, the analysis of performance and project budgets and provides recommendations to Internal Audit team in plan preparation.

Risk Management Monitoring Committee (KPMR) is established to provide professional and independent opinion to the Board of Commissioners related to the report or other matters submitted by the Board of Directors to the Board of Commissioners, as well as performing other duties related to the functions of the Board of Commissioners.

LAPORAN DEWAN KOMISARIS Board of Commissioners Report

Perubahan Komposisi Dewan Komisaris

Terdapat perubahan komposisi Dewan Komisaris pada 2013. Adapun penggantian posisi jabatan Komisaris Utama yaitu diangkatnya Bapak Captain Bobby R. Mamahit sebagai Komisaris Utama menggantikan Bapak Sulaiman Ahmad Basjir pada 28 Oktober 2013 disertai dengan serah terima jabatan anggota Dewan Komisaris yaitu Bapak Asep Iskandar. Penggantian ini sesuai dengan Keputusan Menteri Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perseroan PT. ASDP Indonesia Ferry Nomor: SK-365/MBU/2013 tentang Pemberhentian dan Pengangkatan serta Pengalihan Tugas Anggota Dewan Komisaris Perseroan.

Penutup

Dewan Komisaris menyampaikan rasa syukur kepada Tuhan Yang Maha Esa, karena rahmat-Nya kami dapat menyampaikan Laporan Tahunan PT ASDP Indonesia Ferry (Persero) ini. Kami juga berterima kasih pada para pemegang saham, pemangku kepentingan, pelanggan, serta mitra bisnis kami atas kepercayaan dan dukungannya yang tidak hentinya diberikan kepada kami. Lalu penghargaan yang tinggi kami sampaikan juga pada Manajemen dan seluruh karyawan PT ASDP Indonesia Ferry, yang atas dedikasinya berhasil membawa Perseroan pada keberhasilan.

Change in Board of Commissioners Composition

A change occurred in the composition of Board of Commissioners in 2013. Captain Bobby R. Mamahit was appointed as President Commissioner to replace Sulaiman Ahmad Basjir on October 28 2013, accompanied by position handover of a member of Board of Commissioners, Asep Iskandar. The replacement was in accordance with Decision of Minister of State Owned Enterprises as the GMS of PT. ASDP Indonesia Ferry No: SK-365/MBU/2013 on Dismissal, Appointment and Duty Shifting of members of Board of Commissioners.

Closing

Board of Commissioners would like to praise the Lord as it was with His blessings we were able to submit this annual report of PT ASDP Indonesia Ferry (Persero). We would also like to express our deepest gratitude to the shareholders, stakeholders, customers and business partners for their trust and continuous support. Last but not least, we highly appreciate the Management and all employees of PT ASDP Indonesia Ferry for their dedication to bring success into the Company.

Capt. Bobby R. Mamahit

Komisaris Utama
President Commissioner

LAPORAN DIREKSI

Board of Directors Report

Para Pemangku Kepentingan yang Terhormat,


Dear Distinguished Stakeholders,

Sebagai perusahaan di sektor pelabuhan dan penyeberangan laut, sungai, serta danau, Perseroan sangat menyadari bahwa peran sektor ini begitu penting sebagai benang merah pengembangan ekonomi nasional. Penyeberangan laut adalah bagian dari sistem logistik nasional, sehingga jika kinerja Perseroan lemah, secara langsung akan menghambat pertumbuhan ekonomi nasional. Oleh karena itu, tidak ada pilihan lain bagi Perseroan selain berkontribusi secara maksimal dengan memberikan kinerja sebaik-baiknya.

Perseroan menyadari, ASDP sebagai penyedia jasa penyeberangan dan pelabuhan dituntut untuk berkontribusi lebih dalam bidang transportasi antar pulau. Untuk itu, kami harus bergerak lebih cepat, efektif dan efisien dalam melayani kebutuhan para pelanggan dan pengguna jasa Perseroan. Semakin cepat kami bergerak, biaya yang dikeluarkan semakin rendah, yang pada akhirnya akan mampu menekan harga barang di pasar nasional, sehingga akan merangsang pertumbuhan nasional.

As a company engaged in shipping and sea, river and lake transportation sectors, we realize that they play an important role in the development of national economy. Sea transportation is a part of national logistic system. Hence, a weak performance of the Company will directly hamper the national economic growth. The Company is left with no choice but to contribute maximally by striving for the best performance.

The Company is aware that ASDP as the provider of ferriage and port services must contribute more in inter-island transportation sector. Thus, we have to move faster, more effective and more efficient in serving the needs of the customers and service users. The faster we move, the lower the costs. Lower costs will depress the price of goods in national market and stimulate national growth in the long run.

A full-length portrait of Danang Sotyo Baskoro, the President Director, standing against a plain light background. He is wearing a dark grey suit, a white shirt, and a red and white striped tie. He has a slight smile and is looking directly at the camera.

Moto Perusahaan adalah *We Bridge the Nation* atau *Bangga Menyatukan Nusantara*, dalam mencapai moto Perseroan kami menekankan untuk tidak menjadi perusahaan yang semata-mata hanya berorientasi kepada keuntungan semata.

The Company's motto is *We Bridge the Nation*. To actualize the Company's motto, we emphasize to not only be a profit-oriented company.

Danang Sotyo Baskoro

Direktur Utama
President Director

LAPORAN DIREKSI

Board of Directors Report

Peningkatan layanan jasa penyeberangan antar pulau akan mampu meningkatkan arus perdagangan. Dengan meningkatnya arus perdagangan berarti akan banyak barang yang masuk dan keluar kapal dan pelabuhan.

Kinerja Perusahaan

Moto Perusahaan adalah *We Bridge the Nation* atau Bangga Menyatukan Nusantara, dalam mencapai moto Perseroan kami menekankan untuk tidak menjadi perusahaan yang semata-mata hanya berorientasi kepada keuntungan semata, tetapi melihat jauh lebih dari itu, yakni berkontribusi terhadap pertumbuhan nasional dengan memberikan kinerja yang maksimal.

Meningkatnya aktivitas perdagangan secara rasional juga berpengaruh pada peningkatan arus penyeberangan. Produksi penyeberangan selama 2013 secara keseluruhan mengalami kenaikan jika dibandingkan tahun 2012. Penyebab kenaikan produksi di tahun 2013 karena terdapat 19 lintasan baru dibandingkan dengan tahun 2012. Jumlah lintasan di tahun 2012 sebanyak 162 lintasan dan pada tahun 2013 sebanyak 181 lintasan, sehingga realisasi pendapatan penyeberangan sebesar Rp975 Milliar, meningkat 17% dari tahun sebelumnya yang sebesar Rp807 Milliar.

Di sektor produksi Pelabuhan, selama 2013 usaha pelabuhan diperoleh dari pelayanan pelabuhan yang di 17 cabang Perseroan di seluruh Indonesia. Pendapatan usaha pokok pelabuhan di tahun 2013 mengalami peningkatan sebesar Rp374 Milliar atau 4% dari tahun sebelumnya sebesar Rp360 Milliar. Selama tahun 2013, produksi usaha pelabuhan komersial terutama pada segmen produksi jasa sandar, kendaraan, dan pemeliharaan dermaga mengalami peningkatan dibandingkan realisasi tahun 2012 dengan total pendapatan usaha sebesar Rp324 Milliar, meningkat sebesar 27% dari tahun sebelumnya sebesar Rp235 Milliar. Sedangkan terhadap rencana tahun 2013, secara keseluruhan realisasi tahun 2013 mengalami penurunan, kecuali produksi jasa sandar yang mengalami pelampauan sebesar 4% dari rencana.

The improvement of inter-island ferry services will be able to escalate trade flows that will affect the number of goods in the ferry and port.

Company's Performance

The Company's motto is *We Bridge the Nation*. To actualize the Company's motto, we emphasize to not only be a company with profit-oriented but to go beyond it by contributing to the national economic growth by generating maximum performance.

The increasing trade affected the trade flows. There was a significant growth in ferry services in 2013 compared to 2012 due to 19 new routes. There were 162 routes in 2012 while in 2013 there were 181 routes. Thus, the revenue increased by 17% (Rp975 billion) from the previous year at Rp807 billion.

In the port services sector, port services in 2013 were obtained from services in docks spread in 17 branches all over Indonesia. The main income of the port in 2013 increased to Rp374 billion or by 4% from the previous year at Rp360 billion. In 2013, commercial port services especially in berthing services, transportation services and dock maintenance increased compared with the 2012 realization with the total income of Rp324 billion, increased by 27% compared to the previous year at Rp235 billion. As for 2013 plan, 2013 realization overall decreased, except for berthing services that increased by 4% more than what was planned.

Pendapatan usaha usaha pokok pelabuhan di tahun 2013 mengalami peningkatan sebesar Rp374 Milliar atau 4% dari tahun sebelumnya sebesar Rp360 Milliar.

The main income of the port in 2013 increased to Rp374 billion or by 4% from the previous year at Rp360 billion.

Pada tahun 2013, aspek teknologi informasi juga menjadi perhatian besar Perseroan. Untuk mewujudkan visi PT ASDP Indonesia Ferry menjadi 'Perusahaan Jasa Pelabuhan dan Penyeberangan yang Terbaik dan Terbesar di Tingkat Nasional, Serta Memberikan Nilai Tambah Bagi Stakeholder' maka penerapan teknologi informasi untuk mendukung bisnis perusahaan menjadi suatu kebutuhan yang tidak dapat ditinggalkan.

Pada 2013, divisi TI telah melakukan berbagai program di antaranya adalah penyusunan Masterplan dan Tata kelola TI dilakukan pada kuartal I 2013 yaitu *assessment* seluruh fungsi di kantor pusat dan beberapa kantor cabang seperti Merak, Bekauheni, Ketapang, Balikpapan, dan Kupang. Konfirmasi dari *assessment* tersebut dilakukan dalam bentuk konsineri.

Dari sisi pemasaran, Perseroan melakukan program-program yang mendukung kinerja perusahaan di antaranya *monitoring-evaluasi* opini/persepsi masyarakat melalui media massa, sosialisasi informasi dan pembentukan opini publik. Sosialisasi informasi dan pembentukan opini publik dilakukan dengan pembuatan siaran pers, BBM/SMS *broadcast*, *advertorial* dan pengunggahan artikel ke *corporate website*

The Company also paid a great attention to the Information Technology aspect throughout 2013. To actualize the vision of PT ASDP Indonesia Ferry to be 'The Best and The Biggest Company in Port and Ferry Services Nationally and To Create Added Values for Stakeholders', the implementation of information technology system to support the business of the company is inevitable.

In 2013, IT division implemented various programs such as the preparation of Master plan and IT management in the first quarter conducted by assessing all functions in headquarters and several branch offices such as Merak, Bekauheni, Ketapang, Balikpapan and Kupang. Confirmation of the assignment was conducted through consignment.

In the marketing division, the Company implemented programs that support the performance of the company such as monitoring-evaluating opinion/perception of the community through mass media, information dissemination and public opinion. The information dissemination and public opinion were conducted by press release, BBM/SMS broadcast, advertorial and article upload to corporate website

LAPORAN DIREKSI

Board of Directors Report

dan portal BUMN. Lainnya adalah program *customer care*, salah satu tujuannya adalah sebagai jembatan komunikasi antara pengguna jasa dengan perusahaan.

Prospek Usaha

Indonesia meraih keuntungan dari peningkatan perdagangan dunia dan ekonomi regional Asia yang cukup sehat. Landasan pertumbuhan nasional adalah pasar domestik, yang telah memberikan pegangan kuat bagi negara ini. Sementara itu Pemerintah juga bertekad untuk memperluas pelabuhan di seluruh Indonesia dalam upaya merealisasi Percepatan dan Perluasan Pembangunan Ekonomi yang bertujuan untuk menaikkan infrastruktur di seluruh nusantara. Indonesia sebagai negara kepulauan perlu mengembangkan distribusi logistik pelabuhan yang andal dan efisien, guna meningkatkan perekonomian negara serta menjadikan Indonesia negara yang kekuatan ekonominya layak diperhitungkan di Asia.

Penerapan Tata Kelola Perusahaan

Sepanjang 2013, Perusahaan telah melaksanakan sosialisasi dan praktik GCG pada Unit Kerja Pusat maupun Cabang. Direksi berharap, Perusahaan dapat terus menerapkan perangkat GCG secara lebih optimal dan mengembangkannya untuk meningkatkan keberhasilan usaha di masa depan dengan meningkatnya kinerja Perusahaan.

Tanggung jawab sosial perusahaan

Sebagai salah satu perusahaan Badan Usaha Milik Negara (BUMN), Perseroan melakukan kegiatan tanggung jawab Sosial (*Corporate Social Responsibility/CSR*) dengan memperdayakan kondisi sosial ekonomi masyarakat yang berada di sekitar melalui program kemitraan dan bina lingkungan. Selama tahun 2013, pelaksanaan program bina lingkungan berupa bantuan korban bencana alam, pendidikan dan atau pelatihan, peningkatan kesehatan, pengembangan prasarana dan atau sarana umum, sarana ibadah serta pelestarian alam senilai Rp470,12 juta.

and BUMN portal. Other programs conducted were customer care whose purpose was to be a communication bridge between service users and the company.

Business Outlook

Indonesia is benefitted from the improvement of global trading performance and healthy economic condition in Asia. The basis for this national growth is domestic market which has provided strong foundation for the country. In addition, the Government is also committed to expanding and enhancing the performance of Indonesia's ports in order to realize the Acceleration and Expansion of Economic Development which aims to improve the growth of national infrastructure. As an archipelagic state, Indonesia has to develop an efficient and reliable logistics distribution system through the use of ports in order to improve and strengthen its economic condition in Asia's market.

Implementation of Good Corporate Governance

Throughout 2013, the Company had conducted dissemination on and practiced GCG Principles on all work units in both the headquarters and branch offices. With the sustainable implementation of GCG principles, the Board of Directors believes that all functions in the Company will be able to carry out their duties optimally and generate the best performance which consequently will improve the performance of the Company.

Corporate Social Responsibility

As one of the State-Owned Enterprises, the Company conducts Corporate Social Responsibility program through the empowerment of social and economic condition of society who domiciled nearby the Company's operational areas. Regarding the CSR activities, the Company had established partnership and community development program; and in 2013, the Company expended Rp470.12 million for this program which was allocated for helping disaster's victims, providing education or training, improving public health, infrastructures, and religious facilities, as well as preserving environment.

LAPORAN DIREKSI Board of Directors Report

Perubahan Komposisi Direksi

Sepanjang 2013 tidak ada perubahan komposisi Direksi.

Apresiasi

Kompetensi, kekuatan dan loyalitas karyawan adalah aset terbaik yang dimiliki Perseroan. Oleh karena itu, atas nama Direksi, saya ingin menyampaikan penghargaan yang tinggi dan mengucapkan terima kasih atas kerja sama yang baik oleh segenap karyawan yang bertugas, khususnya di tahun 2013 ini yang penuh tantangan dan kesempatan ini.

Direksi juga berterima kasih kepada Dewan Komisaris, para pemegang saham, dan pemangku kepentingan lainnya, atas kepercayaan pada kemampuan Direksi untuk menjalankan Perseroan. Saya meyakini dengan dukungan dan semangat dari semua pihak, ke depannya Perseroan bukan hanya semakin terdepan sebagai perusahaan jasa angkutan penyeberangan dan pengelola pelabuhan, tetapi memberi andil dalam pertumbuhan ekonomi Indonesia.

Changes in the Composition of the Board of Directors

In 2013, the Board of Directors did not conduct any changes in its composition.

Appreciation

Employee's competence, strength, and loyalty are the best assets owned by the Company. Therefore, on behalf of the Board of Directors, I would like to extend utmost gratitude and appreciation for the hard work and best performance of all employees shown throughout the opportunities and challenges of 2013.

The Board of Directors would also like to thank the Board of Commissioners, shareholders, and other stakeholders for their trusts in the capability of the Board of Directors to manage the Company's business. I am certain that, with the supports and encouragement from all parties, the Company will not only be the foremost company in ferry service and port management, but also be able to contribute to the growth of national economy.

Danang Sotyo Baskoro

Direktur Utama
President Director

SURAT PERNYATAAN DEWAN KOMISARIS

Board of Commissioners' Statement

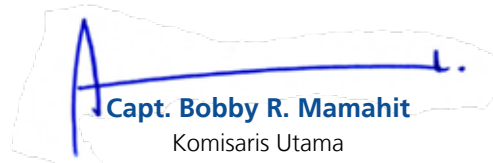
Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT ASDP Indonesia Ferry (Persero) tahun 2013 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan perusahaan.

We the undersigned hereby declare that all information in the Annual Report of PT ASDP Indonesia Ferry (Persero) year 2013 are complete and we are fully accountable for the accuracy of information declared herein.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is hereby made in all truthfulness.

Yang bertandatangan
The Undersigned



Capt. Bobby R. Mamahit
Komisaris Utama
President Commissioner




Wiratno Estitomo
Komisaris
Commissioner



Dr. Ramelan, SH. MH
Komisaris
Commissioner



Asep Iskandar, SE, MM
Komisaris
Commissioner



Dr. Achmad Sanusi, M.S.P.A., CFrA.
Komisaris
Commissioner



Stephanus Budiyo, S.H.
Komisaris
Commissioner

SURAT PERNYATAAN DIREKSI

Board of Directors' Statement

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT ASDP Indonesia Ferry (Persero) tahun 2013 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan perusahaan.

We the undersigned hereby declare that all information in the Annual Report of PT ASDP Indonesia Ferry (Persero) year 2013 are complete and we are fully accountable for the accuracy of information declared herein.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is hereby made in all truthfulness.

Yang bertandatangan
The Undersigned



Danang Sotyo Baskoro
Direktur Utama
President Director



Youlman Jamal
Direktur Usaha Penyeberangan
Director of Ferry Services



Prasetyo Bakti Utomo
Direktur Usaha Pelabuhan
Director of Port Services



Rudi Meiyansyah
Direktur SDM dan Umum
Director of Human Resources and
General Affairs



Sirajuddin Saini
Direktur Teknik
Director of Engineering



Fatah Setiawan Topobroto
Direktur Keuangan
Director of Finance

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PROFIL PERUSAHAAN

Company Profile



SEKILAS PERUSAHAAN

Company in Brief



IDENTITAS PERUSAHAAN / CORPORATE IDENTITY

Nama Name	PT ASDP Indonesia Ferry (Persero)
Tanggal Pendirian Date of Establishment	27 Maret 1973 March 27, 1973
Dasar Hukum Pendirian Legal Basis of Establishment	Surat Keputusan Menteri Perhubungan RI No. KM.50/R/PHB-1973 tanggal 27 Maret 1973 Decree of the Minister of Transportation of the Republic of Indonesia No. KM.50/R/PHB-1973 dated March 27, 1973
Bidang Usaha Line of Business	Jasa Angkutan Penyeberangan dan Pengelolaan Pelabuhan Ferry Transportation Service and Port Management
Status Perusahaan Company Status	Badan Usaha Milik Negara (BUMN) State-Owned Enterprises (SOE)
Kepemilikan Saham Share Ownership	100% dimiliki oleh Negara Republik Indonesia 100% owned by the Republic of Indonesia
Jumlah Karyawan Total Employees	4.027 orang / people
Kantor Pusat Headquarters	Jl. Jend. Achmad Yani Kav. 52 A, Jakarta 10510 - Indonesia Telp. (+6221) 4208911-13-15 Fax. (+6221) 4210544 Email: corporate.secretary@indonesiaferry.co.id
Jumlah Kantor Cabang Total Branch Offices	29 Kantor Cabang / Branch Offices

PT ASDP Indonesia Ferry (Persero) merupakan perusahaan jasa angkutan penyeberangan dan pengelola pelabuhan penyeberangan untuk penumpang, kendaraan dan barang.

PT ASDP Indonesia Ferry (Persero) is a company engaging in the business of ferry transportation service and port management for passengers, vehicles, and goods.

RIWAYAT SINGKAT

PT ASDP Indonesia Ferry (Persero) merupakan perusahaan jasa angkutan penyeberangan dan pengelola pelabuhan penyeberangan untuk penumpang, kendaraan dan barang. Perseroan menyediakan akses transportasi publik antar pulau yang bersebelahan serta menyatukan pulau-pulau besar sekaligus menyediakan akses transportasi publik ke wilayah yang belum memiliki penyeberangan guna mempercepat pembangunan (penyeberangan perintis). Pada 27 Maret 1973, PT ASDP Indonesia Ferry (Persero) bernama proyek ASD Ferry berada di bawah Kementerian Perhubungan, kemudian berubah menjadi Perum ASDP berdasarkan PP No. 8 pada 1986 dan selanjutnya pada 1993 menjadi PT ASDP (Persero). Beralihnya status Perum ASDP menjadi Perusahaan Perseroan mengartikan bahwa pola bisnisnya diharapkan mampu bersaing dengan perusahaan swasta maupun badan usaha negara lainnya tanpa meninggalkan fungsinya sebagai penyedia penyeberangan perintis.

Pada tanggal 5 Agustus 2008, disaksikan oleh Deputi Bidang Usaha Logistik dan Pariwisata Kementerian Negara BUMN dan Wakil Ketua Komisi Pemberantasan Korupsi, PT ASDP Indonesia Ferry (Persero) melakukan penandatanganan Pakta Integritas yang menandai diberlakukannya perubahan

BRIEF HISTORY

PT ASDP Indonesia Ferry (Persero) is a company engaging in the business of ferry transportation service and port management for passengers, vehicles, and goods. The Company provides an access of public transportation which connects the neighboring island and unites large islands, as well as providing public transportation to the areas that currently do not have crossing access in order to accelerate development (pioneer crossing). In 1973, PT ASDP Indonesia Ferry (Persero) was initially named ASD Ferry project. However, in 1986, the name was changed into Perum ASDP, and furthermore, in 1993, the company change its name again into PT ASDP (Persero). The change of identity of Perum ASDP into a liability company signifies that its business pattern is expected to be able to compete with private companies or other state-owned enterprises without leaving its function as the provider of pioneer crossing.

On August 5, 2008, PT ASDP Indonesia Ferry (Persero) signed Integrity Pact, witnessed by the Deputy of Logistics Business and Tourism of the Ministry of State-Owned Enterprise and Vice President of Corruption Eradication Commission, that denotes the implementation of the Company's structural

SEKILAS PERUSAHAAN

Company in Brief

struktural Perseroan. Dimulai dari perubahan nama dan logo dari PT ASDP Indonesia Ferry (Persero) menjadi PT Indonesia Ferry (Persero), redefinisi visi dan misi, penegasan usaha pokok, penciptaan usaha penunjang, revitalisasi dan investasi alat produksi, restrukturisasi total serta rencana strategis bisnis.

Hal tersebut merupakan bagian dari pelaksanaan program transformasi bisnis yang diharapkan dapat mengubah posisi PT ASDP Indonesia Ferry (Persero) menjadi BUMN yang dapat memberikan kontribusi bagi negara.

MENGUTAMAKAN KEPENTINGAN PENGGUNA JASA

Indonesia merupakan negara maritim yang sangat luas. Wilayah Indonesia dari Sabang sampai Merauke terdiri dari pulau-pulau dengan ± 17.000 buah pulau serta luas daratan mencapai 1.922.570 km² dan luas perairan 3.257.483 km² atau hampir 60% wilayah negara ini adalah lautan. Dengan letak geografis yang diapit dua benua dan berada di antara dua samudera berpengaruh besar terhadap keadaan alam.

Dengan kondisi dan letak geografis yang demikian, perubahan musim dapat mengakibatkan tingkat curah hujan yang tinggi di beberapa wilayah serta memberikan dampak pada ketinggian gelombang laut. Menghadapi hal tersebut, Perseroan berkomitmen kepada keselamatan pengguna jasa dengan melakukan optimalisasi infrastruktur dan armada, koordinasi seluruh pihak di pelabuhan, serta penyelenggaraan operasional sesuai dengan *Standard Operating Procedures* (SOP) yang dapat mendukung kelancaran arus penyeberangan.

change. Starting from the change of name and logo of PT ASDP Indonesia Ferry (Persero) into PT Indonesia Ferry (Persero), redefinition of vision and mission, affirmation of main business line, creation of supporting business, revitalization and investment in production tools, total restructuring, and business strategy and plan.

The change is a part of the implementation of business transformation program that is expected to change the position of PT ASDP Indonesia Ferry (Persero) into a SOE that is able to give significant contribution to the nation.

PRIORITIZING CUSTOMERS' INTEREST

Indonesia is one of the broadest maritime countries in the world. From Sabang to Merauke, Indonesia consists of more than 17.000 islands, with the size of land amounting to 1.922.570 km² and the size of water amounting to 3.257.483 km², which means that almost 60% of the country's area consists of sea. In addition, Indonesia is geographically located between two continents and two oceans which give major influence to its environmental condition.

With those geographic conditions, change of seasons may result in the high level of rainfall in several areas and high level of sea waves. In order to face those results, the Company is committed to ensuring the safety of customers and service user by optimizing its infrastructures and vessels, coordinating with the entire port crew, and conducting operations in accordance with *Standard Operating Procedures* (SOP) that can support the smoothness of crossing flow.

KEGIATAN USAHA

Business Activities

Berdasarkan perubahan Anggaran Dasar Perseroan sesuai pasal 3, Akta No. 24 tanggal 08 Agustus 2008 yang disahkan oleh Notaris Johny Dwikora Aron SH di Jakarta, Perseroan memiliki maksud dan tujuan untuk melakukan usaha di bidang penyelenggaraan jasa pelabuhan, jasa angkutan sungai, danau dan penyeberangan dan jasa angkutan laut serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/ atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/ mengejar keuntungan.

Untuk mencapai maksud dan tujuan tersebut, Perseroan melakukan kegiatan usaha utama sebagai berikut:

1. Jasa kepelabuhan angkutan sungai, danau, dan penyeberangan
2. Jasa angkutan sungai, danau, dan penyeberangan untuk penumpang, kendaraan, barang, dan hewan.
3. Jasa angkutan laut berjadwal untuk penumpang, kendaraan, barang, dan hewan.
4. Jasa angkutan laut dan jasa-jasa lainnya yang berkaitan dengan jasa angkutan serta kepelabuhan, sungai, danau, dan penyeberangan.

Based on the amendment of the Company's Articles of Association, article 3, and Notarial Act No. 24 dated August 8, 2008, prepared and presented before Johny Dwikora Aron, SH, Notary in Jakarta, the purposes and objectives of the Company is to conduct business in port service, river, lake, and sea transportation service, as well as to optimize the resources of the Company to generate high-quality and competitive goods and/or services in order to gain profit.

In actualizing the purposes and objectives, the Company conducts business activities as follows:

1. Port service for river and lake transportation and ferry
2. Transportation and ferry service on river and lake for passengers, vehicles, goods, and animals.
3. Scheduled sea transportation service for passengers, vehicles, goods, and animals.
4. Sea transportation service and other services related to the river and lake transportation, port management and ferry.

PROFIL DEWAN KOMISARIS

Board of Commissioners Profile



Capt. Bobby R. Mamahit

Komisaris Utama | President Commissioner

Pria kelahiran Jakarta, 12 September 1956 ini merupakan lulusan AIP Jurusan Nautika. Beliau menjabat sebagai Komisaris Utama di PT ASDP Indonesia Ferry (Persero) sejak 28 Oktober 2013. Sebelumnya beliau pernah menjabat sebagai Sekretaris Direktorat Jenderal Perhubungan Laut dan masih menjabat sebagai Kepala Badan Pengembangan SDM Perhubungan hingga saat ini.

Born in Jakarta on September 12, 1956. He graduated from Nautica Major of AIP. He served as the President Commissioner of PT ASDP Indonesia Ferry (Persero) since October 28, 2013. Previously, he served as the Secretary of the General Directorate of Sea Transportation. He concurrently serves as the Head of HR of Transportation Development Division.



Dr. Ramelan, SH. MH

Komisaris | Commissioner

Saat ini masih menjalankan peran akademisnya sebagai Dosen Tetap pada Fakultas Hukum Universitas Trisakti, Jakarta. Pria kelahiran Madiun, 69 tahun. Beliau juga menjabat sebagai Komisaris Independen PT Indah Kiat Pulp & Paper Tbk & PT Pabrik Kertas Tjiwi Kimia Tbk. Di samping itu, beliau juga masih aktif menjalankan perannya sebagai Legal Advisor PT KAI (Persero) dan Tenaga Ahli Jaksa Agung Republik Indonesia.

He is a full-time lecturer at the Faculty of Law, Trisakti University, Jakarta. Born in Madiun, 69 years old. Concurrently, he serves as an Independent Commissioner at PT Indah Kiat Pulp & Paper Tbk and PT Pabrik Kertas Tjiwi Kimia Tbk. Currently, he also fills the position of Legal Advisor for PT KAI (Persero) and Experts for the Attorney General of the Republic of Indonesia.

PROFIL DEWAN KOMISARIS Board of Commissioners Profile



Dr. Achmad Sanusi, M.S.P.A., CFA.

Komisaris | Commissioner

Berusia 61 tahun dan lahir di Bandung, beliau menamatkan Pendidikan S3 dari Universitas Indonesia jurusan Manajemen Strategik pada tahun 2010. Pernah menjabat sebagai Deputy Sekretaris Wakil Presiden Bidang Dukungan Pengawasan Pemerintahan & Pembangunan pada Kantor Wakil Presiden RI, serta sebagai Kepala Perwakilan BPKP Berlin, German. Saat ini Beliau juga menjabat sebagai Deputy Kepala BPKP Bidang Pengawasan Instansi Pemerintah Bidang Polsoskom.

Born in Bandung, 61 years old. He obtained his Doctoral Degree in Strategic Management from The University of Indonesia in 2010. Previously, he served as Deputy to the Secretary of Vice President of Government Supervision Support and Development Division at the Office of Vice President of Republic of Indonesia. In addition, he served as Head of BPKP Representative in Berlin, German. Currently, he also fills the position of Deputy Head of BPKP, Division of Government Institutions Supervision, Polsoskom Division.



Asep Iskandar, SE, MM

Komisaris | Commissioner

Pria kelahiran 9 April, 56 tahun. Beliau merupakan lulusan Magister Manajemen pada Sekolah Tinggi Ilmu Manajemen LPMI, Jakarta. Sebelum menjabat sebagai Komisaris di PT ASDP Indonesia Ferry (Persero), beliau pernah menjabat sebagai Direktur Utama pada PT. Surveyor Indonesia.

Born on April 9, 56 years old. He obtained his Master of Management degree from Sekolah Tinggi Ilmu Manajemen LPMI, Jakarta. Previously, he also served as a Commissioner at PT ASDP Indonesia Ferry (Persero) and President Director at PT Surveyor Indonesia.

PROFIL DEWAN KOMISARIS

Board of Commissioners Profile



Stephanus Budiyo, S.H.

Komisaris | Commissioner

Lahir di Yogyakarta, 60 tahun. Pria berpangkat Laksda ini telah mengabdikan pada korps kesatuan AL selama 31 tahun. Beliau telah mengantongi beberapa bintang jasa diantaranya SL Dharma Nusa. Telah menjabat sebagai Komisaris PT ASDP Indonesia Ferry (Persero) sejak 16 Mei 2013.

Born in Yogyakarta, 60 years old. He had been serving as a Commissioner of PT ASDP Indonesia Ferry (Persero) Tbk since May 16, 2013. Prior to joining the business world, he served as a mariner in the marine corps of Indonesian Navy with the rank of Laksamana Muda (Laksda - equivalent to Rear Admiral).



Wiratno Estitomo

Komisaris | Commissioner

Lahir di Surabaya pada 2 Juli 1953. Beliau menyelesaikan pendidikan sarjana di Institut Teknologi Surabaya (ITS) pada jurusan Teknik Mesin (1979). Pendidikan magister beliau, beliau selesaikan di Prasetya Mulya Jakarta dengan mengambil jurusan Manajemen (2001). Beliau pernah mengemban berbagai jabatan diantaranya seperti Kepala Seksi Teknik Pelabuhan Penyeberangan Merak (1981-1985), Kepala Pelabuhan Penyeberangan Merak (1985-1987), Kasubdit Teknik Pelabuhan, Perum ASDP (1987), Direktur Teknik PT. ASDP (Persero) (1992-1999), Kasubdit Jaringan Transportasi SDP, Direktorat LLASDP (2000-2002), Kasubdit Pelabuhan SDP, Direktorat LLASDP (2005-2008), Direktur LLASDP, Ditjen Hubdat (2008-2012), dan sejak Juni 2010 hingga kini beliau tengah menjabat sebagai Komisaris PT. ASDP Indonesia Ferry (Persero).

Born in Surabaya on July 2, 1953. He obtained his Bachelor's Degree in Mechanical Engineering from Surabaya Institute of Technology, Master's Degree in management from Prasetya Mulya Business School in 2001. Prior to filling the position of Commissioner since June 2010, he started his career as the Head of Engineering Section of Merak Port (1981-1985), Head of Merak Port (1985-1987), Head of Sub-Directorate of Port Engineering, Perum ASDP (1987), Engineering Director, PT ASDP (Persero) (1992-1999), Head of Sub-Directorate of SDP Transportation Network, Directorate of LLASDP (2000-2002), Head of Sub-Directorate of SDP Port, Directorate of LLASDP (2005-2008), and Director of LLASDP, General Directorate of Land Transportation (2008-2012).

PROFIL DIREKSI

Board of Directors Profile



Danang Sotyo Baskoro

Direktur Utama | President Director

Menjabat sebagai Direktur Utama PT. ASDP Indonesia Ferry (Persero) sejak tahun 2011 hingga saat ini, sebelumnya juga sempat menjadi anggota Dewan Komisaris PT. ASDP Indonesia Ferry dan pejabat Asisten Deputi di Kementerian BUMN. Pria yang lahir di Semarang tahun 1961 ini memperoleh gelar sarjana Strata 1 (S1) Akuntansi dari Universitas Gajah Mada Yogyakarta pada tahun 1989, dan menamatkan S2 bidang Manajemen pada tahun 1994 di Nashville, Tennessee, USA.

He has been serving as the President Director of PT ASDP Indonesia Ferry (Persero) since 2011. Previously, he also held the position of Commissioner of PT ASDP Indonesia Ferry and Asst. of Deputy in SOE Ministry. He was born in Semarang in 1961. He obtained his Bachelor's Degree in Accounting from Gajah Mada University, Yogyakarta in 1989 and Master's Degree in Management in 1992 in Nashville, Tennessee, US.



Youlman Jamal

Direktur Usaha Penyeberangan | Director of Ferry Services

Mengemban tugas sebagai Direktur Usaha Penyeberangan sejak 26 Mei 2010 hingga saat ini, putra asli kelahiran Balai Tengah Lintau pada 5 Januari 1955, yang telah mengabdikan diri di PT. ASDP Indonesia Ferry (Persero) sejak 1 Oktober 1977 yang dimulai sebagai staf Keuangan/Akuntansi di Kantor Pusat PT. ASDP Indonesia Ferry (Persero). Perjalanan karirnya membawanya pada sejumlah posisi kunci di Perusahaan yaitu sebagai Pemimpin Cabang Balikpapan (2009), Pemimpin Cabang Bangka (2008), Pemimpin Cabang Bakauheni (2008), dan Pemimpin Cabang Ketapang (2007), Manager Senior Keuangan (2007), Manager Senior Akuntansi (2003), Pimpinan Cabang Jakarta (2000), Pimpinan Cabang Sape (1995).

He has been serving as the Ferry Services Director since May 26, 2010. He was born in Balai Tengah Lintau on January 5, 1955. He started his career at PT ASDP Indonesia Ferry (Persero) on October 1, 1977 as the staff of Finance/Accounting at the Headquarters of the Company. Since his initial placement he, was promoted into various key positions such as the Manager of Sape Branch (1995), Manager of Jakarta Branch (2000), Accounting Senior Manager (2003), Finance Senior Manager (2007), and Head of Ketapang, Bakauheni, Bangka, and Balikpapan Branches (2007, 2008, 2008, and 2009 respectively) before being appointed as the Ferry Services Director.

PROFIL DIREKSI

Board of Director Profile



Prasetiyo Bakti Utomo

Direktur Usaha Pelabuhan | Director of Port Services

Pria kelahiran tanggal 20 Oktober 1961 ini telah lama berkecimpung dalam bisnis penyeberangan dan pelabuhan. Menjabat sebagai Direktur Usaha Pelabuhan sejak 26 Mei 2010 hingga saat ini. Beliau telah menyelesaikan pendidikan S2 nya pada tahun 2001 dan pernah mengikuti Penataran tingkat Purna (Kepemimpinan Nasional) yang diadakan oleh LEMHANAS pada tahun 1994. Sebelum menjabat sebagai Direktur Usaha Pelabuhan beliau telah mengisi berbagai posisi strategis di Perusahaan diantaranya Pemimpin Cabang Surabaya (2008), Pemimpin Cabang Bakauheni (2007), Kepala Biro Sekretariat Perusahaan (2003-2004) dan Manajer Sekretariat Perusahaan (2001).

Born on October 20, 1961. He has extensive work experience in ferry transportation and port services. He has been serving as the Port Services Director since May 26, 2010 up to present. He completed his Master's degree in 2001 and once participated in the National Leadership Training of Post-Level organized by LEMHANAS in 1994. Prior to serving as the Director of Port Services, he filled various strategic positions within the Company, such as the Manager of Surabaya and Bakauheni Branches (2008 and 2007 respectively), Head of Company's Secretarial Bureau (2003-2004), and Manager of Corporate Secretarial Affairs (2001).



Rudi Meiyansyah

Direktur SDM dan Umum | Director of Human Resources and General Affairs

Menjabat sebagai Direktur SDM & Umum sejak 26 Mei 2010 melalui SK Pengangkatan KEP-86/MBU/2010. Menamatkan pendidikan Masternya di 2 Universitas terkemuka sekaligus yaitu bidang Manajemen Sumber Daya Manusia di Universitas Padjajaran Bandung dan Kebijakan Bisnis di Universitas Indonesia pada tahun 1999 dan telah menyelesaikan Pendidikan Reguler Lemhanas RI pada tahun 2007. Sebelum menjadi Direktur di ASDP Indonesia Ferry, pria kelahiran Lahat, 24 Mei 1964 ini adalah pejabat Corporate Secretary PT. POS Indonesia (Persero).

He has been serving as the HR and General Affairs Director since May 26, 2010 pursuant to the Appointment Letter KEP KEP-86/MBU/2010. Born in May 24, 1964 in Lahat, he obtained his Masters' Degree in Human Resources Management from Padjajaran University, Bandung, and in Business Policies from the University of Indonesia in 1999. In addition, he also completed the Lemhanas RI Regular Education in 2007. Prior to serving as Director, he was the Acting Corporate Secretary of PT POS Indonesia (Persero).

PROFIL DIREKSI

Board of Director Profile



Sirajuddin Saini

Direktur Teknik | Director of Engineering

Pria kelahiran Rappang, 49 tahun. Beliau menjabat sebagai Direktur Teknik PT. ASDP Indonesia Ferry (Persero). Meraih pendidikan S1 Teknik Mesin di Universitas Dharma Agung pada tahun 1996 dan menamatkan pendidikannya (S2) di tahun 2000 dengan mengambil jurusan Management di IPWI Medan. Sebelum menjadi Direktur Teknik di PT ASDP Indonesia Ferry (Persero), beliau menjabat sebagai General Manager di PT. Dok Kodja Bahari (Persero). Perjalanan karirnya di PT. Dok Kodja Bahari (Persero) dimulai tahun 1986 sebagai Staff Perencanaan UGJ-I area Jakarta, Kabag P2 Cabang Belawan (1988-1990), Kabag Quality Control Cabang Belawan (1990-1992), Kadiv. Pelaksanaan Produksi Cabang Belawan (1992-1995), Kepala Perwakilan Medan (1995-1996), Kadiv. P2 Cabang Sabang (1996-1998), Kepala Unit Sabang (1998-2000), Kacab. Sabang & Padang (2000-2003), Deputy GM UPJ III Jakarta (2003-2004), General Manager UPJ-IV Jakarta (2004-Mei 2006), menerima penugasan PJS General Manager Galangan III Jakarta (April 2009-Juni 2010), dan Mei 2006-Juni 2010 dipercaya sebagai General Manager Galangan II Jakarta.

Born in Rappang, 49 years old. He obtained his Bachelor's Degree in Mechanical Engineering from Dharma Agung University in 1996 and Master's Degree in Management from IPWI Medan in 2000. Prior to joining the Company, he started his career at PT Dok Kodja Bahari (Persero) in 1986 as a Staff of Planning of UGJ-I Area, Jakarta, as the Head of P2 Section of Belawan Branch (1988-1990), Head Quality Control Section of Belawan Branch (1990-1992), Head of Production Implementation Division of Belawan Branch (1992-1995), Head of Representatives in Medan (1995-1996), Head of P2 Division of Sabang Branch (1996-1998). Head of Sabang Unit (1998-2000), Head of Sabang and Padang Division (2000-2003), General Manager of UPJ-IV Jakarta (2004-May 2006). He was also appointed as the Acting General Manager of Shipyard III Jakarta (April 2009-June 2010) and General Manager of Shipyard II Jakarta (May 2006-June 2010).



Fatah Setiawan Topobroto

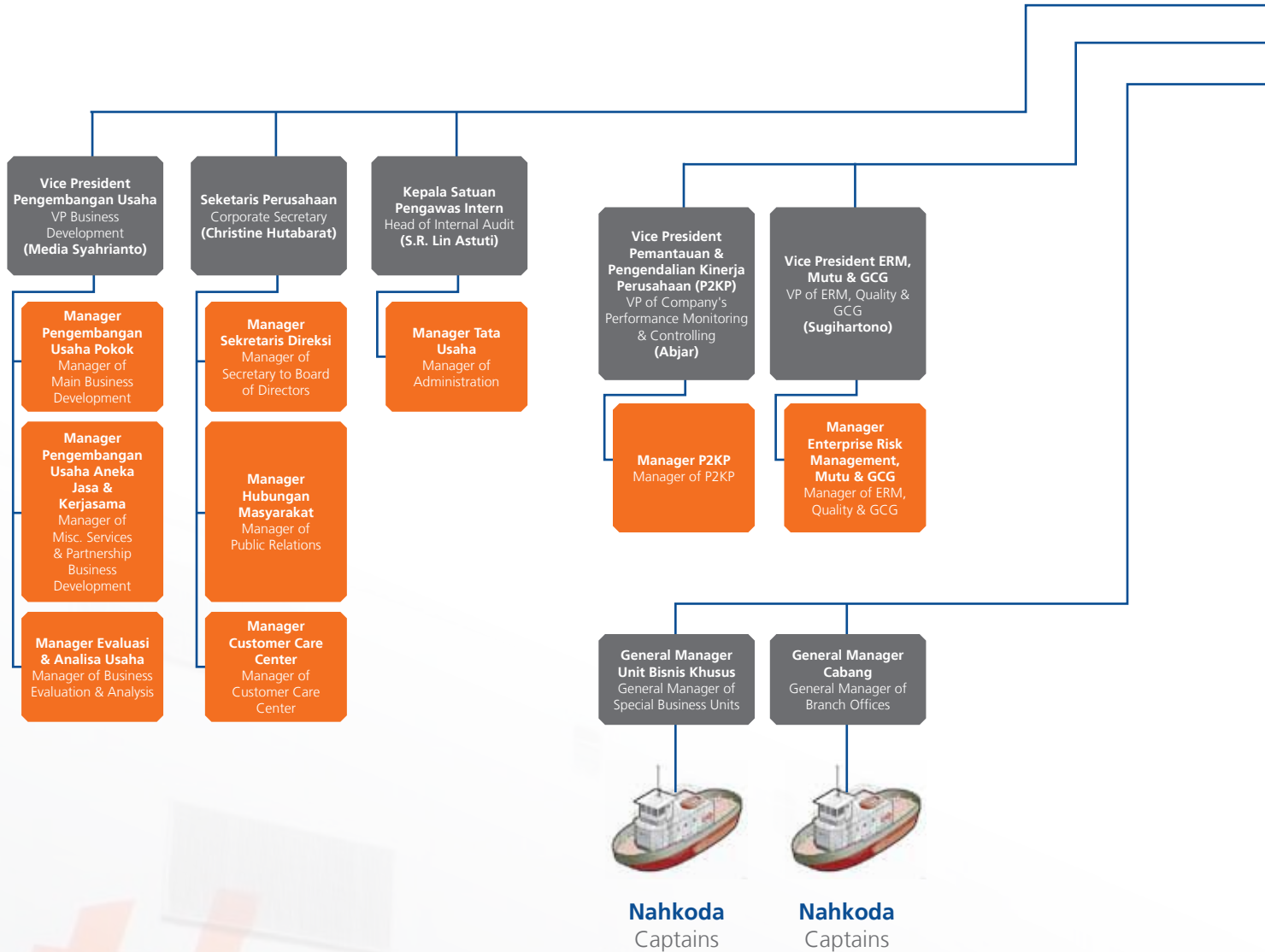
Direktur Keuangan | Director of Finance

Dilahirkan pada 3 Desember 1968 di Jakarta. Sebelum menjabat sebagai Direktur Keuangan PT. ASDP Indonesia Ferry (Persero), beliau menjabat sebagai Komisaris Utama di PT. Aetra Air Jakarta dan Direksi di Group Recapital. Karir profesionalnya dimulai di Group Bhakti Investama pada tahun 1997.

Born on December 3, 1968 in Jakarta. Prior to serving as the Finance Director of PT ASDP Indonesia Ferry (Persero), he served as the President Commissioner at PT Aetra Air Jakarta and a member of Board of Directors of Recapital Group. His professional career was started at Bhakti Investama Group in 1997.

STRUKTUR ORGANISASI

Organization Structure



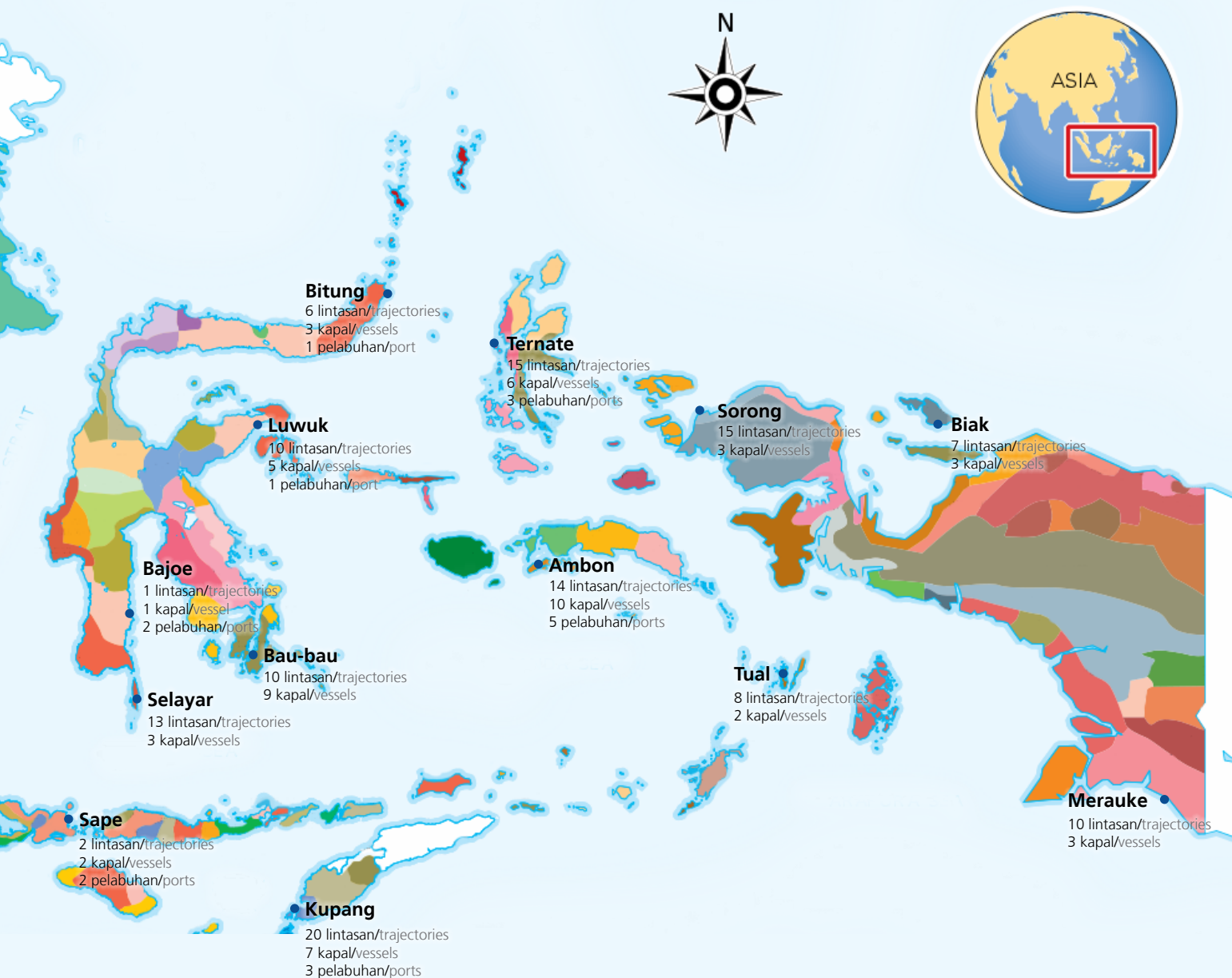


PETA OPERASIONAL

Operational Map



PETA OPERASIONAL Operational Map





KEPEMILIKAN SAHAM SERTA INFORMASI PEMEGANG SAHAM UTAMA DAN PENGENDALI

Share Ownership and Information on Main and Controlling Shareholders

PT ASDP dimiliki dan dikendalikan oleh Negara Republik Indonesia. PT ASDP is owned and operated by the Republic of Indonesia.

LEMBAGA PROFESI PENUNJANG PERUSAHAAN

Professional Institutions Supporting Company

Kantor Akuntan Publik / Public Accounting Firm

Ghazali, Sahat Dan Rekan
Sentra Bisnis Artha Gading Niaga
Blok E, No. 9, Jl. Boulevard Artha Gading
Kelapa Gading, Jakarta Utara 14240
Telp. (+6221) 45852846, (+6221) 45861183-85
Fax. (+6221) 45845591

Biro Hukum / Legal Bureau

Dwi Pininta Law Firm
Wisma Kodel, Lantai 10
Jalan HR Rasuna Said Kav B4
Kuningan Jakarta Selatan 12910
Telp. (+6221) 5203287

ENTITAS ANAK PERUSAHAAN

Subsidiaries

Perseroan belum memiliki entitas anak perusahaan.

The Company does not own subsidiaries.

SUMBER DAYA MANUSIA

Human Resources

Kualitas SDM yang baik berperan penting dalam pelaksanaan kegiatan operasional Perusahaan, dan juga mengatur serta merencanakan strategi bisnis untuk memajukan Perseroan.

Good HR quality plays an important role in the operational activities of the company, in the management and the business strategy preparation to bring a better outcome for the Company.

Sebagai penunjang kesuksesan, diperlukan adanya pengintegrasian fungsi SDM (Sumber Daya Manusia) Perseroan melalui praktik-praktik SDM terbaik dalam strategi bisnis Perseroan. Kualitas SDM yang baik berperan penting dalam pelaksanaan kegiatan operasional Perusahaan, dan juga mengatur serta merencanakan strategi bisnis untuk memajukan Perseroan.

Kami mendorong seluruh karyawan agar turut mengambil bagian untuk kemajuan Perseroan dengan melaksanakan tugas dan tanggung jawab masing-masing dengan baik. Individu ataupun kelompok SDM merupakan faktor penggerak kinerja Perusahaan di masa depan. Selain pemenuhan tanggung jawab yang harus dipenuhi, dalam rangka mencapai tujuan jangka panjang, Perseroan juga memberikan pelatihan-pelatihan khusus sesuai bidangnya untuk meningkatkan kompetensi dan keunggulan SDM tersebut.

Perseroan telah melakukan kegiatan yang difokuskan dalam pengelolaan dan pengembangan SDM secara konsisten dan merealisasikan program kerja sesuai Rencana Kerja Fungsi (RKF) yang telah ditetapkan.

PROFIL SDM

Selama 2013, terjadi penambahan dan pengurangan karyawan darat dan laut. Untuk karyawan darat terdapat penambahan sebanyak 21 orang dan karyawan laut sebanyak 239 orang. Sedangkan pengurangan yang terjadi pada

The Company needs the integration of HR function, as one of the success keys, through the best HR practices in the business strategy. Good HR quality plays an important role in the operational activities of the company, in the management and the business strategy preparation to bring a better outcome for the Company.

We encourage all employees to participate in bettering the Company by implementing duties and responsibilities well. Individual and HR are the important factors for the future performance of the Company. Other than duties implementation, the Company also provides special trainings depending on the employees' specialties to enhance the HR competence and excellence that in the long run will result in the achievement of long-term plans.

The Company conducts activities focusing on the HR management and development consistently and realizes work plan based on Work Plan of Function.

HUMAN RESOURCES PROFILE

In 2013, there were addition and subtraction of employees both on land and on sea. For employees on land, there was an addition of 21 people. For employees on sea, there was an addition of 239 people. There was a subtraction of 71

SUMBER DAYA MANUSIA

Human Resources

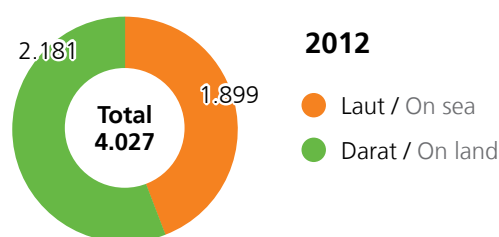
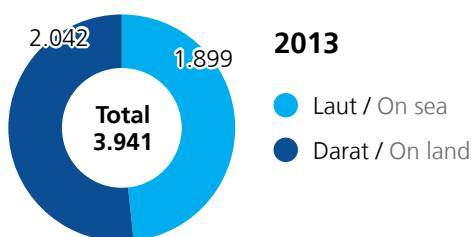
karyawan darat maupun laut masing-masing sebanyak 71 orang dan 103 orang. Berikut komposisi karyawan di bulan Desember 2012, rencana 2013, dan realisasi posisi untuk bulan Desember 2013.

people and 103 people for employees on land and on sea respectively. The following are the employee composition of December 2012, 2013 plan and position realization for December 2013.

A. Komposisi Karyawan

A. Employee's Composition

Deskripsi / Description	2013	2012	Persentase / Percentage
Karyawan Perusahaan / Company's Employees:			
Laut / On sea	1.846	1.899	-3%
Darat / On land	2.181	2.042	6%
Total	4.027	3.941	2%



B. Penambahan Karyawan (+)

Penambahan karyawan terjadi pada karyawan darat dan laut. Karyawan darat dibedakan berdasarkan segmen komersil, perintis, pusat. Untuk segmen komersil tidak ada penambahan sedangkan untuk segmen perintis dan pusat terdapat penambahan masing-masing 3 dan 18 orang. Secara keseluruhan penambahan karyawan darat tidak tercapai. Hal ini disebabkan oleh penyusunan proses bisnis usaha pelabuhan komersial dan usaha pelabuhan perintis yang masih menunggu.

B. Employee Addition

Employee addition occurred in both land and sea crews. Employee on land is classified based on commercial, pioneer and central segment. For commercial segment, there was no addition of employee, while for pioneer and central sectors there was an addition of 3 and 18 people respectively. Overall, the land employee addition could not be achieved due to awaiting business process preparation of commercial port and early port.

Darat / Land	Asumsi (+) Selama Tahun 2013 (Dasar RKAP RUPS) / Assumption (+) during 2013 (Based on RKAP and GMS)	(+) s.d bulan Desember 2013 (Realisasi) / (+) up to December 2013 (Realization)	Deviasi / Deviation	Pencapaian (%) Tahun 2013 / Achievement (%) in 2013
Komersil / Commercial	65	-	-65	0%
Perintis / Pioneer	22	3	-19	14%
Pusat / Central	15	18	3	120%
Jumlah / Total	102	21	-81	21%

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Sedangkan untuk penambahan karyawan laut terjadi pada kapal di lintasan komersil dan perintis. Baik karyawan laut di lintasan komersil maupun perintis masing-masing mengalami penambahan sebanyak 131 orang dan 108 orang. Secara keseluruhan penambahan karyawan laut tidak tercapai dibandingkan dengan rencana penambahan karyawan laut sebagai akibat dari:

- Adanya rencana penambahan kapal sebanyak 3 (tiga) unit pada lintasan komersil yaitu KMP. Portlink VI untuk cabang Bajoe, KMP. Portlink VIII untuk cabang Sibolga dan KMP Portlink IX untuk UBK yang tidak terealisasi..
- Direncanakan penambahan kapal perintis yang tidak sesuai dengan *Fleet Plan* pada RKA tahun 2013 antara lain:

As for the addition of sea crew, there was an addition in commercial and pioneer ship routes. Commercial and early routes added 131 people and 108 people respectively. The overall sea crew addition as not achieved, if compared to the sea crew addition plan as the effects of:

- The plan to add 3 units of ferries in these commercial routes: KMP. Portlink VI for Bajoe Branch, KMP. Portlink VIII for Sibolga branch and KMP Portlink IX for unrealized UBK.
- The plan to add pioneer ships that was not in line with Fleet Plan in 2013 RKA:

Kapal / Ship	Cabang / Branch	Lintasan / Track	Rencana Beroperasi / Planned to Operate in	Keterangan / Description
Perintis 1	Ambon	Wahai-Waigama	Maret / March	Penundaan sampai dengan November 2013 / Delayed until November 2013
Perintis 2	Balikpapan	Tolitoli-Amurang	April	Dioperasikan oleh Pemda / Operated by Regional Government (Pemda)
Perintis 3	Balikpapan	Tarakan-Ancam	April	Penundaan s.d Oktober 2013 / Delayed until October 2013
Perintis 4	Tual	Doboi-Timika	April	Penundaan masih dalam proses / Delaying procedure is still in the process
Perintis 5	Batam	Karimun-Selat Belia	April	Tidak terealisasi dan lintasan tsb dilayani oleh KMP. Pundur / Unrealized; the track is served by KMP. Pundur
Perintis 6	Batam	Mengkapan-Balak	April	Tidak dilayani dikarenakan infrastruktur yang belum memadai / Cannot be serviced due to inadequate infrastructure
Perintis 7	Luwuk	Kolonedale-Batubare	April	Dikelola Pemda / Managed by Pemda

Berikut tabel yang memuat asumsi penambahan karyawan laut tahun 2013 dan realisasi penambahan karyawan laut selama tahun 2013.

The following table summarizes the assumption of sea crew addition in 2013 and the realization:

Laut / Sea	Asumsi (+) Selama Tahun 2013 / Assumption (+) during 2013	(+) s.d bulan Desember 2013 / (+) up to December 2013	Deviasi / Deviation	Pencapaian (%) 2013 / Achievement (%) in 2013
Komersil / Commercial	296	131	-165	44%
Perintis / Pioneer	217	108	-109	50%
Jumlah / Total	513	239	-274	47%

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C. Pengurangan (-)

Pada 2013, pengurangan karyawan terjadi pada karyawan darat dan laut, yang menyebabkan pengurangan karyawan darat dikarenakan meninggal, mengundurkan diri, pensiun normal, hukuman disiplin, habis kontrak dan sakit. Sedangkan penyebab pengurangan karyawan laut adalah meninggal, mengundurkan diri dan pensiun normal.

C. Subtraction

In 2013, there was a subtraction of land and sea crews due to death, resignation, normal retirement, disciplinary sanction, contract ending and sickness for land employee; and death, resignation and normal retirement for sea crew.

No	Uraian / Description	Darat / Land			Jumlah Amount	Laut / Sea			Jumlah Amount	Total
		Komersil Commercial	Perintis Pioneer	Pusat Central		Komersil Commercial	Perintis Pioneer	Pusat Central		
1	Meninggal / Passed away (death)	11	1	1	13	7	1	-	8	21
2	Mengundurkan diri / Resign	8	4	5	17	31	26	-	57	74
3	Pensiun Normal / Retire	48	8	9	65	4	2	-	6	71
4	Hukuman Disiplin / Disciplinary Sanction	2	1	-	3	-	-	-	-	3
5	Habis Kontrak / Contract ending	-	-	3	3	-	-	-	-	3
6	Sakit / Sickness	1	1	-	2	-	-	-	-	2
Jumlah / Total		70	15	18	103	42	29	-	71	174

D. Komposisi Karyawan Darat dan Karyawan Laut Berdasarkan Tingkat Pendidikan

Berikut tabel yang menjabarkan karyawan berdasarkan latar belakang pendidikan baik untuk realisasi 2012, rencana 2013, dan realisasi 2013.

D. Composition of Land Employee and Sea crew Based on Education Level

The following table summarizes the employees based on educational background for 2012 realization, 2013 plan and 2013 realization.

No	Uraian / Description	Realisasi 2012 / Realization in 2012	Rencana 2013 / Plan for 2013	Realisasi 2013 / Realization in 2013	Pencapaian 2012 / Achievement in 2012	Pencapaian 2013 / Achievement in 2013
KARYAWAN DARAT / LAND EMPLOYEE						
1	Doktor / Doctoral	1	1	1	100%	100%
2	Master / Degree	33	32	32	97%	100%
3	Sarjana / Master's Degree	286	282	280	98%	99%
4	Diploma / Diploma Degree	66	95	72	109%	76%

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No	Uraian / Description	Realisasi 2012 / Realization in 2012	Rencana 2013 / Plan for 2013	Realisasi 2013 / Realization in 2013	Pencapaian 2012 / Achievement in 2012	Pencapaian 2013 / Achievement in 2013
5	SMU / Senior High School	1.408	1.508	1.365		
6	SLTP / Junior High School	67	63	62	93%	98%
7	SD / Elementary School	38	34	34	89%	100%
	Jumlah Karyawan / Total Employee	1,899	2.015	1.846	97%	92%
KARYAWAN LAUT / Sea crew						
1	ANT I	3	3	3	100%	100%
2	ANT II	15	29	18	120%	62%
3	ANT III	91	103	99	109%	96%
4	ANT IV	211	285	257	122%	90%
5	ANT V	156	156	156	100%	100%
6	PRE II	1	1	1	100%	100%
7	ORU	8	9	5	63%	56%
8	ANT D	767	998	800	104%	80%
9	ATT I	5	11	6	-	55%
10	ATT II	9	16	7	78%	44%
11	ATT III	47	48	39	83%	81%
12	ATT IV	175	241	213	122%	88%
13	ATT V	147	163	154	105%	94%
14	ATT D	407	499	423	104%	85%
	Jumlah Karyawan / Total Employee	2.042	2.562	2.181	107%	85%
	TOTAL	3.941	4.577	4.027	102%	88%

Secara keseluruhan karyawan laut mengalami peningkatan dibandingkan dengan realisasi 2012. Peningkatan terutama terjadi pada karyawan laut yang memiliki pendidikan ANT II, ANT IV dan ATT IV.

Overall, the number of sea crew increased compared with 2012 realization. The increase was mainly in sea crews with the educational background of ANT II, ANT IV AND ATT IV.

PENDIDIKAN DAN PELATIHAN

a. Public Training

Untuk menambah kemampuan dan wawasan karyawan maka perlu dilaksanakan pendidikan dan latihan, pendidikan dan latihan karyawan yang telah dilaksanakan selama tahun 2013 antara lain:

TRAINING AND DEVELOPMENT

a. Public Training

To improve the abilities and broaden the knowledge of all employees, a series of training and development must be implemented to all employees. In 2013, trainings and development activities conducted for employees were:

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Karyawan Darat

Land Crew

Nama Pelatihan dan Pengembangan / Name of Training and Development	Jumlah Peserta / Total Participants	Penyelenggara / Organizer	Tanggal Pelatihan dan Pengembangan / Date of Implementation
Manajemen Umum Dana Pensiun	1	ADPI	14-18 Januari 2013 January 14-18, 2013
Workshop "Fungsi dan Tanggung Jawab Komisaris/ Pengawas dalam Mewujudkan BUMN/D Bertatakelola Perusahaan yang Baik / Workshop of "Functions and Responsibilities of Commissioner/ Supervisor in Realizing State/Regional-Owned Enterprises with Good Corporate Governance System"	3	BUMN Executive Club	16 Januari 2013 January 16, 2013
Designing Job Description	3	PPM Manajemen PPM Management	14 Februari 2013 February 14, 2013
Certified Optimizing Asset (COA)	2	VIBIZ Consultant	13-15 Februari 2013 February 13-15, 2013
Pengadaan Barang dan Jasa Goods and Service Procurement	2	PPM Manajemen PPM Management	25 Februari - 1 Maret 2013 / February 25 - March 1, 2013
Perpajakan AB + e - SPT dan C Taxation of AB + e - SPT and C	2	PPA FE UI	11 Februari - 24 Agustus 2013 / February 11 - Au- gust 24, 2013
Strategic Tools in Strategy Formulation	2	GML Performance Consulting	12-13 Februari 2013 February 12-13, 2013
Teknik dan Strategi Mencapai Target Penyaluran Dana Kemitraan PKBL BUMN / Technique and Strategy to Achieve Disbursement Target of PKBL Partnership Funds for SOE	3	GCG EXCELLENCY	26-28 Maret 2013 March 26-28, 2013
Dasar-Dasar Audit / Basics of Audit	1	PPAK STAN	18-28 Maret 2013 March 18-28, 2013
Budgeting, Planning & Cost Control	3	Fresh Consultant	29 April - 1 Mei 2013 April 29 - May 1, 2013
Business Process Outsourcing	2	Apindo Training center	2-5 April 2013 April 2-5, 2013
Interpretasi Kriteria Penilaian Kinerja BUMN / Interpretation of SOE Performance Assessment Criteria	2	-	3-5 April 2013 April 3-5, 2013
Evaluator Kriteria Penilaian Kinerja BUMN / Evaluator of SOE Performance Assessment Criteria	2	-	3-5 April 2013 April 3-5, 2013
Pendalaman Materi Penyusunan KPI Berbasis KPKU di BUMN / Understanding the Material for KPKU-based KPI Drafting in SOE	8	Media Pekerja BUMN Media for SOE Employees	26-27 April 2013 April 26-27, 2013
Company Strategic Planning	2	PPM Manajemen PPM Management	30 April - 2 Mei 2013 April 30 - May 2, 2013

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Nama Pelatihan dan Pengembangan / Name of Training and Development	Jumlah Peserta / Total Participants	Penyelenggara / Organizer	Tanggal Pelatihan dan Pengembangan / Date of Implementation
Certified Optimizing	1	VBIZ PBA (Prosperity Business Academy)	30 Mei - 1 Juni 2013 May 30 - June 1, 2013
Financial Modelling for Corporate Budgeting and Sensitivity & Scenario Analysis Tools Consolidation	3	PT Deloitte Konsultan Indonesia	16-17 Mei 2013 May 16-17, 2013
Master Ceremony	7	Tantowi Yahya Pulic Speaking School	18-19 Mei 2013 May 18-19, 2013
Business Model Canvas	1	PPM Manajemen PPM Management	15-17 Mei 2013 May 15-17, 2013
Company Strategic Planning	2	PPM Manajemen PPM Management	30 April - 2 Mei 2013 April 30 - May 2, 2013
General Affairs	2	PPM Manajemen PPM Management	16-17 Mei 2013 May 16-17, 2013
Penyusunan SOP Penundaan Transaksi Bisnis yang menyimpang atau Merugikan BUMN Sesuai Dengan Per-19/MBU/2012 / SOP Drafting on the Delay of Business Transactions that Violate or Cause Loss to the SOE in accordance with the Per-19/MBU/2012	2	PSIK	15 Juni 2013 June 15, 2013
Akuntansi Keuangan & Komputer Akuntansi / Financial and Computerized Accounting	1	PPA FE UI Depok	1 Juni - 1 November 2013 June 1 - November 1, 2013
Pelatihan Legal Audit & Legal Opinion / Legal Audit & Legal Opinion Training	3	JTCC (Jogja Training & Career Centre)	25-27 Juni 2013 June 25-27, 2013
Certified Management Representative Course for QSHE	1	BSI Group Indonesia	3 Juni 2013 June 3, 2013
Managing People	1	PPM Manajemen PPM Management	18-20 Juni 2013 June 18-20, 2013
Business Continuity Management	1	CRMS Indonesia	21-23 Agustus 2013 August 21-23, 2013
Pelatihan ISM Code Auditor Internal / ISM Code Training for Internal Auditor	2	PT BKI Persero	28-30 Agustus 2013 August 28-30, 2013
Pengadaan Teknologi Informasi / Procurement of Information Technology System	3	Sharing Vision Indonesia	29-30 Agustus 2013 August 29-30, 2013
How to Handle Press	1	Serikat Perusahaan Pers / Indonesian News Publisher Association	16-18 Juli 2013 July 16-18, 2013
Bimbingan Teknis Pengadaan Barang dan Jasa / Technical Guidance of Procurement of Goods and Service	1	Pusat Studi Investasi dan Keuangan / Center of Finance and Investment Studies	2-5 Juli 2013 July 2-5, 2013

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Human Resources

Nama Pelatihan dan Pengembangan / Name of Training and Development	Jumlah Peserta / Total Participants	Penyelenggara / Organizer	Tanggal Pelatihan dan Pengembangan / Date of Implementation
Workshop Aset BUMN / Workshop on SOE Assets	1	Kementerian BUMN / Ministry of SOE	16 Juli 2013 July 16, 2013
Advanced Good Corporate Governance (GCG)	2	UVI Consultant	16 September 2013 September 16, 2013
IRCA Lead Auditor Quality Management System	1	TUV Rheinland Indonesia	22 September 2013 September 22, 2013
ERM Implementation ISO 31000: 2009	1	CRMS Indonesia	18 Agustus 2013 August 18, 2013
QMS Auditor	2	LRQA	23 September 2013 September 23, 2013
Dasar-Dasar Audit / Basics of Audit	16	PPAK STAN	8 Oktober 2013 October 8, 2013
Audit Operasional / Operational Audit	13	PPAK STAN	8 Oktober 2013 October 8, 2013
Komunikasi dan Psikologi Audit / Audit Communication and Psychology	7	PPAK STAN	8 Oktober 2013 October 8, 2013
Audit Kecurangan / Fraud in Audit	6	PPAK STAN	8 Oktober 2013 October 8, 2013
Pengelolaan Tugas-Tugas Audit / Audit Duties Management	8	PPAK STAN	8 Oktober 2013 October 8, 2013
Penguahan Gelar Profesional Internal auditor / Inauguration of Professional Internal Auditor Title	2	PPAK STAN	8 Oktober 2013 October 8, 2013
Diklat Khusus Kepala SPI / Special Training and Education for Head of Internal Auditor	1	PPAK STAN	8 Oktober 2013 October 8, 2013
Pemadam Kebakaran / Management of Fire Accident	43	Divisi K2L dan Dinas Pemadaman Kebakaran Jakarta Pusat / K2L Division of Central Jakarta Fire Department	11 Desember 2013 December 11, 2013
IT Project Management	4	ASABA Computer Centre	30 Oktober 2013 October 30, 2013
Enterprise Risk Fundamental (Standar Internasional Manajemen Risiko) / Enterprise Risk Fundamental (International Standard of Risk Management)	2	CRMS Indonesia	29 September 2013 September 29, 2013
Entrepreneurship for Start Up	1	PPM Manajemen PPM Management	2 Oktober 2013 October 2, 2013
Fundamental Leadership Program	1	Dale Carnegie Training	5 Oktober 2013 October 5, 2013
Exceptional Service - Exceptional Profit	5	Borobudur Training & Consulting	7 November 2013 November 7, 2013

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Nama Pelatihan dan Pengembangan / Name of Training and Development	Jumlah Peserta / Total Participants	Penyelenggara / Organizer	Tanggal Pelatihan dan Pengembangan / Date of Implementation
Exceptional Service - Exceptional Profit	4	Borobudur Training & Consulting	6 November November 6, 2013
Project Management	2	PPM Manajemen PPM Management	17 Desember 2013 December 17, 2013
ISO 31000 Risk Management Series 3 - Risk Management Auditing	1	CRMS Indonesia	21 Oktober 2013 October 21, 2013
Internal Auditor	9	PPAK STAN	Jadwal Terlampir
Pencegahan dan Penanggulangan HIV dan AIDS di Tempat Kerja / Prevention and Countermeasure of HIV-AIDS in Work Environment	2	Komisi Penanggulangan AIDS (KPA)	24 Oktober 2013 October 24, 2013
Manajemen Perawatan Gedung dan Fasilitas / Building and Facilities Maintenance Management	1	Bina Manajemen Center (BMC)	29 Oktober 2013 October 29, 2013
The Urgency of Transformation Culture in Organization	1	PPM Manajemen PPM Management	23 Oktober 2013 October 23, 2013
Workshop Nasional Lingkungan Hidup / National Workshop on Environment	3	Indonesian Management Centre	20 November 2013 November 20, 2013
Pelatihan Port Facility Security Officer (PFSO) / Training for Port Facility Security Officer	3	PT. BKI Indonesia	19 November 2013 November 19, 2013
Designated Person Ashore	3	PT. BKI Indonesia	17 Desember 2013 November 17, 2013
The 20th How to Handle Press Well Workshop	2	SPS (Serikat Perusahaan Pers) / Indonesian News Publisher Association	26 November 2013 November 26, 2013
Pendidikan Auditor Hukum / Legal Auditor Education	1	Jimly School	19 November 2013 November 19, 2013
Workshop Pendirian Politeknik SDP Tahap III / Workshop on the Establishment of SDP Polytechnic Phase III	2	BPSDM Perhubungan Darat / BPSDM Land Transportation	25 November 2013 November 25, 2013
Pelatihan Bisnis Proses / Training of Business Process	20	LAPI - ITB	25-29 November 2013 November 25-29, 2013
Training Engine Analyzer Haliza	8	PT Daun Biru Engineering	28 November 2013 November 28, 2013
Project Risk Management	1	CRMS Indonesia	26 November 2014 November 26, 2013
Pelatihan Kewirausahaan / Entrepreneurship Training	27	Balai Besar Pelatihan Pertanian / Agricultural Training Center	28 November - 5 Desember 2013 November 28 - December 5, 2013
Portal BUMN / SOE Portal	5	Kementerian Negara BUMN / State Ministry of SOE	7-8 November 2013 November 7-8, 2013

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Nama Pelatihan dan Pengembangan / Name of Training and Development	Jumlah Peserta / Total Participants	Penyelenggara / Organizer	Tanggal Pelatihan dan Pengembangan / Date of Implementation
Penyusunan Struktur dan Skala Kompensasi, Tunjangan dan Fasilitas / Drafting of Compensation Structure and Scale, Allowance and Facilities	2	PPM Manajemen PPM Management	4 Desember 2013 December 4, 2013
Brand Management	1	PPM Manajemen PPM Management	11 Desember 2013 December 11 , 2013
Customer Service Excellence Strategy	2	PT. Mairodi Mandiri Sejahtera	15 Desember 2014 December 15, 2013
ERM Fundamental & Ujian Sertifikasi	1	CRMS Indoneisa	8 Desember 2013 December 8, 2013
ERM Fundamental & Ujian Sertifikasi	1	CRMS Indonesia	8 Desember 2013 December 8, 2013
ERMA & Ujian Sertifikasi	1	CRMS Indonesia	11 Desember 2013 December 11, 2013
Strategic Corporate Financial	3	PT. Fresh Consultant	17 Desember 2013 December 17, 2013
Protokoler dan Master Ceremony / Protocol and Master of Ceremony	1	M-Knows Consultant	17 Desember 2013 December 17, 2013
HR EXPO 2013	1	Inti Pesan	4 Desember 2013 December 4, 2013

Karyawan Laut

Sea crew

Nama Pelatihan dan Pengembangan / Name of Training and Development	Jumlah Peserta / Total Participants	Penyelenggara / Organizer	Tanggal Pelatihan dan Pengembangan / Date of Implementation
Global Maritime Distress Safety System (GMDSS)	2	Bina Sena	7-25 Januari 2013 January 7-25, 2013
Crowd and Crysia Management (CCM)	2	Pertamina Maritime TC	7-10 Januari 2013 January 7-10, 2013
Global Maritime Distress Safety System (GMDSS)	1	Bina Sena	7-28 Februari 2013 February 7-28, 2013
Global Maritime Distress Safety System (GMDSS)	5	Bina Sena	15 Maret - 5 April 2013 March 15 - April 5, 2013
Advanced Fire Fighting (AFF)	5	Bina Sena	15 Maret - 5 April 2013 March 15 - April 5, 2013
Operator Radio Umum (ORU) / General Radio Officer (ORU)	1	BP2IP	15 Maret - 5 April 2013 March 15 - April 5, 2013
Revalidasi Global Maritime Distress Safety System (GMDSS) / Revalidation of Global Maritime Distress Safety System	1	BP3IP	8-9 Juli 2013 July 8-9, 2013
Electronic Chart Display Information System	3	BP3IP	Desember 2013 December 2013

Nama Pelatihan dan Pengembangan / Name of Training and Development	Jumlah Peserta / Total Participants	Penyelenggara / Organizer	Tanggal Pelatihan dan Pengembangan / Date of Implementation
Engine Resources Management	3	BP3IP	Desember 2013 December 2013
Bridge Resource Management	7	BP3IP	Desember 2013 December 2013

a. Public Training

Selama tahun 2013, kegiatan *In-House Training* yang telah direalisasikan antara lain:

a.) "Leadership For Supervisor angkatan II"

Mengembangkan *mind set* dan kepribadian *supervisor* untuk berani memecahkan masalah di levelnya, membuat keputusan, memegang tanggung jawab, bekerja dengan produktif dan efektif, menjalankan fungsi dan peran rutinitas dengan perilaku yang proaktif dalam integritas, keunggulan, kepemimpinan, komunikasi, kerja sama, dan kepatuhan pada semua peraturan operasional kerja. Kegiatan ini dilaksanakan di Bogor tanggal 14-17 Januari 2013 dengan jumlah peserta sebanyak 20 karyawan.

b.) "Competency Development Program For Middle I"

Merupakan program pengembangan kompetensi karyawan yang menjadi bagian dari strategi Perseroan untuk memenangkan kompetisi. Perubahan yang berkembang sangat cepat, menuntut Perseroan untuk mengembangkan kompetensi karyawannya sesuai dengan kebutuhan perkembangan bisnis perusahaan.

Kegiatan pelatihan ini diadakan untuk level *Managerial* dan dilaksanakan pada:

a. Public Training

Throughout 2013, the Company had implemented the following in-house trainings:

a.) "Leadership for Supervisor, Batch II"

Developing mindset and personality of supervisor to be confident in solving problems, making decision, taking responsibility, working productively and effectively, implementing routine functions and roles proactively and with integrity, demonstrating excellence, leadership, good communication, teamwork, and compliance with the regulations related to work operations. This activity is conducted in Bogor on January 14-17, 2013 with total participants of 20 employees.

b. "Competency Development Program for Middle I"

It is an employee competency development program that becomes part of the strategy to win the competition. Rapid development in the industry requires the company to develop employee competency according to the needs of the Company's business development.

These trainings are conducted in a managerial level on:

Kegiatan / Activity	Tempat / Venue	Tanggal / Date	Peserta / Participant
Batch I	Hotel Yasmin Bogor / Yasmin Bogor Hotel	28 Januari - 1 Februari 2013 January 28 - February 1, 2013	24
Batch II	Hotel Yasmin Bogor / Yasmin Bogor Hotel	14-19 April 2013 April 14-19, 2013	24
Batch III	Novus Bogor	16-20 Juni 2013 June 16-20, 2013	24
Batch IV	The Mirah Bogor	1-6 Desember 2013 December 1-6, 2013	20

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c.) "Service Excellence For Front Liner "

Tujuan pelatihan ini adalah untuk mengubah paradigma tentang arti pelayanan yang membuat nyaman dan sempurna (*be satisfaction and excellence*) serta belajar menggali pengalaman-pengalaman dalam bekerja untuk meningkatkan kualitas pelayanan kepada para customer.

Kegiatan pelatihan ini diadakan untuk petugas operasional di Cabang Ketapang, Cabang Lembar dan Cabang Kayangan dengan total peserta sebanyak 265 karyawan.

d.) Manajemen Operasional Kapal Batch I

Melanjutkan tujuan yang sama sesuai Program Divisi SDM yaitu meningkatkan kemampuan *leadership* dan *knowledge* terhadap keselamatan, keamanan dan pelayanan angkutan penyeberangan bagi Nakhoda, Mualim I & KKM, Pelatihan Manajemen Operasional Kapal kembali diselenggarakan pada tanggal 18 s.d. 22 November 2013 di Whiz Hotel Kelapa Gading dengan peserta sebanyak 24 orang yang terdiri dari 11 Nakhoda, 10 KKM dan 3 Mualim I. Di dalam pelatihan tersebut terdapat sesi 1 (satu) hari kunjungan ke Pelabuhan Merak untuk pemaparan dan penjelasan alur operasional dan pelayanan di Pelabuhan Merak serta KMP. Port Link.

e.) Service Excellent For Front Liner (ABK)

Tujuan pelatihan ini adalah untuk mengubah paradigma tentang arti pelayanan yang membuat nyaman dan sempurna (*be satisfaction and excellence*) serta belajar menggali pengalaman-pengalaman dalam bekerja untuk meningkatkan kualitas pelayanan kepada para *customer*. Pelatihan Service Excellent For Frontliner dilaksanakan di Hotel Aston Cengkareng tanggal 2 Juli 2013 dengan jumlah peserta sebanyak 28 ABK.

f.) "Implementation Workshop Huris I"

Melakukan sosialisasi terhadap aplikasi Human Resources System (HuRIS) dengan Modul *Employee Administration* untuk Unit Kerja SDM di cabang-cabang PT. ASDP Indonesia Ferry (Persero), dengan mengikutsertakan 32 karyawan (Batch II) yang diselenggarakan di Hotel Aston Jakarta pada tanggal 2 s.d 3 Juli 2013.

c.) "Service Excellence for Front Liner"

This training aims to change the paradigm on excellent and satisfactory services and explore working experience to improve the quality of service excellence to customers.

The training is designed for operational staff in Ketapang Branch, Lembar Branch, and Kayangan Branch with total participants of 265 employees.

d.) Ship Operational Management, Batch I

Following the same objective according to HR Division Program, namely to improve leadership skills and knowledge on safety, security and service of transport for Master harbour, ship crew & chief engineer. Ship operational management training was held on November 18 - 22, 2013 at Whiz Hotel Kelapa Gading with 24 total participants comprising 11 Master Harbour, 10 Chief Engineer, and 3 Ship Crew I. The training consists of 1 (one) site visit to Merak Port to elaborate operational and service framework in Merak Port and KMP of Port Link.

e.) Service Excellence for Front Liner (Ship Crew)

This training aims to change the paradigm on excellent and satisfactory services and explore working experience to improve the quality of service excellence to customers. The Service Excellence for Frontliner training was held in Aston Hotel, Cengkareng, on July 2, 2013 with total participants of 28 ship crew.

f.) "Implementation Workshop of Huris I"

Disseminating the application of Human Resources System (HuRIS) with Employee Administration Modul for HR Working unit in PT. ASDP Indonesia Ferry (Persero) branches by sending 32 employees (Batch II) to attend the training, which was held in Aston Hotel, Jakarta, on July 2-3, 2013.

SUMBER DAYA MANUSIA Human Resources

g.) "Implementation Workshop Huris II"

Dengan selesainya Modul *Payroll* dan *Time Management* pada aplikasi Huris, Divisi SDM kembali melakukan sosialisasi terhadap Unit Kerja SDM di cabang-cabang PT. ASDP Indonesia Ferry (Persero), dengan mengikutsertakan 32 karyawan yang diselenggarakan di Hotel Grand Whiz Jakarta pada tanggal 15 s.d 21 Desember 2013.

h.) Asesment Nakhoda dan KKM/Masinis I

Pelaksanaan program Divisi SDM tahun 2013 bidang Sisbang SDM Laut tentang penyelenggaraan asesmen jabatan Nakhoda dan KKM untuk kelas kapal A & B sebanyak 20 (dua puluh) orang yang diselenggarakan pada tanggal 10 s.d 11 September 2013 dengan tujuan sebagai berikut:

- Mengetahui profil kompetensi, potensi, bakat, dan minat para Nakhoda dan KKM yang dapat digunakan untuk pengembangan diluar profesi sebagai Pelaut;
- Mengetahui metode yang efektif untuk pengembangan lebih lanjut terhadap kompetensi para Nakhoda dan KKM.

i.) *Upgrading* ANT/ATT-D ke ANT/ATT-V

Dalam rangka peningkatan keahlian Awak Kapal di lingkungan PT. ASDP Indonesia Ferry (Persero), telah diikutsertakan awak kapal dalam program Diklat Penjenjangan-V (DP-V) ATT/ANT. V di Lembaga BP2IP Malahayati Aceh Besar yang dilakukan mulai bulan September 2013 sampai dengan Desember 2013. Adapun dalam pelaksanaan Diklat tersebut jumlah peserta sebanyak 30 (tiga puluh) orang dengan rincian sebagai berikut:

g.) "Implementation Workshop of Huris II"

With finished preparation of Payroll Module and Time Management in Huris application, HR Division conducted another dissemination program to HR Working Unit in branches of PT ASDP Indonesia Ferry (Persero) by sending 32 employees to attend the training, which was held in Grand Whiz Hotel, Jakarta, on December 15-21, 2013.

h.) Assessment on Master Harbour and Ship Crew/Engineer I

The implementation of HR Division program in 2013 in Sea Crew Development System on the implementation of assessment on Master Harbour and ship crew for A & B ship, which was attended by 20 (twenty) people held on September 10-11, 2013 with the following objectives:

- Knowing profile of competencies, potentials, talents, and interests of the Master Harbour and Ship Crew to be used to develop their talents not related to their profession as a sailor;
- Knowing effective method to further develop competency of the Master Harbour and Ship Crew

i.) *Upgrading* of ANT/ATT-D to ANT/ATT-V

In an effort to improve the skills of ship crew of PT. ASDP Indonesia Ferry (Persero), ship crews were sent to attend education and training program of Level-V (DP-V) ATT/ANT. V in BP2IP Malahayati Aceh Besar conducted in September 2013 until December 2013. The education and training program was attended by 30 (thirty) participants with the following detail:

No	Diklat / Training and Development	Jumlah Peserta (Orang) / Total Participants (People)
1	DP-V TEKNIKA	16
2	DP-V NAUTIKA	14
JUMLAH / TOTAL		30

TEKNOLOGI INFORMASI

Information Technology

Pengembangan teknologi informasi untuk meningkatkan daya saing Perseroan dilakukan secara berkesinambungan untuk menjadikan PT ASDP Indonesia Ferry (Persero) menjadi Perseroan yang terbaik dan terbesar di Indonesia. Hal ini sejalan dengan visi Perseroan menjadi *'Perusahaan Jasa Pelabuhan dan Penyeberangan yang Terbaik dan Terbesar di Tingkat Nasional, serta Mampu Memberikan Nilai Tambah Bagi Stakeholder'*, sehingga penerapan teknologi informasi dalam mendukung proses bisnis Perseroan tidak dapat ditinggalkan. Teknologi yang tepat akan mendukung sistem bisnis Perseroan yang *excellent*, sehingga akan menciptakan efektivitas, efisiensi, dan tepat guna pada sistem operasional Perseroan.

Divisi TI (Teknologi Informasi) telah membuat perencanaan komprehensif untuk teknologi informasi dalam bentuk *Masterplan* Tata Kelola Informasi di tahun 2013. Penyusunan *Masterplan* dan Tata Kelola TI dilaksanakan selama kurang lebih 1 (satu) tahun. Dilakukan *addendum* sebanyak 2 (dua) kali untuk menambah waktu yang diperlukan agar dapat menyelesaikan penyusunan tersebut. Dalam penyusunan *Masterplan* dan Tata Kelola Teknologi Informasi ini, dibentuk tim *Counterpart* yang anggotanya terdiri dari berbagai fungsi di kantor pusat.



Information Technology development to increase the competitiveness of the Company is executed continuously so that PT ASDP Indonesia Ferry (Persero) can become the best and the biggest company in Indonesia, in line with the Company's vision *'To be the best and the biggest company in port and ferry services nationally and to create added values for stakeholders'*. Thus the Company cannot neglect the IT implementation to support the business of the Company. Proper technology system will support the excellent business of the Company that eventually will generate effectiveness, efficiency and appropriateness of the operational system.

IT Division had prepared comprehensive plans regarding information technology in the form of *Masterplan* of Information Management in 2013. The preparation of *Masterplan* and IT Management took approximately 1 (one) year. There were 2 (two) times *addendum* to buy time to complete the preparation. In the drafting of the *Masterplan* and IT Management process, a *Counterpart* team was established whose members consist of various functions in the Headquarters.

ASSESSMENT TEKNOLOGI INFORMASI

Assessment penyusunan *Masterplan* dan Tata Kelola TI dilakukan pada bulan Februari hingga April, dan termasuk *assessment* seluruh fungsi di kantor pusat dan beberapa kantor cabang seperti Merak, Bekauheni, Ketapang, Balikpapan, dan Kupang. Konfirmasi dari *assessment* tersebut dilakukan dalam bentuk konsinereng.

ASSESSMENT ON INFORMATION TECHNOLOGY

Assessment on *Masterplan* and IT management was carried out in February – April, including *assessment* on all functions in the headquarters and several branch offices such as Merak, Bekauheni, Ketapang, Balikpapan and Kupang. Confirmation of *assessment* was carried out through consignment.

MAKSUD DAN TUJUAN

Maksud dan tujuan dari pembentukan *Masterplan* Teknologi Informasi ini adalah:

- Prasyarat kebijakan yang dikeluarkan oleh Kementerian BUMN bahwa BUMN harus memiliki *Masterplan* Teknologi Informasi BUMN.
- Kebijakan Tata Kelola Informasi BUMN.
- Menciptakan hubungan yang sinergis antar Teknologi Informasi BUMN.
- Sebagai langkah awal pembuatan *Masterplan* Teknologi Informasi dan Tata Kelola Teknologi Informasi, dikarenakan sebelumnya divisi TI belum memiliki kedua hal tersebut.

Hasil akhir dari penyusunan dibuat dalam bentuk buku yang mencakup keseluruhan mengenai *Masterplan* dan Tata Kelola TI. Di dalamnya terdapat hasil *assessment* tiap divisi, *road map* TI hingga 2017 dan di dalam Tata Kelola TI terdapat aturan-aturan yang berlaku untuk TI. *Masterplan* dan Tata Kelola TI berlaku hingga 2017.

Untuk lebih mempermudah komunikasi, pelaporan dan pengembangan perusahaan, Divisi Teknologi Informasi telah mengimplementasikan sistem *video conference* yang menjangkau sejumlah cabang (Merak, Bakauheni, Ketapang, Lembar dan Kayangan). Dengan adanya sistem *video conference* ini diharapkan proses koordinasi melalui rapat-rapat dan diskusi dapat lebih efektif dilakukan. Selain itu sistem *video conference* memungkinkan *user* dapat saling bertukar *file*, saling melihat materi presentasi dari kantor cabang masing-masing, sehingga dapat mengefisiensi biaya perjalanan dinas.

PURPOSE AND OBJECTIVE

The purpose and objective of IT *Masterplan* preparation were:

- Policy pre-requirements by Ministry of State Owned Enterprise that BUMN must possess BUMN Information Technology *Masterplan*.
- Policy on BUMN Information Management.
- Creating synergy relation between BUMN Information Technology systems.
- As an initial step of preparing IT and IT Management *Masterplan* due to IT division did not have it.

The outcome of the preparation was written in a book containing all information on *Masterplan* and IT management. In the book, there were *assessment* results on each division and IT *road map* until 2017. As for IT Management, there were applicable regulations on IT. Both *Masterplan* and IT management are valid until 2017.

To ease communication, reporting and business development, IT Division has implemented video conference system that can reach certain branches (Merak, Bakauheni, Ketapang, Lembar and Kayangan). With this video conference system, the Company hopes that the coordination process through meetings and discussions can be conducted more effectively. In addition, video conference system makes it possible for users to exchange files, to see the presentation materials from their own branch offices thus lowering the costs of travel.

TEKNOLOGI INFORMASI

Technology Information

PROGRAM KERJA DIVISI TEKNOLOGI INFORMASI

Program kerja Divisi Teknologi Informasi pada 2013 adalah:

1. Penyiapan infrastruktur jaringan antar cabang seluruh Indonesia
2. Pembangunan Sistem Informasi Pengelolaan Aset
3. Pembangunan Sistem Informasi Pengelolaan Administrasi secara elektronik
4. Pembuatan layanan *Video Conference* di Kantor Pusat dan 3 (tiga) Cabang Utama (Merak, Bakauheni, Ketapang).

WORK PLAN OF INFORMATION TECHNOLOGY DIVISION

The 2013 work plans of IT Division were:

1. The preparation of network infrastructure between branches all over Indonesia
2. The building of Asset Management Information System
3. The building of electronic Administration Management Information System
4. Video Conference service in the Headquarters and 3 (three) main branches (Merak, Bakauheni, Ketapang).

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis



ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Produksi usaha pelabuhan komersil terutama pada segmen produksi jasa sandar, kendaraan, dan pemeliharaan dermaga sepanjang 2013 mengalami peningkatan dibandingkan dengan 2012 masing-masing sebesar 8%, 5% dan 5%.

TINJAUAN UMUM

Industri Pelabuhan dan Penyeberangan

Secara makro, industri pelayaran dipengaruhi oleh perkembangan perekonomian dan perdagangan, karena secara *general* permintaan jasa pelayaran merupakan efek dari perdagangan yang menggunakan jasa transportasi laut. Dari pertumbuhan ekonomi Indonesia yang rata-rata mencapai 6% per tahun bisa diasumsikan Industri pelayaran dan pelabuhan akan terus tumbuh seiring dengan peningkatan produksi dan distribusi berbagai komoditas.

Saat ini Indonesia menempati urutan ke-16 sebagai negara dengan kekuatan ekonomi terbesar di dunia, dan diprediksi akan naik ke urutan ke-7 pada tahun 2030. Jumlah Penduduk Indonesia yang besar menjadikan potensi perdagangan domestik Indonesia sangat menjanjikan. Untuk periode mendatang, perdagangan antar pulau di Indonesia diasumsikan naik sebesar lima kali lipat. Potensi konsumsi dalam negeri yang besar juga membuat Indonesia kuat menghadapi dampak krisis global.

Pendapatan usaha yang bersumber dari pelayaran dan pelabuhan sangat dipengaruhi oleh lalu lintas barang dan penumpang dari dan ke pelabuhan yang dikelola oleh Perseroan, yang diukur dengan parameter arus barang, penumpang dan arus kunjungan kapal ke pelabuhan.

GENERAL OVERVIEW

Port and Ferry Industry

In general, shipping industry is affected by the economic and trade development in that the demand on shipping services is the effect of trade utilizing sea transportation services. With the economic growth of Indonesia that reaches the average of 6% per year, it is safe to assume that shipping and port industry will continue to grow along with the increase in production and distribution of various commodities.

Today, Indonesia was ranked in 16th place as a country with the biggest economic power in the world and is predicted to jump to the 7th place in 2030. Indonesia's big population is the reason for the very promising domestic trade potential. Inter-island trade in Indonesia was assumed to increase five times in the upcoming years. Huge domestic consumption potential also strengthens Indonesia in dealing with global economic crisis.

Income from shipping and port is greatly affected by goods and passenger flows from and to the ports managed by the company. It is measured by goods flow parameter, passenger flow and the flow of ferry arriving at the port.

ANALISIS DAN PEMBAHASAN MANAJEMEN Management Discussion and Analysis

Commercial port production especially in berthing, vehicles and dock maintenance services throughout 2013 experienced an increase of 8%, 5% and 5% respectively compared to 2012.

TINJAUAN OPERASI PER SEGMENT USAHA

a. Produksi Angkutan dan Penyeberangan

Produksi segmen penyeberangan PT ASDP Indonesia Ferry (Persero) secara rata-rata mengalami peningkatan dibandingkan dengan tahun sebelumnya, namun produksi penumpang dan barang mengalami penurunan dan secara keseluruhan tidak tercapai dibandingkan rencana 2013. Penyebab terjadinya penurunan ini adalah tidak terealisasinya lintas Semarang - Kumai - Semarang dan Semarang - Banjarmasin - Semarang serta relokasi KMP. Poncan Moale dari Cabang Bajoe ke Cabang Batulicin dan KMP. Tuna relokasi ke Cabang Balikpapan.

Selama 2013, Perseroan masih tetap melaksanakan dua misi yaitu misi komersial dan misi penugasan atau perintis. Produksi usaha penyeberangan selama 2013 diperoleh dari pelayanan penyeberangan di 51 lintasan komersial dan 130 lintasan perintis yang dilayani oleh 70 kapal lintasan komersial dan 49 kapal lintasan perintis.

1. Produksi Penyeberangan Komersial

Produksi penyeberangan komersial selama 2013 secara keseluruhan mengalami kenaikan jika dibandingkan 2012. Akan tetapi, apabila dibandingkan dengan RKAP 2013, realisasi produksi penyeberangan komersial tidak tercapai terutama tidak terealisasinya lintas Semarang-Kumai-Semarang dan Semarang-Banjarmasin-Semarang serta relokasi KMP. Poncan Moale dari Cabang Bajoe ke Cabang Batulicin dan relokasi KMP. Tuna ke cabang Balikpapan

OPERATIONAL OVERVIEW PER BUSINESS SEGMENT

a. Transportation and Ferry Services

Ferry services of PT ASDP Indonesia Ferry (Persero) by average increased compared with the previous years, but the number of passengers and goods declined and overall were not achieved compared to 2013 plan. The unrealized routes of Semarang-Kumai-Semarang and Semarang-Banjarmasin-Semarang and the relocation of KMP. Poncan Moale from Bajoe Branch to Batulicin Branch and KMP. Tuna relocation to Balikpapan branch were the causes of the decline.

In 2013, the Company still carried two missions namely commercial mission and dispatch or pioneer mission. Ferry services in 2013 were generated from 51 commercial routes and 130 pioneer routes served by 70 commercial ferries and 49 pioneer ferries.

1. Commercial Ferry Services

Commercial ferry overall services in 2013 soared compared with 2012. However, compared to 2013 RKAP, the realization was not achieved, particularly for Semarang-Kumai-Semarang route and Semarang-Banjarmasin-Semarang route and the relocation of KMP. Poncan Moale from Bajoe branch to Batulicin branch and KMP. Tuna to Balikpapan branch.

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Uraian / Description	Satuan / Unit of Measurement	Realisasi Tahun 2012 / Realization in 2012	Rencana Tahun 2013 / Plan for 2013	Realisasi Tahun 2013 / Realization in 2013	Pencapaian / Achievement (%)	
Usaha Penyeberangan Komersial / Commercial Ferry Services:						
1. Trip	Trip	134.319	172.481	168.323	125%	98%
2. Penumpang / Passengers	Orang / People	6.188.153	7.533.945	6.787.951	110%	90%
3. Kendaraan / Vehicles						
a. Roda 2 dan 3 / Two- and Three-wheeled	Unit	2.675.113	3.613.750	3.272.033	122%	91%
b. Roda 4 ≥ / Four-wheeled or more	Unit	1.577.692	2.045.233	1.945.575	123%	95%
Jumlah Kendaraan / Total Vehicles		4.252.805	5.698.984	5.217.608	123%	92%
Barang / Goods	Ton	583.808	690.792	648.869	111%	94%

2. Produksi Penyeberangan Perintis

Produksi penyeberangan perintis selama tahun 2013 mengalami pelampauan terhadap RKAP 2013, kecuali produksi barang. Pelampauan produksi penumpang dan kendaraan ini disebabkan oleh perbedaan pola operasi KMP. Rencana 4 *trip* untuk Teluk Singkil di lintas Singkil - Sinabang dan lintas Singkil - Gunung Sitoli nyatanya terealisasi sebanyak 16 *trip* per bulan. Hal ini dikarenakan adanya sisipan *trip* yang dilaksanakan oleh kantor cabang Bengkulu dan adanya pembangunan bandara di Pulau Enggano. Uraian produksi penyeberangan perintis disajikan dalam tabel berikut:

2. Pioneer Ferry Services

Pioneer services in 2013 increased compared with 2013 RKAP, except for goods production. The increase was due to the difference in the operating patterns of KMP. Plan 4 *trip* for Singkil Bay in Singkil –Sinabang route and Singkil – Gunung Sitoli route that were realized for 16 *trips* per month. This was due to the additional *trip* by Bengkulu branch office and airport construction in Enggano Island. The pioneer ferry services can be summarized in the following table:

Uraian / Description	Satuan / Unit of Measurement	Realisasi Tahun 2012 / Realization in 2012	Rencana Tahun 2013 / Plan for 2013	Realisasi Tahun 2013 / Realization in 2013	Pencapaian / Achievement (%)	
Usaha Penyeberangan Perintis / Pioneer Ferry Services:						
1. Trip	Trip	45.541	22.592	25.033	55%	111%
2. Penumpang / Passengers	Orang / People	1.598.096	694.765	746.883	47%	108%
3. Kendaraan / Vehicles						
a. Roda 2 dan 3 / Two- and Three-wheeled	Unit	722.326	132.351	134.071	19%	101%
b. Roda 4 ≥ / Four-wheeled or more	Unit	296.081	35.976	35.976	12%	101%
Jumlah Kendaraan / Total Vehicles		1.018.407	167.844	170.047	17%	101%
Barang / Goods	Ton	103.200	32.654	31.360	30%	96%

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

3. Analisis Produksi Penyeberangan

Produksi penyeberangan selama periode 2011-2013 mengalami kenaikan. Hal ini terutama terjadi di 2012 sampai dengan 2013. Penyebab kenaikan produksi di 2013 karena terdapat penambahan 19 lintasan baru dibandingkan dengan tahun 2012. Jumlah lintasan di tahun 2012 sebanyak 162 lintasan dan pada tahun 2013 sebanyak 181 lintasan yang terdiri atas 51 lintasan komersial dan 130 lintasan perintis. Uraian produksi usaha penyeberangan selama 3 tahun terakhir ditampilkan dalam tabel berikut:

Uraian / Description	Satuan / Unit	2011	2012	2013
Usaha Penyeberangan Perintis:				
1. Trip	Trip	154.713	179.860	193.356
2. Penumpang / Passengers	Orang / People	6.684.392	7.786.249	7.534.834
3. Kendaraan / Vehicles				
a. Roda 2 dan 3 / Two- and Three-wheeled	Unit	2.824.645	3.397.439	3.406.104
b. Roda 4 ≥ / Four-wheeled or more	Unit	1.581.055	1.873.773	1.981.551
Jumlah Kendaraan / Total Vehicles		4.405.700	5.271.212	5.387.655
Barang / Goods	Ton	594.758	687.008	680.229

b. Produksi Pelabuhan

Selama 2013, produksi usaha pelabuhan berasal dari 34 pelabuhan yang terdiri dari 50 dermaga *moveable bridge*, 22 dermaga plengsengan dan 6 dermaga ponton yang tersebar di 17 kantor cabang PT ASDP Indonesia Ferry (Persero) di seluruh Indonesia.

Produksi Pelabuhan Komersial

Produksi usaha pelabuhan komersial terutama pada segmen produksi jasa sandar, kendaraan, dan pemeliharaan dermaga sepanjang 2013 mengalami peningkatan dibandingkan dengan 2012 masing-masing sebesar 8%, 5% dan 5%. Di sisi lain, segmen produksi penumpang, jasa parkir, barang dan pas non terpadu turun masing-masing sebesar 8%, 26%, 11%, dan 19%. Secara keseluruhan, produksi pelabuhan komersial mengalami penurunan kecuali produksi jasa sandar yang mengalami pelampauan sebesar 4% dari

3. Analysis of Ferry Services

There was an increase in ferry services in 2011-2013, especially in 2012 – 2013, due to the addition of 19 new routes compared with 2012. There were 162 routes in 2012 and 181 routes in 2013 consisted of 51 commercial routes and 130 perintis ships. The description on ferry services in the last three years can be summarized in the following table:

b. Port Production

In 2013, port production came from 34 ports consisted of 50 moveable bridge docks, 22 plengsengan-type docks and 6 pontoon docks spread in 17 branch offices of PT ASDP Indonesia Ferry (Persero) all over Indonesia.

Commercial Port Production

Commercial port production especially in berthing, vehicles and dock maintenance services throughout 2013 experienced an increase of 8%, 5% and 5% respectively compared to 2012. On the other hand, passengers, parking service and goods decreased by 8%, 26%, 11% and 19% respectively. The overall commercial ports declined by 4% compared with plan. The decline was due to the crossing of the majority of large vehicles with Tonase of above 40 tons, the length of above 16 meters and the height of above 4 meters in

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

rencana. Penyebab tidak tercapainya produksi ini adalah akibat dari adanya pelabuhan laut di Bojonegara dan Muara Pilu yang dapat diseberangi oleh sebagian besar kendaraan berat dengan Tonase di atas 40 ton dengan panjang melebihi 16 meter dan tinggi di atas 4 meter, mengingat kapal yang digunakan adalah *Landing Craft Tank* (LCT).

Bojonegara and Muara Pilu ports, by taking into account the ferry used was Landing Craft Tank (LCT).

Uraian / Description	Realisasi Tahun 2012 / Realization in 2012	Rencana Tahun 2013 / Plan for 2013	Realisasi Tahun 2013 / Realization in 2013	Pencapaian / Achievement (%)	
Jasa Sandar (GRT/call) / Berthing Service (GRT/call)	591.116.332	613.577.554	637.208.036	108%	105%
Pas Pelabuhan / Port Pass:					
1. Penumpang (orang) / Passengers (people)	7.317.979	9.263.294	6.753.833	92%	73%
2. Kendaraan / Vehicles	10.831.749	12.998.783	11.402.738	105%	88%
3. Jasa Parkir / Parking Service	226.367	234.519	168.568	74%	72%
Pemeliharaan Dermaga / Port Maintenance	10.808.189	12.959.329	11.375.395	105%	88%
Barang / Goods	106.426	99.155	94.336	89%	95%
Pas Non Terpadu / Non-Integrated Pass	754.871	781.459	614.032	81%	79%

Produksi Pelabuhan Perintis

Produksi usaha pelabuhan perintis selama 2013 relatif terjadi peningkatan jika dibandingkan produksi selama 2012, kecuali produksi penumpang, kendaraan dan pemeliharaan dermaga. Jika dibandingkan RKAP 2013, produksi pelabuhan perintis hampir secara keseluruhan tidak tercapai, kecuali produksi barang yang melampaui pelampauan sebesar 2%. Ketidaktercapaian realisasi produksi usaha pelabuhan ini disebabkan oleh realisasi produksi jasa sandar, penumpang pejalan kaki dan kendaraan di bawah rencana. Uraian pelabuhan perintis ditampilkan dalam tabel berikut:

Pioneer Port Production

The services of pioneer port in 2013 relatively increased compared with 2012, except in passenger, vehicle and dock maintenance. Compared to 2013 RKAP, pioneer port services were not fully achieved, except for goods production that exceeded by 2% of the target. It was due to the realization of berthing service, on-foot passenger and vehicles was below what was planned. The following is a table summarizing pioneer port:

Uraian / Description	Realisasi Tahun 2012 / Realization in 2012	Rencana Tahun 2013 / Plan for 2013	Realisasi Tahun 2013 / Realization in 2013	Pencapaian / Achievement (%)	
Jasa Sandar (GRT/call) / Berthing Service (GRT/call)	47.889.265	67.062.852	56.538.318	118%	84%
Pas Pelabuhan / Port Pass:					
1. Penumpang (orang) / Passengers (people)	3.553.534	4.167.736	2.931.632	82%	70%

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Uraian / Description	Realisasi Tahun 2012 / Realization in 2012	Rencana Tahun 2013 / Plan for 2013	Realisasi Tahun 2013 / Realization in 2013	Pencapaian / Achievement (%)	
2. Kendaraan / Vehicles	2.059.878	2.549.871	2.022.395	98%	79%
3. Jasa Parkir / Parking Service	149.131	170.127	162.377	109%	95%
Pemeliharaan Dermaga / Port Maintenance	2.058.328	2.538.503	2.021.198	98%	80%
Barang / Goods	131.751	157.741	161.168	122%	102%
Pas Non Terpadu / Non-Integrated Pass	462.157	742.924	501.726	109%	68%

Proyek Dermaga Pelabuhan Ketapang, Banyuwangi

Untuk mengurangi arus penumpang yang padat, Perseroan membangun dermaga tambahan baru di Pelabuhan ASDP Ketapang. Pembangunan dermaga baru ini dimaksudkan untuk mengatasi dan mengurangi kepadatan jadwal penyeberangan kapal pelabuhan ASDP Indonesia Ferry Ketapang. Dermaga yang akan dibangun tersebut nantinya akan berbeda dengan dermaga yang sudah ada. Bentuk dermaganya juga berbeda dengan sebelumnya, dan jika sudah beroperasi dermaga ini akan muat banyak kapal. Dermaga ini sudah dibangun sejak 2013, serta diharapkan bisa mengurangi kepadatan kapal di pelabuhan Ketapang, yang diprediksikan akan selesai tahun depan.

Ketapang, Banyuwangi Port Dock Project

To reduce the congested passenger flow, the Company constructs new dock in ASDP port in Ketapang. The construction of the new dock was aimed at solving the problem of and reducing the hectic schedule of ferry in Ketapan ASPDP Indonesia Ferry port. The dock that will be constructed will be different from the existing docks. The construction started in 2013, and it was expected that it could reduce the ship congestion in Ketapang port which was predicted to be completed in 2014.

Produk Usaha Aneka Jasa dan Kerjasama

Produk divisi usaha aneka dan kerja sama selama tahun 2013 masih didominasi oleh penjualan Bahan Bakar Minyak (BBM) yang dijual oleh SPPB Pelabuhan Merak. Hal ini dapat dilihat dari realisasi pendapatan mencapai 95% dari total pendapatan yang diperoleh divisi usaha aneka dan kerjasama. Realisasi penjualan BBM selama 2013 mengalami kenaikan sebesar 23% dibandingkan tahun lalu. Produksi 2013 mencapai 66.200 kilo liter sementara pada 2012 sebesar 53.803 kilo liter. Produksi BBM diuraikan dalam tabel berikut:

Services and Cooperation

2013 services and cooperation were still dominated by fuel sales by Merak Port Gas Station. This can be seen from the income realization which reached 95% of total income from services and cooperation. Fuel sales realization in 2013 increased by 23% compared to the previous year. 2013 production amounted to 66.200 kilo liters while in 2012, the production amounted to 53.803 kilo liters. The production of fuel is summarized in the following table:

Uraian / Description	Realisasi Tahun 2012 / Realization in 2012	Rencana Tahun 2013 / Plan for 2013	Realisasi Tahun 2013 / Realization in 2013	Pencapaian / Achievement (%)	
Special Survey on the Procurement and Use of Goods (SPPB)	53.803.000	63.040.000	66.199.999	123%	107%

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

c. Pemeliharaan Pelabuhan

Program kegiatan pemeliharaan pelabuhan terdiri dari program pemeliharaan rutin pelabuhan dan program investasi pelabuhan.

Pelaksanaan kegiatan pemeliharaan rutin pelabuhan terdiri dari pemeliharaan dan perbaikan bangunan, pemeliharaan dan perbaikan dermaga, serta pemeliharaan dan perbaikan peralatan pelabuhan. Pada tahun 2013 kegiatan pemeliharaan rutin pelabuhan terealisasi sebagai berikut :

- Pemeliharaan dan perbaikan bangunan pelabuhan terealisasi sebesar 69% dari rencana tahun 2013
- Pemeliharaan dan perbaikan dermaga pelabuhan terealisasi sebesar 94% dari rencana tahun 2013
- Pemeliharaan dan perbaikan peralatan pelabuhan terealisasi sebesar 145% dari rencana tahun 2013.

Pelaksanaan Penataan dan Pembangunan Fasilitas Prasarana Pelabuhan menggunakan anggaran investasi pelabuhan, pekerjaan tersebut dilakukan untuk meningkatkan pelayanan (*Service*) pelabuhan serta Sterilisasi terhadap alur pengguna jasa, kegiatan tersebut meliputi Penataan pembangunan & peningkatan fasilitas *toll gate* di areal pelabuhan serta melengkapi fasilitas jembatan timbang, Perbaikan fasilitas non kritis pelabuhan, antara lain gedung, perkerasan jalan dan lapangan parkir, dan sebagainya, serta Pengembangan dan Penataan Alur Flow di Areal Pelabuhan serta Fasilitas Pelabuhan.

Pelaksanaan Rehabilitasi Fasilitas Dermaga dilakukan untuk memperbaiki tingkat keamanan (*Safety*) alat produksi, khususnya di pelabuhan yang meliputi kegiatan Rehabilitasi fasilitas kritis pelabuhan dan struktur utama dermaga, yang berhubungan dengan *Safety*, antara lain MB, *fender*, *trestle*, alur pelayaran, dan genset pelabuhan, Peningkatan daya dukung listrik pelabuhan serta penataan jaringan listrik areal pelabuhan, khususnya untuk menunjang pelaksanaan *e-ticketing*, dan Pemenuhan alat-alat dan fasilitas yang mendukung peningkatan keamanan & ketertiban pelabuhan. Kegiatan pemeliharaan pelabuhan khususnya pekerjaan investasi yang sudah terealisasi pada tahun 2013 antara lain sebagai berikut :

c. Port Maintenance

Port maintenance program consists of routine port maintenance and port investment.

The implementation of routine port maintenance program consists of building maintenance and repair, dock maintenance and repair and port equipment maintenance and repair. In 2013, the routine port maintenance was realized as follows:

- Port maintenance and repair was 69% realized out of 2013 plan
- Dock maintenance and repair was 94% realized out of 2013 plan
- Port equipment maintenance and repair was realized 145% out of 2013 plan.

The construction and management of port facilities and infrastructure uses port investment budget. The objective is to improve port services and sterilization of service user flows. The activity encapsulates structuring development and toll gate facility development in the port and the addition of weighbridge facilities, non critical port facilities repair such as building, road construction and parking area, etc. and developing and managing flow in the port area as well as port facilities.

Dock facilities were repaired by increasing the safety of production tools, especially in the ports that conduct critical facility repair and dock main structure repair such as MB, fender, trestle, shipping route, port genset and electricity network management in the port, particularly to support e-ticketing and by purchasing tools and facilities that support the safety and the orderliness of the port. Dock maintenance, especially investment, that was realized in 2013 was:

ANALISIS DAN PEMBAHASAN MANAJEMEN Management Discussion and Analysis

- Kegiatan pemeliharaan pelabuhan yang menyangkut aspek keselamatan, seperti pekerjaan fasilitas kritis dermaga, listrik dan genset serta alat keselamatan terealisasi sebesar 19% dari rencana investasi tahun 2013 dan 32% dari total nilai realisasi investasi tahun 2013, seperti Pekerjaan Penambahan Daya dan Pengadaan Genset di Pelabuhan Bakauheni, Pekerjaan Pembuatan Capacitor Bank, MDP dan Instalasi Pelabuhan Bakauheni, Pekerjaan Pemasangan Hidrolik Movable Bridge Pelabuhan Tanjung Uban dan Tanjung Serdang, Pengadaan Genset dan Penambahan Daya Pelabuhan Merak, Rehabilitasi Movable Bridge Dermaga V Pelabuhan Merak.
- Kegiatan pemeliharaan pelabuhan yang menyangkut aspek pelayanan seperti pekerjaan jalan dan area parkir, toll gate, gedung serta perambuan terealisasi sebesar 38% dari rencana investasi tahun 2013 dan 65% dari total nilai realisasi investasi tahun 2013, seperti pekerjaan pemasangan jembatan timbang pelabuhan Merak, Gilimanuk, Pototano dan Telaga Pungur, pekerjaan perkerasan jalan beton pelabuhan Bakauheni, Merak, dan Lembar.
- Kegiatan pemeliharaan pelabuhan yang menyangkut aspek bisnis dan usaha seperti pembangunan bangunan komersial dan penunjang air tawar terealisasi sebesar 1% dari rencana tahun 2013 dan 3% dari total nilai realisasi investasi tahun 2013, seperti pekerjaan pemasangan instalasi air tawar di pelabuhan Bakauheni.
- Port maintenance comprising safety aspect such as dock critical facility, electricity and genset as well as safety tools were 19% realized out of 2013 total investment realization. The maintenance was realized by adding genset power and genset procurement in Bakauheni Port, Capacitor Bank, MDP and Installation of Bakauheni Port, Movable Bridge Hydrolic Installation in Tanjung Uban and Tanjung Serdang ports, genset procurement and power adding in Merak Port, Repair of Movable Bridge of Dock V in Merak Port.
- Dock maintenance related to service aspect such as road construction and parking area, toll gate, building and traffic signs were 38% realized out of 2013 investment plan and 65% out of 2013 total investment realization. The maintenance executed was the installation of weighbride in Merak port, Gilimanuk, Pototano and Telaga Pungur, the hardening of concrete road in Bakauheni port, Merak and Lembar.
- Dock maintenance related to business and operation aspects such as the construction of commercial building and freshwater procurement were 1% realized out of 2013 plan and were 3% realized out of 2013 total investment realization. The maintenance was fresh water installation in Bakauheni port.

ANALISIS KINERJA KEUANGAN

Analisis dan pembahasan kinerja keuangan berikut mengacu pada Laporan Keuangan Perseroan untuk tahun yang berakhir pada 31 Desember 2013 dan 2012. Laporan keuangan Perseroan telah diaudit oleh Kantor Akuntan (KAP) Ghazali, Sahat dan Rekan, serta mendapat opini wajar dalam semua hal yang material.

FINANCIAL PERFORMANCE ANALYSIS

The following financial performance analysis and discussion was for the year ended on December 31, 2013 and 2012. The Company's financial statements have been audited by Public Accountant Ghazali, Sahat and Partners, and obtained reasonable opinion in all material respects.

Tabel Laporan Keuangan (dalam juta Rupiah)

Table of Financial Statements (in million Rupiah)

Uraian / Description	2013	2012	Pertumbuhan / Growth	
Aset Tidak Lancar / Non Current Assets	2.360.637	1.937.225	423.412	22%
Aset Lancar / Current Assets	917.844	945.466	(27.622)	(3%)
Total Aset / Total Assets	3.278.481	2.882.691	395.790	14%
Liabilitas Lancar / Current Liabilities	239.668	213.810	25.859	12%
Liabilitas Tidak Lancar / Non Current Liabilities	236.414	140.991	95.424	68%
Total Liabilitas / Total Liabilities	476.082	354.800	121.282	34%
Total Ekuitas / Total Equity	2.802.399	2.527.891	274.508	11%
Total Liabilitas dan Ekuitas / Total Liabilities and Equity	3.278.481	2.882.691	395.790	14%

LAPORAN POSISI KEUANGAN

Aset Lancar

Aset lancar pada 2013 mengalami penurunan 3% menjadi Rp917,84 miliar, dibandingkan dengan 2012 yang tercatat sebesar Rp945,46 miliar. Penurunan tersebut terutama disebabkan karena di tahun 2012 terdapat perubahan investasi berupa Deposito yang pada tahun 2012 jangka waktunya lebih dari 1 tahun sedangkan pada tahun 2013 jangka waktunya kurang dari 1 tahun dan penurunan aset lancar ini juga disebabkan adanya penurunan pada Piutang Usaha walaupun pada sisi Pendapatan Carter, Persediaan, Uang Muka dan Piutang Pegawai mengalami kenaikan ditahun 2013.

Aset Tidak Lancar

Aset tidak lancar tercatat sebesar Rp2.360,63 miliar pada 2013 naik 22% dibandingkan dengan 2012 sebesar Rp1.937,22 miliar. Penambahan aset tetap ini terutama dikarenakan adanya pembelian kapal yang dilakukan PT ASDP pada tahun 2013 yang berjumlah 3 unit kapal dengan metode sewa pembiayaan opsi beli yaitu KMP Portlink III, KMP Portlink V dan KMP Portlink VII .

Total Aset

Pada 2013, Perseroan mencatatkan total aset sebesar Rp3.278,48 miliar dibandingkan dengan 2012 yang tercatat sebesar Rp2.882,69 miliar. Hal ini disebabkan oleh aset tidak lancar mengalami kenaikan.

STATEMENTS TO FINANCIAL POSITION

Current Assets

Current Assets in 2013 experienced a decline of 3% to Rp917.84 billion compared with 2012 at Rp945.46 billion. The decrease was particularly due to a change in investment in the form of deposits. The period in the 2012 is more than 1 year, however, in 2013, the period is less than 1 year. The Decline in current assets was also due to the decrease of Trade Receivables despite the increase in Income from Charter Ship, Inventories, Prepayments, and Employee Receivables sectors.

Non Current Assets

Non current assets were recorded at Rp2,360.63 billion in 2013, up 22% compared with 2012 at Rp1,937.22 billion. The increase was particularly caused by the purchase of 3 new ships conducted by the Company in 2013 through the financing method of purchase option. The ships were : KMP Portlink III, KMP Portlink V, and KMP Portlink VII.

Total Assets

In 2013, the Company recorded total assets of Rp3,278.48 billion compared with 2012 at Rp2,882.69 billion. This was because there was no increase in non current assets.

ANALISIS DAN PEMBAHASAN MANAJEMEN Management Discussion and Analysis

Total Aset
Total Assets

3.278 miliar

Total Liabilitas
Total Liabilities

476 miliar

Total Ekuitas
Total Equities

2.802 miliar

Liabilitas Lancar

Pada 2013, liabilitas lancar naik 12% menjadi Rp239,66 miliar dibandingkan dengan 2012 sebesar Rp213,80 miliar.

Liabilitas Tidak Lancar

Liabilitas tidak lancar tercatat sebesar Rp236,41 miliar pada 2013 naik 68% dibandingkan dengan 2012 sebesar Rp140,99 miliar. Kenaikan Liabilitas tidak lancar tersebut terutama disebabkan adanya peningkatan Utang Sewa Pembiayaan pada tahun 2013 Rp195,04 miliar yang sebelumnya tahun 2012 hanya Rp96,62.

Total Liabilitas

Pada 2013, Perseroan mencatatkan total liabilitas sebesar Rp476 miliar dibandingkan dengan 2012 yang tercatat sebesar Rp354 miliar. Hal ini disebabkan oleh liabilitas lancar dan liabilitas tidak lancar yang masing-masing mengalami kenaikan.

Total Ekuitas

Pada 2013, Perseroan mencatatkan total ekuitas sebesar Rp2.802,39 miliar dibandingkan dengan 2012 yang tercatat sebesar Rp2.527,89 miliar. Hal utama peningkatan ekuitas tersebut adanya peningkatan modal dasar yang pada tahun 2012 sebesar Rp1.092.509 miliar menjadi Rp1.680.678 miliar di tahun 2013.

Current Liabilities

In 2013, current liabilities increased 12% to Rp239.66 billion compared with 2012 at Rp213.80 billion.

Non Current Liabilities

Non current liabilities were recorded at Rp236.41 billion in 2013, up 68% compared with 2012 at Rp140.99 billion. There was a significant increase in non current liabilities through long term finance of Rp195.04 billion in 2013, which was previously only Rp96.62 billion in 2012.

Total Liabilities

In 2013, the Company recorded total liabilities of Rp476 billion compared with 2012 at Rp354 billion. This was because of an increase in both current liabilities and non-current liabilities.

Total Equity

In 2013, the Company recorded total equity of Rp2,802.39 billion compared with 2012 at Rp2,527.89 billion. This was particularly caused by an increase in authorized capital which was from Rp1,092,509 billion in 2012 to Rp1,680,678 billion in 2013.

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Tabel Laporan Posisi Keuangan (dalam juta Rupiah)

Table of Statements to Financial Position (in million Rupiah)

Uraian / Description	2013	2012	Pertumbuhan / Growth	
Aset Lancar / Current Assets	917.844	945.466	(27.622)	(3%)
Aset Tidak Lancar / Non Current Assets	2.360.637	1.937.225	423.412	22%
Liabilitas Jangka pendek / Short term Liabilities	239.668	213.810	25.859	12%
Liabilitas Jangka panjang / Long term Liabilities	236.414	140.991	95.424	68%
Ekuitas / Equity	2.802.399	2.527.891	274.508	11%

LAPORAN LABA RUGI

Pendapatan

Pada tahun 2013, Perseroan sukses membukukan pendapatan sebesar Rp1.675,03 miliar atau mengalami peningkatan sebesar 19% dari Rp1.404,20 miliar pada tahun 2012. Kenaikan tersebut terutama disebabkan karena kenaikan tarif penyeberangan dan penambahan jumlah kapal yang beroperasi.

INCOME STATEMENTS

Revenue

in 2013, the Company recorded revenue of Rp1,675.03 billion or an increase of 19% from Rp1,404.20 billion in 2012. The increase was particularly due to the increase in transport tariff and addition of total operating ships.

Dalam juta Rupiah

In million Rupiah

Uraian / Description	2013	2012	Pertumbuhan / Growth	
Usaha Penyeberangan / Transport Service	975.793	807.621	168.172	21%
Usaha Pelabuhan / Port Services	374.570	360.727	13.843	4%
Aneka Usaha Jasa / Miscellaneous Services	324.667	235.859	88.808	38%
Total Pendapatan / Total Revenues	1.675.031	1.404.208	270.823	19%

Beban Pokok Pendapatan

Besarnya beban usaha pada tahun 2013 sebesar Rp1.251,33 miliar mengalami peningkatan sebesar 24 % dari Rp1.007,72 miliar pada tahun 2012. Penyebab utama terjadinya peningkatan beban usaha tersebut adalah disebabkan oleh imbas dari penambahan kapal dan kenaikan harga BBM ditahun 2013 yang berdampak pada peningkatan beban pokok.

Cost of Revenues

Cost of revenues in 2013 was Rp1,251.33 billion, an increase of 24% from Rp1,007.72 billion in 2012. The main cause of the increase in operating expenses was as a result of additional ship and an increase in fuel price in 2013 that affect the cost of goods sold.

Dalam juta Rupiah

In million Rupiah

Uraian / Description	2013	2012	Pertumbuhan / Growth	
Usaha Penyeberangan / Transport Service	777.967	641.588	136.379	21%
Usaha Pelabuhan / Port Services	173.450	151.879	21.570	14%
Aneka Usaha Jasa / Miscellaneous Services	299.913	214.254	85.659	40%
Total Beban Poko / Total Cost of Revenues	1.251.330	1.007.721	243.609	24%

ANALISIS DAN PEMBAHASAN MANAJEMEN Management Discussion and Analysis

Total Laba/(Rugi) Komprehensif

Pada 2013, Perseroan berhasil membukukan total laba/(rugi) komprehensif pada tahun berjalan sebesar Rp151,11 miliar di mana total nilai tersebut mengalami penurunan sebesar 5.% dari Rp159,70 pada tahun 2012. Hal ini disebabkan adanya peningkatan pada beban 2013 yang signifikan yaitu 24% dari beban tahun 2012 dibandingkan peningkatan pendapatan 2013 yang hanya 19% dari tahun 2012.

Total Comprehensive Income

In 2013, the Company successfully recorded total comprehensive income for the year of Rp151.11 billion. It decrease of 5% from Rp159.70 in 2012. This was due to the significant increase in expenses by 24% in the 2013, compared to an increase of 19% in the previous year.

Dalam juta Rupiah

In million Rupiah

Uraian / Description	2013	2012	Pertumbuhan / Growth	
Laba Kotor / Gross Profit	423.701	396.486	27.215	7%
Laba Usaha / Operating Income	131.979	149.595	(17.617)	(12%)
Laba sebelum Pajak / Income before Tax	182.592	188.927	(6.335)	(3%)
Laba bersih / Net Income	151.114	159.707	(8.593)	(5%)
Laba Komprehensif / Comprehensive Income	151.114	159.707	(8.593)	(5%)

LAPORAN ARUS KAS

Pada tahun 2013, Perseroan membukukan kenaikan bersih kas dan setara kas sebesar Rp826,04 miliar. Nilai tersebut mengalami kenaikan sebesar Rp9,34 miliar atau naik 1% dari Rp816,69 miliar pada 2012.

STATEMENTS OF CASH FLOWS

In 2013, the Company posted an increase in net cash and cash equivalents of Rp826.04 billion. It increased by Rp9.34 billion or an increase of 1% from Rp816.69 billion in 2012.

ARUS KAS DARI AKTIVITAS OPERASI

Arus kas masuk dari aktivitas operasi sebesar Rp398,84 miliar, mengalami kenaikan 3% dari 2012 yang tercatat sebesar Rp387,00 miliar. Hal ini terutama disebabkan oleh peningkatan pada penyusutan aset tetap dari Rp95,82 miliar di tahun 2012 menjadi Rp152,45 miliar ditahun 2013.

CASH FLOWS FROM OPERATING ACTIVITIES

Cash inflows from operating activities were Rp398.84 billion, an increase of 3% from 2012 at Rp387.00 billion. This was particularly caused by an increase in fixed assets depreciation from Rp95.82 billion in 2012 to Rp152.45 billion in 2013.

ARUS KAS DARI AKTIVITAS INVESTASI

Perseroan mencatat arus kas keluar dari aktivitas investasi sebesar Rp339,56 miliar, naik 7% dibandingkan kas keluar 2012 yang tercatat sebesar Rp317,87 miliar. Peningkatan pengeluaran tersebut disebabkan karena adanya peningkatan pembelian aset tetap sebesar 40% dibandingkan tahun 2012.

CASH FLOWS FROM INVESTING ACTIVITIES

The Company recorded cash outflows from investing activities of Rp339.56 billion, an increase of 7% compared with cash outflows in 2012 at Rp317.87 billion. The increase in cash outflows was because of the purchasing of fixed assets about 40% compared to 2012.

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Tingkat daya beli dan mobilitas yang tinggi, memberikan dampak positif terhadap kegiatan usaha Perseroan. Dengan luas wilayah maritim sebesar 7,9 juta km² atau 81% dari luas keseluruhan negara.

ARUS KAS DARI AKTIVITAS PENDANAAN

Arus kas masuk dari aktivitas pendanaan selama 2013 tercatat sebesar Rp49,92 miliar, mengalami peningkatan dibandingkan 2012 yang membukukan kas keluar untuk aktivitas pendanaan sebesar Rp5,11 miliar. Hal ini terutama disebabkan oleh peningkatan pembagian deviden ditahun 2013.

CASH FLOWS FROM FINANCING ACTIVITIES

Cash inflows from financing activities in 2013 were Rp49.92 billion, an increase compared with 2012 for financing activities of Rp5.11 billion. This was particularly caused by higher dividend payment conducted in 2013.

Dalam juta Rupiah

In million Rupiah

Uraian / Description	2013	2012	Pertumbuhan / Growth	
Arus Kas dari Aktivitas Operasi / Cash Flows from Operating Activities	398.844	387.009	11.835	3%
Arus Kas dari Aktivitas Investasi / Cash Flows from Investing Activities	(339.568)	(317.887)	(21.681)	7%
Arus Kas dari Aktivitas Pendanaan / Cash Flows from Financing Activities	(49.927)	(5.114)	(44.812)	876%
Kenaikan/(Penurunan) Neto Kas dan Setara Kas / Increase/(Decrease) of Net Cash and Cash Equivalents	9.349	64.007	(54.658)	(85%)
Kas dan Setara Kas Awal Periode/Tahun / Cash and Cash Equivalents at Beginning of Year	816.697	752.689	64.007	9%
Kas dan Setara Kas Akhir Periode/Tahun / Cash and Cash Equivalents at the End of Year	826.046	816.697	9.349	1%

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG

Perseroan menggunakan rasio likuiditas yang terdiri dari rasio kas dan rasio lancar untuk mengukur kemampuan Perseroan dalam melunasi kewajiban jangka pendek. Sedangkan

SOLVENCY AND RECEIVABLES COLLECTABILITY RATIO

The Company uses liquidity ratio comprising of cash ratio and current ration to measure the Company's capacity in paying its current liabilities. Meanwhile, in order to measure the

ANALISIS DAN PEMBAHASAN MANAJEMEN Management Discussion and Analysis



High purchasing power and mobility provides positive impact on the Company's business activities with a maritime zone of 7.9 million km² or 81% of the territory.

untuk mengukur kemampuan dalam memenuhi seluruh kewajibannya, Perseroan menggunakan rasio solvabilitas yang diukur dengan membuat perbandingan seluruh kewajiban terhadap seluruh aset dan perbandingan seluruh kewajiban terhadap ekuitas.

Company's capacity to paying total liabilities, the Company uses solvability ratio by comparing total liabilities with total assets and the comparison between total debt to equity.

Rasio Likuiditas

Liquidity Ratio

Uraian / Description	2013	2012
Rasio Kas / Cash Ratio	345%	-
Rasio Lancar / Current Ratio	3,83	4,42

Rasio Solvabilitas

Solvability Ratio

Uraian / Description	2013	2012
Rasio Liabilitas Terhadap Total Aset / Ratio of Liabilities to total assets	0,15	0,12
Rasio Liabilitas Terhadap Ekuitas / Ratio of Liabilities to total equity	0,17	0,14

Pada tahun 2013, tingkat kemampuan Perseroan dalam membayar hutang jangka pendek berdasarkan aset lancar yang ditunjukkan melalui rasio lancar sebesar 3,83, sedikit meningkat dibandingkan pada tahun 2012 sebesar 4,42. Berdasarkan nilai tersebut, kemampuan aset lancar Perseroan dalam menjamin utang lancarnya masih relatif baik.

In 2013, the Company's capacity in paying its short-term payable based on current assets was shown through current ratio of 3.83, a slight increase compared with 2012 at 4.42. Based on the value, the Company's current asset capacity in securing its current debt is relatively good.

Sedangkan tingkat kemampuan Perseroan dalam membayar kewajibannya berdasarkan keberadaan kas dan piutang usaha yang ditunjukkan melalui rasio kas dan rasio lancar mengalami peningkatan dibandingkan pada tahun 2012.

Meanwhile, the Company's capacity to pay its liabilities based on cash and trade receivables was shown through cash ratio and current ratio, which experienced an increase compared with 2012.

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Perseroan mengelola struktur permodalan dan melakukan penyesuaian, bila diperlukan, berdasarkan perubahan kondisi ekonomi. Guna memelihara dan menyesuaikan struktur permodalan, Perseroan dapat menyesuaikan pembayaran dividen kepada pemegang saham. Sepanjang 2013, tidak ada perubahan atas tujuan, kebijakan, serta proses selama periode 6 bulan yang berakhir pada 31 Desember 2013.

CAPITAL STRUCTURE AND MANAGEMENT POLICIES ON CAPITAL STRUCTURE

The Company manages capital structure and makes adjustment, if necessary, based on the change in the economic conditions. In order to maintain and adjust capital structure, the Company can adjust the dividend payment to the shareholders. During 2013, there were changes in objective, policies, and process during 6 month period ended on December 31, 2013.

Dalam juta Rupiah

In million Rupiah

Uraian / Description	2013	2012	Pertumbuhan / Growth	
Arus Kas dari Aktivitas Operasi / Cash Flows from Operating Activities	239.668	213.810	25.858	12%
Arus Kas dari Aktivitas Investasi / Cash Flows from Investing Activities	236.414	140.991	95.423	68%
Arus Kas dari Aktivitas Pendanaan / Cash Flows from Financing Activities	476.082	354.800	121.282	34%
Kenaikan/(Penurunan) Neto Kas dan Setara Kas / Increase/(Decrease) of Net Cash and Cash Equivalents	2.802.399	2.527.891	274.508	11%
Kas dan Setara Kas Awal Periode/Tahun / Cash and Cash Equivalents at Beginning of Year	3.278.481	2.882.691	395.790	14%

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

Tidak ada ikatan material untuk investasi barang modal pada 2013.

MATERIAL TIES FOR CAPITAL GOODS INVESTMENT

There were no material ties for capital goods investment in 2013.

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Tidak ada informasi dan fakta material setelah tanggal neraca.

INFORMATION AND MATEIRAL FACT AFTER BALANCE SHEET DATE

There was no information and material fact after balance sheet date

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI, RESTRUKTURISASI UTANG/MODAL, TRANSAKSI AFILIASI, DAN TRANSAKSI YANG MENGANDUNG BENTURAN KEPENTINGAN

Pada 2013, Perseroan tidak memiliki informasi material mengenai investasi, ekspansi, divestasi, penggabungan/

MATERIAL INFORMAITON ON INVESTMETN, EXPANSION, DIVESTMENT, BUSINESS MERGER/CONSOLIDATION, ACQUISITION, DEBT/CAPITAL RESTRUCTURING, AFFILIATE TRANSACTION AND TRANSACTION CONTAINING CONFLICT OF INTEREST

In 2013, the Company has no material information on investment, expansion, divestment, business merger/

ANALISIS DAN PEMBAHASAN MANAJEMEN Management Discussion and Analysis

peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi afiliasi, dan transaksi yang mengandung benturan kepentingan.

consolidation, acquisition, debt/capital restructuring, affiliate transaction, and transaction containing conflict of interests.

TRANSAKSI DENGAN PIHAK BERELASI

Selama 2013, Perseroan dalam kegiatan usahanya melakukan transaksi dengan pihak berelasi. Nama pihak-pihak yang berelasi, serta bentuk dan jumlah transaksi dengan masing-masing pihak berelasi dengan perincian sebagai berikut:

TRANSACTION WITH RELATED PARTIES

During 2013, the Company did not conduct transaction with related parties. Name of the related parties, as well as forms and number of the transactions with related parties are detailed below:

No.	Pihak-Pihak Berelasi / Related Parties	Jenis Usaha / Type of business
1	PT Jasa Raharja Putera	Piutang Usaha / Trade Receivables
2	PT Jasa Raharja (Persero)	Piutang Usaha / Trade Receivables
3	PT. Bank Rakyat Indonesia (Persero)	Giro dan Deposito / Demand deposit and deposit
4	PT. Bank Negara Indonesia (Persero)	Giro dan Deposito / Demand deposit and deposit
5	PT. Bank Mandiri (Persero)	Giro dan Deposito / Demand deposit and deposit
6	PT. BKI (Persero)	Utang Usaha / Trade payables
7	PT. DKB Galangan I (Persero)	Utang Usaha / Trade payables
8	PT. DKB Galangan II (Persero)	Utang Usaha / Trade payables
9	PT. IKI (Persero)	Utang Usaha / Trade payables
10	PT. PANN (Persero)	Sewa guna usaha / Leasing
11	Utang Usaha	Utang Usaha / Trade payables
12	PT. Nindya Karya (Persero)	Utang Usaha / Trade payables
13	PT. Yodya Karya (Persero)	Utang Usaha / Trade payables
14	Direktorat Jendral Perhubungan Darat	Subsidi Keperintisan / Direct service subsidies

KEBIJAKAN DIVIDEN

Berdasarkan UUPT dan Anggaran Dasar Perseroan, pembagian dividen kas dilakukan berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan Perseroan berdasarkan usulan Direksi. Pada 2013, informasi dividen yang dibayarkan Perseroan sebagai berikut:

DIVIDEND POLICIES

Based on the UUPT and Company Articles of Association, the disbursement of cash dividend was conducted based on the Company's Annual General Meeting of Shareholders pursuant to recommendation from the Board of Directors. In 2013, dividend information paid to the Company is as follows:

Uraian / Description	Total Dividen yang Dibagikan / Total Distributed Dividend	Jumlah Dividen Kas per Saham / Cash Dividend per Share	Payout Ratio / payout ratio	Tanggal Pengumuman / Date of Announcement	Tanggal Pembayaran / Date of Payment
2013	68.002.000.000	68.002	45%	11 April 2014 April 11, 2014	2 Mei 2014 & 25 Desember 2015 May 2 & December 25, 2014

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Uraian / Description	Total Dividen yang Dibagikan / Total Distributed Dividend	Jumlah Dividen Kas per Saham / Cash Dividend per Share	Payout Ratio / payout ratio	Tanggal Pengumuman / Date of Announcement	Tanggal Pembayaran / Date of Payment
2012	49.926.871.126	49.927	31%	7 Mei 2013 & 20 Desember 2013 May 7 & December 20, 2014	3 Juni 2013 & 24 Desember 2013 June 3 & December 24, 2014

REALISASI DANA HASIL PENAWARAN UMUM

Perseroan merupakan Badan Usaha Milik Negara (BUMN) yang belum mencatatkan sahamnya di lantai bursa. Sehingga informasi tentang realisasi dana hasil penawaran umum tidak dapat disajikan dalam laporan tahunan ini.

PROGRAM KEPEMILIKAN SAHAM OLEH MANAJEMEN DAN KARYAWAN

Perseroan tidak memiliki program kepemilikan saham baik oleh manajemen maupun karyawan.

USE OF PROCEEDS FROM PUBLIC OFFERING

The Company is a State Owned Enterprises that has not listed its shares yet on the stock exchange. Thus, information on the use of proceeds from public offering cannot be presented in this annual report.

MANAGEMENT AND EMPLOYEE STOCK OPTION PLAN

The Company does not have management and employee stock option plan.



ANALISIS DAN PEMBAHASAN MANAJEMEN Management Discussion and Analysis

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH

Pada 2013, Perseroan tidak memiliki dampak terhadap perubahan peraturan dan perundang-undangan yang berlaku.

PERUBAHAN KEBIJAKAN AKUNTANSI

Laporan keuangan Perseroan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia (SAK) meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK). Adapun perubahan kebijakan akuntansi Perseroan pada 2013 adalah sebagai berikut:

1. PSAK 1 (Revisi 2011) : Penyajian Laporan Keuangan
2. Penyesuaian PSAK 60, Instrumen Keuangan : Pengungkapan

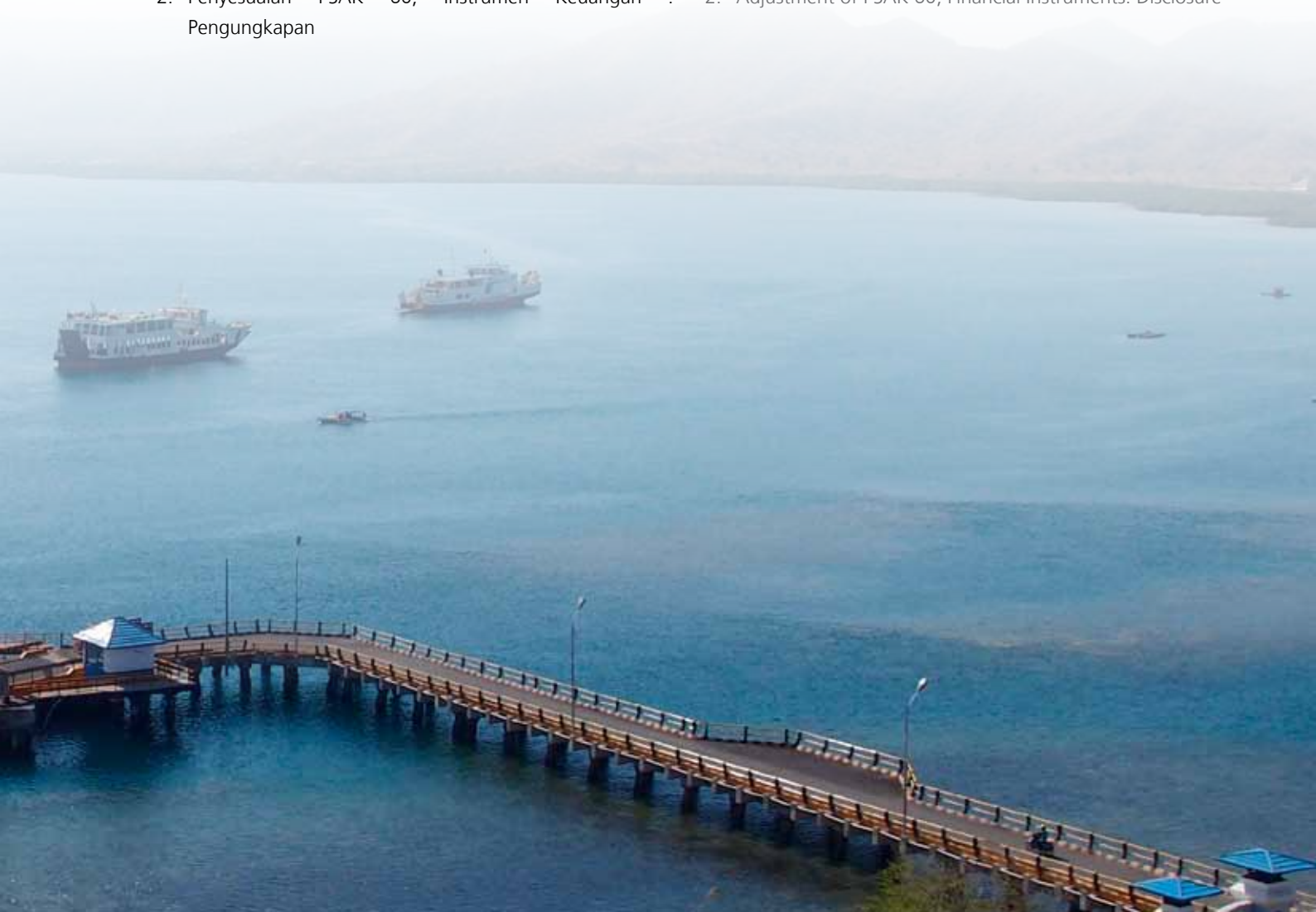
CHANGES IN REGULATIONS THAT HAVE IMPACT ON THE COMPANY

In 2013, the Company did not have impact on the changes in the applicable laws and regulations.

CHANGES IN ACCOUNTING POLICY

The Company's financial statements have been prepared and presented according to the Financial Accounting Standards in Indonesia (SAK) that covers Statements of Financial Accounting Standards and Interpretation to Financial Accounting Standards (ISAK) issued by the Financial Accounting Board of the Indonesian Institute of Accountants (DSAK). The change in the Company's accounting policies in 2013 is as follows:

1. PSAK 1 (Revision 2011) : Presentation of Financial Statements
2. Adjustment of PSAK 60, Financial Instruments: Disclosure



ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

ASPEK PEMASARAN

Secara keseluruhan, pangsa pasar Perseroan pada 2013 khususnya pada segmen penyeberangan sebesar 11%. Angka tersebut mengalami kenaikan dari tahun sebelumnya sebesar 10%. Kenaikan pangsa pasar Perseroan pada 2013 merupakan hasil kerja keras disertai semangat untuk menyatukan nusantara melalui laui. Beberapa strategi dan program pemasaran yang diterapkan pada 2013 meliputi:

- Penambahan 2 (dua) kapal dilintas Merak - Bakauheni, 1 (satu) kapal di lintas Padangbai - Lembar, 1 (satu) kapal di lintas Ketapang - Gilimanuk. Untuk Long Distance Ferry (LDF) pengadaan 1 (satu) kapal untuk lintasan Surabaya - Banjarmasin serta lintas regional 1 (satu) kapal Dumai - Malaka;
- Penyusunan *fleet plan* berdasarkan parameter;
- Perbaikan fasilitas penumpang kapal di 4 (empat) cabang Kupang, Bajoe, Bangka dan Sape;
- Menyiapkan pola trafik operasional pelabuhan terhadap rencana pembangunan dermaga baru (dana APBN) di pelabuhan Ketapang dan Gilimanuk;
- Pemberlakuan *e-ticketing* di cabang Bajo'e;
- Persiapan pelaksanaan *e-Ticketing* di Cabang Lembar.
- Perencanaan pembangunan sideramp di dermaga IV dan V di pelabuhan Merak dan Bakauheni;
- Pembangunan fasilitas X-Ray untuk kendaraan di pelabuhan Merak dan Bakauheni;
- Pembangunan eskalator untuk penumpang di pelabuhan Merak dan Bakauheni
- Pemenuhan kebutuhan sarana & prasarana untuk mendukung pelayanan SPBB Khusus Merak & Ketapang;
- Pemenuhan kebutuhan sarana & prasarana untuk mendukung pelayanan bisnis AUJ bidang properti & non properti diluar SPBB Khusus Merak & Ketapang;
- Peningkatan jumlah kapal yang mengisi ke SPBB Khusus Merak menjadi 28 kapal;
- Pengoperasian SPBB khusus di Ketapang dengan target pengisian kapal yang beroperasi di dermaga MB & ponton;

MARKETING ASPECT

Overall, the Company's market share in 2013, particularly in the transport segment was 11%. The figure increase from the previous year at 10%. The increase in the Company's market share in 2013 was a result of hard work and commitment to uniting the archipelago by sea. The following are the strategies and marketing program implemented in 2013:

- Addition in 2 (two) ships on the Merak-Bakauheni route, 1 (one) ship on Padangbai - Lembar route, 1 (one) ship on Ketapang - Gilimanuk route. For Long Distance Ferry (LDF), procurement of 1 (one) ship on Surabaya - Banjarmasin route and 1 (one) ship on Dumai - Malaka inter - island route;
- Drawing up of fleet plan based on parameter;
- Improvement of ship passenger facilities in 4 (four) branches in Kupang, Bajoe, Bangka and Sape;
- Preparing operational traffic patter of port on the new jetty development plan (State budget) in Ketapang and Gilimanuk port;
- Enforcement of e-ticketing in Bajo'e branch;
- Preparation of e-ticketing implementation in Lembar Branch.
- Sideramp development plant in jetty IV and V in Merak and Bakauheni port;
- Development of X-Ray facilities for vehicles in Merak and Bakauheni ports;
- Escalator development for passengers in Merak and Bakauheni ports
- Fulfillment of needs for facilities & infrastructure for supporting SPBB of Merak & Ketapang;
- Fulfillment of needs for facilities and infrastructure to support AUJ business services in property & non property outside special SPBB for Merak & Ketapang;
- Increase in number of ships that are included in the special SPBB for Merak, which becomes 28 ships;
- Operation of special SPBB in Ketapang with the target of additional ship operated in MB & ponton jetty;

ANALISIS DAN PEMBAHASAN MANAJEMEN Management Discussion and Analysis

- Peningkatan produktivitas dan efisiensi dalam pengelolaan air tawar sendiri maupun yang dikerjasamakan secara berkelanjutan di Merak, Bakauheni, Ketapang, Lembar, Kayangan, Bajoe & Balikpapan;
- Komersialisasi (penyewaan, perkantoran dan perusahaan sarana & prasarana) di pelabuhan Ketapang-Gilimanuk;
- Melakukan kerja sama dengan pihak ke-3 untuk pemanfaatan secara komersial lahan tidur di pelabuhan Bakauheni untuk pariwisata/aktifitas bisnis;
- Pembuatan *marketing tools* atau daftar properti yang diusahakan di Pelabuhan Ketapang, Lembar, Kayangan dan Bajo'e agar dapat digunakan sebagai alat pendukung pemasaran;
- Melakukan evaluasi secara berkelanjutan terhadap Tarif Fasilitas Pelabuhan;
- Melakukan evaluasi secara berkelanjutan terhadap Tarif Reklame;
- Peningkatan penyewaan *space* untuk iklan dan reklame di areal pelabuhan Ketapang & Gilimanuk melalui kerja sama dengan EO *Advertising*.
- Increase in the productivity and efficiency in the management of sea water by the company or by cooperation with other partners in Merak, Bakauheni, Ketapang, Lembar, Kayangan, Bajoe & Balikpapan;
- Commercialization (lease, office building, and development of facilities and infrastructure) in Ketapang-Gilimanuk port;
- Cooperating with the third party to utilize idle land for commercial purposes in Bakauheni port for tourism/business;
- Preparation of marketing tools or property list in Port of Ketapang, Lembar, Kayangan and Bajo'e to be utilized as marketing support tools;
- Continuously evaluating port facilities tariff;
- Continuously evaluating advertisement tariff;
- Increase in space lease for ads in Ketapang & Gilimanuk port through cooperation with EO Advertising.

PROSPEK USAHA

Pertumbuhan ekonomi Indonesia terus menunjukkan pertumbuhan yang positif dibandingkan dengan beberapa negara-negara berkembang Asia Tenggara lainnya. Hal ini memberikan pengaruh yang baik terhadap Perseroan. Tingkat daya beli dan mobilitas yang tinggi, memberikan dampak positif terhadap kegiatan usaha Perseroan. Dengan luas wilayah maritim sebesar 7,9 juta km² atau 81% dari luas keseluruhan negara. Jumlah penduduk terbesar keempat di dunia semakin menguatkan kebutuhan akan transportasi laut bagi masyarakat maupun logistik. Perseroan yakin pada masa mendatang, dengan dukungan kuat Pemerintah akan menjadikan bisnis Perseroan sebagai bisnis yang berkelanjutan.

BUSINESS PROSPECTS

Indonesia's economic growth continues to show positive growth compared with a number of developing countries in other ASEAN member countries. This gives positive impact on the Company in which high purchasing power and mobility provides positive impact on the Company's business activities. With total area of 7.9 million km² or 81% of the total territory, coupled with the existence as the fourth largest population in the world, the needs for sea transportation and logistic support will remain high. The Company believes that the Company's can sustain its business in the future with strong support from the Government.

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Keuntungan Perseroan berada di nusantara adalah kedudukan Indonesia sebagai negara maritim. Dengan banyaknya pulau di Indonesia menjadikan akses laut menjadi alternatif bagi distribusi *corporate* untuk akses bisnis antar pulau/provinsi. Hal ini juga dikarenakan *cost* lintas laut lebih murah dari lintas udara, dari segi keselamatan lintas laut juga sebenarnya lebih aman. Sebagai negara yang lautnya terbesar di dunia Indonesia sebenarnya layak diperhitungkan. Dari kekayaan potensi laut tersebut Indonesia menjadi salah satu negara wisata yang tingkat arus wisatanya cukup tinggi. Wisata pantai dan laut di Indonesia sejauh ini telah mendatangkan devisa lebih bagi Indonesia. Perseroan bisa memanfaatkan arus wisata tersebut untuk mengakomodasikan *traveler* yang akan berlibur.

Perseroan memperkirakan bahwa setidaknya akan meningkatkan pendapatan sejalan dengan pertumbuhan ekonomi domestik di Indonesia. Pencapaian pertumbuhan ini akan tergantung pada persaingan pasar dan strategi program Perseroan.

The Company may benefit from Indonesia's quality as a maritime nation. Its many islands make sea transportation preferred alternatives for corporate distribution for inter-island/province business access. This preference stems from lower cost efficiency of sea transportation compared with air travel. In view of safety, sea transportation is also much safer. As the largest archipelagic country in the world, Indonesia actually deserves to be taken into account. Indonesia's rich biodiversity of the coastal waters makes the country one of the most visited tourism destination. The country's beautiful beaches and coastal areas as tourist attraction has also generated higher foreign exchange earnings. This tourism may provide business opportunities for the Company, as its business is also about accommodating people to travel.

The Company estimates an increase in revenue, in line with the increase in economy growth. The growth rate depends on market competition and the Company's strategy to implement its work programs.

TATA KELOLA PERUSAHAAN

Good Corporate Governance



TATA KELOLA PERUSAHAAN

Good Corporate Governance

Perseroan menyadari implementasi tata kelola yang baik atau *Good Corporate Governance* (GCG) menjadi landasan penting bagi bisnis Perseroan yang berkelanjutan. Di tengah persaingan bisnis di bidang jasa angkutan penyeberangan, penerapan GCG menjadi landasan operasional kegiatan bisnis Perseroan dan merupakan pendorong untuk melakukan proses bisnis yang lebih efektif dan efisien sehingga mampu menghadapi persaingan yang semakin ketat.

Penerapan GCG berkaitan erat dengan tingkat kepercayaan publik terhadap Perseroan. Perseroan meyakini bahwa penerapan GCG secara konsisten dan berkesinambungan menjadi faktor kunci atas kesuksesan karyawan untuk dapat tumbuh dan menguntungkan dalam jangka panjang. Perseroan telah melakukan sosialisasi dan internalisasi di setiap kantor cabang serta kantor pusat secara paralel. Dengan demikian, GCG tidak hanya dilaksanakan di lingkungan kantor pusat, melainkan diimplementasikan di seluruh unit kerja maupun kantor cabang di seluruh Indonesia.

PRINSIP-PRINSIP GCG

Dalam pelaksanaannya, Perseroan akan senantiasa berpedoman pada lima dasar pelaksanaan GCG, meliputi:

- **Transparansi**, yaitu menyelenggarakan komunikasi dengan pihak yang berkepentingan secara akurat, tepat waktu, jelas dan konsisten, termasuk mengungkapkan informasi material yang relevan kepada seluruh pemangku kepentingan.
- **Akuntabilitas**, yaitu mewajibkan Pemegang Saham, Dewan Komisaris dan Direksi maupun karyawan di setiap bagian dalam Perseroan bertindak sesuai dengan fungsi/peran, hak, kewajiban, wewenang maupun tugas dan tanggung jawab masing-masing yang telah ditetapkan.
- **Responsibilitas**, yaitu mematuhi peraturan Perseroan dan peraturan perundang-undangan yang berlaku serta melaksanakan tanggung jawab terhadap masyarakat dan lingkungan sehingga dapat terpelihara kesinambungan usaha dalam jangka panjang dan mendapat pengakuan sebagai *good corporate citizen*.

The company realizes that the implementation of GCG is an important foundation for the sustainable business of the Company. Amidst business competitiveness in ferry transportation services, the operational activities of the Company lie on the implementation of GCG. GCG implementation is what encourages the Company to conduct a more effective and efficient business activities in order to anticipate a tighter competitiveness.

GCG implementation is inherent to the trust level of public to the Company. The company believes that consistent and continuous GCG implementation is the key factor of the employees' success as they can improve and are beneficial for the company in the long term. The Company disseminates and internalizes GCG implementation in every branch office and headquarters in parallel. Thus, not only does GCG implementation take place in the headquarters, it also takes place in all work units and branch offices all over Indonesia.

GCG PRINCIPLES

During GCG implementation, the Company will consistently uphold the five basic principles of GCG namely:

- **Transparency** is the accurate, timely, clear and consistent communication with the related party, including disclosing relevant material information to all stakeholders.
- **Accountability** is the principle that obligates shareholders, Board of Commissioners, Board of Directors and employees in every division in the Company to act based on their functions/roles, rights, obligations, authorities, duties and responsibilities that have been previously determined.
- **Responsibility** is the act of compliance with the Company's rules and regulations and to fulfill responsibilities to the community and environment to maintain long term business sustainability and obtain acknowledgement as good corporate citizen.

TATA KELOLA PERUSAHAAN Good Corporate Governance

- Independensi, yaitu bertindak secara mandiri, masing-masing organ Perseroan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain, tanpa mengabaikan kerjasama yang baik.
- Kewajaran & Kesetaraan, yaitu memperhatikan kepentingan Pemegang Saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan, sehingga seluruh pemangku kepentingan memiliki kesempatan untuk mendapatkan perlakuan yang adil dari Perseroan. Perseroan juga senantiasa menjaga hubungan yang baik dengan karyawan dan menghindari praktik diskriminasi serta menghormati hak-hak karyawan.
- Independency refers to independent act of each instrument of the Company to not dominate each other and that they cannot be intervened by other parties, without neglecting good cooperation.
- Fairness & Equality is the act of taking into account the interest of the shareholders and stakeholders based on fairness and equality. Hence, all stakeholders have the opportunities of fair treatment from the Company. The Company also consistently maintains good relation with employees, avoids discrimination and respects the rights of the employees.

DASAR KEBIJAKAN

Perseroan mengacu pada Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang kewajiban penerapan prinsip-prinsip tata kelola perusahaan yang baik sebagai landasan operasional BUMN. Hal ini menekankan bahwa bagi BUMN untuk wajib menerapkan GCG secara konsisten. Selain itu, penerapan ini juga mengacu pada pasal 5 ayat 3 Undang-undang No. 19 tahun 2003 tentang BUMN yang mewajibkan pengelolaan BUMN berdasarkan prinsip-prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran.

Sejalan dengan penerapan dan dasar kebijakan GCG tersebut, agar pengelolaan Perseroan menjadi lebih baik lagi. Pada awal tahun 2013, Perseroan telah mengembangkan penerapan manajemen risiko dengan tujuan agar dapat mengelola risiko yang dihadapi sesuai dengan *risk appetite* (batas selera risiko) Perseroan sehingga memiliki keyakinan yang memadai sehubungan dengan pencapaian sasaran Perseroan.

ASSESSMENT GCG

Perseroan telah melakukan penilaian terhadap praktik GCG dalam Perseroan yang mencakup enam aspek *governance* yaitu Komitmen terhadap penerapan tata kelola secara berkelanjutan, pemegang saham, dan RUPS, Dewan Komisaris, Direksi dan pengungkapan informasi dan transparansi serta aspek lainnya dan yang dilakukan oleh Tim dari Badan Pengawasan Keuangan dan Pembangunan (BPKP) dari Januari hingga Maret 2013 dengan skor 65,51 dalam

POLICY PRINCIPLE

The Company refers to the Regulation of Minister of State Owned Enterprises No. PER-01/MBU/2011 on the obligation to implementing GCG principles as the operational basis of BUMN. This emphasizes that BUMN is mandated to implement GCG consistently. Moreover, this implementation also refers to Constitution No. 19 OF 2003 Article 5 Clause 3 regarding BUMN that mandates BUMN management based on transparency, accountability, responsibility, independency and fairness principles.

In line with the implementation and the basic principles of GCG, the management of the Company is expected to enhance. In early 2013, the Company improved the implementation of risk management to manage risk based on risk appetite of the Company so that it has adequate trust on the target achievement.

GCG ASSESSMENT

The Company carried out assessment on GCG practices in the Company that encapsulate 6 governance aspects namely commitment to the continuous GCG implementation, shareholders and GMS, board of commissioners and directors and information disclosure and transparency, and other aspects conducted by a team from BPKP in January – March 2013. The Company obtained the score of 65.51 and was awarded with the predicate of "Fair". The objective of the

TATA KELOLA PERUSAHAAN

Good Corporate Governance

kategori predikat cukup baik. Penilaian tersebut bertujuan untuk meninjau ulang serta mengetahui sejauh mana *area of improvement* penerapan GCG di Perseroan serta untuk meningkatkan kualitas penerapan GCG pada masa mendatang dengan lebih baik lagi.

STRUKTUR TATA KELOLA

Dalam membangun struktur tata kelola, Perseroan memperhatikan pemetaan fungsi atau kegiatan usaha dengan standar etika bisnis serta memastikan mekanisme *check and balance* dapat bekerja secara efektif. Struktur tata kelola di lingkungan Perseroan meliputi struktur organ dan kebijakan Perseroan, yaitu Rapat Umum Pemegang Saham, Dewan Komisaris, Direksi, serta Organ-organ pendukung lainnya seperti Sekretaris Perusahaan, pengendalian internal, manajemen risiko, serta ketaatan terhadap ketentuan yang berlaku.

Struktur tata kelola



assessment was to re-monitor and to find out how much area of improvement had been executed and to improve the quality of GCG implementation in the upcoming years.

GCG STRUCTURE

In building GCG structure, the Company attends to function or business activity mapping with the standard of business ethics. The Company also ensures that the check and balance mechanism runs effectively. GCG structure of the Company comprises instrument structure and the policy of the Company, namely General Meeting of Shareholders (GMS), Board of Commissioners and Directors, and other supporting instruments such as Corporate Secretary, internal control, risk management and compliance with the applicable regulations.

GCG Structure

RAPAT UMUM PEMEGANG SAHAM

Rapat Umum Pemegang Saham (RUPS) merupakan organ Perseroan menjadi wadah para pemegang saham untuk mengambil keputusan penting yang berkaitan dengan operasional Perseroan, dengan memperhatikan ketentuan Anggaran Dasar dan peraturan perundang-undangan. Keputusan yang diambil dalam RUPS didasarkan pada kepentingan usaha Perseroan dalam jangka panjang.

RUPST 2013

A. PENDAHULUAN

Rapat Umum Pemegang Saham (RUPS) PT ASDP Indonesia Ferry (Persero) yang berkedudukan di Jakarta, didirikan dengan Akta Notaris Imas Fatimah, SH nomor 82 tanggal 29 Juni 1993 yang telah beberapa kali diubah, terakhir dengan Akta Notaris Johny Dwikora Aron, SH, Nomor 24 tanggal 8 Agustus 2008 *jo.* Akta Notaris Dwikora Aron, SH, Nomor 42 tanggal 20 Oktober 2008, diselenggarakan pada:

Hari/Tanggal : Jumat, 21 Desember 2012
Tempat : Ruang Rapat Lantai 12
Kantor Kementerian BUMN
Jl. Medan Merdeka Selatan No. 13 Jakarta
Pusat

Acara:

1. Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2013;
2. Pengesahan Rencana Kerja dan Anggaran Program Kemitraan dan Bina Lingkungan (RKA) PKBL tahun 2013;
3. Pengesahan *Key Performance Indicator* yang tertuang dalam Kontrak Manajemen Tahun 2013 antara Direksi dan Dewan Komisaris dengan Pemegang Saham PT ASDP Indonesia Ferry (Persero).

Dasar Hukum Pelaksanaan Rapat

- a. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia Tahun 2003 Nomor 70, Tambahan Lembaran Negara Nomor 4297);
- b. Undang-Undang Republik Indonesia Nomor 40 tahun 2007 tentang Perseroan Terbatas (Lembaran Negara republik Indonesia Tahun 2007 Nomor 106, Tambahan Lembaran Negara Nomor 4756);

GENERAL MEETING OF SHAREHOLDERS (GMS)

GMS is the instrument of the Company which is convened by paying attention to Articles of Association and regulations. The resolutions taken by GMS are based on the interest of the Company's business in the long term.

2013 AGMS

A. INTRODUCTION

GMS of PT ASDP Indonesia Ferry (Persero) located in Jakarta was established before Notary Imas Fatimah, SH no.82 dated June 29, 1993. The deed was changed several times, the latest was with Notary Johny Dwikora Aron, SH, no. 24 dated August 9, 2008. Notary decree of Dwikora Aron, SH, no. 42 dated October 20, 2008 took place on:

Day/Date : Friday, December 21 2012
Place : Meeting room floor 12
BUMN Ministry Office
Jl. Medan Merdeka Selatan No. 13, Central Jakarta

Agenda:

1. Approval of 2013 Work Plan and Budget;
2. Approval of 2013 Work Plan and Partnership Program and Community Development Budget;
3. Approval of Key Performance Indicator stated in 2013 Management Contract between Board of Directors and Commissioners and Shareholders of PT ASDP Indonesia Ferry (Persero).

Legal Basis on Meeting Convention

- a. RI Constitution No. 19 of 2003 regarding State Owned Enterprises (RI Gazette no 70 of 2003, Gazette Addendum No 4297);
- b. RI Constitution No. 40 of 2007 regarding Limited Company (RI Gazette no 106 of 2007, Gazette Addendum No 4756);

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- c. Peraturan Pemerintah Nomor 41 Tahun 2003 tentang Pelimpahan Kedudukan, Tugas dan Kewenangan Menteri Keuangan pada Perusahaan Perseroan (PERSERO), Perusahaan Umum (PERUM), dan Perusahaan Jawatan (PERJAN) kepada Menteri Negara Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia Tahun 2003 Nomor 82, Tambahan Lembaran Negara Nomor 4305);
- d. Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia Tahun 2005 Nomor 117, Tambahan Lembaran Negara Nomor 4556);
- e. Peraturan Presiden Nomor 47 Tahun 2009 tentang Pembentukan dan Organisasi Kementerian Negara;
- f. Keputusan Menteri BUMN Nomor KEP-101/MBU/2002 tanggal 4 Januari 2002 Tentang Penyusunan Rencana Kerja dan Anggaran Perusahaan BUMN;
- g. Anggaran Dasar PT ASDP Indonesia Ferry (Persero), Akta Notaris Imas Fatimah, SH Nomor 82 tanggal 29 Juni 1993 yang telah beberapa kali diubah, terakhir dengan Akta Notaris Johny Dwikora Aron, SH, Nomor 24 tanggal 8 Agustus 2008 jo. Akta Notaris Dwikora Aron, SH, Nomor 42 tanggal 20 Oktober 2008;
- h. Surat atas nama Menteri Negara BUMN Nomor S-508/MBU/WK/2012 tanggal 22 November 2012 perihal *Shareholder Aspiration* untuk penyusunan RKAP tahun 2013;
- i. Surat Direksi PT ASDP Indonesia Ferry (Persero) nomor: KU.001/1/10/ASD_-2012 tanggal 30 Oktober 2012 perihal penyampaian buku RKAP Tahun Buku 2013 dan nomor: KU.001/2/3/ASDP-2012 tanggal 4 Desember 2012 serta nomor: KU.001/2/7/ASDP/2012 tanggal 28 Desember 2012 tentang penyampaian revisi RKAP Tahun Buku 2013;
- j. Surat Dewan Komisaris PT ASDP Indonesia Ferry (Persero) nomor: 159/KOM/XII/2012 tanggal 21 Desember 2012 perihal Penyampaian Tanggapan Dewan Komisaris atas RKAP Tahun 2013;
- k. Surat Perintah Menteri Badan Usaha Milik Negara Nomor: PRINT-02/MBU/2012 tanggal 3 September 2012;
- c. Government Regulation No. 41 of 2003 regarding Position, Duties and Authorities Delegation of Minister of Finance from PERSERO, Public Company (PERUM) and Service Company (PERJAN) to Minister of State Owned Enterprise (RI Gazette of 2003 no. 82, Gazette Addendum No. 4305);
- d. Government Regulation No. 45 of 2005 regarding Establishment, Management, Supervision and Dissolution of State Owned Enterprise (RI Gazette of 2005 no. 117, Gazette Addendum No. 4556);
- e. President Regulation no. 47 of 2009 regarding Establishment and Organization of State Ministry;
- f. BUMN Minister Decision No. KEP-101/MBU/2002 dated January 4, 2002 on BUMN Work Plan and Budget Preparation;
- g. Articles of Association of PT ASDP Indonesia Ferry (Persero), Notary Decree of Imas Fatimah, SH no. 82 dated June 29, 1993 that was changed several times, the latest was Notary Decree of Johny Dwikora Aron, SH no. 24 dated August 8, 2008 jo. Notary Decree of Dwikora Akon, SH, no. 42 dated October 20, 2008;
- h. BUMN Minister Letter No. S-508/MBU/WK/2012 dated November 22, 2012 regarding Shareholders' Aspiration for 2013 RKAP preparation;
- i. Letter of Director of PT ASDP Indonesia Ferry (Persero) no: KU.001/1/10/ASD_-2012 dated October 30, 2012 regarding submission of RKAP for 2013 fiscal year with No: KU.001/2/3/ASDP-2012 dated December 4, 2012 and No: KU.001/2/7/ASDP/2012 dated December 28, 2012 regarding revision submission of RKAP for 2013 fiscal year;
- j. Letter of Board of Commissioners of PT ASDP Indonesia Ferry (Persero) no: 159/KOM/XII/2012 dated December 21, 2012 regarding Submission of Board of Commissioners' Response on 2013 RKAP;
- k. Warrant of BUMN Minister No.: PRINT-02/MBU/2012 dated September 3, 2012;

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| <p>l. Surat Kuasa Menteri BUMN selaku Pemegang Saham PT ASDP Indonesia Ferry (Persero) Nomor: SKU-119/MBU/2012 tanggal 21 Desember 2012 dengan hak substitusi kepada Sdr. Harry Susetyo Nugroho selaku Plh. Deputi Bidang Usaha Infrastruktur dan Logistik, Staf Ahli Menteri BUMN Bidang Tata Kelola BUMN;</p> <p>m. Surat Kuasa Nomor: 160/KOM/XII/2012 tanggal 21 Desember 2012 tentang pemberian kuasa dari Sdr. Agus Suherman, Komisaris PT ASDP Indonesia Ferry (Persero) kepada Sdr. Wiratno, Komisaris PT ASDP Indonesia Ferry (Persero);</p> <p>n. Surat Kuasa Nomor: 161/KOM/XII/2012 tanggal 21 Desember 2012 tentang pemberian kuasa dari Sdr. Achmad Sanusi, Komisaris PT ASDP Indonesia Ferry (Persero) kepada Sdr. Sulaiman A. Basjir, Komisaris PT ASDP Indonesia Ferry (Persero);</p> <p>o. Surat Kuasa Nomor: SKU.249/KU.001/ASDP-2012 tanggal 21 Desember 2012 tentang pemberian kuasa dari Sdr. Rudi Meiyansyah, Direktur SDM dan Umum PT ASDP Indonesia Ferry (Persero) kepada Sdr. Sirajuddin Saini, Direktur Teknik PT ASDP Indonesia Ferry (Persero);</p> <p>p. Surat Kuasa Nomor: SKU.250/KU.001/ASDP-2012 tanggal 21 Desember 2012 tentang pemberian kuasa dari Sdr. Youlman Jamal, Direktur Usaha Penyeberangan PT ASDP Indonesia Ferry (Persero) kepada Sdr. Prasetyo Bhakti Utomo, Direktur Usaha Pelabuhan PT ASDP Indonesia Ferry (Persero).</p> | <p>l. Consent Letter of BUMN Minister as the shareholder of PT ASDP Indonesia Ferry (Persero) No: SKU-119/MBU/2012 dated December 21, 2012 with the substitution rights granted to Harry Susetyo Nugroho, the Deputy of Infrastructure and Logistic, Expert Staff of BUMN Minister in BUMN Governance;</p> <p>m. Consent Letter No: 160/KOM/XII/2012 dated December 21, 2012 regarding consent from Agus Suherman, Commissioner of PT ASDP Indonesia Ferry (Persero) to Wiratno, Commissioner of PT ASDP Indonesia Ferry (Persero);</p> <p>n. Consent Letter No: 161/KOM/XII/2012 dated December 21, 2012 regarding consent from Achmad Sanusi, Commissioner of PT ASDP Indonesia Ferry (Persero) to Sulaiman A. Basjir, Commissioner of PT ASDP Indonesia Ferry (Persero);</p> <p>o. Consent Letter No: SKU.249/KU.001/ASDP-2012 dated December 21, 2012 regarding consent from Rudi Meiyansyah, Director of Human Resources and General Affairs of PT ASDP Indonesia Ferry (Persero) to Sirajuddin Saini, Director of Engineering of PT ASDP Indonesia Ferry (Persero);</p> <p>p. Consent Letter No.: SKU.250/KU.001/ASDP-2012 dated December 21, 2012 regarding consent from Youlman Jamal, Director of Ferry Services of PT ASDP Indonesia Ferry (Persero) to Prasetyo Bhakti Utomo, Director of Port Services of PT ASDP Indonesia Ferry (Persero)</p> |
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Hadir dalam RUPS

a. Kuasa Pemegang Saham

- Plh. Deputi Bidang Usaha Infrastruktur dan Logistik: Harry Susetyo Nugroho Kementerian BUMN
- Staf Ahli Menteri Bidang Tata Kelola BUMN

b. Komisaris

- Komisaris Utama : Sulaiman A. Basjir
- Komisaris : Wiratno
- Komisaris : Bobby R. Mamahit
- Komisaris : Agus Suherman*
- Komisaris : Achmad Sanusi*

Attending GMS

a. Authorities of Shareholders

- Acting Deputy of Infrastructure and Logistic: Harry Susetyo Nugroho of Ministry of State Owned Enterprise
- Expert Staff of BUMN Governance

b. Commissioner

- President Commissioner : Sulaiman A. Basjir
- Commissioner : Wiratno
- Commissioner : Bobby R. Mamahit
- Commissioner : Agus Suherman*
- Commissioner : Achmad Sanusi*

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c. Direksi

- Direktur Utama : Danang Sotyo Baskoro
- Direktur Keuangan : Fatah Topobroto
- Direktur Teknik : Sirajuddin Saini
- Direktur Usaha Pelabuhan : Prasetyo Bhakti Utomo
- Direktur Usaha Penyeberangan : Youlman Jamal**
- Direktur SDM dan Umum : Rudi Meiyansyah**

* Tidak hadir dan memberikan kuasa kepada Sdr. Wiratno sebagaimana Surat Kuasa Nomor: 160/KOM/XII/2012 tanggal 21 Desember 2012 dan kepada Sdr. Sulaiman A. Basjir sebagaimana Surat Kuasa Nomor: 161/KOM/XII/2012 tanggal 21 Desember 2012.

**Tidak hadir dan memberikan kuasa kepada Sdr. Sirajuddin Saini sebagaimana Surat Kuasa Nomor: SKU.249/KU.001/ASDP-2012 tanggal 21 Desember 2012 dan kepada Sdr. Prasetyo Bhakti Utomo sebagaimana Surat Kuasa Nomor: SKU.250/KU.001/ASDP-2012 tanggal 21 Desember 2012.

B. JALANNYA RUPS:

1. Berdasarkan Anggaran Dasar PT ASDP Indonesia Ferry (Persero) Komisaris Utama membuka rapat dan menyerahkan pimpinan rapat kepada kuasa Pemegang Saham Perusahaan;
2. Selanjutnya Pimpinan Rapat menyatakan bahwa dengan dipenuhinya persyaratan yuridis sesuai dengan Anggaran Dasar Perusahaan, maka RUPS adalah sah dan berhak mengambil keputusan yang mengikat;
3. Pemaparan Direksi PT ASDP Indonesia Ferry (Persero) mengenai RKAP tahun 2013 dan RKA PKBL tahun 2013;
4. Tanggapan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) mengenai RKAP tahun 2013 dan RKA PKBL tahun 2013;
5. Pembahasan oleh Pemegang Saham atas laporan Direksi dan Dewan Komisaris mengenai RKAP tahun 2013 dan RKA PKBL tahun 2013.

Perseroan telah melaksanakan RUPS Tahunan (RUPST) 2013 dan menghasilkan keputusan sebagai berikut:

1. Mengesahkan RKAP Tahun 2013, dengan pokok-pokok sebagai berikut::

a. Alat Produksi

Uraian / Description	Satuan / Unit	RKAP 2013
Armada Kapal / Fleet:		
Komersial / Commercial	Kapal / Vessel	68
Penambahan kapal komersial / Accitional commercial vessel	Kapal / Vessel	6
Perintis / Pioneer	Kapal / Vessel	48

c. Director

- President Director : Danang Sotyo Baskoro
- Director of Finance : Fatah Topobroto
- Director of Engineering : Sirajuddin Saini
- Director of Port Services : Prasetyo Bhakti Utomo
- Director of Ferry Services : Youlman Jamal**
- Director of Human Resources and General Affairs : Rudi Meiyansyah**

* Did not attend and granted consent to Wiratno by Consent Letter No: 160/KOM/XII/2012 dated December 21, 2012 and to Sulaiman A. Basjir by Consent Letter No: 161/KOM/XII/2012 dated December 21, 2012.

**Did not attend and granted consent to Sirajuddin Saini by Consent Letter No: SKU.249/KU.001/ASDP-2012 dated December 21 2012 and to Prasetyo Bhakti Utomo by Consent Letter No: SKU.250/KU.001/ASDP-2012 dated December 21, 2012.

B. GMS PROCEDURES:

1. Based on Articles of Association of PT ASDP Indonesia Ferry (Persero), President Commissioner opened the meeting and requested the shareholder of the company to lead the meeting;
2. Next, the head of the meeting stated that by meeting the juridical requirements in accordance with Articles of Association, the GMS was valid and entitled to take committing resolutions;
3. Elaboration on 2013 RKAP and 2013 RKA PKBL by the Board of Directors of PT ASDP Indonesia Ferry (Persero);
4. Response of Board of Commissioners of PT ASDP Indonesia Ferry (Persero) on 2013 RKAP and 2013 RKA PKBL;
5. Discussion by Shareholders on the report of Board of Directors and Commissioners regarding 2013 RKAP and 2013 RKA PKBL.

The company convened 2013 Annual GMS (AGMS) and made the following resolutions:

1. Approved 2013 RKAP with the essence:

Uraian / Description	Satuan / Unit	RKAP 2013
Penambahan kapal perintis / Additional pioneer vessel	Kapal / Vessel	8
Charter	Kapal / Vessel	1
Stop Operasi (<i>idle</i>) / Idle	Kapal / Vessel	0
Diusulkan Scrap / Proposed for Scrapping	Kapal / Vessel	3
Kapal KSO / Joint-Operation vessel	Kapal / Vessel	1
Jumlah Armada Kapal / Total Fleets	Kapal / Vessel	135
Jumlah Pelabuhan / Total Ports	Pelabuhan / Port	34

b. Produksi Usaha Penyeberangan

b. Production for Transport

Uraian / Description	RKAP 2013
I. Komersial / Commercial:	
1. Trip / Trip	171.392
2. Penumpang (orang) / Passenger (person)	8.875.629
3. Kendaraan Roda 2 dan 3 (unit) / Two and Three-Wheelers (unit)	4.046.241
4. Kendaraan Roda 4 > (unit) / Four-Wheelers (unit)	2.524.144
5. Barang (ton) / Goods (ton)	685.707
II. Perintis / Pioneer:	
1. Trip / Trip	34.008
2. Penumpang (orang) / Passenger (person)	819.330
3. Kendaraan Roda 2 dan 3 (unit) / Two and Three-Wheelers (unit)	273.291
4. Kendaraan Roda 4 > (unit) / Four-Wheelers (unit)	113.666
5. Barang (ton) / Goods (ton)	119.107
III. Gabungan / Joint:	
1. Trip / Trip	205.400
2. Penumpang (orang) / Passenger (person)	9.694.959
3. Kendaraan Roda 2 dan 3 (unit) / Two and Three-Wheelers (unit)	4.319.532
4. Kendaraan Roda 4 > (unit) / Four-Wheelers (unit)	2.637.810
5. Barang (ton) / Goods (ton)	804.814

c. Produksi Usaha Pelabuhan

c. Production for Port Business

Uraian / Description	RKAP 2013
I. Komersial / Commercial:	
1. Jasa Sandar (GRT/Call) / Berthing Service (GRT/Call)	606.582.558
2. Pas Pelabuhan / Port Pass:	
a. Penumpang (orang) / Passenger (person)	9.175.459
b. Kendaraan Roda 2 (unit) / Two and Three-Wheelers (unit)	5.196.988
c. Kendaraan Roda 4 (unit) / Four-Wheelers (unit)	7.377.090
d. Jasa Parkir (unit) / Parking Service (unit)	232.874

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Uraian / Description	RKAP 2013
3. Jasa Pemeliharaan Dermaga (unit) / Jetty Maintenance Services (unit)	12.535.432
4. Barang (ton) / Goods (ton)	99.645
II. Perintis / Pioneer:	
1. Jasa Sandar (GRT/Call) / Berthing Service (GRT/Call)	62.879.581
2. Pas Pelabuhan / Port Pass:	
a. Penumpang (orang) / Passenger (person)	4.108.828
b. Kendaraan Roda 2 (unit) / Two and Three-Wheelers (unit)	2.026.647
c. Kendaraan Roda 4 (unit) / Four-Wheelers (unit)	506.807
d. Jasa Parkir (unit) / Parking Service (unit)	171.692
3. Jasa Pemeliharaan Dermaga (unit) / Jetty Maintenance Services (unit)	2.517.642
4. Barang (ton) / Goods (ton)	160.123
III. Gabungan / Joint:	
1. Jasa Sandar (GRT/Call) / Berthing Service (GRT/Call)	669.462.139
2. Pas Pelabuhan / Port Pass:	
a. Penumpang (orang) / Passenger (person)	13.284.287
b. Kendaraan Roda 2 (unit) / Two and Three-Wheelers (unit)	7.223.635
c. Kendaraan Roda 4 (unit) / Four-Wheelers (unit)	7.883.897
d. Jasa Parkir (unit) / Parking Service (unit)	404.566
3. Jasa Pemeliharaan Dermaga (unit) / Jetty Maintenance Services (unit)	15.053.074
4. Barang (ton) / Goods (ton)	259.768

d. Perhitungan Laba/Rugi

Labanya Setelah Pajak dan Laba Komprehensif tahun 2013 dianggarkan sebesar Rp177.172.573.860 dengan perincian sebagai berikut:

Income Calculation

Income after tax and comprehensive income in 2013 was Rp177,172,573,860 with the following detail:

Uraian / Description	RKAP 2013 (dalam Rp / in Rp)
1. Pendapatan Usaha / Operating income	
a. Penyeberangan / Ferry Transport	1.240.657.201.256
b. Pelabuhan / Port	397.159.243.256
c. Aneka Usaha Jasa / Miscellaneous Services	290.260.624.405
Jumlah Pendapatan Usaha / Total Operating Income	1.928.077.068.917
2. Beban Pokok / Cost of Goods Sold	1.484.602.182.507
3. Laba Kotor / Gross Profit	443.474.886.410
4. Beban Usaha / Operating Expenses	87.996.707.259
5. Beban Penyusutan dan Amortisasi / Depreciation and Amortization	171.969.185.822
6. Laba (Rugi) Usaha / Operating Income	183.508.993.329
7. Pendapatan Lain-lain / Other Income	41.109.093.459
8. Beban Lain-lain / Other Expenses	38.972.630.928

Uraian / Description	RKAP 2013 (dalam Rp / in Rp)
9. Jumlah Pendapatan (Beban) Lain-lain / Total Other Income (Expenses)	2.136.462.531
10. Laba (Rugi) Sebelum Pajak / Income Before Tax	185.645.455.859
11. Pendapatan (Beban) Pajak / Tax Income (Expenses)	(8.472.882.000)
12. Laba (Rugi) Setelah Pajak / Income After Tax	177.172.573.859
13. Pendapatan Komprehensif Lainnya / Other Comprehensive Income	0
14. Laba (Rugi) Komprehensif / Comprehensive Income	177.172.573.869

e. Laporan Posisi Keuangan

Laporan Posisi Keuangan per 31 Desember 2013 dianggarkan ditutup dengan jumlah Aset, Liabilitas, dan Ekuitas sebesar **Rp3.665.112.548.776** dengan rincian sebagai berikut:

e. Statements of Financial Position

Statements of Financial Position as of December 31, 2013, was closed with the total assets, liabilities, and equity of Rp3,665,112,548,776 as described in the following table:

Uraian / Description	RKAP 2013 (dalam Rp / in Rp)
ASET / ASSETS	
1. Aset Lancar / Current Assets	492.707.281.904
2. Aset Tidak lancar / Non-Current Assets	
a. Aset Tetap / Fixed Assets	2.623.639.303.868
b. Aset Sewa Guna Usaha / Leased Assets	515.000.000.000
c. Aset Lain-lain / Other Assets	526.473.244.908
Total Aset / Total Assets	3.665.112.548.776
LIABILITAS DAN EKUITAS / LIABILITIES AND EQUITY	
LIABILITAS / LIABILITIES	
1. Liabilitas Lancar / Current Liabilities	143.714.242.749
2. Liabilitas Jangka Panjang / Non-Current Liabilities	573.125.550.242
EKUITAS / EQUITY	
1. Ekuitas dan Penyertaan Modal Pemerintah / Equity and Government Investment	1.100.250.162.065
2. Cadangan Umum / General reserves	503.267.547.432
3. BPYBDS	1.167.582.472.429
4. Laba Tahun Berjalan / Income for the Year	177.172.573.859
TOTAL LIABILITAS DAN EKUITAS / TOTAL LIABILITIES AND EQUITY	3.665.112.548.776

f. Investasi

Investasi tahun 2013 dianggarkan sebesar **Rp1.336.239.811.619** dengan alokasi sebagai berikut:

f. Investment

Investment in 2013 was budgeted for Rp1,336,239,811,619 with the following allocations:

Uraian / Description	RKAP 2013 (dalam Rp / in Rp)
1. Pengadaan Kapal / Ship Procurement	731.300.000.000
2. Tanah / Land	57.217.749.939
3. Gedung/Kantor / Building/Office	86.242.860.000
4. Peralatan Kantor / Office Supplies	11.018.123.000

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Uraian / Description	RKAP 2013 (dalam Rp / in Rp)
5., Informasi Teknologi / Information Technology	18.537.950.000
6. Kendaraan / Vehicles	6.910.350.000
7. Dermaga, Sarana & Peralatan / Jetty, Facilities & Equipment	348.992.618.552
8. Mesin & Peralatan Kapal / Machines & Ship Equipment	65.809.194.099
9. Alat Keselamatan Kapal / Ship Safety Equipment	10.210.966.030
Total Investasi / Total Investment	1.336.239.811.619

g. Sumber Daya Manusia

Pada tahun 2013 rencana sumber daya manusia adalah sebanyak 4.577 orang dengan rincian sebagai berikut:

g. Human Resources

In 2013, human resources of ASDP totalled 4,577 people with the following detail:

Uraian / Description	Jumlah orang / Total Personnel
a. Karyawan Darat / Land Employee	2.015
b. Karyawan Laut / Sea Crew	2.562
Jumlah / Total	4.577

h. Tingkat Kesehatan

Proyeksi tingkat kinerja Perusahaan tahun 2013 berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor: 100/MBU/2002 tanggal 4 Juni 2002 adalah sebagai berikut:

h. Health Index

Projection for the Company's performance score in 2013 based on the Decision of the Minister of State Owned Enterprises Number: 100/MBU/2002 dated June 4, 2002 is as follows:

Uraian / Description	Target
a. Skor Aspek Keuangan / Financial Aspect Score	37.50
b. Skor Aspek Operasional / Operational Aspect Score	35.00
c. Skor Aspek Administrasi / Administration Aspect Score	12.00
d. Total Skor / Total Score	84.50
e. Tingkat Kesehatan / Health Index	Sehat "AA"

2. Mengesahkan Rencana Kerja dan Anggaran Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan Tahun Buku 2013 sesuai dengan Peraturan Menteri Negara BUMN Nomor: PER-05/MBU/2007 tanggal 27 April 2007 tentang Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan, sebagai berikut:

Approving Work Plan and Budget of SOE Partnership with Small Enterprises Program and Community Development Program for Fiscal Year 2013 in accordance with the Regulation from the Ministry of SOE No: PER-05/MBU/2007 dated April 27, 2007 on SOE Partnership Program with Small Enterprise and Community Development Program as follows:

a. Rincian dana Program Kemitraan: (Rp Juta)

a. Details of Partnership Program fund: (Rp Million)

Uraian / Description	RKAP 2013
Dana Tersedia / Available Fund:	
Saldo Awal / Beginning Balance	4.302
Alokasi Laba / Income Allocation	3.000
Pengembalian Pokok / Return on Investment	91
Pendapatan Jasa / Service Income	92
Jumlah Dana Tersedia / Total Available Fund	7.485
Penggunaan Dana / Use of Fund:	
Pinjaman Berdasarkan Sektor Usaha / Loans based on Business Sectors	5.841
Jumlah / Total	5.841
Pinjaman Berdasarkan Sektor Usaha / Loan based on Business Sector	
1) Sektor Industri / Industry Sector	1.460
2) Sektor Perdagangan / Trade Sector	2.044
3) Sektor Pertanian / Agriculture Sector	219
4) Sektor Perkebunan / Plantation Sector	219
5) Sektor Peternakan / Husbandry Sector	219
6) Sektor Perikanan / Fishery Sector	220
7) Sektor Jasa / Service Sector	1.460
8) Sektor Lainnya / Other Sectors	0
Jumlah / Total	5.841
Hibah / Grants	1.460
Total Penyaluran / Total Disbursement	7.301

b. Rincian dana Program Bina Lingkungan: (Rp Juta)

Details of Community Development Fund: (Rp Million)

Uraian / Description	RKAP 2013
Dana Tersedia / Available Fund:	
Saldo Awal / Beginning Balance	0
Alokasi Laba / Income Allocation	3.000
Jasa Giro / Current Account	0
Jumlah Dana Tersedia / Total Available Fund	3.000
Penggunaan Dana / Fund Utilization:	
BUMN Pembina Berdasarkan Wilayah / Supervising SOE based on Donation Sector	5.528
Jumlah / Total	5.528
BUMN Pembina Berdasarkan Sektor Bantuan / Supervising SOE based on Donation Sector	
1) Sektor Bencana Alam / Natural Disaster	276
2) Sektor Kesehatan / Health	967
3) Sektor Sarana Umum / Public Facilities	829
4) Sektor Sarana Ibadah / Religious Facilities	1.658

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Uraian / Description	RKAP 2013
5) Sektor Pelestarian Alam / Environment Preservation	553
6) Sektor Lainnya / Others	1.244
Jumlah / Total	5.528
BUMN Peduli / BUMN Peduli (SOE Care)	0
Total Penyaluran / Total Disbursement	5.528

3. Menyetujui dan mengesahkan *Key Performance Indicators* yang tertuang dalam Kontrak Manajemen Tahun 2013 antara Direksi dan Dewan Komisaris dengan Pemegang Saham PT ASDP Indonesia Ferry (Persero) dengan mengacu pada Kriteria Penilaian Kinerja Unggul sesuai Surat Wakil Menteri BUMN Nomor: S-508/MBU/WK/2012 tanggal 22 November 2012 tentang *shareholder aspiration* dan akan ditandatangani oleh Direksi, Dewan Komisaris, serta Pemegang Saham paling lambat 30 (tiga puluh) hari kalender setelah RUPS ini.

Hal-hal yang bersifat persetujuan dalam keputusan RUPS ini tidak mengurangi kewajiban Direksi maupun Dewan Komisaris untuk melaksanakan rencana kerja secara efektif dengan biaya yang efisien serta selalu bersikap hati-hati (*prudent*), beritikad baik, kewajaran serta penuh rasa tanggung jawab untuk kepentingan Perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.

D. ARAHAN RUPS

Dalam melaksanakan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2013, Direksi dan Dewan Komisaris diminta memperhatikan hal-hal sebagai berikut:

1. Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun buku 2013 yang disahkan merupakan pedoman kerja dalam pengelolaan Perusahaan oleh Direksi dan sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. Selanjutnya Direksi dan Dewan Komisaris diminta untuk menyampaikan laporan berkala kepada Pemegang Saham secara tepat waktu atas pelaksanaan RKAP tahun 2013, yang meliputi laporan triwulanan, laporan semesteran dan laporan berkala lainnya sesuai dengan ketentuan yang berlaku.

3. Approved and validated Key Performance Indicators stated in Management Contract of 2013 between Board of Directors and Board of Commissioners and Shareholders of PT ASDP Indonesia Ferry (Persero) by referring to the Excellent Performance Assessment Criteria in accordance with Letter of Vice Minister of BUMN No: S-508/MBU/WK/2012 dated November 22 2012 regarding shareholder aspiration and was signed by Board of Directors, Commissioners and Shareholders no later than 30 (thirty) calendar days after this GMS.

The matters related to the approval and resolutions of GMS did not reduce the obligations of Board of Directors and Commissioners to implement work plan effectively with efficient cost and by taking implementing prudent principle, goodwill, fairness and accountability for the interest of the Company in accordance with the applicable procedures and regulations.

D. GMS DIRECTION

In implementing the Company's 2013 Work Plan and Budget, Board of Directors and Commissioners were requested to take into account the following matters:

1. Approved 2013 fiscal year Work Plan and Budget was the guidelines in managing the Company by the Board of Directors and monitoring and supervisory facility for the Board of Commissioners. Next, Board of Directors and Commissioners were asked to submit periodic report to the shareholders on the 2013 RKAP implementation including quarterly report, semester report and other periodic reports based on the applicable regulations.

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2. Direksi dengan pengawasan Dewan Komisaris diminta untuk melaksanakan hal-hal yang tertuang dalam *Shareholder Aspiration* sesuai Surat Wakil Menteri Negara BUMN Nomor: S-508/MBU/WK/2012 tanggal 22 November 2012 termasuk penyampaian KPI 5 (perspektif) dengan berbasis Kriteria Penilaian Kinerja Unggul sebelum batas waktu yang ditentukan.
3. Direksi dengan pengawasan Dewan Komisaris segera melaksanakan *cascading* KPI korporat sampai dengan tingkat individu, mengacu pada Kontrak Manajemen antara Direksi dan Dewan Komisaris dengan Pemegang Saham sebagai dasar penilaian kinerja dan tingkat kesehatan tahun 2013.
4. Anggaran pendapatan Perusahaan merupakan target minimal yang semaksimal mungkin harus dicapai oleh Perusahaan, sedangkan anggaran biaya merupakan jumlah maksimal dan dalam pelaksanaannya diupayakan seefisien mungkin dengan *cost reduction program*.
5. Mengacu pada arahan Pemegang Saham pada Risalah RUPS sebelumnya (RIS-53/D3.MBU/2010 tanggal 29 Desember 2010), maka terhadap tindakan-tindakan Direksi yang mengakibatkan terjadinya perubahan alokasi anggaran atau pelampauan anggaran investasi, termasuk item investasi maksimal 5% dari plafon anggaran investasi RKAP (sebesar Rp1.336,23 miliar), agar terlebih dahulu dimintakan persetujuan Dewan Komisaris dan dipertanggungjawabkan dalam RUPS tentang Persetujuan Laporan Tahunan Pengesahan Perhitungan Tahunan dan Penggunaan Laba Bersih Tahun 2013.
6. Direksi dengan pengawasan Dewan Komisaris diminta untuk menjaga ketepatan waktu penyelesaian seluruh program investasi pada tahun 2013 baik yang termasuk dalam program rutin maupun program pengembangan usaha dengan realisasi program maupun fisik sesuai *shareholder aspiration* Kementerian BUMN.
2. Board of Directors, under the supervision of Board of Commissioners was asked to implement what was stated in the Shareholder Aspiration in accordance with Letter of Vice Minister of BUMN No: S-508/MBU/WK/2012 dated November 22, 2012, including KPI 5(perspective) submission based on Excellent Performance Assessment Criteria before the scheduled time.
3. Board of Directors under the supervision of Board of Commissioners immediately implemented cascading of corporate CPI up to the individual level by referring to Management Contract between Board of Directors and Commissioners as the shareholders as the basis of performance assessment and 2013 health level.
4. Revenue budget of the company was the minimum target that had to be achieved maximally by the Company. As for cost budget, it was the maximum amount that needed to be used as efficient as possible with cost reduction program.
5. Referring to the direction of Shareholders in the previous minutes of GMS (RIS-53/D3.MBU/2010 dated 29 December 2010), the actions taken by the Board of Directors that affected the change in budget allocation or investment budget overrun, including investment with the maximum of 5% from RKAP investment budget limit (amounting to Rp1.336.23 billion) were to be obtained approval of Board of Commissioners and accountability in GMS regarding The Approval of Annual Report, Annual Calculation and Net Profit Utilization in 2013.
6. The Board of Directors, under supervision of the Board of Commissioners, is required to complete investment within schedule in 2013, both routine investment or business development program in the form of program implementation or asset according to shareholder aspiration of the Ministry of SOE.

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7. Direksi bersama-sama dengan Dewan Komisaris diminta untuk melakukan kajian kelayakan investasi yang komprehensif (*feasibility study*) pada saat pelaksanaan pengadaan kapal dengan tetap memperhatikan seluruh ketentuan yang berlaku.
8. Sejalan dengan Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011, diminta kepada Dewan Komisaris untuk meningkatkan peran dan fungsi Dewan Komisaris antara lain dengan peningkatan kualitas kinerja, peran dan fungsi infrastruktur pendukung kinerja Dean Komisaris yaitu: Organ Sekretaris Dewan Komisaris, Komite Dewan Komisaris melalui penyusunan Rencana Kerja dan mendukung terlaksananya fungsi pengawasan atas pencapaian seluruh target Kontrak Manajemen antara Direksi dan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) dengan Pemegang Saham.
9. Direksi diminta untuk menyampaikan Rencana Jangka Panjang Perusahaan (RJPP) tahun 2013-2017 dengan menggunakan RKAP 2013 sebagai landasan penyusunan RJPP tersebut. Dengan mempertimbangkan besarnya potensi yang ada, RJPP tersebut harus menggambarkan bisnis Perusahaan ke depannya lebih besar lagi dengan melakukan restrukturisasi bisnis dan pengkajian terhadap suatu model bisnis yang paling sesuai dengan kondisi bisnis PT ASDP Indonesia Ferry (Persero).
10. Dalam rangka menjamin realisasi yang optimal terhadap seluruh program kerja yang telah disusun di dalam Rencana Kerja Manajemen tahun 2013, Direksi dan Dewan Komisaris diminta untuk meningkatkan efektivitas sistem pengendalian internal perusahaan dengan berbasis pada COSO *Conceptual Framework* dan mengacu pada Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan
7. Board of Directors, along with the Board of Commissioners, is required to conduct a comprehensive feasibility study on investment for the purpose of ship procurement in accordance with the applicable regulations.
8. In line with the Regulation from the Minister of SOE Number: PER-01/MBU/2011, the Board of Commissioners is required to improve their role and function by enhancing the quality of performance, role and function of organs that assists the Board of Commissioners, namely: Secretary to the Board of Commissioners, Board of Commissioners Committee through the drawing up of Work Plan, as well as by supporting supervisory function on the achievement of all management contract targets between the Board of Directors and Board of Commissioners of PT ASDP Indonesia Ferry (Persero) with Shareholders.
9. The Board of Directors is required to submit Long-Term Corporate Plan (RJPP) in 2013-2017 by using RKAP 2013 as the reference to draw up the RJPP. By taking account of business potentials, the RJPP shall elaborate the Company's business plan by conducting business restructuring and review on a business model that is line with condition of PT ASDP Indonesia Ferry (Persero).
10. In an effort to guarantee optimum realization on all working programs that have been drawn up in the Management Work Plan in 2013, the Board of Directors and the Board of Commissioners are required to improve the effectiveness of internal control system based on COSO *Conceptual Framework* and the Regulation of the Ministry of SOE No: PER-01/MBU/2011 concerning Implementation of Good Corporate Governance in SOE.



yang Baik (*Good Corporate Governance*) pada BUMN. Selanjutnya dalam setiap pelaporan keuangan dan kinerja kepada Pemegang Saham diminta kepada Direksi untuk menyertakan *management representation* pengendalian internal yang menjamin bahwa laporan sudah dibuat dengan pengendalian internal yang memadai.

11. Dalam rangka melengkapi laporan Kementerian BUMN, Direksi wajib secara tepat waktu melaksanakan pengisian dan pemutakhiran data berdasarkan periode pelaporannya pada portal Kementerian BUMN yaitu portal publik, portal *financial information System* (FIS), portal SDM, portal PKBL, dan portal aset.
12. Dalam rangka meningkatkan kinerja pendayagunaan aset, diminta kepada Direksi untuk melakukan program optimalisasi aset dan pemanfaatan atau penyelesaian aset yang tidak dimanfaatkan secara optimal maupun melakukan penyelesaian permasalahan-permasalahan hukum atas aset yang dikuasai, dikelola maupun dioperasikan oleh PT ASDP Indonesia Ferry (Persero).
13. Buku RKAP Tahun 2013, Notulen Rapat Teknis, dan Tanggapan Dewan Komisaris atas RKAP 2013 merupakan bagian yang tidak terpisahkan dari Risalah Rapat ini.
14. Dalam rangka program kemitraan BUMN dengan usaha kecil dan bina lingkungan (PKBL), maka perlu diperhatikan hal-hal berikut:

Furthermore, the Board of Directors is also required to report management representation of internal control, which is a statement on proper drawing up of a report according to internal control system, in the submission of performance report and financial statements to the Shareholders.

11. In an effort to complement report on the Ministry of SOE, the Board of Directors shall disclose and update data in every period of reporting in SOE website, on public page, financial information system page, HR page, PKBL page, and asset page.
12. For the purpose of improving asset utilization, the Board of Directors is required to optimize assets and use or complete idle asset optimally. The Board of Directors is also required to solve legal cases on the Company's own assets, both managed and operated by PT ASDP Indonesia Ferry (Persero).
13. 2013 RKAP Book, Minutes of Technical Meeting, and Feedback of the Board of Commissioners for 2013 RKAP is an inseparable part of this Minutes of Meeting.
14. In the implementation of SOE partnership with small enterprises program and community development program (PKBL), the following matters shall be paid attention:

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| <p>a. Menyampaikan laporan berkala (triwulan I s.d IV) secara tepat waktu sesuai batas waktu yang ditentukan dalam Peraturan Menteri Negara BUMN Nomor: PER-05/MBU/2007 tanggal 27 April 2007.</p> <p>b. Memperhatikan penggunaan dana operasional Program Kemitraan dan Bina Lingkungan agar mengikuti ketentuan pada Peraturan Menteri Negara BUMN Nomor: PER-05/MBU/2007 tanggal 27 April 2007.</p> <p>c. Membangun RT/RW miskin di sekitar wilayah usaha PT ASDP Indonesia Ferry (Persero) untuk dapat ditingkatkan taraf hidupnya baik dalam bentuk penyaluran Program Kemitraan maupun dalam penyaluran Bina Lingkungan sehingga dapat membantu masyarakat di sekitar usaha PT ASDP Indonesia Ferry (Persero).</p> <p>d. Menyusun SOP penghapusan piutang, selain itu juga agar dapat berkoordinasi dengan BUMN prasana Perhubungan lainnya agar terdapat kesamaan persepsi dan kriteria di dalam proses penghapusan piutang tersebut.</p> <p>e. Menyampaikan revisi apabila terjadi perubahan, terutama dengan alokasi laba, maka jika perubahan tersebut mengakibatkan perubahan dana tersedia.</p> <p>f. Anggaran Program Kemitraan dan Bina Lingkungan PT ASDP Indonesia Ferry (Persero) mulai tahun 2013 dibebankan sebagai biaya tahun berjalan. PT ASDP Indonesia Ferry (Persero) diminta agar menunda penyaluran anggaran Program Kemitraan dan Bina Lingkungan untuk sektor pendidikan sampai dengan adanya keputusan lebih lanjut.</p> | <p>a. Submitting Periodical Report (Q1-Q4) in a timely manner as stipulated in the Regulation of State Minister of SOE Number: PER-05/MBU/2007 dated April 27, 2007</p> <p>b. Ensuring the use of funds for the operations of Partnership and Community Development Program to be in line with the Regulation of State Minister of SOE Number: PER-05/MBU/2007 dated April 27, 2007</p> <p>c. Empowering the economic condition of underprivileged community around the operational area of the Company in the form of Partnership and Community Development Program.</p> <p>d. Drafting the SOP of payables termination as well coordinating with other SOEs of transportation services so as to be similarity in perception and criteria for the termination process.</p> <p>e. Submitting revision in the event of changes in income allocation, particularly if the change impact on the available fund.</p> <p>f. Budget for Partnership and Community Development Program of the Company is placed as expenses for the current year, starting from 2013. In addition, the Company was asked to delay the disbursement of program's funds to educational sector until further notice.</p> |
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RUPS Tahun Sebelumnya

PT ASDP telah merealisasikan hasil RUPS 2012 dengan baik.

2012 GMS

The Company had implemented all resolutions of the 2014 GMS properly and effectively.

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DEWAN KOMISARIS

Dewan Komisaris merupakan organ Perseroan yang mewakili pemegang saham. Dewan Komisaris bertanggung jawab dalam melakukan pengawasan serta memberikan saran kepada Direksi dalam menjalankan kegiatan kepengurusan Perseroan, termasuk dalam pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), sesuai dengan Anggaran Dasar dan Peraturan Perundang-undangan yang berlaku.

Dewan Komisaris juga berwenang dalam mengawasi serta memastikan bahwa Direksi selalu mengedepankan kepentingan Pemegang Saham dan kebutuhan Perseroan, serta memastikan terlaksananya prinsip-prinsip GCG, secara efektif dan efisien.

BOARD OF COMMISSIONERS

Board of Commissioners is the instrument of the Company that represents the shareholders. Board of Commissioners is responsible in supervising and providing suggestions to the Board of Directors in performing the management activities of the Company, including Company's Long-Term Plan, Work Plan and Budget, in accordance with Articles of Association and the applicable regulations.

The Board of Commissioners is also granted the authority to supervise and to ensure that the Board of Directors constantly prioritizes the interest of the shareholders and the needs of the Company, the effective and efficient implementation of GCG.

Susunan Dewan Komisaris

Board of Commissioners Composition

Nama / Name	Jabatan / Position	Dasar Hukum Penunjukan / Legal Basis of Appointment	Periode Jabatan / Tenure
Capt. Bobby Mamahit	Komisaris Utama President Commissioner	Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry (Persero) Nomor: SK-365/MBU/2013 tanggal 2 Oktober 2013 Decision of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number: SK-365/MBU/2013 dated October 2, 2013	2 Oktober 2013 - 2 Oktober 2018 October 2, 2013 - October 2, 2018
Asep Iskandar	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry (Persero) Nomor: SK-365/MBU/2013 tanggal 2 Oktober 2013 Decision of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number: SK-365/MBU/2013 dated October 2, 2013	2 Oktober 2013 - 2 Oktober 2018 October 2, 2013 - October 2, 2018
Achmad Sanusi	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry (Persero) Nomor: SK-421/MBU/2012 tanggal 22 Nopember 2012 Decision of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number: SK-421/MBU/2012 dated November 22, 2012	22 Nopember 2012 - 22 Nopember 2017 November 22, 2012 - November 22, 2017

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Nama / Name	Jabatan / Position	Dasar Hukum Penunjukan / Legal Basis of Appointment	Periode Jabatan / Tenure
Stephanus Budiyo	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry (Persero) Nomor: SK-242/MBU/2013 tanggal 16 Mei 2013 Decision of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number: SK-242/MBU/2013 dated May 16, 2013	16 Mei 2013 - 16 Mei 2018 May 16, 2013 - May 16, 2018
Ramelan	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry (Persero) Nomor: SK-183/MBU/2013 tanggal 15 Maret 2013 Decision of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number: SK-183/MBU/2013 dated March 15, 2013	15 Maret 2013 - 15 Maret 2018 March 15, 2013 - March 15, 2018

Pengungkapan Mengenai Board Charter

Dalam rangka melaksanakan tugas pengawasan dan memberikan saran atas pengelolaan Perseroan oleh Direksi, Dewan Komisaris memiliki *Board Charter* sebagai pedoman kerja. *Board Charter* merupakan hasil kodifikasi dari berbagai peraturan yang berlaku, praktik-praktik terbaik (*best practices*) GCG, serta prinsip-prinsip hukum korporasi. Tujuan *Board Charter* adalah memberikan pedoman kepada Dewan Komisaris dan Direksi dalam memahami peraturan-peraturan yang terkait dengan tata kerja Dewan Komisaris dan Direksi.

Pedoman dan tata tertib Kerja Dewan Komisaris dalam *Board Manual* menjadi pedoman praktis bagi Dewan Komisaris dalam penerapan GCG di perusahaan yang mencakup:

- Penjelasan fungsi Dewan Komisaris;
- pedoman umum pengawasan Dewan Komisaris;
- Etika jabatan Dewan Komisaris;
- Tugas dan kewajiban Dewan Komisaris;
- Wewenang dan hak Komisaris;
- Evaluasi kinerja; serta
- Komite-komite di bawah Dewan Komisaris.

Board Charter Disclosure

To implement supervisory duties and provide suggestions on the management performed by Board of Directors, Board of Commissioners has Board Charter as work guidelines. Board Charter is the codification of various regulations, GCG best practices and corporate law principles. The objective of Board Charter is to guide the Board of Commissioners and Directors so that they understand the regulations related to the work of Board of Commissioners and Directors.

Code of Conduct guidelines of Board of Commissioners in Board manual are practical for Board of Commissioners in implementing GCG in the Company, which includes:

- The elaboration of Board of Commissioners function
- General guidelines on the supervisory function of Board of Commissioners;
- Professional ethics of Board of Commissioners;
- Duties and responsibilities of Board of Commissioners;
- Authorities and rights of Commissioner;
- Performance evaluation; and
- Committee under Board of Commissioner.

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Tugas dan Tanggung Jawab Dewan Komisaris

Dalam melaksanakan tugasnya, Dewan Komisaris akan selalu mematuhi anggaran dasar dan peraturan perundang-undangan yang telah berlaku, sesuai prosedur yang telah ditentukan.

Tugas pokok Dewan Komisaris secara kolektif diantaranya adalah:

- Melakukan pengawasan terhadap pengurusan Perseroan yang dilakukan Direksi dan memberikan nasihat kepada Direksi jika dipandang perlu oleh Dewan Komisaris demi kepentingan Perseroan, khususnya Pemegang Saham serta pihak yang berkepentingan pada umumnya.
- Melaksanakan tugas, tanggung jawab dan wewenang sesuai dengan ketentuan Anggaran Dasar Perseroan, peraturan perundang-undangan dan keputusan Rapat Umum Pemegang Saham;
- Melaksanakan pengawasan atas kebijakan Direksi dan memberikan saran kepada Direksi untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan;
- Memastikan manajemen risiko dan prinsip-prinsip GCG diterapkan dalam setiap kegiatan bisnis Perseroan;
- Memberikan pengarahan dan nasihat kepada Direksi untuk dapat mengoptimalkan kinerja dan mencapai sasaran-sasaran kerja Perseroan secara efisien dan efektif;
- Memberikan laporan dalam RUPS perihal kinerja Perseroan.

Dewan Komisaris bertanggungjawab kepada RUPS dan tugas Komisaris Utama adalah mengkoordinasikan kegiatan Dewan Komisaris. Dewan Komisaris juga bertanggungjawab memastikan agar Direksi dalam kondisi apapun mempunyai kemampuan menjalankan tugasnya. Dewan Komisaris secara terus menerus memantau efektivitas pelaksanaan kebijakan, kinerja dan proses pengambilan keputusan yang dilakukan oleh Direksi agar selalu sesuai dengan arahan pemegang saham.

Duties and Responsibilities of Board of Commissioners

In performing its duties, Board of Commissioners will consistently comply with articles of association and the applicable regulations in accordance with the stipulated procedures.

The main duties of Board of Commissioners are:

- Supervising the management of the Company performed by the Board of Directors and advising the Board of Directors, if considered necessary by the Board of Commissioners, for the sake of the Company, particularly shareholders and other parties with the interest in general.
- Performing duties, responsibilities and authorities based on the Articles of Association of the Company, regulations and GMS Resolutions;
- Supervising the policies of the Board of Directors and providing suggestions to the Board of Directors for the interest of the Company, based on the purpose and objective of the Company;
- Ensuring that risk management and GCG principles are implemented in every business activity of the Company;
- Directing and advising the Board of Directors to optimize its performance and to achieve the Company's targets efficiently and effectively;
- Submitting report on the Company's performance during GMS.

The Board of Commissioners is responsible to the GMS, in which the main duty of the President Commissioner is to coordinate the activities of the Board of Commissioners. The Board also takes responsibility in ensuring that the Board of Directors, in any condition, is capable of carrying out their duties. The Board of Directors continuously supervises the effectiveness of the implementation of policy, performance, and decision-making process conducted by the Board of Directors to be in line with the shareholders' directions.

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Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris 2013

Berdasarkan tugas dan tanggung jawab tersebut di atas, Dewan Komisaris telah melaksanakan beberapa kegiatan yang ditujukan untuk memaksimalkan fungsi pengawasan Dewan Komisaris terhadap pengelolaan Perseroan oleh Direksi antara lain:

- a. Memberikan nasehat kepada Direksi dalam melaksanakan pengelolaan Perseroan antara lain mengenai :
 - 1) Kepastian pengadaan kapal bekas dan pembangunan kapal baru dalam rangka mengatasi stagnasi/kemacetan di Merak dan Pelabuhan lainnya serta peningkatan produksi/pendapatan pada segmen usaha penyeberangan.
 - 2) Percepatan pengurusan izin operasi atas 3 kapal Portlink (Portlink 3,5 dan 7) yang selama tahun 2013 belum mendapatkan izin operasinya.
 - 3) Peningkatan kesiapan alat produksi, peningkatan mutu pelayanan dan keselamatan, restrukturisasi organisasi, pengembangan usaha, pengembangan *e-ticketing* dan efisiensi biaya dalam rangka meningkatkan kinerja perusahaan.
 - 4) Peningkatan kinerja operasional perusahaan khususnya yang terkait dengan waktu pelaksanaan *docking* untuk menghindari *loss opportunity* yang cukup besar melalui upaya mempersingkat waktu *docking* menjadi rata-rata 35 hari sehingga optimalisasi kapal dapat dilakukan.
 - 5) Peningkatan pendapatan melalui upaya-upaya penghentian kebocoran pendapatan yang terjadi di lapangan dan pengendalian biaya secara ketat khususnya untuk biaya *docking* yang realisasinya di tahun 2013 sangat jauh di atas anggaran.
 - 6) Penyusunan master plan optimalisasi aset perusahaan dalam rangka peningkatan pendapatan dan pengamanan atas aset perusahaan.
 - 7) Penanganan stagnasi/kemacetan di Pelabuhan Merak melalui upaya optimalisasi kapal dan pengembangan *port management* yang lebih baik serta peningkatan koordinasi dengan instansi/pihak-pihak terkait.

Implementation of Duties and Responsibilities of the Board Of Commissioners in 2013

Based on the explanation of the duties and responsibilities above, the Board of Commissioners have conducted several activities aimed to maximize the supervisory function of the Board of Commissioners on the Board of Directors. The activities are as follows:

- a. Providing advice to the Board of Directors in implementing the Company's management concerning:
 - 1) Certainty in the procurement of used ship and the development of new ship to overcome congestion in Merak and other ports, as well as the increase in production/revenue in transport business segment.
 - 2) More smooth process in obtaining operating license on 3 Portlink ships (Portlink 3,5, and 7) that operated without legal permit since 2013.
 - 3) Improved readiness of production equipment, improved quality service and safety, organization restructuring, business development, e-ticketing development and cost efficiency to improve company performance.
 - 4) Improved operational performance, especially relating with docking period to avoid considerable loss opportunity. This can be achieved by limiting docking period to an average of 35 days in order to optimize ship operation.
 - 5) Increased revenue by ensuring that there was no over-budget financial post incurred in on-field operation and by implementing budget strict control on docking cost. In 2013, the strict controlling did not run effectively.
 - 6) Drafted the master plan for the optimization of Company's Assets in the effort to increase the Company's profit and securing the assets.
 - 7) Management of stagnation/traffic at Merak Port through the optimization of ships and development of port management as well as improvement on coordination between the Company and related institutions.

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| <p>8) Peningkatan kinerja cabang dengan melakukan pemetaan terhadap masalah/kendala-kendala yang dihadapi, merumuskan penyelesaian masalah, menetapkan kebijakan-kebijakan yang mendukung peningkatan kinerja cabang dan menerapkan <i>reward and punishment</i> secara tegas dalam rangka meningkatkan motivasi dan prestasi kerja seluruh cabang.</p> <p>9) Pengembangan Sistem Akuntansi Keuangan melalui <i>Integrated Financial Accounting System (IFAS)</i> sehingga penyampaian laporan lebih cepat dan akurat serta dapat diyakini sebagai dasar pertimbangan dalam proses pengambilan keputusan/kebijakan.</p> <p>10) Pengembangan Sistem di bidang SDM khususnya dalam hal penentuan pola karir dan peningkatan kompetensi SDM.</p> <p>11) Peningkatan penyerapan subsidi dan perbaikan formula/parameter perhitungan subsidi angkutan perintis dalam rangka mengurangi kerugian atas penugasan yang diberikan oleh Pemerintah.</p> <p>12) Kepatuhan terhadap ketentuan dan peraturan yang berlaku, khususnya yang merupakan mandatoriseperti manifest, pemenuhan kelaiklautan kapal dan kenavigasian, pemenuhan persyaratan kualifikasi dan kompetensi awak kapal, dll.</p> <p>13) Penerapan <i>Good Corporate Governance</i> dalam setiap proses dan mekanisme pengelolaan perusahaan dengan berpedoman pada Peraturan Menteri Negara BUMN Nomor : Per-01/MBU/2011, ketentuan dan norma yang berlaku serta Anggaran Dasar Perusahaan.</p> | <p>8) Improvement of the branch offices' performance by creating a map of problems/challenges faced, drafted the management of the problems, determined policies that support the improvement of branches' performance and implemented strict reward and punishment system in order to encourage the motivation and achievement of all branch offices.</p> <p>9) Development of Financial Accounting System through the Integrated Financial Accounting System (IFAS) so that the reporting can be delivered more quickly and accurately and can be used as the reference and foundation in making a decision.</p> <p>10) Development of HR System, particularly regarding the determination of career path and competency improvement of HR.</p> <p>11) Improvement of subsidy absorption and measurement formula/parameter for pioneer transportation's subsidies in order to reduce loss over duties delegated by the Government.</p> <p>12) Compliance with the prevailing rules and regulations, particularly the ones that are mandatory, such as manifest, fulfillment of seaworthiness requirement for vessel and navigation systems, fulfillment of qualification and competency requirement for ship crew, etc.</p> <p>13) Implementation of GCG in every process and mechanism of Company's management by referring to the Regulation of State Minister of SOE Number: Per-01/MBU/2011 regarding the applicable norms and regulations as well as the Articles of Association.</p> |
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| <p>b. Meneliti dan menelaah serta menandatangani Rencana Kerja dan Anggaran Perusahaan PT Indonesia Ferry (Persero) Tahun 2014.</p> <p>c. Memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai Rencana Kerja dan Anggaran Perusahaan PT ASDP Indonesia Ferry (Persero) Tahun 2014.</p> <p>d. Mengikuti perkembangan kegiatan Perseroan dan memberikan pendapat serta saran kepada Rapat Umum Pemegang Saham.</p> | <p>b. Examining and reviewing, as well as signing Work Plan and Budget of PT Indonesia Ferry (Persero) in 2014.</p> <p>c. Providing advice and input to the General Meeting of Shareholders on Work Plan and Budget of PT ASDP Indonesia Ferry (Persero) in 2014.</p> <p>d. Keeping up to date with the Company's development and providing advice and opinion to the General Meeting of Shareholders.</p> |
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Good Corporate Governance

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| <p>e. Meneliti dan menelaah laporan berkala (Triwulan I s/d Triwulan III tahun 2013) dan Laporan tahunan PT ASDP Indonesia Ferry (Persero) tahun buku 2012 serta menandatangani.</p> <p>f. Memberikan penjelasan, pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai Laporan tahunan PT ASDP Indonesia Ferry Tahun Buku 2012.</p> <p>g. Menyusun RKAP dan KPI Dewan Komisaris Tahun 2014 dan dimasukkan dalam Rencana Kerja dan Anggaran Perusahaan PT ASDP Indonesia Ferry (Persero) tahun 2014.</p> <p>h. Melakukan rapat bulanan Dewan Komisaris dengan Direksi dan membuat risalah rapat serta menyimpan salinannya.</p> <p>i. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku 2012 kepada Rapat Umum Pemegang Saham.</p> <p>j. Memberikan rekomendasi atas kerjasama pinjam pakai sebagian tanah milik PT ASDP Indonesia Ferry (Persero) di Pelabuhan Penajam.</p> <p>k. Memberikan rekomendasi atas rencana penghapusbukuan aktiva tetap Movable Bridge (MB) Pelabuhan Somber, ruang tunggu dan kantor Pelabuhan Penajam.</p> <p>l. Memberikan rekomendasi atas penghapusbukuan aktiva tetap loket penjualan tiket Pelabuhan Batulicin.</p> <p>m. Mengusulkan penunjukan KAP Ghazali, SAhat & Rekan kepada Pemegang saham untuk dapat ditetapkan sebagai KAP yang melaksanakan General Audit laporan Keuangan Tahun Buku 2013 PT ASDP Indonesia Ferry (Persero).</p> <p>n. Memberikan ijin kepada Direksi untuk melakukan perjanjian kerjasama <i>multi years</i> dengan PT Jasa Raharja (Persero) dan PT Jasa Raharja Putra.</p> <p>o. Menyampaikan laporan kepada Menteri BUMN atas pemanggilan/pemeriksaan Kejaksaan Agung RI terhadap Pejabat di lingkungan PT ASDP Indonesia Ferry (Persero).</p> <p>p. Menyampaikan tanggapan atas revisi RKAP tahun 2013 PT ASDP Indonesia Ferry (Persero).</p> <p>q. Menyampaikan tanggapan atas Laporan Manajemen Semester I tahun 2013.</p> <p>r. Menyampaikan tanggapan atas RJPP PT ASDP Indonesia Ferry (Persero) tahun 2013-2017.</p> | <p>e. Examining and reviewing periodical report (Q1 - Q3 in 2013) and annual report of PT ASDP Indonesia Ferry for 2012 fiscal year and signing it.</p> <p>f. Providing explanation, advice, and input to the General Meeting of Shareholders on Annual Report of PT ASDP Indonesia Ferry for Fiscal Year 2012.</p> <p>g. Drawing up RKAP and KPI of the Board of Commissioners for 2014 to be incorporated in the Work Plan and Budget of PT ASDP Indonesia Ferry (Persero) 2014.</p> <p>h. Holding regular meeting of the Board of Commissioners and Board of Directors and preparing minutes of meeting and keeping the copy.</p> <p>i. Providing report on the supervisory duties that have been conducted during fiscal year 2012 to the General Meeting of Shareholders.</p> <p>j. Providing recommendation on the contract to lease a part of land owned by PT ASDP Indonesia Ferry (Persero) in Penajam Port.</p> <p>k. Providing recommendation on the write-off of fixed assets such as movable bridge in Somber Port, waiting room, and Penajam Port office,</p> <p>l. Providing recommendation on the writeoff of fixed assets such as ticket booth of Batulicin Port.</p> <p>m. Proposing the appointment of KAP Ghazali, SAhat & Rekan to the Shareholders to be appointed as Public Account that will perform general audit service on the 2013 Financial Statements of PT ASDP Indonesia Ferry (Persero).</p> <p>n. Granting license to the Board of Directors to conduct multi-year agreement with PT Jasa Raharja (Persero) and PT Jasa Raharja Putra.</p> <p>o. Submitting report to the SOE Minister on the summon/ investigation by the Attorney General's Office on officials in PT ASDP Indonesia Ferry (Persero) environment.</p> <p>p. Providing feedback on the RKAP revision in 2013 of PT ASDP Indonesia Ferry (Persero).</p> <p>q. Providing feedback on the Management Report Semester I year 2013.</p> <p>r. Providing feedback on RJPP of PT ASDP Indonesia Ferry (Persero) in 2013-2017</p> |
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| <p>s. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, seperti :</p> <ol style="list-style-type: none"> 1) Pemberian ijin perjalanan dinas ke luar negeri kepada Direksi PT ASDP Indonesia Ferry (Persero) dalam rangka pengadaan kapal. 2) Penyampaian laporan evaluasi pengendalian internal PT ASDP Indonesia Ferry (Persero) Semester II Tahun 2013 3) Mengikuti Rapat Kerja BUMN-BUMN di lingkungan Deputy Bidang Usaha Infrastruktur dan Logistik. 4) Menghadiri dan memberikan pengarahan pada peringatan Hari Ulang Tahun PT ASDP Indonesia Ferry (Persero) yang ke-40. 5) Menghadiri dan memberikan pengarahan dalam Rapat Pimpinan PT ASDP Indonesia Ferry (Persero). 6) Menghadiri dan memberikan pengarahan dalam Rapat Kerja PT ASDP Indonesia Ferry . 7) Menghadiri dan memberikan pengarahan dalam Rapat Kerja Serikat Pekerja yang ada di PT ASDP Indonesia Ferry baik Serikat Pekerja ASDP maupun Serikat Pekerja Indonesia Ferry. 8) Melakukan pemantauan pelaksanaan operasional angkutan lebaran tahun 2013. 9) Melakukan pemantauan pelaksanaan operasional angkutan Natal tahun 2013 dan Tahun baru 2014 10) Melakukan kunjungan kerja cabang-cabang PT ASDP Indonesia Ferry (Persero), 11) Menghadiri undangan dari Direksi dan pihak lain yang terkait dengan pelaksanaan tugas dan fungsi Dewan Komisaris. | <p>s. Implementing other liabilities to perform supervisory and advisory function as follows:</p> <ol style="list-style-type: none"> 1) Approving overseas travel for the Board of Directors of PT ASDP Indonesia Ferry (Persero) to procure ships. 2) Submitting report on internal control evaluation of PT ASDP Indonesia Ferry (Persero) of Semester II Year 2013. 3) Attending Work Meetings of SOE at the level of Deputy Infrastructure and logistic Business Division. 4) Attending and providing direction in the 40th anniversary of PT ASDP Indonesia Ferry (Persero). 5) Attending and providing direction in the Executive Meeting of PT ASDP Indonesia Ferry. 6) Attending and providing direction in the Working Meeting of PT ASDP Indonesia Ferry. 7) Attending and providing direction in the Work Meeting of Labor Union in PT ASDP Indonesia Ferry, both Labor Union of ASDP and Labor Union of Indonesia Ferry. 8) Performing monitoring on the implementation of the operations of transportation during Lebaran for 2013. 9) Performing monitoring on the implementation of the operations of transportation during Christmas and New Year in 2014 10) Conducting work visit to branches of PT ASDP Indonesia Ferry (Persero) 11) Accepting invitation from the Board of Directors and other parties related to the implementation of duties and functions of the Board of Commissioners. |
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Rapat Internal Dewan Komisaris Tahun 2013

Dewan Komisaris telah mengadakan rapat internal sepanjang tahun 2013, dengan frekuensi kehadiran sebagai berikut:

Tabel: Rapat Dewan Komisaris

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase Tingkat Kehadiran / Percentage of Attendance Rate
Sulaiman A. Basjir	Komisaris Utama / President Commissioner	14	12	85,71%

Internal Meeting of the Board of Commissioners in 2013

The Board of Commissioners has conducted internal meeting during 2013 with the attendance frequency below:

Table: Board of Commissioners Meeting

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase Tingkat Kehadiran / Percentage of Attendance Rate
Sulaiman A. Basjir	Komisaris Utama / President Commissioner	14	12	85,71%

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Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase Tingkat Kehadiran / Percentage of Attendance Rate
Wiratno	Komisaris / Commissioner	14	12	85,71%
Achmad Sanusi	Komisaris / Commissioner	14	13	92,86%
Bobby R. Mamahit	Komisaris / Commissioner	14	7	50,00%
Agus Suherman	Komisaris / Commissioner	14	1	7,14%
Ramelan	Komisaris / Commissioner	14	10	71,43%
Stefanus Budiyo	Komisaris / Commissioner	14	7	50,00%

Pelatihan Dewan Komisaris Tahun 2013

Selama 2013, program pelatihan yang diselenggarakan oleh Perseroan difokuskan pada karyawan. Adapun program pelatihan untuk Dewan Komisaris dan Direksi diselenggarakan dalam rangka peningkatan kemampuan dan kompetensi serta efektifitas fungsi Dewan Komisaris dan Direksi, adapun program pelatihan ataupun workshop yang dilakukan oleh Dewan Komisaris selama tahun 2013 adalah sebagai berikut:

1. Mengikuti seminar/workshop manajemen risiko yang diselenggarakan oleh Expertindo Training & Consulting;
2. Mengikuti pendidikan dan latihan yang diselenggarakan oleh Kementerian BUMN dengan topik Pendalaman Materi Penyusunan KPI Berbasis KPKU di BUMN;

Trainings of the Board of Commissioners in 2013

During 2013, the Company conducted several training programs that were focused on the employees' development. Meanwhile, trainings for the Boards of Commissioners and Directors were conducted in order to improve the members' abilities and competencies as well as to enhance the effectiveness of the function of the Boards of Commissioners and Directors. In 2013, the Board of Commissioners participated in trainings and development programs as follows:

1. Risk Management seminar/workshop organized by Expertindo Training & Consulting;
2. Education and training organized by the Ministry of SOE with the topic of "Pendalaman Materi Penyusunan KPI Berbasis KPKU di BUMN".

Hubungan Afiliasi

Affiliations

Nama / Name	Jabatan / Position	Hubungan Afiliasi dengan / Affiliated with		
		Pemegang Saham / Shareholder	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Sulaiman A. Basjir	Komisaris Utama / President Commissioner	-	-	-
Wiratno	Komisaris / Commissioner	-	-	-
Achmad Sanusi	Komisaris / Commissioner	-	-	-
Bobby R. Mamahit	Komisaris / Commissioner	-	-	-
Agus Suherman	Komisaris / Commissioner	-	-	-
Ramelan	Komisaris / Commissioner	-	-	-
Stefanus Budiyo	Komisaris / Commissioner	-	-	-
Asep Iskandar	Komisaris / Commissioner	-	-	-

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DIREKSI

Direksi merupakan organ tata kelola perusahaan yang bertugas dan bertanggung jawab secara kolegal dalam melaksanakan pengurusan Perseroan sesuai kepentingan dan tujuan Perseroan serta bertindak selaku pimpinan dalam pengurusan tersebut.

BOARD OF DIRECTORS

The Board of Directors is the Company's management organ and is responsible collectively for conducting the management of the Company in accordance with the interests and purposes of the Company. The Board of Directors also acts as the leader in the organization.

Susunan Dewan Komisaris

Composition of the Board of Directors

Nama / Name	Jabatan / Position	Dasar Hukum Penunjukan / Legal Basis of Appointment	Periode Jabatan / Tenure
Danang S. Baskoro	Dirktur Utama President Director	Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Nomor KEP-117/MBU/2011, tanggal 27 Mei 2011 tentang Pemberhentian dan Pengangkatan Direktur Utama Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Decision of the State Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number KEP-117/MBU/2011, dated May 27, 2011, on the Appointment and Dismissal of President Director of PT ASDP Indonesia Ferry (Persero)	<ul style="list-style-type: none"> • Dalam Keputusan Menteri BUMN tsb, tdk disebutkan periode jabatan (berlaku efektif sejak tgl pelantikan Direktur Utama). • Pelantikan Dirut tanggal 31/05/2011. • Pasal 10 ayat 11 Anggaran Dasar: Masa jabatan anggota Direksi ditetapkan 5 tahun dan dapat diangkat kembali untuk 1 kali masa jabatan. • In the Decision of the Minister of SOE, there was no mentioning of the tenure of President Director (effective since the date of inauguration of the President Director) • The President Director was inaugurated on May 31, 2011. • Article 10 paragraph 11 or the Articles of Association of the Company stated that term of office for the members of Board of Directors is 5 years, and can be reappointed for another period of term of office.
Youlman Jamal	Direktur Usaha Penyeberangan Director of Ferry Services	Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Nomor KEP-86/MBU/2010, tanggal 26 Mei 2010, tentang Pengangkatan Anggota-anggota Direksi Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Decision of the State Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number KEP-86/MBU/2010, dated May 26, 2010, on the Appointment of Members of Board of Directors of PT ASDP Indonesia Ferry (Persero)	<ul style="list-style-type: none"> • Dalam Keputusan Menteri BUMN tsb, tdk disebutkan periode jabatan (berlaku efektif sejak tgl pelantikan Direktur Usaha Penyeberangan). • Pasal 10 ayat 11 Anggaran Dasar: Masa jabatan anggota Direksi ditetapkan 5 tahun dan dapat diangkat kembali untuk 1 kali masa jabatan • In the Decision of the Minister of SOE, there was no mentioning of the tenure of President Director (effective since the date of inauguration of the Director of Ferry Services) • Article 10 paragraph 11 or the Articles of Association of the Company stated that term of office for the members of Board of Directors is 5 years, and can be reappointed for another period of term of office.

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Nama / Name	Jabatan / Position	Dasar Hukum Penunjukan / Legal Basis of Appointment	Periode Jabatan / Tenure
Prasetiyo Bakti Utomo	Direktur Usaha Pelabuhan Director of Port Services	Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Nomor KEP-86/MBU/2010 tanggal 26 Mei 2010, tentang Pengangkatan Anggota-anggota Direksi Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Decision of the State Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number KEP-86/MBU/2010, dated May 26, 2010, on the Appointment of Members of Board of Directors of PT ASDP Indonesia Ferry (Persero)	<ul style="list-style-type: none"> • Dalam Keputusan Menteri BUMN tsb, tdk disebutkan periode jabatan (berlaku efektif sejak tgl pelantikan Direktur Usaha Pelabuhan). • Pasal 10 ayat 11 Anggaran Dasar: Masa jabatan anggota Direksi ditetapkan 5 tahun dan dapat diangkat kembali untuk 1 kali masa jabatan • In the Decision of the Minister of SOE, there was no mentioning of the tenure of President Director (effective since the date of inauguration of the Director of Port Services) • Article 10 paragraph 11 or the Articles of Association of the Company stated that term of office for the members of Board of Directors is 5 years, and can be reappointed for another period of term of office.
Rudi Meiyansyah	Direktur SDM & Umum Director of HR and General Affairs	Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Nomor KEP-86/MBU/2010, tanggal 26 Mei 2010, tentang Pengangkatan Anggota-anggota Direksi Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Decision of the State Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number KEP-86/MBU/2010, dated May 26, 2010, on the Appointment of Members of Board of Directors of PT ASDP Indonesia Ferry (Persero)	<ul style="list-style-type: none"> • Dalam Keputusan Menteri BUMN tsb, tdk disebutkan periode jabatan (berlaku efektif sejak tgl pelantikan Direktur SDM & Umum). • Pasal 10 ayat 11 Anggaran Dasar: Masa jabatan anggota Direksi ditetapkan 5 tahun dan dapat diangkat kembali untuk 1 kali masa jabatan • In the Decision of the Minister of SOE, there was no mentioning of the tenure of President Director (effective since the date of inauguration of the Director of HR & General Affairs) • Article 10 paragraph 11 or the Articles of Association of the Company stated that term of office for the members of Board of Directors is 5 years, and can be reappointed for another period of term of office.

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Nama / Name	Jabatan / Position	Dasar Hukum Penunjukan / Legal Basis of Appointment	Periode Jabatan / Tenure
Sirajuddin saini	Direktur Teknik Director of Engineering	Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Nomor KEP-86/MBU/2010 tanggal 26 Mei 2010, tentang Pengangkatan Anggota-anggota Direksi Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Decision of the State Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number KEP-86/MBU/2010, dated May 26, 2010, on the Appointment of Members of Board of Directors of PT ASDP Indonesia Ferry (Persero)	<ul style="list-style-type: none"> • Dalam Keputusan Menteri BUMN tsb, tdk disebutkan periode jabatan (berlaku efektif sejak tgl pelantikan Direktur Teknik). • Pasal 10 ayat 11 Anggaran Dasar: Masa jabatan anggota Direksi ditetapkan 5 tahun dan dapat diangkat kembali untuk 1 kali masa jabatan • In the Decision of the Minister of SOE, there was no mentioning of the tenure of President Director (effective since the date of inauguration of the Director of Engineering) • Article 10 paragraph 11 or the Articles of Association of the Company stated that term of office for the members of Board of Directors is 5 years, and can be reappointed for another period of term of office.
Fatah Topobroto	Direktur Keuangan Director of Finance	Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Nomor KEP-86/MBU/2010 tanggal 26 Mei 2010, tentang Pengangkatan Anggota-anggota Direksi Perusahaan Perseroan (Persero) PT. ASDP Indonesia Ferry Decision of the State Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT ASDP Indonesia Ferry (Persero) Number KEP-86/MBU/2010, dated May 26, 2010, on the Appointment of Members of Board of Directors of PT ASDP Indonesia Ferry (Persero)	<ul style="list-style-type: none"> • Dalam Keputusan Menteri BUMN tsb, tdk disebutkan periode jabatan (berlaku efektif sejak tgl pelantikan Direktur Keuangan). • Pasal 10 ayat 11 Anggaran Dasar: Masa jabatan anggota Direksi ditetapkan 5 tahun dan dapat diangkat kembali untuk 1 kali masa jabatan • In the Decision of the Minister of SOE, there was no mentioning of the tenure of President Director (effective since the date of inauguration of the Director of Finance) • Article 10 paragraph 11 or the Articles of Association of the Company stated that term of office for the members of Board of Directors is 5 years, and can be reappointed for another period of term of office.

Pengungkapan Mengenai Board Charter

Dalam rangka melaksanakan tugas pengelolaan Perseroan, Direksi memiliki *Board Charter* sebagai pedoman kerja. *Board Charter* merupakan hasil kodifikasi dari berbagai peraturan yang berlaku, praktik-praktik terbaik (*best practices*) GCG, serta prinsip-prinsip hukum korporasi. Tujuan *Board Charter*

Disclosure on Board Charter

In carrying out the duty of managing the Company, the Board of Directors referred to a Board Charter as the guideline. Board Charter is the result of codification of various rules and regulations in force, best practices of GCG, and corporate law principles. The purpose of the Board Charter is to guide

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adalah memberikan pedoman kepada Dewan Komisaris dan Direksi dalam memahami peraturan-peraturan yang terkait dengan tata kerja Dewan Komisaris dan Direksi.

Board Charter menjadi acuan Direksi dalam melaksanakan tugas masing-masing Direksi untuk mencapai visi dan misi perusahaan. Pedoman dan tata tertib Kerja Direksi dalam Board Manual tersebut secara khusus meliputi:

- Penjelasan fungsi Direksi
- Tugas dan Kewajiban Direksi
- Hak dan wewenang Direksi
- Etika Jabatan
- Evaluasi Kinerja

Tugas dan Tanggung Jawab Direksi

Dalam melaksanakan tugasnya, Direksi akan selalu mematuhi anggaran dasar dan peraturan perundang-undangan yang telah berlaku, sesuai prosedur yang telah ditentukan.

Tugas pokok Direksi secara kolektif diantaranya adalah:

1. Mengusahakan dan menjamin terlaksanannya usaha dan kegiatan Perseroan sesuai dengan maksud dan tujuan serta kegiatan usahanya.
2. Menyiapkan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, dan perubahannya, serta memberikan penjelasan terkait (RJPP dan RKAP kepada RUPS).
3. Membuat daftar pemegang saham, daftar khusus, dan risalah rapat direksi.
4. Membuat laporan tahunan perusahaan, menyampaikan dan menjelaskan laporan tersebut kepada RUPS untuk disetujui dan disahkan.
5. Menyusun laporan keuangan berdasarkan Standar Akuntansi Keuangan.
6. Menyampaikan neraca dan laporan laba rugi yang telah disahkan melalui RUPS kepada Menteri Hukum dan HAM.
7. Menyampaikan laporan susunan Pemegang Saham Direksi dan Dewan Komisaris kepada Menteri Hukum dan HAM.

the Boards of Commissioners and Directors to comprehend the regulations related to the governance of the Boards of Commissioners and Directors.

Board Charter is the reference for the Board of Directors in conducting their duties in order to achieve the Company's vision and mission. The guideline and order of the Board of Directors included in the Board Manual included:

- Explanation on the function of the Board of Directors
- Duties and Responsibilities of the Board of Directors
- The rights and authorities of the Board of Directors
- Ethics of the position of the Board of Directors
- Performance evaluation

Duties and Responsibilities

In implementing its duties, the Board of Directors always adheres to the articles of association of the Company and prevailing rules and regulations.

Collectively, the duties of Board of Directors are:

1. Managing the business of the Company as well as ensuring that all business activities are conducted in line with the purposes and objectives of the Company.
2. Preparing Corporate Long-Term Plan, Company's Work Plan and Budget, revisions of the plans and providing elaboration related to the plans to the GMS.
3. Drafting a list of shareholders, special list, and minutes of the Board of Directors.
4. Drafting the Company's annual report, and presenting the report in the GMS to be approved and validated.
5. Drafting financial statements based on the Financial Accounting Standards.
6. Conveying the balance sheet and income statements that have been approved in the GMS to the Minister of Law and Human Rights
7. Conveying report on shareholders structure to the Minister of Law and Human Rights

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| <ol style="list-style-type: none"> 8. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan yang berdasarkan prinsip-prinsip pengendalian intern terutama fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan. 9. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau Pemegang Saham. 10. Menyiapkan susunan organisasi perseroan lengkap dengan perincian dan tugasnya. 11. Memberikan penjelasan tentang segala hal yang ditanyakan atau diminta Dewan Komisaris dan/atau pemegang saham. 12. Menyusun dan Menetapkan <i>blueprint</i> organisasi perseroan. | <ol style="list-style-type: none"> 8. Drafting accounting system in accordance with the Financial Accounting Standards and based on the internal control principles, particularly regarding the management, administration, documenting, and monitoring function. 9. Providing periodic report in a timely manner in accordance with the prevailing regulations as well as other reports at any time as required by the Board of Commissioners or Shareholders. 10. Drafting an organization structure of the Company complete with the detail of duties. 11. Providing explanation on all matters required or asked by the Board of Commissioners. 12. Drafting and determining blueprint of Company's organization. |
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Pelaksanaan Tugas dan Tanggung Jawab Direksi 2013

Berdasarkan tugas dan tanggung jawab tersebut di atas, Direksi telah melaksanakan beberapa kegiatan yang ditujukan untuk memaksimalkan pengelolaan Perseroan oleh Direksi antara lain:

1. Penambahan 2 (dua) armada kapal dilintasi Penyeberangan Merak – Bakauheni, 1 (satu) armada kapal di lintasi Penyeberangan Padangbai - Lembar, dan 1 (satu) armada kapal di lintasi Penyeberangan Ketapang – Gilimanuk.
2. Penyusunan *fleet plan* armada kapal.
3. Penyusunan pola trafik operasional pelabuhan terhadap rencana pembangunan dermaga baru di pelabuhan Ketapang dan Pelabuhan Gilimanuk.
4. Pemberlakuan *system E-ticketing* di cabang Bajo'e.
5. Persiapan pelaksanaan *system E-Ticketing* di Cabang Lembar.
6. Pemenuhan kebutuhan sarana dan prasarana untuk mendukung pelayanan SPBB Khusus di Pelabuhan Merak dan Pelabuhan Ketapang.
7. Pemenuhan kebutuhan sarana dan prasarana untuk mendukung pelayanan bisnis AUJ bidang properti dan non properti.

Implementation of Duties and Responsibilities of the Board of Directors in 2013

Based on the abovementioned duties and responsibilities, the Board of Directors had conducted various management activities to maximize the the performance of the Company in 2013.

1. Adding 2 (two) fleets for Merak – Bakauheni Crossing Line, 1 (one) fleet for Padangbai – Lembar Crossing Line, and 1 (one) fleet for Ketapang Gilimanuk Crossing Line.
2. Composing fleet plan.
3. Composing operational traffic pattern for ports for new port construction plan at Ketapang Port and Gilimanuk Port.
4. Implementing E-ticketing system for Bajo'e branch.
5. Preparing the implementation of E-Ticketing system for Cabang Lembar.
6. Providing facilities and infrastructures to support Special Fuel Station (SPBB) at Merak Port and Ketapang Port.
7. Providing facilities and infrastructures to support AUJ business for property and non-property sector.

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8. Peningkatan produktifitas dan efisiensi dalam pengelolaan air tawar sendiri maupun yang dikerjasamakan secara berkelanjutan di Pelabuhan Merak, Pelabuhan Bakauheni, Pelabuhan Ketapang, Pelabuhan Lembar, Pelabuhan Kayangan, Pelabuhan Bajoe dan Pelabuhan Balikpapan.
9. Komersialisasi area di pelabuhan Ketapang dan Pelabuhan Gilimanuk.
10. Melakukan kerjasama dengan pihak ke-3 untuk pemanfaatan secara komersil lahan tidur di pelabuhan Bakauheni untuk pariwisata/aktifitas bisnis.
11. Peningkatan penyewaan *space* untuk iklan dan reklame di areal pelabuhan Ketapang & Gilimanuk melalui kerjasama dengan pihak ke-3 (EO Advertising).
12. Implementasi dan evaluasi program aplikasi *Plan Maintenance System* untuk kapal di Cabang Merak dan Bakauheni.
13. Penyusunan Program Aplikasi *Plan Maintenance System* untuk kapal di cabang kelas A.
14. Penambahan kerjasama pelaksanaan *docking* secara kemitraan dengan perusahaan galangan.
15. Membuat dermaga tambahan di Pelabuhan Sape dan Telaga Punggur.
16. Merehabilitasi fasilitas kritis dermaga di 4 pelabuhan yaitu Pelabuhan Tanjung Kalian, Penajam, Mamuju, Bitung; serta merehabilitasi struktur dermaga di 2 pelabuhan yaitu Pelabuhan Tanjung Kelian dan Telaga Punggur.
17. Pemenuhan fasilitas keselamatan dan keamanan, untuk mendukung *port security plan* di 4 pelabuhan yaitu Pelabuhan Bajo'e, Kolaka, Bitung, Mamuju.
18. Melaksanakan pengecekan dan evaluasi pelaksanaan pemeliharaan dan menyempurnakan aturan pemeliharaan dan mekanisme pengendalian dan evaluasi, dan mengumpulkan serta menyempurnakan Data Base di Pelabuhan Bastiong, Sidangoli, Rum, Poka, Galala, Namlea, Hunimua, Waipirit, Sape, Labuhan Bajo, Pagimana.
19. Meningkatkan fasilitas toll gate dan penataan alur kendaraan/penumpang dan rambu-rambu petunjuk di Pelabuhan; Bitung, Mamuju, Telaga Punggur, Bajo'e dan Kolaka, untuk mendukung pemberlakuan Program *E Ticketing* (di Cab. Bajo'e).
8. Improving freshwater management productivity and efficiency in private manner or sustainably maintained at Merak Port, Bakauheni Port, Ketapang Port, Lembar Port, Kayangan Port, Bajoe Port and Balikpapan Port.
9. Commercializing areas surrounding Ketapang Port and Gilimanuk Port.
10. Cooperating with third party for commercial use of idle land at Bakauheni port as tourist object/business activity area.
11. Improving space lease for advertisements and billboards in Ketapang Port & Gilimanuk Port area in cooperation with third party (EO Advertising).
12. Implementing and evaluating Plan Maintenance System application for vessels located in Merak and Bakauheni Branch.
13. Composing Plan Maintenance System Application for vessels of class A branch.
14. Adding cooperation in docking implementation through partnership with shipyard companies.
15. Constructing additional docks at Sapedan Port and Telaga Punggur Port.
16. Rehabilitating dock facilities that are in critical stage at 4 ports, namely Tanjung Kalian Port, Penajam Port, Mamuju Port and Bitung Port, as well as rehabilitating port structure at 2 ports, namely Tanjung Kelian Port and Telaga Punggur Port.
17. Meeting the required safety and security facilities to support port security plan at 4 ports, namely Bajo'e Port, Kolaka Port, Bitung Port and Mamuju Port.
18. Conducting assessment and evaluation on maintenance and improving the regulations on maintenance, monitoring and evaluation mechanism, as well as collecting and improving Data Base at Bastiong Port, Sidangoli Port, Rum Port, Poka Port, Galala Port, Namlea Port, Hunimua Port, Waipirit Port, Sape Port, Labuhan Bajo Port and Pagimana Port.
19. Improving toll gate facility and regulating vehicles/passengers and signs at Bitung Port, Mamuju Port, Telaga Punggur Port, Bajo'e Port and Kolaka Port.

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| <p>20. Melaksanakan penyempurnaan penataan ruang tunggu penumpang di Pelabuhan Merak dan Bakauheni.</p> <p>21. Penerapan IFAS (<i>Integrated Financial Accounting System</i>).</p> <p>22. Menyusun Parameter Harga Pokok Pelabuhan Penyeberangan (HPP).</p> <p>23. Legalitas hukum atas kepemilikan tanah pelabuhan (Lembar, Bitung, Merak, Gilimanuk, Ambon).</p> <p>24. Perencanaan kebutuhan SDM laut dan darat secara optimal.</p> <p>25. Peningkatan kesejahteraan karyawan.</p> <p>26. Menyusun Parameter Harga Pokok Pelabuhan Penyeberangan (HPP).</p> <p>27. Penerapan <i>Ship Traffic Management</i> di Pelabuhan dengan optimalisasi peran STC.</p> | <p>20. Improving the regulation of waiting room for passengers at Merak Port and Bakauheni Port.</p> <p>21. Implementing IFAS (Integrated Financial Accounting System).</p> <p>22. Composing Crossing Port Fee (HPP) Parameter.</p> <p>23. Determining the legality of port land ownership (Lembar, Bitung, Merak, Gilimanuk and Ambon).</p> <p>24. Planning HR demands for both land and sea.</p> <p>25. Improving employee welfare.</p> <p>26. Composing Crossing Port Fee (HPP) Parameter.</p> <p>27. Implementing Ship Traffic Management at the Port by optimizing STC roles.</p> |
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Rapat Internal Direksi 2013

Direksi telah mengadakan rapat internal sepanjang tahun 2013, dengan frekuensi kehadiran sebagai berikut:

Board of Directors Internal Meeting in 2013

During the course of 2013, the Board of Directors had conducted several internal meetings with the details as follows:

Tabel: Rapat Direksi

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase Tingkat Kehadiran / Percentage
Danang S. Baskoro	Direktur Utama / President Director	35	33	94%
Youlman Jamal	Direktur Usaha Penyeberangan / Director of Ferry Services	35	33	94%
Prasetyo Bakti Utomo	Direktur Usaha Pelabuhan / Director of Port Services	35	33	94%
Rudi Meiyansyah	Direktur SDM & Umum / Director of HR and General Affairs	35	34	97%
Sirajuddin saini	Direktur Teknik / Director of Engineering	35	34	97%
Fatah Topobroto	Direktur Keuangan / Director of Finance	35	34	97%

Table: Board of Directors' Meetings

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Hubungan Afiliasi

Affiliations

Nama / Name	Jabatan / Position	Hubungan Afiliasi dengan / Affiliated with		
		Pemegang Saham / Shareholder	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Danang S. Baskoro	Dirktur Utama / President Director	-	-	-
Youlman Jamal	Direktur Usaha Penyeberangan / Director of Ferry Services	-	-	-
Prasetyo Bakti Utomo	Direktur Usaha Pelabuhan / Director of Port Services	-	-	-
Rudi Meiyansyah	Direktur SDM & Umum / Director of HR and General Affairs	-	-	-
Sirajuddin saini	Direktur Teknik / Director of Engineering	-	-	-
Fatah Topobroto	Direktur Keuangan / Director of Finance	-	-	-

Pelatihan Direksi 2013

Selama 2013, program pelatihan yang diselenggarakan oleh Perseroan difokuskan pada karyawan. Adapun program pelatihan untuk Dewan Komisaris dan Direksi diselenggarakan dalam rangka peningkatan kemampuan dan kompetensi serta efektifitas fungsi Dewan Komisaris dan Direksi, adapun program pelatihan ataupun *workshop* yang dilakukan oleh Direksi selama tahun 2013 adalah sebagai berikut:

1. Mengikuti seminar/*workshop* manajemen risiko yang diselenggarakan oleh Expertindo Training & Consulting;
2. Mengikuti pendidikan dan latihan yang diselenggarakan oleh Kementerian BUMN dengan topic Pendalaman Materi Penyusunan KPI Berbasis KPKU di BUMN;

Rapat Direksi dan Rapat Gabungan dengan Dewan Komisaris Tahun 2013

Dewan Komisaris dan Direksi telah mengadakan rapat gabungan sepanjang tahun 2013, dengan frekuensi kehadiran sebagai berikut:

Trainings of Board of Directors in 2013

During 2013, the Company conducted several training programs that were focused on the employees' development. Meanwhile, trainings for the Boards of Commissioners and Directors were conducted in order to improve the members' abilities and competencies as well as to enhance the effectiveness of the function of the Boards of Commissioners and Directors. In 2013, the Board of Directors participated in these trainings and workshops:

1. Seminar/Workshop of Risk Management organized by Expertindo Training and Consulting'
2. Training and Development activities organized by the Ministry of SOE with the topic of "Pendalaman Materi Penyusunan KPI berbasis KPKU di BUMN".

Joint Meeting of the Board of Directors and Board of Commissioners in 2013

The Board of Commissioners and Board of Director had conducted several joint meetings in 2013, with the following details:

Tabel: Rapat Gabungan Dewan Komisaris dan Direksi Table: Joint Meeting of the Board of Commissioners and Board of Directors

Nama / Name	Jabatan / Position	Jumlah Rapat / Total Meetings	Kehadiran / Attendance	Persentase Tingkat Kehadiran / Percentage
Sulaiman A. Basjir	Komisaris Utama / President Commissioner	11	6	54,54%
Wiratno	Komisaris / Commissioner	11	10	90,91%
Achmad Sanusi	Komisaris / Commissioner	11	7	63,64%
Bobby R. Mamahit	Komisaris / Commissioner	11	5	45,45%
Agus Suherman	Komisaris / Commissioner	11	2	18,18%
Ramelan	Komisaris / Commissioner	11	6	54,54%
Stefanus Budiyo	Komisaris / Commissioner	11	7	63,64%
Asep Iskandar	Komisaris / Commissioner	11	5	45,45%
Danang S. Baskoro	Dirktur Utama / President Director	11	9	81,82%
Youlman Jamal	Direktur Usaha Penyeberangan / Director of Ferry Services	11	9	81,82%
Prasetyo Bakti Utomo	Direktur Usaha Pelabuhan / Director of Port Services	11	8	72,73%
Rudi Meiyansyah	Direktur SDM & Umum / Director of HR and General Affairs	11	9	81,82%
Sirajuddin saini	Direktur Teknik / Director of Engineering	11	10	90,91%
Fatah Topobroto	Direktur Keuangan / Director of Finance	11	11	100,00%

REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Prosedur Penetapan Remunerasi

Berdasarkan Surat Wakil Menteri Negara BUMN nomor S-375/MBU.Wk/2011, tentang Kebijakan Menteri Negara BUMN dalam Pengurusan dan Pengawasan BUMN, Menetapkan Surat Keputusan Bersama Direksi dan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) tentang Pedoman Direksi dan Dewan Komisaris.

REMUNERATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Procedure to Determine Remuneration

Pursuant to the Letter of Vice State Minister of SOE number S-375/MBU.Wk/2011 concerning the Policy of State Minister of SOE in terms of Management and Supervision of SOE, Determined the Joint Decision Letter of the Board of Directors and Board of Commissioners of PT ASDP Indonesia Ferry (Persero) regarding the Board Charters of Board of Directors and Board of Commissioners.

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Good Corporate Governance

Struktur dan Besaran Remunerasi

Penghasilan Dewan Komisaris dan Sekretaris Dewan Komisaris ditetapkan melalui RUPS. Berdasarkan risalah RUPS tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2012, tanggal 7 Mei 2013 ditetapkan proporsional masing-masing Komisaris Utama dan Anggota Dewan Komisaris mendapatkan 40% dan 36% dari gaji Direktur Utama. Sedangkan pemberian honorarium, tunjangan dan/atau intensif kerja Sekretaris Dewan Komisaris serta Perangkat Dewan Komisaris lainnya mengacu pada ketentuan sebagaimana tertuang dalam Peraturan Menteri Negara BUMN nomor PER-07/MBU/2010, tanggal 27 Desember 2010.

Hubungan Remunerasi dengan Kinerja Perusahaan

RUPS merupakan organ yang melakukan penilaian atas kinerja Dewan Komisaris dan Direksi Perseroan, terkait dengan pelaksanaan tugas dan tanggung jawab Dewan Komisaris dan Direksi dalam tahun yang bersangkutan. Pertanggungjawaban pelaksanaan tugas dan tanggung jawab Dewan Komisaris dan Direksi untuk tahun buku 2013 dilakukan dalam RUPS Tahunan Perseroan. Kriteria penilaian kinerja Direksi mencakup antara lain:

- Tercapainya sasaran kerja Perseroan yang telah ditetapkan;
- Terlaksananya kontrol internal dan manajemen risiko dengan baik;
- Terlindunginya kepentingan seluruh pemangku kepentingan secara wajar & setara;
- Terlaksananya suksesi kepemimpinan yang wajar demi kesinambungan manajemen di semua lini organisasi.

Structure and Amount of Remuneration

Remuneration of Board of Commissioners and Secretary to the Board of Commissioners is stipulated through GMS. According to the minutes of GMS on the Approval for Annual Report and Financial Statements for the Fiscal Year of 2012, dated May 7, 2013, the proportion of remuneration set for the President Commissioner and Commissioner is 40% and 36%, respectively, of the remuneration of President Director. Meanwhile, the honorarium, allowance, and/or work incentives for the Secretary to the Board of Commissioners and other instruments of the Board of Commissioners are determined by referring to the Regulations of State Minister of SOE number PER-07/MBU/2010, dated December 27, 2010.

Relations between Remuneration and Company's Performance

The GMS is a Company's organ which evaluates the performance of the Boards of Commissioners and Directors, related to the implementation of their duties and responsibilities in a particular year. The accountability of the duties and responsibilities of the Boards of Commissioners and Directors in financial year of 2013 was conducted in the Company's Annual GMS. The assessment criteria of the performance of the Board of Directors, among others, are:

- Achievement of the Company's targets;
- Good implementation of internal control and risk management;
- Fair and equal protection of interests of all stakeholders;
- Fair succession of leadership in order to maintain management continuity on all levels of organization.

KOMITE AUDIT

Susunan Komite Audit Tahun 2013

AUDIT COMMITTEE

Composition of Audit Committee in 2013

Nama / Name	Jabatan / Position	Dasar Hukum Penunjukan / Legal Basis of Appointment	Periode Jabatan / Tenure
Irwan Harun	Anggota Komite Audit Member of Audit Committee	Keputusan Dewan Komisaris Nomor : 61/KOM/VIII/2010 Tanggal 1 Agustus 2010 Decision of the Board of Commissioners Number: 61/KOM/VIII/2010 dated August 1, 2010	1 Periode / Period
Gazali Bachtar	Anggota Komite Audit Member of Audit Committee	Keputusan Dewan Komisaris Nomor : 61/KOM/VIII/2010 Tanggal 1 Agustus 2010 Decision of the Board of Commissioners Number: 61/KOM/VIII/2010 dated August 1, 2010	1 Periode / Period

Profil Anggota Komite Audit Tahun 2013



Irwan Harun

Seorang Warga Negara Indonesia, lahir pada 13 April 1966. Beliau merupakan pendiri PT Biosfer International Network, yang didirikan di tahun 2003. Pada tahun 2000 hingga 2007 beliau sempat menjadi Penasihat kesehatan tentang keamanan dan lingkungan hidup pada PT Adaro Indonesia, lalu menjadi Auditor pada Aspects International Ltd & Aspects Certification Service di tahun 1997 sampai 2000, Auditor pada PT Qipra Galang Kualita - Jakarta, tahun 1997 sampai 2000. Di tahun 1995, beliau juga sempat menjadi Senior Supervisor pada PT Chandra Asri Petrochemical Center, Cilegon. Sebelumnya, di tahun 1992 sampai dengan 1995 beliau sempat menjadi Penasehat lingkungan pada PT Corelab Indonesia, Jakarta. Beliau merupakan alumnus S1 Universitas Sumatera Utara (tahun 1991). Setelah itu pada tahun 2007 menyelesaikan kuliah pasca sarjananya di Universitas Indonesia.

Profile of Audit Committee's Member in 2013

Indonesian Citizen, born on April 13, 1966. He was the founder of PT Biosfer International Network, established in 2003. From 2000-2007, he served as a Health Consultant for Environment and Security at PT Adaro Indonesia. Previously, he also worked as an Auditor at Aspects International Ltd & Aspects Certification Service (1997-2000), Auditor at PT Qipra Galang Kualita - Jakarta (1997-2000), Senior Supervisor at PT Chandra Asri Petrochemical Center - Cilegon (1995), Environmental Advisor at PT Corelab Indonesia - Jakarta (1992-1995). He obtained a bachelor degree from Sumatera Utara University in 1991, and a master degree from University of Indonesia in 2007.

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Gazali Bachtar

Warga Negara Indonesia, lahir di di Padang Sumatera Barat pada 25 November 1959. Beliau merupakan alumni dari Fakultas Ekonomi Universitas Gajah Mada, Yogyakarta. Pengalaman karir beliau pada 1990, beliau sempat menjadi Penanggungjawab Bagian Akuntansi dan Keuangan PT. Dhanatunggal Binasatya, Jakarta, kemudian sebagai Koordinator Bagian Akuntansi dan Keuangan pada 1990 sampai 1992 dan Kepala Bagian Verifikasi Divisi Akuntansi pada 1992 di PT Sucofindo Pusat Jakarta. Beliau juga sempat berkarir di Bursa Efek Jakarta pada 1992 sampai dengan 2007. Sejak 2008 hingga saat ini, beliau aktif sebagai Pengelola dan bertanggung jawab terhadap seluruh operasional di PT Seiya Sekata Raya, Perusahaan Jasa dan Perdagangan.

Indonesian citizen, born in Padang, West Sumatra, on November 25, 1959. He is an alumnus of the Faculty of Economy, Gadjah Mada University. He started his career as the PIC of Accounting and Finance Division at PT Dhanatunggal Binasatya - Jakarta (1990), Coordinator of Accounting and Finance Division (1990-1992) as well as Head of Verification, Accounting Division (1992) at PT Sucofindo Pusat Jakarta. He also worked at Indonesia Stock Exchange (IDX) from 1992 - 2007. As of 2008 up to present, he actively worked as the Management Executive and is responsible for all operational activities of PT Seiya Sekata Raya, Service and Trading Company.

Independensi Komite Audit

Seluruh anggota Komite audit merupakan pribadi yang profesional, berpengalaman, dan tidak memiliki hubungan bisnis baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan, untuk menjaga independensi dalam pelaksanaan tugas dan tanggung jawabnya. Seluruh anggota Komite Audit telah memenuhi kriteria independensi, keahlian, pengalaman dan integritas yang dipersyaratkan dalam ketentuan yang berlaku.

Tugas, Tanggung Jawab, dan Wewenang Komite Audit

Komite Audit memiliki tugas dan tanggung jawab untuk memberikan pendapat profesional dan independen kepada Dewan Komisaris terkait laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris serta menjalankan tugas lain yang berkaitan dengan tugas Dewan Komisaris.

Independency of Audit Committee

All members of the Audit Committee are professional, experienced, and do not have any business affiliation and relation, directly and indirectly, to the business activity of the Company in order to maintain independency on the implementation of its duties and responsibilities. The members of Audit Committee have fulfilled the criteria of independency, expertise, experience, and integrity, needed in the applicable requirements.

Duties, Responsibilities, and Authorities of Audit Committee

The Audit Committee is responsible for providing professional and independent opinion to the Board of Commissioners related to reports submitted by the Board of Directors to the Board of Commissioners and conducting other duties related to the work of the Board of Commissioners.

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Secara keseluruhan lingkup tugas dan tanggung jawab Komite Audit tercantum dalam Piagam Komite audit, antara lain:

- Penelaahan atas informasi keuangan
- Pengawasan pekerjaan auditor independen
- Evaluasi atas efektifitas pelaksanaan fungsi internal audit
- Evaluasi atas efektifitas pengendalian internal
- Memantau kepatuhan perusahaan terhadap peraturan perundangan yang berlaku
- Memantau pengelolaan risiko Perseroan

Guna melaksanakan tugas dan tanggung jawab secara optimal, Komite Audit memiliki kewenangan untuk mengakses catatan atau informasi tentang karyawan, data keuangan, aset serta sumber daya perusahaan lainnya yang berkaitan dengan pelaksanaan tugasnya. Komite audit wajib menjaga kerahasiaan dokumen, data dan informasi perusahaan yang diakses untuk keperluan tugas tersebut.

Pelaksanaan Tugas Komite Audit 2013

Dalam melaksanakan tugasnya, Komite Audit bekerja sama dan berkoordinasi dengan unit Internal audit dan Eksternal audit. Pada 2013, Komite Audit telah melaksanakan berbagai kegiatan sebagai berikut:

1. Melakukan evaluasi penyusunan Laporan Keuangan PT ASDP Indonesia Ferry (Persero) Tahun 2013.
2. Mereview rencana audit KAP atas laporan Keuangan PT Indonesia Ferry (Persero) Tahun Buku 2013.
3. Melakukan evaluasi terhadap pelaksanaan audit oleh KAP atas Laporan Keuangan PT ASDP Indonesia Ferry (Persero).
4. Melakukan pertemuan sekali dalam dua bulan dengan Satuan Pengawasan Intern (SPI) PT Indonesia Ferry (Persero) antara lain membahas hasil pemeriksaan dan tindak lanjut dari hasil pemeriksaan SPI dan tindak lanjut hasil pemeriksaan.
5. Memberi masukan kepada Komisaris Utama atas hal-hal yang perlu menjadi perhatian Komisaris Utama.

Overall, the scope of Audit Committee's responsibility and duty is stated in the Audit Committee Charter, namely:

- Review on financial information
- Supervision of the independent auditors
- Evaluation on the effectiveness of the implementation of internal audit function
- Evaluation on the effectiveness of internal control
- Monitoring the company's compliance to the applicable law
- Monitoring the Company's risk management

In order to conduct its duty and responsibility optimally, Audit Committee has the authorities to access reports and information of all employees, financial data, assets, and other Company's resources. The Audit Committee is obliged to preserve the confidentiality of the Company's documents, data, and information accessed for purposes related to the duties.

Implementation of Audit Committee's Task in 2013

In implementing duties, the Audit Committee cooperates and coordinates with Internal Audit Unit and External Audit. In 2013, the Audit Committee has implemented the following activities below:

1. Evaluating the preparation of Financial Statements of PT ASDP Indonesia Ferry (Persero) in 2013.
2. Reviewing the audit plan of KAP on the Financial Statements of PT Indonesia Ferry (Persero) for fiscal year 2013.
3. Evaluating audit implementation by KAP on the Financial Statements of PT ASDP Indonesia Ferry (Persero).
4. Conducting audit once in two months with Internal Audit of PT Indonesia Ferry (Persero), among other discussing audit findings and follow-up of the Internal Audit's finding and its follow-up.
5. Providing input to the President Commissioner on all matters that need to be paid attention by the President Commissioner.

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| <ol style="list-style-type: none"> 6. Memberikan kajian kepada Komisaris Utama terhadap usulan Direksi PT ASDP Indonesia Ferry (Persero). 7. Mengikuti kegiatan Monitoring angkutan lebaran Tahun 2013 di beberapa Lintasan Penyeberangan. 8. Melakukan evaluasi Sistem Pengendalian Manajemen pada cabang-cabang PT ASDP Indonesia Ferry (Persero). 9. Membuat Laporan hasil Evaluasi Sistem Pengendalian Manajemen cabang-cabang PT ASDP Indonesia Ferry (Persero) yang telah di evaluasi. 10. Menyusun Piagam Komite Audit PT ASDP Indonesia Ferry (Persero). 11. Mengikuti Seminar / Workshop. 12. Mengikuti Raker PT ASDP Indonesia Ferry (Persero) Tahun 2013. | <ol style="list-style-type: none"> 6. Providing review to the President Commissioner on the recommendation of the Board of Directors of PT ASDP Indonesia Ferry (Persero). 7. Keeping up to date with the monitoring activities of transportation for lebaran in 2013 in several routes. 8. Evaluating the management control system in branches of PT ASDP Indonesia Ferry (Persero). 9. Preparing reports on the evaluation result of management control system of branches of PT ASDP Indonesia Ferry (Persero) that has been evaluated. 10. Preparing Audit Committee Charter of PT ASDP Indonesia Ferry (Persero). 11. Attending seminar/workshop 12. Attending work meeting of PT ASDP Indonesia Ferry (Persero) in 2013 |
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KOMITE LAIN DI BAWAH DEWAN KOMISARIS

Komite Pemantau Manajemen Resiko (PMR)

Susunan Anggota Komite Pemantau Manajemen Risiko:

OTHER COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Risk Management Monitoring Committee

Composition of Members of Risk Management Monitoring Committee

Nama / Name	Jabatan / Position	Dasar Hukum Penunjukan / Legal Basis of Appointment	Periode Jabatan / Tenure
I Wayan Sudiarsa	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Keputusan Dewan Komisaris Nomor : 165/KOM/XII/2011 Tanggal 12 Desember 2011 Decision of the Board of Commissioners No: 165/KOM/XII/2011 dated December 12, 2011	1 Periode / Period
Suhaimi Imran	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Keputusan Dewan Komisaris Nomor : 165/KOM/XII/2011 Tanggal 12 Desember 2011 Decision of the Board of Commissioners No: 165/KOM/XII/2011 dated December 12, 2011	1 Periode / Period

**Profil Anggota Komite Pemantau Manajemen Risiko
Tahun 2013**

**Profile of Member of Risk Management Monitoring
Committee in 2013**



I Wayan Sudiarsa

Seorang Warga Negara Indonesia, lahir di Bali pada 20 Februari 1949. Pengalaman karir beliau diawali sebagai Pegawai Negeri Sipil di Badan Pengawas Keuangan dan Pembangunan (BPKP), sejak tahun 1976 sampai dengan 2005. Pada tahun 2010, beliau ditunjuk sebagai Komite Audit Perum Damri. Selain sebagai praktisi, beliau juga aktif mengajar sebagai dosen paruh waktu pada Fakultas Ekonomi Universitas Pakuan, Bogor sejak tahun 2005 sampai sekarang dan sebagai dosen tetap di Sekolah Tinggi Ilmu Administrasi Kaula Indonesia (STIAKIN), sejak tahun 2005 sampai sekarang. Sebelumnya beliau sudah menamatkan jenjang pendidikan D3 di Ajun Akuntan I Institut Ilmu Keuangan, Departemen Keuangan pada tahun 1974, S1 Administrasi Negara di STIA - Lembaga Administrasi Negara pada tahun 1984, dan S2 Konsentrasi Manajemen Keuangan di STIE - IPWI dengan di tahun 1995.

Indonesian Citizen, born on February 20, 1949. His career started as Civil Servant in Finance and Development Supervisory Board (BPKP) since 1976 until 2005. In 2010, he was appointed as member of Audit Committee of Perum Damri. In addition to serving as practitioner, he also actively works as part-time lecturer in Faculty of Economics, Pakuan University, Bogor, since 2005 until now and as permanent lecturer in Sekolah Tinggi Ilmu Administrasi Kaula Indonesia (STIAKIN), since 2005 until now. He obtained Diploma degree in Accounting I, Institut Ilmu Keuangna, Finance Department in 1974. He also obtained Bachelor's degree in business Administration in STIA - Business Administration Institution in 1984, Master's degree in Financial Management in STIE - IPWI in 1995.

TATA KELOLA PERUSAHAAN

Good Corporate Governance



Suhaimi Imran

Seorang Warga Negara Indonesia, lahir di Kuala Simpang, Aceh, pada 18 Oktober 1970. Beliau merupakan lulusan S1 Fakultas Hukum, Universitas Sumatera Utara pada tahun 1995. Setelah itu beliau melanjutkan pendidikannya ke jenjang S2 jurusan Ekonomi Syariah, Universitas Indonesia yang selesai di tahun 2010. Hingga saat ini, beliau aktif sebagai anggota Komite Pemantau Manajemen Risiko.

Indonesian citizen born in Kuala Simpang, Aceh, on October 18, 1970. He graduated with Law degree from Sumatera Utara University in 1995. He pursued his higher education in Sharia Economics, University of Indonesia, that completed in 2010. Until present, he actively serves as Risk Management Monitoring Committee.

Independensi Komite Pemantau Manajemen Risiko (PMR)

Seluruh anggota Komite PMR merupakan pribadi yang profesional, berpengalaman, dan tidak memiliki hubungan bisnis baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan, untuk menjaga independensi dalam pelaksanaan tugas dan tanggung jawabnya. Seluruh anggota Komite PMR telah memenuhi kriteria independensi, keahlian, pengalaman dan integritas yang dipersyaratkan dalam ketentuan yang berlaku.

Tugas, Tanggung Jawab, dan Wewenang Komite Pemantau Manajemen Risiko

Komite PMR memiliki tugas dan tanggung jawab untuk memberikan pendapat profesional dan independen kepada Dewan Komisaris terkait laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris serta menjalankan tugas lain yang berkaitan dengan tugas Dewan Komisaris.

Secara keseluruhan lingkup tugas dan tanggung jawab Komite PMR tercantum dalam Surat Keputusan Dewan Komisaris Nomor : 165/KOM/XII/2011 tanggal 12 Desember 2011 tentang Pembentukan Komite Pemantau Manajemen Risiko pada Dewan Komisaris PT ASDP Indonesia Ferry (Persero), tugas dan tanggungjawab Komite PMR sebagai berikut, antara lain :

1. Memberikan masukan kepada Dewan Komisaris dalam penyusunan dan perbaikan manajemen risiko yang

Independency of Risk Management Monitoring Committee (PMR)

All members of PMR Committee are professional and experienced individual that have no business affiliation, both directly and indirectly, relating with the Company's business activities, to maintain independency in the performance of duties and responsibilities. All members of PMR Committee have fulfilled the criteria for independency, expertise, experience, and integrity that have been required according to the regulation.

Duties, Responsibilities, and Authority of Risk Management Monitoring Committee

PMR Committee has duties and responsibilities to provide professional and independent opinion to the Board of Commissioners related to the report or other matters reported by the Board of Directors to the Board of Commissioners and performing other duties relating with the duties of the Board of Commissioners.

Overall, the scope and responsibilities of PMR Committee are stated in the Decree of the Board of Commissioners No: 165/KOM/XII/2011 dated December 12, 2011 on the Formation of Risk Management Monitoring Committee in the Board of Commissioners of PT ASDP Indonesia Ferry (Persero), duties and responsibilities of PMR Committee are as follows:

1. Providing input to the Board of Commissioners in drawing up and improving risk management related to the risk

TATA KELOLA PERUSAHAAN Good Corporate Governance

berkaitan dengan pengendalian risiko di semua bidang perusahaan sebelum mendapat persetujuan Dewan komisaris;

2. Melakukan diskusi dengan unit kerja yang terkait dengan manajemen risiko, bila diperlukan;
3. Mempelajari, mengkaji ulang kebijakan dan peraturan-peraturan internal tentang kebijakan manajemen risiko;
4. Melakukan kaji ulang secara berkala terhadap kebijakan manajemen risiko beserta pedoman pelaksanaannya dan semua perubahan serta penyesuaian kebijakan manajemen risiko tersebut;
5. Melakukan evaluasi terhadap akurasi model dan validitas data yang digunakan untuk mengukur risiko;
6. Menyampaikan masukan kepada Dewan Komisaris atas hal-hal yang perlu mendapat perhatian dan yang perlu dibicarakan dengan Direksi, agar Direksi melakukan tindak lanjut dari hasil evaluasi manajemen risiko oleh Komite.

Pelaksanaan Tugas Komite Pemantau Manajemen Risiko

1. Melakukan pertemuan sekali dalam dua bulan dengan Unit ERM PT ASDP Indonesia Ferry (Persero) antara lain membahas pengendalian risiko di perusahaan.
2. Memberi masukan kepada Komisaris Utama atas hal-hal yang perlu menjadi perhatian Komisaris Utama.
3. Memberikan kajian kepada Komisaris Utama terhadap usulan Direksi PT ASDP Indonesia Ferry (Persero).
4. Mengikuti kegiatan Monitoring angkutan lebaran Tahun 2013 di beberapa Lintasan Penyeberangan.
5. Melakukan Evaluasi Manajemen Risiko pada cabang-cabang PT ASDP Indonesia Ferry (Persero).
6. Membuat Laporan hasil Evaluasi Manajemen Risiko cabang-cabang PT ASDP Indonesia Ferry (Persero) yang telah di evaluasi.
7. Mengikuti Seminar / Workshop.
8. Mengikuti Raker PT ASDP Indonesia Ferry (Persero) Tahun 2013.

control in each division before obtaining approval by the Board of Commissioners;

2. Performing discussion with working units related to risk management, if necessary;
3. Learning, reviewing policies and internal regulations concerning risk management policies;
4. Periodically reviewing risk management policy and the implementing guideline on all changes and adjustments to the risk management policies;
5. Performing evaluation on the accuracy of model and data validity used to measure risk;
6. Providing input to the Board of Commissioners on matters that require attention and further discussion with the Board of Directors;

Task Implementation of Risk Management Monitoring Committee

1. Conducting meeting once in two months with ERM Unit of PT ASDP Indonesia Ferry (Persero) by discussing risk control in the company.
2. Providing input to the President Commissioner on matters that need to be paid attention to.
3. Providing review to the President Commission on the proposal of the Board of Directors of PT ASDP Indonesia Ferry (Persero).
4. Following monitoring activity of transportation for lebaran in 2013 in several routes.
5. Conducting evaluation on risk management in branches of PT ASDP Indonesia Ferry (Persero).
6. Preparing report on the evaluation of risk management of branches of PT ASDP Indonesia Ferry (Persero) that has been evaluated.
7. Attending seminar/workshop.
8. Attending work meeting of PT ASDP Indonesia Ferry (Persero) in 2013.

SEKRETARIS PERUSAHAAN

CORPORATE SECRETARY



Christine Hutabarat

Berkarir di PT. ASDP Indonesia Ferry (Persero) sejak tahun 2009, dan menjabat sebagai Sekretaris Perusahaan sejak tahun 2012 hingga saat ini berdasarkan Surat Keputusan Direksi No.SK SK.831/PA.104/IF-2010. Sebelumnya, beliau mengemban jabatan sebagai Kepala Biro Pengembangan Usaha. Sebelum bergabung dengan ASDP Indonesia Ferry, wanita yang lahir pada 14 Oktober 1976 ini, berkarir sebagai manajer pada perusahaan swasta seperti Oakwood Premier, Cozmo International dan Astra International BMW.

She started her career at PT ASDP Indonesia Ferry (Persero) since 2009 and was appointed as the Corporate Secretary in 2012 pursuant to the Decree of Board of Directors No. No.SK SK.831/PA.104/IF-2010. Previously, she served as the Head of Business Development Bureau. Prior to joining the Company, she worked as a manager at various private companies such as Oakwood Premier, Cozmo International, and Astra International BMW.

Beliau menyelesaikan pendidikan program Magister Keuangan Universitas Gajah Mada pada tahun 2004, setelah sebelumnya lulus sebagai Sarjana Sastra Inggris dari Universitas Indonesia di tahun 1999. Pada tahun 2013 memperoleh sertifikasi Ahli Kepelabuhanan yang dikeluarkan oleh Kementerian Perhubungan dan IPB. Selain itu, beberapa pelatihan profesional juga sudah diikutinya, diantaranya adalah Competitive Marketing Strategy, Strategic Decision Making, Company Strategic Planning, Effective Leadership, Effective Communication Strategy and Crisis Management.

An Indonesian citizen, born on October 14, 1976. She obtained her Bachelor's Degree in English Literature from the University of Indonesia in 1999 and Master's Degree in Finance from Gadjah Mada University in 2004. In 2013, she obtained the certification of Expert in Nautical-Port Field issued by the Ministry of Transportation and IPB. In addition, she participated in various professional trainings, such as Competitive Marketing Strategy, Strategic Decision Making, Company Strategic Planning, Effective leadership, Effective Communication Strategy and Crisis Management.

Pelatihan dan Pengembangan Sekretaris Perusahaan

Training and Development of Corporate Secretary

No.	Nama Pelatihan / Training	Jumlah Peserta / Total Participants	Nama Penyelenggara / Organizer	Tanggal Pelaksanaan / Date
1	Company Strategic Planning	2	PPM Management	30 April - 2 Mei 2013 April 30 - May 2, 2013
2	Pelatihan "PR Planning & Programme"	2	Forum Humas BUMN	20 Maret 2013 March 20, 2013

No.	Nama Pelatihan / Training	Jumlah Peserta / Total Participants	Nama Penyelenggara / Organizer	Tanggal Pelaksanaan / Date
3	"Two Days Conferences 5th Indonesia Customer Service Summit (ICSS)"	2	Inti Pesan Pariwisata	20 - 21 Maret 2013 March 20-21, 2013
4	Pelatihan Master of Ceremony (MC)	1	Tantowi Yahya Public Speaking School	18-19 Mei 2013 May 18-19, 2013
5	Pelatihan Penyusunan SOP Penundaan Transaksi Bisnis yang Menyimpang atau Merugikan BUMN Sesuai dengan Per-19/MBU/2012	2	PSIK	15 Juni 2013 June 15, 2013
6	"Refreshment & Personality Program for Secretary"	1	Markshare Training	30 - 31 Juli 2013 July 30-31, 2013
7	Seminar "The Urgency of Transformation Culture in Organization"	1	PPM Management	23 Oktober 2013 October 23, 2013
8	Workshop Corporate University	1	BUMN Track	30 Oktober 2013 October 30, 2013
9	Workshop "The 20th How to Handle Press Well"	2	SPS	27 - 29 November 2013 November 27-29, 2013
10	Pelatihan In-house English Business Conversation	12	ILP	4 Desember 2013 - Februari 2014 December 4, 2013 - February 2014

Tugas dan Tanggung Jawab

Sekretaris Perusahaan berperan penting dalam memfasilitasi komunikasi antara organ Perseroan, hubungan antara Perseroan dengan *stakeholders*, serta kepatuhan terhadap peraturan dan perundangan-undangan yang berlaku. Guna mendukung peranan tersebut, Sekretaris Perusahaan diangkat dan bertanggungjawab kepada Direktur Utama. Tugas dan tanggung jawab Sekretaris Perusahaan sebagai berikut:

- Mengelola dan mengembangkan citra positif perusahaan melalui pengembangan hubungan internal dan eksternal melalui kegiatan kehumasan.
- Mengelola penyelenggaraan perusahaan oleh Direksi dan Dewan Komisaris agar sesuai dengan Anggaran Dasar perusahaan dan peraturan lainnya, diantaranya penyelenggaraan aksi korporasi.

Duties and Responsibilities

The Corporate Secretary plays an important role in facilitating communication between all organs in the Company, communication between Company and stakeholders, and compliance with the rule and legislation in force. To support those functions, the Corporate Secretary is appointed and responsible to the President Director. Duties and responsibilities of the Corporate Secretary are as follows:

- Manage and develop the reputation of the Company through internal and external relations development and public relations function.
- Manage the management activities conducted by the Board of Directors and Board of Commissioners so as to be in line with the Articles of Association of the Company and other regulations, such as the execution of corporate action.

TATA KELOLA PERUSAHAAN

Good Corporate Governance

- Memonitor berbagai kegiatan kesekretariatan korporasi dan protokoler, korespondensi dan kerumahtanggaan yang terkait dengan Direksi dan Dewan Komisaris.
- Menjalinkan komunikasi dan hubungan kerja yang baik dengan pihak internal, eksternal dan mitra kerja.
- Menyelenggarakan RUPS, *corporate actions* dan *public expose*.
- Melakukan koordinasi dengan unit kerja internal terkait dan pihak/lembaga eksternal dalam upaya memperlancar kegiatan korporasi dan meningkatkan efektivitas tata kerja yang terkait dengan kegiatan Direksi dan Dewan Komisaris, serta Komite Dewan Komisaris.
- Mengkoordinasikan/memonitor kegiatan yang berkaitan dengan penerimaan dan penyampaian informasi korporasi serta pelaksanaan rapat Direksi dan Dewan Komisaris.
- Memberikan pelayanan kepada para pemangku kepentingan (*stakeholders*) atas setiap informasi yang dibutuhkan yang berkaitan dengan kondisi korporasi.
- Menyusun strategi komunikasi khususnya kepada calon investor, pelanggan dan masyarakat.
- Membangun jaringan kerjasama yang saling menguntungkan dengan berbagai pihak stakeholders.
- Mengupayakan kelancaran pelaksanaan agenda Direksi.
- Mengkomunikasikan kebijakan perusahaan dan atau pemerintah kepada pihak internal dan eksternal.
- Melaksanakan kegiatan kesekretariatan perusahaan.
- Menyiapkan laporan perusahaan sesuai ketentuan yang berlaku.
- Mengkoordinasikan bahan-bahan laporan untuk Rapat Komisaris dan Rapat Umum Pemegang Saham (RUPS).
- Memberikan keterangan pers (*press release*) mengenai kebijakan perusahaan.
- Mengkoordinasikan penyusunan laporan triwulanan perusahaan.
- Laporan Manajemen, Annual Report serta RJPP.
- Monitor various secretarial activities regarding secretarial activities, corporate and protocol matters, as well as correspondence and administration matters related to the Board of Directors and Board of Commissioners.
- Develop and improve communications and work relations with all internal and external parties, as well as business partners.
- Organize GMS, corporate actions, and public expose.
- Coordinate with internal work units in relation to the external parties/institutions in an effort to facilitate the performance of corporate action and to improve the effectiveness of work procedure related to the activities of Board of Directors, Board of Commissioners, and Committees under the Board of Commissioners.
- Coordinate/monitor activities related to the acceptance and submission of corporate action information as well as the convene of Board of Directors and Board of Commissioners meeting.
- Provide information as required by all stakeholders related to the condition and situation of the Company.
- Formulate a communication strategy to be implemented particularly on the potential investors, customers, and public.
- Develop mutually-beneficial partnership with all stakeholders.
- Facilitate the execution of Board of Directors' agenda.
- Disseminate the Company's and/or government policies to both internal and external parties.
- Conduct secretarial activities to support the Company.
- Prepare the Company's reports in accordance with the prevailing regulations.
- Coordinate reporting material for the meeting of Board of Commissioners and GMS.
- Execute press release regarding the Company's policies.
- Coordinate the drafting of quarterly report of the Company.
- Prepare the materials for Management Report, Annual Report and Corporate Long-Term Plan.

TATA KELOLA PERUSAHAAN Good Corporate Governance

- Mengusulkan tindakan koreksi maupun tindakan preventif terhadap setiap kejadian operasional yang berpotensi menimbulkan kerugian.
- Menjalin komunikasi dan hubungan kerja yang baik dengan pihak internal, eksternal dan mitra kerja.
- Suggest correctional or preventive actions regarding all operational activities that can potentially cause loss.
- Develop communication and good working relationships with all internal and external parties as well as business partners.

Pelaksanaan Tugas dan Tanggung Jawab Tahun 2013

Beberapa kegiatan yang dilakukan oleh Sekretaris Perusahaan sepanjang tahun 2013 adalah sebagai berikut:

1. Melaksanakan pemantauan persepsi dan opini publik/ *stakeholder* terhadap aktivitas perusahaan melalui monitoring dan evaluasi pemberitaan media massa seperti surat kabar dan media *online*.
2. Melaksanakan sosialisasi dan distribusi informasi yang terkait aktifitas perusahaan melalui berbagai strategi dan media seperti *website* www.indonesiaferry.co.id, sms *broadcast*, sosial media, *direct meeting*, *press release*, dll.
3. Penyusunan dan pelaksanaan berbagai program kehumasan untuk menumbuhkan citra positif perusahaan dan meningkatkan dukungan dari internal dan eksternal *stakeholder*.
4. Membuka akses kepada publik, khususnya pengguna jasa untuk memberikan saran, kritik, masukan dan keluhan terkait layanan/jasa yang diberikan perusahaan, dengan membuat *system call center*.
5. Melaksanakan dan memonitor berbagai kegiatan kesekretariatan korporasi dan protokoler, korespondensi dan kerumahtanggaan yang terkait dengan Direksi dan Dewan Komisaris.
6. Menjalin komunikasi dan hubungan kerja yang baik dengan pihak internal, eksternal dan mitra kerja.
7. Menyelenggarakan RUPS pengesahan RKA dan Laporan Perusahaan (audited), *corporate actions* dan *public expose*.
8. Melakukan koordinasi dengan unit kerja internal terkait dan pihak/lembaga eksternal dalam upaya memperlancar kegiatan korporasi dan meningkatkan efektivitas tata

Implementation of Duties and Responsibilities in 2013

In 2013, Corporate Secretary had conducted several activities, namely:

1. Monitoring the public/stakeholders' perception and opinion regarding the activities of the Company through the monitoring and evaluation activities on mass media such as newspapers and online media.
2. Disseminating and distributing information related to the company's activities through various strategies and media such as the Company's website at www.indonesiaferry.co.id, text messages (SMS), SMS broadcast, social media direct meeting, press release, etc.
3. Drafting and implementing various public relations program in order to generate positive image of the Company and obtain encouragement from all internal and external stakeholders.
4. Providing access to public, especially the users, to give advice, critics, input, and complaints related to the service of the Company through the establishment of Call Center system.
5. Implementing and monitoring all secretarial activities regarding secretarial activities, corporate and protocol matters, as well as correspondence and administration matters related to the Board of Directors and Board of Commissioners.
6. Developing and improving communications and work relations with all internal and external parties, as well as business partners.
7. Organizing GMS to discuss the approval for RKA and audited Management Reports, corporate actions, and public expose
8. Coordinating with internal work units in relation to the external parties/institutions in an effort to facilitate the performance of corporate action and to improve the

TATA KELOLA PERUSAHAAN

Good Corporate Governance

kerja yang terkait dengan kegiatan Direksi dan Dewan Komisaris, serta Komite Dewan Komisaris.

9. Mengkoordinasikan/memonitor kegiatan yang berkaitan dengan penerimaan dan penyampaian informasi korporasi serta pelaksanaan rapat Direksi dan Dewan Komisaris.
10. Mengupayakan kelancaran pelaksanaan agenda Direksi.
11. Mengkomunikasikan kebijakan perusahaan dan atau pemerintah kepada pihak internal dan eksternal.
12. Melaksanakan kegiatan kesekretariatan perusahaan.
13. Menyiapkan dan menyampaikan laporan perusahaan sesuai ketentuan yang berlaku kepada pemegang saham.
14. Mengusulkan tindakan koreksi maupun tindakan preventif terhadap setiap kejadian operasional yang berpotensi menimbulkan kerugian.

effectiveness of work procedure related to the activities of Board of Directors, Board of Commissioners, and Committees under the Board of Commissioners.

9. Coordinating/monitoring activities related to the acceptance and submission of corporate action information as well as the convene of Board of Directors and Board of Commissioners meeting.
10. Facilitating the execution of Board of Directors' agenda.
11. Disseminating the Company's and/or government policies to both internal and external parties.
12. Conduct secretarial activities to support the Company.
13. Prepare the Company's reports in accordance with the prevailing regulations to shareholders.
14. Suggest correctional or preventive actions regarding all operational activities that can potentially cause loss.

SATUAN PENGAWASAN INTERN (SPI)

Profil Ketua Satuan Pengawasan Intern



Sri Rahayu Lin Astuti

Wanita kelahiran Solo, 20 Februari 1967 menyelesaikan pendidikan S1 Psikologi di Universitas Gadjah Mada pada 1993 dan S2 Profesi Psikologi di Universitas Indonesia pada 2003. Beliau dikukuhkan sebagai Pemegang Gelar Profesional Internal Auditor (PIA) pada Tahun 2012. Dalam karir profesionalnya, beliau menjabat sebagai Kepala Satuan Pengawasan Intern di PT. ASDP Indonesia Ferry (Persero) sejak 13 Juni 2012 dan jabatan sebelumnya yang pernah di jabat yaitu sebagai Senior Manager Personalia dari 8 Agustus 2008 sampai dengan 13 Juni 2012.

INTERNAL AUDIT

Head of Internal Audit Profile

Indonesian citizen, born in Solo on February 20, 1967. She obtained her Bachelor's Degree in Psychology from Gadjah Mada University in 1993, and Psychologist's Degree (S2 Profesi Psikolog) from University of Indonesia in 2003. She was inaugurated as a Professional Internal Auditor (PIA) in 2012. Appointed as the Head of Internal Audit of the Company on June 13, 2012. Previously, she served as Senior Manager of HR Division (Personalia) from August 8, 2008 – June 13, 2012.

Struktur dan Kedudukan

Satuan Pengawasan Intern beranggotakan 17 (tujuh belas) orang dengan kualifikasi dan sertifikasi sebagai berikut:

1 (satu) orang Kepala SPI, 4 (empat) orang Inspektur, 11 (sebelas) orang Auditor serta 1 (satu) orang Manager Tata Usaha.

Structure and Position

Internal Audit is composed of 17 people with the composition as follows:

1 Head of Internal Audit, 4 Inspectors, 11 Auditors, and 1 Administration Manager.

TATA KELOLA PERUSAHAAN
Good Corporate Governance

No.	Jabatan / Position	Nama / Name	Sertifikasi / Certification
1.	Kepala SPI / Head of Internal Audit	Sri Rahayu Lin Astuti, S. Psi., M. Psi (PIA).	Diklat Khusus Kepala SPI / Special Training for the Head of Internal Audit Profesional Internal Auditor (PIA)
2.	Inspektur Bidang Usaha / Inspector for Business Division	Yudhi Yanuar, SE (Akt), MM.	Dasar-Dasar Audit / Audit Foundations
	Auditor Bidang Usaha / Auditor for Business Division	Suharto, SH.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Komunikasi dan Psikologi Audit / Audit Communications and Psychology Audit Kecurangan / Audit Fraud Pengelolaan Tugas-Tugas Audit / Management of Audit Duties
	Auditor Bidang Usaha / Auditor for Business Division	Drs. Rahman Basjaratu, SH.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit
	Auditor Bidang Usaha / Auditor for Business Division	Indriasari Purboningrum, S.Sos.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit
3.	Inspektur Bidang Teknik / Inspector for Engineering Division	Andi M. Harun M. Tang, ST.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Komunikasi dan Psikologi Audit / Audit Communications and Psychology Audit Kecurangan / Audit Fraud Pengelolaan Tugas-Tugas Audit / Management of Audit Duties
	Auditor Bidang Teknik / Auditor for Engineering Division	M. Widayanto.	Dasar-Dasar Audit / Audit Foundations
	Auditor Bidang Teknik / Auditor for Engineering Division	Ir. M. Faid.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit
4.	Inspektur Bidang Keuangan / Inspector for Finance Division	Kusnadi C. Wijaya, SE (Akt), MM.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Komunikasi dan Psikologi Audit / Audit Communications and Psychology Audit Kecurangan / Audit Fraud Pengelolaan Tugas-Tugas Audit / Management of Audit Duties
	Auditor Bidang Keuangan / Auditor for Finance Division	Rinaldi, SE, MM.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Pengelolaan Tugas-Tugas Audit / Management of Audit Duties
	Auditor Bidang Keuangan / Auditor for Finance Division	Romy Iskandar, SE (Akt).	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Komunikasi dan Psikologi Audit / Audit Communications and Psychology Audit Kecurangan / Audit Fraud Pengelolaan Tugas-Tugas Audit / Management of Audit Duties

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No.	Jabatan / Position	Nama / Name	Sertifikasi / Certification
	Auditor Bidang Keuangan / Auditor for Finance Division	Hermawan R, SE.	Dasar-Dasar Audit / Audit Foundations
5.	Inspektur Bid SDM& Umum / Inspector for HR and General Affairs Division	Dety Dayati S. Psi	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit
	Auditor Bid SDM & Umum / Auditor for HR and General Affairs Division	Dewi Palupi SE., MM,PIA.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Komunikasi dan Psikologi Audit / Audit Communications and Psychology Audit Kecurangan / Audit Fraud Pengelolaan Tugas-Tugas Audit / Management of Audit Duties
	Auditor Bid SDM & Umum / Auditor for HR and General Affairs Division	Jonggi Wilson Leonard, SE., MBA.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Komunikasi dan Psikologi Audit / Audit Communications and Psychology Audit Kecurangan / Audit Fraud Pengelolaan Tugas-Tugas Audit / Management of Audit Duties
	Auditor Bid SDM & Umum / Auditor for HR and General Affairs Division	M. Naron, SH.	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Pengelolaan Tugas-Tugas Audit / Management of Audit Duties
6.	Manager Tata Usaha / Administration Manager	Dini Riyanti, SE	Dasar-Dasar Audit / Audit Foundations Audit Operasional / Operational Audit Komunikasi dan Psikologi Audit / Audit Communications and Psychology

Tugas dan Tanggung Jawab

Berdasarkan *Internal Audit Charter*, tugas dan tanggung jawab SPI antara lain sebagai berikut:

- Penyusunan Program Kerja Pengawasan Tahunan (PKPT) dan melaksanakan pengawasan terhadap pelaksanaan tugas perusahaan sesuai dengan kebijaksanaan Direksi dan ketentuan yang berlaku.
- Melakukan evaluasi terhadap pelaksanaan kesesuaian sasaran dan tujuan dalam pencapaian RKAP (Rencana Kerja dan Anggaran Perusahaan).
- Membuat sasaran penyempurnaan dalam system pengendalian manajemen untuk pengembangan dan mengamankan kekayaan perusahaan.
- Melakukan uji kecermatan terhadap prosedur kerja, akurasi pencatatan, dan penilaian kebijakan operasional serta efisiensi dan aktivitas fungsi kerja.

Duties and Responsibilities

Pursuant to the *Internal Audit Charter*, the duties and responsibilities of Internal Audit are as follows:

- Drafting of Work Plan for Annual Supervision (PKPT) and conducting supervision function over the implementation of administration duties in accordance with the Board of Directors' policies and prevailing regulations.
- Conducting evaluation on the implementation of RKAP and the conformity between the target and the achievement.
- Preparing targets for improvement of management control system in order to protect and develop the Company's assets.
- Conducting comprehensive examination on the work procedures, accuracy of documentation, assessment of operational policies, as well as efficiency and effectiveness of work functions.

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- Melakukan koordinasi dan pendampingan pemeriksaan yang dilakukan oleh pihak ekstern.
- Melaksanakan tugas khusus dalam lingkup pengendalian intern yang ditugaskan oleh Direktur Utama.
- Membuat, menyusun, memantau dan mendokumentasikan Laporan Hasil Pelaksanaan Pemeriksaan.
- Melakukan pemantauan terhadap bebas KKN, pemberian gratifikasi kepada Pegawai Negeri atau Penyelenggara Negara.
- Conducting coordination and mentoring on the audit activities by external parties.
- Performing special duty within the scope of internal control as mandated by the President Director
- Formulating, compiling, monitoring, and documenting Evaluation Result Report.
- Conducting supervisory function on the regulations that stipulate the Anti-Corruption program and Anti-Gratification program by Civil Servants or Government.

Pelaksanaan Tugas Unit Internal Audit 2013

Selama jangka waktu Tahun 2013, Satuan Pengawasan Intern telah melakukan Program Kerja Pemeriksaan Tahunan pada 22 (dua puluh dua) Cabang atau sebesar 73.3% dari rencana kerja fungsi Satuan Pengawasan Intern pada Tahun 2013 yaitu 32 Cabang, Kantor Pusat dan PKBL:

Implementation of Duties in 2013

During the course of 2013, the Internal Audit had executed the Work Plan of Annual Audit in 22 branch offices, or equivalent to 73.3% form the total plan in 2013 which amounting to 32 branch offices, Headquarters, and PKBL.

No.	Cabang / Branch	Bulan / Month
1	Bajoe	September / September
2	Balikpapan	Mei / May
3	Banda Aceh	Oktober / October
4	Banda Aceh	November / November
5	Bangka	Juni / June
6	Batam	Desember / December
7	Bau-Bau	Desember / December
8	Bengkulu	Juli / July
9	Biak	November / November
10	Jepara	Februari / February
11	Ketapang	September / September
12	Kupang	Februari / February
13	Kupang	Juli / July
14	Luwuk	Mei / May
15	Merauke	November / November
16	Padang	Oktober / October
17	Pontianak	Februari / February
18	Sape	September
19	Selayar	Mei / May
20	Sibolga	Desember / December
21	Sorong	November / November
22	Surabaya	Juli / July

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KANTOR AKUNTAN PUBLIK

a. Mekanisme Penunjukan Kantor Akuntan Publik

Pelaksanaan audit laporan keuangan Perseroan dilakukan dengan menunjuk Kantor Akuntan Publik (KAP). Penunjukan KAP tersebut diputuskan dalam RUPS berdasarkan rekomendasi Dewan Komisaris. Tidak ada jasa lain yang diberikan oleh KAP selain melakukan audit laporan keuangan Perseroan.

b. Informasi Kantor Akuntan Publik

Informasi KAP Perseroan pada 3 (tiga) tahun terakhir adalah sebagai berikut:

Tabel: Informasi Kantor Akuntan Publik

Tahun / Year	Akuntan Publik / Public Accountant	Biaya / Fee
2013	Kantor Akuntan Publik Ghazali, Sahat Dan Rekan	502.345.000
2012	Hertanto, Sidik dan Rekan	523.616.364
2011	Hertanto, Sidik dan Rekan	389.620.000

PUBLIC ACCOUNTING FIRM

a. Appointment Mechanism of Public Accounting Firm

The implementation of the Company's audit on financial report is conducted by appointing a Public Accounting Firm. The appointment was determined in the GMS based on the recommendation of the Board of Commissioners. There is no other service given by the Public Accounting Firm aside from conducting audit on the Company's financial report.

b. Information of Public Accounting Firm

The information of the Company's Public Accounting Firm in the last 3 years is as follows:

Table: Information on Public Accounting Firm

SISTEM PENGENDALIAN INTERNAL

Sistem Pengendalian Keuangan dan Operasional

Sistem pengendalian keuangan dan operasional Perseroan sejalan dengan sistem pengendalian internal menurut *Committee of Sponsoring Organization of the Tradeway Commission (COSO)*. Sistem pengendalian tersebut mencakup berbagai kebijakan, prosedur, kegiatan pemantauan dan komunikasi, serta standar perilaku dan berbagai inisiatif yang ditujukan untuk:

- Mengamankan aset (*security objectives*)
- Mengupayakan efisiensi dan efektivitas operasi Perseroan (*operational objectives*)
- Mengembangkan keandalan dan kelengkapan informasi akuntansi/finansial dan manajemen (*information objectives*); serta
- Menjamin kepatuhan terhadap kebijakan dan prosedur serta peraturan perundangan yang berlaku (*compliance objectives*).

Pada 2013 Satuan Pengawasan Internal telah melaksanakan Rencana Kerja Fungsi yang tercantum di dalam Rencana Kerja Anggran Perusahaan (RKAP) tahun 2013, antara lain:

INTERNAL CONTROL SYSTEM

Financial and Operational Control System

The Company's financial and operational control system is conducted in line with the internal control system according to the Committee of Sponsoring Organization of the Tradeway Commission (COSO). The internal control system consists of all policies, procedures, supervisory and communication activities, as well as code of conducts and various initiatives intended to:

- Secure the assets (*security objectives*);
- Encourage efficiency and effectiveness of the Company's operations (*operational objectives*);
- Develop reliability and completeness of accounting/ financial information and management (*information objectives*); and
- Ensure compliance to the policies and procedures as well as the applicable legislations (*compliance objectives*).

In 2013, the Internal Audit had implemented the Work Plan as stated in the 2013 RKAP, namely:

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| <ol style="list-style-type: none"> 1. Pemeriksaan Tahunan (PKPT) terhadap 19 cabang dari rencana kerja fungsi Satuan Pengawas Internal (SPI) 2013 sebanyak 31 cabang. Biaya pemeriksaan yang telah terealisasi selama 2013 sebesar Rp1,26 miliar. 2. Melaksanakan pendampingan Kantor akuntan Publik (KAP) untuk <i>general audit</i> 2012 pada bulan Januari-Februari 2013 sebanyak 12 cabang dan <i>general audit</i> 2013 pada bulan Oktober-Desember 2013 serta bulan Januari 2014 sebanyak 11 cabang. 3. Pendampingan BPK RI untuk audit penugasan dari Direksi dan merealisasikan pemeriksaan terhadap 3 cabang yakni cabang Merak, Bekauheni dan Lembar serta melaksanakan penugasan khusus dari Direksi terhadap 3 cabang yakni cabang Bangka, Kupang, dan Banda Aceh. | <ol style="list-style-type: none"> 1. Conducting Annual Audit (PKPT) on 19 out of 31 branch offices determined in the work plan of Internal Audit at the beginning of the year. The audit fee of 2013 amounting to Rp1.26 billion. 2. Mentoring the Public Accounting Firm which was appointed to conduct 2012 general audit in January-February 2013 on 12 branch offices and 2013 general audit in January 2014 on 11 branch offices. 3. Mentoring BPK RI in conducting audit as delegated by the Board of Directors on 3 branch offices, i.e.: Merak, Bakauheni, and Lembar branches, as well as conducting special delgations from the Board of Directors on Bangka, Kupang, and Banda Aceh branches. |
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Evaluasi Terhadap Efektivitas Sistem Pengendalian Internal

a. Evaluasi Terhadap Efektivitas Sistem Pengendalian Keuangan

Evaluasi yang telah dilakukan Perseroan terhadap efektivitas sistem pengendalian internal menjadi salah satu fondasi bagi Perseroan untuk terus melaksanakan perbaikan dan penyempurnaan sistem pengendalian yang dapat meningkatkan pertumbuhan perusahaan. Evaluasi tersebut salah satunya dilakukan melalui laporan keuangan Perseroan.

Dalam melakukan evaluasi, Perseroan menggunakan kriteria yang telah ditetapkan oleh *Internal Control - Integrated Framework* yang telah dikeluarkan oleh COSO. Berdasarkan penilaian ini, Dewan Komisaris dan Direksi menyimpulkan bahwa hingga tanggal 31 Desember 2013, sistem pengendalian internal Perseroan atas laporan keuangan telah berjalan dengan efektif.

b. Evaluasi Terhadap Efektivitas Sistem Pengendalian Operasional

Selain itu, evaluasi juga dilakukan melalui Unit Audit Internal. Unit Audit Internal melakukan upaya peningkatan pengendalian internal (*internal control*) dalam berbagai kegiatan operasional Perseroan. Hasil evaluasi atas pelaksanaan

Assessment on the Effectiveness of Internal Control System

a. Assessment on the Effectiveness of Financial Control System

The assessment that had been conducted by the Company on the effectiveness of internal control system became a foundation for the Company to always conduct improvement and refinement on the control system, which in turn contributed to the growth of the Company. The evaluation was conducted in several ways, and one of them was through the Company's financial report.

In conducting the evaluation, the Company utilized criteria set by the Internal Control – Integrated Framework issued by COSO. Based on the evaluation, the Boards of Commissioners and Directors concluded that up until December 31, 2014, the Company's internal control system on financial statement had run effectively.

b. Assessment on the Effectiveness of Operational Control System

Aside from that, assessment also had been conducted through the Internal Audit Unit, which made an effort to improve the internal control in various operations of the Company. The assessment result on the implementation of internal control

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sistem pengendalian internal menjadi salah satu dasar evaluasi manajemen terhadap efektifitas sistem pengendalian internal untuk menentukan perbaikan dan penyempurnaan sistem ataupun kebijakan yang memungkinkan manajemen dapat secara lebih efektif menjalankan kegiatan operasional Perseroan. Pengendalian internal di lingkungan Perseroan senantiasa dievaluasi agar mampu mengikuti perkembangan bisnis Perseroan.

MANAJEMEN RISIKO

Gambaran Umum Sistem Manajemen Risiko Perseroan

Sistem manajemen risiko Perseroan berfungsi untuk mengelola risiko perusahaan yang mencakup identifikasi, pengendalian, serta evaluasi atas risiko-risiko yang berpotensi mengganggu aktivitas bisnis, kelangsungan usaha, dan menyebabkan tidak tercapainya tujuan Perseroan.

Identifikasi risiko menjadi langkah awal dalam penerapan sistem manajemen risiko Perseroan. Perseroan meyakini bahwa penerapan identifikasi risiko secara akurat dan komprehensif sangat penting untuk dilakukan. Perseroan senantiasa mengumpulkan data sebanyak mungkin untuk melihat potensi risiko yang dilakukan melalui survei, wawancara, data historis, dan *brainstorming* dalam rapat antar divisi. Risiko yang dapat terjadi dalam aktivitas usaha umumnya bersumber dari unsur ketidakpastian yang menyebabkan tertekannya profitabilitas hingga dapat menimbulkan kerugian. Proses identifikasi risiko memudahkan Perseroan untuk mengetahui bahaya yang ditimbulkan terkait aktivitas bisnis Perseroan.

Setelah itu, Perseroan melakukan pengendalian risiko dengan menggunakan pendekatan terstruktur mulai dari penilaian risiko hingga pengembangan strategi untuk mengelola dan menyusun mitigasi risiko. Khusus mitigasi risiko, Perseroan menggunakan sumber daya yang dimiliki perusahaan. Dalam proses ini, Perseroan menyusun serangkaian rencana kegiatan penanganan guna memperkecil eksposur risiko. Perseroan juga melakukan evaluasi atas keefektifan sistem manajemen risiko yang dilakukan secara berkala.

system became one of the bases for management evaluation on the effectiveness of internal control system. The aim of this evaluation is to determine the improvement and refinement for the system, as well as the policy which will make the management to be able to run operations effectively. The internal control system in the Company's environment is constantly evaluated in order to follow the development of the Company's business activities.

RISK MANAGEMENT

Overview on the Risk Management System of the Company

Risk management system of the Company serves to manage the Company's risk and consists of identification, control, and evaluation on the risks that have potential in disturbing the Company's business activities, existence, as well as leading to the Company's failure in embracing its objectives.

Identification of risks is the first step in the implementation of the Company's risk management system. The Company is certain that an accurate and comprehensive implementation of risk management system is very important. To observe the potential risks that will be faced, the Company gathered data as much as possible through surveys, interviews, history, and brainstorming activities in the meetings between each division. The risks that may happen in business activities generally come from uncertainty factor which results in a pressure on the profit and consequently brings loss. The risk identification process enables the Company to be aware of the danger that may be incurred related to the business activities of the Company.

Furthermore, the Company conducts risk control by utilizing a structured approach, starting from the risk evaluation to the strategy development, in order to manage and mitigate the risks. The Company utilizes its own resources, especially to mitigate risks. In this process, the Company prepares a series of treatment activities to lessen risks exposure. The Company also evaluates the effectiveness of risk management system which is done periodically.

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Sistem manajemen risiko Perseroan yang diatur dalam Pedoman Manajemen risiko perusahaan berfungsi untuk mengelola risiko perusahaan. Pedoman tentang Penyelenggaraan Proses Manajemen Risiko merupakan proses yang berlangsung berulang dan terus menerus yang pada dasarnya terdiri dari Proses Awal, Proses Inti dan Proses Penunjang Manajemen Risiko. Proses Awal meliputi membangun lingkungan intern dan menyusun konteks. Proses Inti meliputi *Assessment* Risiko atas risiko-risiko yang berpotensi mengganggu aktivitas bisnis, kelangsungan usaha, dan menyebabkan tidak tercapainya tujuan Perseroan dan melaksanakan tindak Lanjut (tanggapan & perlakuan) atas Risiko.

Proses penunjang manajemen risiko meliputi Melakukan Kaji Ulang Risiko, Melakukan Pemantauan, Melakukan Komunikasi, Melakukan Konsultasi dan Melakukan Dokumentasi.

Sepanjang 2013 Perseroan telah melaksanakan beberapa sub program, antara lain:

- Konsolidasi kualitas daftar risiko dan pelaksanaan *assessment* risiko unit kerja pusat dan cabang sebagai bahan daftar risiko Direktorat, dengan pelaksanaan rekapitulasi dan analisis hasil *assessment* risiko unit kerja pusat dan cabang; konsolidasi daftar risiko unit kerja kantor pusat dan cabang sebagai bahan penentuan risiko Direktorat (Direktorat Usaha Penyeberangan, Direktorat Utama dan Direktorat Usaha Pelabuhan, Direktorat SDM dan Umum serta Direktorat Teknik); validasi hasil konsolidasi daftar risiko unit kerja kantor pusat dan cabang sebagai bahan penentuan daftar risiko Direktorat (Direktorat Keuangan, Direktorat Usaha Penyeberangan, Direktorat Utama, Direktorat Usaha Pelabuhan, Direktorat SDM dan Umum serta Direktorat Teknik) serta komunikasi dan validasi daftar risiko korporat.
- Pengesahan pedoman umum Manajemen Risiko oleh Direksi dan Dewan Komisaris.
- Pencetakan dan pendistribusian buku Pedoman Manajemen Risiko (BOD,BOC, Unit Kerja Kantor Pusat dan Cabang).

The Company's management risk system, stipulated in the Risk Management Guidelines, functions to manage and mitigate the Company's risk. Guidelines on the Implementation of Risk Management Process is the main referral to execute the procedure for managing risks, which comprising three main process, namely Initial Process, Core Process, and Risk Management Supporting Process. Initial Process of Risk Management aims to develop an internal environment and compose the context. Core Process encompasses Risk Assessment on risks that have the potential to disrupt business activities and existence as well as causing the objectives if the Company cannot be achieved. In addition, this process will generate follow-ups (response) on the risks.

Risk management supporting process covers the activities of risk review, monitoring, communicating, consulting, and documenting.

Throughout 2013, the Company had conducted several sub-programs related to risk management, such as:

- Consolidation on the quality of risks and implementation of risk assessment in central and branches' work unit as a part of Directorate's list of risk through the implementation of recapitulation and analysis of the result of risk assessment conducted in central and branches work units; consolidation on the list of risks of work units in headquarters and branches as a part of Directorate' risk determination (Ferry Services, Main and Port Services, HR & GA, as well as Engineering Directorates); approval for the results of consolidation on the list of risks of work units in headquarters and branches as a part of Directorate' risk determination (Ferry Services, Main and Port Services, HR & GA, as well as Engineering Directorates), as well as communication and approving the corporate's list of risks.
- Approval for the general guidelines of Risk Management by the Board of Directors and Board of Commissioners.
- Publication and Distribution of Risk Management Guidelines to the Board of Directors, Board of Commissioners, and all work units in the Headquarters and Branch Offices.

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- Penyusunan prosedur manajemen risiko
- Penerapan manajemen risiko melalui analisis daftar risiko dan hasil pengukuran risiko *Leasing* kapal bekas per 31 Desember 2012 dan *review risk profile* unit kerja dan cabang (Sinabang, Tual dan Kupang).

Jenis Risiko dan Pengelolaannya

Jenis risiko dan pengelolaannya yang diselenggarakan oleh Perseroan selama 2013 sebagai berikut:

- Risiko Pemasaran:** Risiko Pemasaran adalah tidak tercapainya target penjualan/perolehan kontrak kerjasama baru akibat kegagalan pemasaran usaha komersial dan/atau kegagalan dalam pelayanan konsumen pengguna jasa transportasi dan jasa kepelabuhanan/dermaga serta jasa penyewaan ruangan untuk kegiatan komersial.
- Risiko Produksi:** Risiko Produksi adalah tidak tercapainya target penjualan dan biaya produksi yang membentuk laba.
- Risiko Keuangan:** Risiko keuangan adalah risiko yang terjadi akibat kebutuhan dana melebihi ketersediaan dana.
- Risiko Kredit:** Risiko Kredit adalah risiko yang timbul sebagai akibat kegagalan pelunasan/ pembayaran fasilitas kredit yang diberikan oleh Perbankan dan Lembaga Finansial lainnya.
- Risiko Hukum:** Risiko Hukum adalah tuntutan hukum akibat kerangka kerja hukum yang buruk, ketiadaan dokumen serta perlindungan yang tidak memadai secara kontraktual.
- Risiko Kepatuhan:** Risiko Kepatuhan dapat berdampak pada pengenaan denda dan sanksi ataupun kehilangan reputasi akibat ketidakmampuan untuk memenuhi peraturan/perundang-undangan yang berlaku.
- Risiko Strategis:** Risiko Strategis berkaitan dengan kemungkinan potensi kerugian akibat keputusan bisnis yang salah, strategi usaha yang tidak tepat ataupun ketidakmampuan untuk menanggapi peluang usaha atau perubahan lingkungan eksternal.
- Risiko Pengadaan:** Risiko Pengadaan adalah risiko yang berkaitan dengan ketidaksesuaian mutu, waktu pengiriman dan pola penyimpanan serta pola pengadaan.

- Drafting of risk management procedure.
- Implementation of risk management through the analysis of risk list and result of risk measuring on the leasing of used vessel per December 31, 2012, as well as reviewing the risk profile of work units and branch offices (Sinabang, Tual, and Kupang).

Type of Risks and the Management

The following describes the type of risk that is faced by the Company in 2013 and the management of the risks.

- Market Risk:** Market risk arises when the sales target/ contract for partnership cannot be achieved due to the failure in commercial marketing and/or failure in serving the users of ferry transportation and port services as well as room leasing for commercial activities.
- Production Risk:** Production Risk arises when the sales target and production cost which will generate profit cannot be achieved.
- Financial Risk:** Financial Risk arises when if the fund requirement exceeds fund availability.
- Credit Risk:** Credit Risk arises when the payment of credit cannot be performed to the banks or other financial institutions.
- Legal Risk:** Legal Risk is the lawsuit that happens as the result of poor legal framework, unavailability of document and inadequate contractual protection.
- Compliance Risk:** Compliance Risk may generate the sanction or fine imposing as well as loss of reputation due to the incapability of adhering to the applicable regulations.
- Strategic Risk:** Strategic Risk is related to the loss potential due to the mistake in business decision, incorrect business strategy, and incapability of seizing business opportunities or adjusting to the changes in environment.
- Procurement Risk:** Procurement Risk is related to the discrepancy in quality, time delivery, and documenting as well as procuring patterns.

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| <p>i. Risiko Peralatan: Risiko Peralatan adalah risiko yang berkaitan dengan ketidaksesuaian utilitas dan ketersediaan alat.</p> <p>j. Risiko Teknologi: Risiko Teknologi adalah tertinggalnya penguasaan teknologi yang berdampak kepada operasional/strategi perusahaan.</p> <p>k. Risiko Sumberdaya Manusia: Risiko Sumber Daya Manusia adalah meningkatnya angka <i>Turn Over</i> SDM akibat tidak puas terhadap perusahaan.</p> <p>l. Risiko Reputasi: Risiko Reputasi adalah rusaknya reputasi organisasi yang mengakibatkan hilangnya pelanggan, laba dan kemampuan bersaing.</p> | <p>i. Equipment Risk: Equipment Risk is related to the discrepancy between equipment utility and availability.</p> <p>j. Technology Risk: Technology Risk arises when the Company cannot keep abreast with the advances in technology and cannot master the uses of technology which may impact on its operations/strategies.</p> <p>k. Human Resources Risk: HR Risk arises when the turnover rate of HR increases due to the dissatisfaction of customers towards the Company.</p> <p>l. Reputational Risk: Reputational Risk arises when the reputation of the Company is damaged which will result in loss of customers, loss of profit, and loss of competitiveness.</p> |
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Evaluasi atas Efektivitas Sistem Manajemen Risiko

Identifikasi, pengendalian, serta evaluasi atas risiko-risiko bisnis senantiasa dilakukan melalui masing-masing Divisi. Direksi bersama-sama dengan Unit Internal Audit dan Dewan Komisaris yang diwakili oleh Komite Audit melakukan kajian dan merumuskan strategi pengelolaan dan mitigasi yang diperlukan. Dewan Komisaris mengambil peran memonitor pelaksanaan aktivitas serta evaluasi atas efektivitas sistem manajemen risiko namun memberikan wewenang penuh kepada manajemen untuk mengelola risiko karena manajemen yang paling mengetahui risiko-risiko yang ada dalam proses bisnis perusahaan.

Evaluasi atas efektivitas Sistem Manajemen Risiko dilakukan secara berkala meliputi aktivitas:

- a. *Review dan monitoring* implementasi manajemen risiko unit kerja pusat dan cabang secara berkala.
- b. Penyusunan Laporan Profil Risiko unit kerja pusat dan cabang secara berkala.
- c. Rapat pembahasan terkait risiko di tingkat Direksi maupun Dewan Komisaris.
- d. Melakukan pengukuran implementasi budaya risiko melalui survey kepada sejumlah responden.

Evaluation on the Effectiveness of Risk Management System

Identification, control, and evaluation on business risks are always performed by each division of the Company. The Board of Directors, together with Internal Audit Unit and Board of Commissioners, represented by the Audit Committee, conducts review and formulates the required management and mitigation strategies. The Board of Commissioners plays a role in monitoring the implementation of the strategy and evaluation on the effectiveness of risk management system. In addition, the Board of Commissioners grants full authority to the management to manage the risks since it is the management that understands best of the risks faced in the Company's business activities.

Evaluation on the effectiveness of Risk Management System is conducted periodically and encompasses:

- a. Reviewing and monitoring periodically on the implementation of risk management in central and branch work units.
- b. Drafting Risk Profile Report of central and branch work units periodically.
- c. Meeting to discuss risk matters on the level of Board of Directors and Board of Commissioners.
- d. Conducting measurement on the implementation of risk culture through survey on several respondents.

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Good Corporate Governance

- e. Melakukan pengukuran tingkat kematangan implementasi manajemen risiko (ERM *Maturity Level*) yang kami rencanakan pada tahun mendatang.

PERKARA PENTING DAN INFORMASI SANKSI ADMINISTRATIF 2013

Perkara Penting merupakan permasalahan hukum yang dihadapi Perseroan selama periode tahun laporan dan telah diajukan melalui proses hukum baik melalui jalur Pengadilan ataupun Arbitrase. Pada 2013, Perseroan tidak memiliki perkara hukum serta sanksi administrasi yang dikenakan kepada Perseroan oleh lembaga otoritas terkait.

WHISTLEBLOWING SYSTEM PERUSAHAAN

Perseroan belum memiliki sistem pelaporan dugaan penyimpangan (*Whistleblowing System*). Namun dalam prosesnya, SPI memiliki peran dalam menindaklanjuti setiap pelaporan dan pelanggaran yang ada untuk kemudian dilaporkan kepada Direksi.

KODE ETIK DAN BUDAYA PERUSAHAAN

Pokok-pokok Kode Etik

Pedoman Perilaku (Code of Conduct) terdiri dari:

1. Pedoman Etika Kerja adalah system nilai atau norma yang digunakan oleh seluruh insane PT. ASDP Indonesia Ferry (Persero) dalam menjalankan tugasnya dengan berpedoman pada etika kerja sebagai berikut:
 - a. Memiliki dan mengamalkan Nilai-nilai luhur
 - b. Menjaga reputasi dan citra perusahaan
 - c. Melindungi aset milik perusahaan
 - d. Melindungi informasi perusahaan
 - e. Menghindari benturan kepentingan
 - f. Suap dan KKN
 - g. Donasi, jamuan dan hadiah
 - h. Kontribusi dan aktivitas politik
 - i. Perilaku pimpinan

- e. Conducting measurement on ERM Maturity Level which is planned to be implemented in the following year.

LEGAL CASES IN 2013 AND INFORMATION ON ADMINISTRATIVE SANCTION

Legal Cases is defined as legal problems faced by the Company during the period of the annual report and have been submitted to be solved through legal means, either through the intervention of the Court or Arbitration. During 2013, PT ASDP Indonesia Ferry (Persero) did not have any legal cases and did not receive any administrative penalty from the related authorities.

WHISTLEBLOWING SYSTEM OF THE COMPANY

Currently, the Company does not have whistleblowing system. However, in the process, Internal Audit Unit plays a role in following-up all reports and violations which will then be submitted to the Board of Directors.

CODE OF CONDUCT AND COMPANY CULTURE

Principles of Code of Conduct

Code of Conduct of the Company consists of:

1. Work Ethics Guidelines, is a system of value or norms utilized by all individuals of PT ASDP Indonesia Ferry (Persero) in implementing their duties. The work ethics encompasses:
 - a. Possession and implementation of Goodwill
 - b. Preservation of Company's reputation and image
 - c. Preservation of Company's assets
 - d. Protection of Company's information
 - e. Policy to avoid conflict of interest
 - f. Policy to avoid gratification and corruption
 - g. Stipulation on donation, grants, and bonus
 - h. Political contribution and participation
 - i. Leading behaviors

TATA KELOLA PERUSAHAAN Good Corporate Governance

2. Pedoman Etika Usaha adalah :Merupakan sistim nilai atau norma yang dianut oleh Perusahaan sebagai acuan bagi karyawan, manajemen, Direksi, dan Dewan Komisaris untuk berhubungan dengan *stakeholders* dengan berpegang teguh pada nilai-nilai Perusahaan. Dalam pelaksanaan tugasnya, segenap Insan ASDP Indonesia Ferry berpedoman kepada Etika Usaha sebagai berikut :
 - a. Tanggung Jawab kepada Pemegang Saham
 - b. Hubungan dengan karyawan
 - c. Tanggung Jawab Kepada Pelanggan
 - d. Hubungan dengan pemasok dan penyedia Barang dan Jasa
 - e. Tanggung Jawab terhadap kreditur
 - f. Tanggung Jawab terhadap masyarakat
 - g. Kepatuhan terhadap hukum dan perundangundangan
 - h. Persaingan usaha Yang Sehat
 - i. Pengungkapan Informasi Keuangan
 - j. Pengungkapan Informasi Keuangan
2. Business Ethics Guidelines, is a system of value or norms implemented in the Company which functions as a reference for all employees, management, Board of Directors, and Board of Commissioners in order to maintain relationship with all stakeholders by upholding the corporate values. In conducting their routine, individuals of the Company must:
 - a. Be responsible to the shareholders
 - b. Maintain good working relationships among employees
 - c. Be accountable to all customers
 - d. Maintain good relationships with suppliers of goods and services
 - e. Be responsible to the creditors
 - f. Be responsible to the welfare of public
 - g. Comply with all prevailing legislations
 - h. Participate in creating a healthy competition atmosphere
 - i. Acknowledge and disclose financial position of the Company

Budaya Perusahaan

Budaya kerja perusahaan adalah cara berpikir , bersikap dan berperilaku insan ASDP yang berdasarkan pada nilai-nilai integritas, profesionalisme, berorientasi pada kepuasan pelanggan serta tampil dengan keteladanan dan setiap insan ASDP Indonesia Ferry senantiasa mempunyai tanggung jawab melakukan perbaikan guna meningkatkan pelayanan kepada pelanggan dengan tetap memperhatikan keseimbangan kepentingan stakeholders lainnya guna mencapai visi, misi dan tujuan perusahaan.

Sosialisasi dan Internalisasi Kode Etik serta Budaya Perseroan dilakukan dengan: Diterbitkannya surat keputusan direksi dan dewan komisaris PT ASDP Indonesia Ferry (Persero) dengan nomor SK 1316/HK-102/ASDP-2012 tentang Pedoman Perilaku (*Code of Conduct*) dilingkungan PT ASDP Indonesia ferry (Persero).

Company Culture

Company Culture stipulates the reasoning, mannerisms, and behaviors of all individuals of ASDP. It is based on the values of integrity and professionalism, and is oriented to the attainment of customers' satisfaction. All individuals of ASDP are responsible for the improvement of the Company's performance in order to provide excellent service to all customers by constantly taking into account the balance between the interests of all stakeholders and the vision, mission, and objectives of the Company.

Dissemination and internalization of Code of Conduct and Corporate Culture is conducted through the issuance of the Decree of Board of Directors and Board of Commissioners of PT ASDP Indonesia Ferry (Persero) number SK 1316/HK-102/ASDP-2012 concerning the Code of Conduct Implementation within the environment of PT ASDP Indonesia Ferry (Persero).

TATA KELOLA PERUSAHAAN

Good Corporate Governance

Penerapan Pedoman Perilaku (Sosialisasi dan Internalisasi Kode Etik serta Budaya Perseroan) melalui :

- a. Sosialisasi Pedoman Perilaku
- b. Pernyataan Kepatuhan Indan ASDP Indonesia Ferry
- c. Saluran Pengaduan Masalah
- d. Sanksi Terhadap Pelanggaran Pedoman Perilaku sesuai Keputusan Direksi mengenai Disiplin Karyawan

Sosialisasi dan Internalisasi Kode Etik serta Budaya Perseroan

Sosialisasi dan Internalisasi Kode Etik serta Budaya Perseroan dilakukan dengan baik bagi seluruh komponen yang ada di dalam Perseroan termasuk Dewan Komisaris, Direksi, dan seluruh jajaran manajemen Perseroan.

AKSES INFORMASI DAN DATA PERUSAHAAN

Perseroan menyediakan akses informasi lebih lanjut untuk memberikan gambaran mengenai Perseroan meliputi profil Perseroan; kinerja operasional, keuangan dan pemasaran; serta sistem GCG yang lebih terbuka, akuntabel, bertanggungjawab, independen, dan wajar melalui:

Sekretaris Perusahaan:

Jl. Jend. Achmad Yani Kav. 52 A, Jakarta 10510 - Indonesia

Telp. (+62 21) 4208911-13-15

Fax. (+62 21) 4210544

Email: corporate.secretary@indonesiaferry.co.id

The Code of Conduct (Dissemination and Internalization of Code of Ethics and Corporate Culture) is conducted through the following:

- a. Disseminating the Code of Conduct
- b. Issuing Statement of the Compliance of all Individuals of ASDP Indonesia Ferry
- c. Establishing a channel/medium for customer complaints
- d. Stipulating the regulation on sanctions given to violators of Code of Conduct in accordance with the Board of Directors decision regarding the Employee's Discipline.

Dissemination and Internalization of Code of Conduct and Corporate Culture

The dissemination and internalization of Code of Conduct and Corporate Culture had been well-implemented in all components of the Company, including the Board of Commissioners, Board of Directors, and all management levels of the Company.

INFORMATION AND DATA ACCESS

The Company provides an access for further information in order to give description on the Company, including the Company's profile; operational, financial, and marketing performances; and GSG system that is open, accountable, responsible, independent, and fair, through:

Corporate Secretary: Jl. Jend. Achmad Yani, Kav. 52A, Jakarta 10510 – Indonesia

Phone : (+6221) 4208911-13-15

Fax : (+6221) 4210544

Email : corporate.secretary@indonesiaferry.co.id

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility



TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility

FILOSOFI DAN DASAR KEBIJAKAN TANGGUNG JAWAB SOSIAL PERUSAHAAN

Perseroan menyadari bahwa pelaksanaan program tanggung jawab sosial perusahaan atau *Corporate Social Responsibility* (CSR) wajib dilaksanakan karena kesuksesan bisnis yang berkelanjutan tidak hanya ditentukan oleh kinerja manajemen dan operasional yang baik, melainkan juga dukungan eksternal Perseroan. Perseroan memaknai CSR sebagai upaya pembangunan hubungan harmonis dan saling menguntungkan dengan komunitas masyarakat, pelanggan dan karyawan, serta menjaga lingkungan. Perseroan memahami pentingnya menjaga dan menjamin kepuasan pelanggan dengan senantiasa memberikan peningkatan kualitas pelayanan secara konsisten. Meski demikian, Perseroan juga menyadari bahwa prospek bisnis yang berkelanjutan dari bisnis Perseroan tidak terlepas dari peran masyarakat sekitar wilayah kerja Perseroan.

Menyadari hal tersebut, Perseroan membina dan membangun hubungan baik dengan elemen yang bersinggungan langsung dengan bisnis sebagai bentuk tanggung jawab sosial Perseroan yang meliputi bidang lingkungan, pengembangan sosial dan kemasyarakatan, tanggung jawab kepada pelanggan, serta praktik ketenagakerjaan, kesehatan, dan keselamatan kerja yang baik.

Perseroan melaksanakan program CSR sebagaimana amanat Kementerian Negara BUMN dalam Surat Keputusan Menteri Badan Usaha Milik Negara Nomor Kep-236/MBU/2003 tanggal 17 Juni 2003 sebagaimana yang telah diubah dengan Peraturan Menteri Negara BUMN Nomor Per-05/MBU/2007 beserta peraturan Menteri Negara BUMN Nomor Per-08/MBU/2013 tanggal 10 September 2013 tentang perubahan ke empat peraturan Menteri BUMN Nomor Per-05/MBU/tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil serta Program Bina Lingkungan melalui Pemanfaatan Dana dari Bagian Laba BUMN. Kebijakan ini merupakan pengejawantahan serta amanat dari Undang-undang Perseroan Terbatas Nomor 24 tahun 2007 yang mewajibkan Perseroan Terbatas untuk melaksanakan program CSR.

PHILOSOPHY AND FOUNDATION OF THE POLICY OF CORPORATE SOCIAL RESPONSIBILITY

The Company realizes that the implementation of Corporate Social Responsibility have to be conducted since the continuity of the Company's business and success is not only determined from the good performance of management and operational, but also from the external support of the Company. PT ASDP Indonesia Ferry (Persero) defines CSR as a harmonious and mutually-beneficial relationship between the Company and the society, customers and employees, and Company with environment. The Company understands the importance of maintaining and ensuring the satisfaction of customers by constantly providing the best and high-quality service. Nevertheless, the Company is also aware that the continuity of the Company's business and its outlook cannot be separated from the role of the society nearby the working environment of the Company.

Realizing this, the Company fosters and builds good relationship with all elements that directly intersect with the Company's business activity as a form of corporate social responsibility. The Company builds a good relationship with the society in the field of environment, responsibility to the customers, and occupational health and safety practices.

The Company implements CSR Program as mandated by the Minister of State-Owned Enterprises in the decree of the Minister of SOE Number Kep-236/MBU/2003 dated June 17, 2003, amended by the Regulations of the Minister of SOE Number Per-05/MBU/2007 and Regulations of the Minister of SOE Number Per-08/MBU/2013 dated September 10, 2013, on the fourth amendment of the Regulations of the Minister of SOE Number Per-05/MBU on the Partnership of State-Owned Enterprises with Small Enterprises Program and Community Development through the Funds from the Profits of SOE Program. This policy is the embodiment and mandate of the Act of Limited Liability Company Number 24 year 2007 which requires the Limited Liability Company to implement the CSR Program.

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility

Selain itu, amanat pelaksanaan CSR juga dilakukan dengan landasan hukum sebagai berikut:

- Surat Edaran Kementerian Negara Badan Usaha Milik Negara No. SE-07/MBU/2008 tanggal 05 Mei 2008 tentang Pelaksanaan PKBL dan Penerapan Pasal 74 Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
- Surat Edaran Kementerian Negara Badan Usaha Milik Negara No. SE-14/MBU/2008 tanggal 30 Juni 2008 tentang Optimalisasi Dana Program Kemitraan melalui Kerjasama Penyaluran.
- Pasal 74 Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
- Surat dari Kementerian BUMN no. S-92/D5.MBU/2013 perihal Pengelolaan Program Kemitraan dan Bina Lingkungan.

TANGGUNG JAWAB SOSIAL UNTUK LINGKUNGAN HIDUP

Perseroan telah melaksanakan bidang tanggung jawab sosial untuk lingkungan hidup dengan adanya penyusunan Analisis Mengenai Dampak Lingkungan Hidup (AMDAL) sebagai tindak lanjut peraturan Menteri Perhubungan No. KM 75 tahun 1994 tanggal 14 Nopember 1994 tentang Pedoman Teknis Penyusunan AMDAL Kepelabuhanan. Peraturan Menteri tersebut merupakan kebijakan logis untuk mengurangi dan mengendalikan pencemaran yang terjadi di lingkungan pelabuhan akibat limbah yang dikeluarkan oleh kapal maupun limbah dari kegiatan operasional pelabuhan.

Sebagai salah satu perusahaan Badan Usaha Milik Negara (BUMN), PT ASDP Indonesia Ferry (Persero) mempunyai kewajiban untuk mengembangkan dan memberdayakan kondisi sosial ekonomi masyarakat yang berada di sekitar Perseroan. Hal ini sesuai dengan Surat Keputusan Menteri Badan Usaha Milik Negara Republik Indonesia No. KEP-05/MBU/2007 tanggal 27 April 2007, JO. PERMEN-20/MBU/2013 tanggal 27 Desember 2012 tentang program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil.

In addition, the implementation of CSR is also based on the following law:

- Circular Letter of the Ministry of State-Owned Enterprises No. SE-07/MBU/2008 dated May 5, 2008, on the Implementation of PKBL and the Application of Article 47 of Act No. 40 Year 2007 on Limited Liability Company.
- Circular Letter of the Ministry of State-Owned Enterprises No. SE-14/MBU/2008 dated June 31, 2008, on the Optimization of Partnership Funds through Distribution Cooperation Program.
- Article 74 of Act No. 40 Year 2007 on the Limited Liability Company.
- Letter from the Ministry of SOE no. S-92/D5.MBU/2013, on the Management of Partnership and Community Development Program.

CORPORATE SOCIAL RESPONSIBILITY IN ENVIRONMENT

The Company had conducted its responsibility regarding the environment by the drafting of Analysis of Impact on the Environment (AMDAL) as the follow-up action of the Regulation of Minister of Transportation No. KM 75 on 1994 Dated November 14, 1994 regarding the Technical Guidance for the Drafting of AMDAL in Port Matters. The minister regulation was referred to as a policy to reduce and control pollution that takes place in the environment surrounding ports as the result of waste from from operational activities of the Company and port.

As one of State-Owned Enterprises (SOE), PT ASDP Indonesia Ferry (Persero) must develop and empower the economic condition of community surrounding the operations area of the Company. This is conducted in accordance with the Decree of Minister of SOE of the Republic of Indonesia No. KEP-05/MBU/2007 dated April 27, 2007, JO. PERMEN-20/MBU/2013 dated December 27, 2012 on the Partnership program of SOE and Small Enterprises.

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility

Total dana 2013 untuk program ini sebesar Rp470,12 juta. Pelaksanaannya ditindaklanjuti oleh PT ASDP Indonesia Ferry (Persero) melalui program kemitraan dan bina lingkungan. Selama 2013, pelaksanaan program yang sudah dilaksanakan berupa:

KEGIATAN UTAMA

Program Kemitraan

Program Kemitraan BUMN dengan Usaha Kecil yang selanjutnya disebut dengan Program Kemitraan adalah program untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri melalui pemanfaatan dana dari BUMN dan setiap Badan Usaha Milik Negara wajib memenuhi ketentuan ini. Sedangkan bagi Persero terbuka dapat melaksanakan program Kemitraan dengan berpedoman pada keputusan ini yang ditetapkan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS).

Unit PKBL melakukan fungsi perencanaan, pelaksanaan kegiatan (evaluasi usulan, penyaluran, penagihan, pelatihan, promosi dan lainnya) serta *monitoring* termasuk fungsi administrasi dan keuangan. Kegiatan dilaksanakan dengan memperhatikan jumlah dana yang dikelola, luas wilayah binaan dan jumlah mitra binaan serta mempertimbangkan kondisi perusahaan, sedangkan bentuk pelaksanaan di Kantor cabang/perwakilan disesuaikan dengan kebutuhan.

Sumber dana Program Kemitraan berasal dari:

- Penyisihan laba setelah pajak BUMN Pembina.
- Jasa administrasi pinjaman/margin/bagi hasil, bunga deposito dan/atau jasa giro dari dana Program Kemitraan.
- Pelimpahan dana Program Kemitraan dari BUMN lain jika ada.
- Penyaluran dana dari BUMN Pembina lain.

Bentuk dan Status Bantuan dan Pembinaan dalam Program Kemitraan sebagai berikut :

- a) Pinjaman untuk modal kerja dan atau pembelian aset tetap dalam rangka meningkatkan produksi dan penjualan.

Total fund allocated for the program amounted to Rp470.12 million. The implementation had been followed-up by the Company through the partnership and community development program. Throughout 2013, program that had been implemented were:

MAIN ACTIVITY

Partnership Program

Partnership Program of SEO and Small Enterprises, hereafter shall be called Partnership Program, is intended to improve the capability of small enterprises to be tougher and more independent through the utilization of fund from SOE. Thus, all State Owned Enterprises must adhere to this stipulation and execute the program. As for the Company, the Partnership Program can be implemented by referring to the provisions stipulated based on the Resolution of General Meeting of Shareholders (GMS).

The Partnership and Community Development Program (PKBL) unit conducts its functions to plan, implement (recommendation, distribution, billing, training promotion, etc.) and monitor the activities, which include the function of administration and finance. The activities are implemented by taking into account the amount of managed fund, regions in which the activities will take place, as well as the Company's condition. Meanwhile, the PKBL program in branch offices is implemented based on the needs of each branch.

Funds allocated for the Partnership Program come from:

- Income after Tax of SOE that had been allocated.
- Administration service of loans/margin/profit sharing, interests from deposits, and/or current accounts from Partnership Program.
- Granting of the excess fund, if available, for other SOE's Partnership Program.
- Fund distribution from other SOEs.

Form and Status of donation in the Partnership Program are as follows:

- a) Loans for working capital and/or fixed assets purchase in order to improve the production and sales

TANGGUNG JAWAB SOSIAL PERUSAHAAN Corporate Social Responsibility

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| <p>b) Pinjaman khusus untuk membiayai kebutuhan dana pelaksanaan kegiatan usaha Mitra Binaan yang bersifat pinjaman tambahan dan berjangka pendek dalam rangka memenuhi pesanan dari rekanan usaha Mitra Binaan.</p> <p>c) Beban Pembinaan</p> <ol style="list-style-type: none"> 1. Untuk membiayai pendidikan, pelatihan, pemagangan, pemasaran, promosi, dan hal lain yang menyangkut peningkatan produktifitas Mitra Binaan serta untuk pengkajian/ penelitian yang berkaitan dengan program Kemitraan. 2. Beban pembinaan bersifat hibah dan besarnya maksimal 20% (dua puluh persen) dari dana Program Kemitraan yang disalurkan pada tahun berjalan. 3. Beban pembinaan hanya dapat diberikan kepada atau untuk kepentingan Mitra Binaan. | <p>b) Special loans to fill the fund requirement for the implementation of business activities of Business Partners. The loans are in the form of additional short-term loans to meet the demands form Business Partners.</p> <p>c) Development Expenses</p> <ol style="list-style-type: none"> 1. To finance education, training, marketing, promotion, and other activities related to the improvement of Business Partners as well as to review/research matter related to the program. 2. The nature of development expenses is grants. It amounts to 20% of the Partnership Program distributed in the current year. 3. Development expenses are provided only to/for the interest of Business Partners. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Program Bina Lingkungan

Program Bina Lingkungan BUMN Pembina sebagai berikut :

1. Bantuan Korban Bencana Alam;
2. Bantuan Pendidikan dan/atau Pelatihan;
3. Bantuan Peningkatan Kesehatan;
4. Bantuan Pengembangan Prasarana dan/ atau Sarana Umum;
5. Bantuan Sarana Ibadah;
6. Bantuan Pelestarian Alam.

Selain kegiatan itu, Bantuan Bina Lingkungan juga disalurkan dalam bentuk BUMN Peduli yang penyalurannya berdasarkan arahan atau rekomendasi Kementerian BUMN.

Agar tujuan pelaksanaan Program Kemitraan dapat tercapai seperti yang diinginkan, maka perlu dibentuk unit tersendiri yang bertugas khusus melaksanakan Program Kemitraan dan Bina lingkungan atau selanjutnya disebut sebagai unit PKBL dan merupakan bagian yang tidak terpisahkan dari perusahaan secara keseluruhan dengan satuan gugus tugas di bawah ini.

- a) Unit PKBL sekurang-kurangnya melakukan fungsi pembinaan (evaluasi, penyaluran, penagihan, pelatihan, monitoring, promosi dan lainnya termasuk fungsi administrasi dan keuangan).

Community Development Program

The Community Development programs are as follows:

1. Donations for natural disaster victims;
2. Donations for Education and/or Trainings;
3. Donations for Health Improvement;
4. Donations for Public Infrastructure Improvement;
5. Donations for Religious Infrastructure;
6. Donations for Environment Preservation.

In addition, donations for Community Development Program are distributed in the form of BUMN Peduli (SOE Care) based on the directions or recommendations from SOE Ministry.

In order to achieve the target of Partnership Programs, a special unit needs to be established to implement the Partnership and Community Development Program (PKBL Unit). Such unit will be integrated into the Company with the following functions:

- a) PKBL unit conducts its functions to plan, implement (recommendation, distribution, billing, training promotion, etc.) and monitor the activities, which include the function of administration and finance.

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility

- b) Unit PKBL di Kantor Pusat dibentuk dengan memperhatikan jumlah dana yang dikelola, luas wilayah binaan dan jumlah mitra binaan serta mempertimbangkan kondisi perusahaan, sedangkan bentuk pelaksanaan di Kantor cabang/perwakilan disesuaikan dengan kebutuhan.
- c) Unit PKBL bertanggungjawab langsung kepada Direksi Perusahaan yang ditetapkan dalam rapat Direksi, sedangkan Karyawan yang ditunjuk untuk menangani unit PKBL memiliki hak dan kewajiban yang sama dengan karyawan lain di BUMN pembina yang bersangkutan.
- b) PKBL Unit in the Headquarters is established by taking into account the amount of managed fund, regions in which the activities will take place, as well as the Company's condition. Meanwhile, the PKBL program in branch offices is implemented based on the needs of each branch.
- c) PKBL Unit is directly responsible to the Board of Directors as stipulated in the Board of Directors meeting decisions, while the employees appointed to manage the PKBL unit have the same rights and obligations with other employees in the relevant SOE.

REALISASI KEGIATAN PROGRAM KEMITRAAN

Dari tahun 2002 s/d 2014 tercatat Total Mitra Binaan 396 Mitra Binaan dengan Total Dana yang disalurkan Rp8.478.822.885,- dan jumlah Mitra Binaan yang telah selesai di Bina berjumlah 103 Mitra Binaan. Berikut disampaikan data penyaluran Program Mitra Binaan dan dana yang disalurkan dari tahun 2002 sampai dengan tahun 2014 sebagai berikut :

IMPLEMENTATION OF PARTNERSHIP PROGRAM

Since 2002 to 2014 there have been 396 Business Partners with the total fund distributed amounting to Rp8,478,822,885. Meanwhile, Business Partners that have been mentored and developed amounting to 103 partners. The following table explains the distribution of the program and the allocated funds from 2002 to 2014.

Tahun / Year	Baru / New Partners	Jumlah / Total	Dana Disalurkan (Rp) / Distributed Funds (Rp)			Sampai dengan 31 Desember 2014 / As of December 31, 2014
			Hibah / Grants	Pinjaman / Loans	Jumlah / Total	
2002	9	9	6.990.000	130.000.000	136.990.000	136.990.000
2003	9	18	11.880.000	95.000.000	106.880.000	243.870.000
2004	3	21	12.500.000	-	12.500.000	256.370.000
2005	2	23	35.000.000	110.000.000	145.000.000	401.370.000
2006	0	23	-	-	-	-
2007	0	23	34.090.000	25.000.000	59.090.000	460.460.000
2008	0	23	-	-	-	-
2009	5	28	212.797.250	614.110.635	826.907.885	1.287.367.885
2010	13	41	30.545.000	325.000.000	355.545.000	1.642.912.885
2011	91	132	76.855.000	1.624.400.000	1.701.255.000	3.344.167.885
2012	129	261	126.155.000	1.897.000.000	2.023.155.000	5.367.322.885
2013	17	278	-	273.000.000	273.000.000	5.640.322.885
2014	118	396	65.500.000	2.773.000.000	2.838.500.000	8.478.822.885
Jumlah / Total		396	612.312.250	7.866.510.735	8.478.822.885	8.478.822.885
Selesai Dibina / Completed		103		3.685.090.254	3.685.090.254	3.685.090.254
Masih Dibina / In-Progress		293	612.312.250	4.181.420.381	4.793.732.631	4.793.732.631

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility

Penyaluran dana Program Kemitraan berdasarkan sector usaha realisasi tahun 2013 dan realisasi 2014.

The following table describes the fund distribution for the program based on each sector as realized in 2013 and 2014.

REALISASI PROGRAM BINA LINGKUNGAN TAHUN 2013 DAN TAHUN 2014 BERDASARKAN JENIS BANTUAN

REALIZATIONS OF COMMUNITY DEVELOPMENT PROGRAM IN 2013 AND 2014 BASED ON TYPE OF DONATIONS

No	Jenis Bantuan / Donation	Realisasi 2013 / Realization in 2013	Realisasi 2014 / Realization in 2014	Persentase / Percentage
1	Bencana Alam / Natural Disaster	153.235.000	426.950.000	279%
2	Pelatihan & Pendidikan / Training & Education	250.000.000	83.000.000	33%
3	Kesehatan / Health	362.125.000	139.575.000	0%
4	Sarana dan Prasarana Umum / Public Facilities and Infrastructure	73.150.000	110.250.000	0%
5	Sarana Ibadah / Religious Facilities	392.200.000	1.829.891.612	0%
6	Pelestarian Alam / Environmental Preservation	111.000.000	20.000.000	0%
7	Bantuan Sosial dalam Rangka Pengentasan Kemiskinan / Community Economic Empowerment	17.000.000	1.062.769.000	6.252%
Jumlah / Total		1.358.710.000	3.672.435.612	270%
BUMN Peduli		-	-	0%
Total		1.358.710.000	3.672.435.612	270%

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Ketenagakerjaan

a. Kebebasan Berserikat

Hubungan kerja yang baik antara Perseroan dengan karyawan merupakan prasyarat utama dalam mencapai visi, misi, dan tujuan Perseroan. Perseroan menjamin hak pekerjaannya untuk berserikat, berkumpul, dan menyampaikan pendapat. Perseroan juga mendukung kegiatan Pekerja dalam berserikat dengan pembentukan Serikat Pekerja (SP).

Terdapat dua serikat pekerja dalam perseroan. Serikat Pekerja yang pertama dengan nama Serikat Pekerja Angkutan Danau Sungai dan Penyeberangan (SP-ASDP) telah disesuaikan berdasarkan Anggaran Dasar Perseroan dan telah didaftarkan sebagaimana dalam Surat Keputusan Kepala Suku Dinas Tenaga Kerja dan Transmigrasi nomor 3823/-1.834.3 perihal Pencatatan dan Pemberian Nomor Bukti Pencatatan Serikat Pekerja / Serikat Buruh tertanggal 12 Desember 2013. Sedangkan keberadaan Serikat pekerja yang kedua dengan nama Serikat Pekerja Indonesia Ferry (SP-IF) telah disesuaikan berdasarkan Anggaran Dasar Perseroan dan telah didaftarkan sebagaimana dalam Surat Keputusan Kepala Suku Dinas Tenaga Kerja dan Transmigrasi nomor 14891.1.834.3 perihal Pencatatan dan Pemberian Nomor Bukti Pencatatan SP/SB di Perusahaan tertanggal 8 September 2008.

b. Kesetaraan dan Kesempatan Kerja

Penerapan prinsip non-diskriminasi menjadi dasar Perseroan berinteraksi dengan karyawan dalam kerangka menciptakan hubungan industrial yang harmonis. Perseroan memandang karyawan tanpa memperhatikan unsur jenis kelamin maupun ras.

Proses rekrutmen karyawan dilakukan secara transparan dan *fair*. Calon karyawan yang memiliki kompetensi yang diperlukan memiliki peluang yang sama untuk dapat diterima. Penerimaan karyawan dilakukan sesuai tingkat kebutuhan yang mendukung pencapaian sasaran dan tujuan Perseroan dalam jangka pendek maupun jangka panjang.

Manpower

a. Freedom of Assembly

Good working relationship between the Company and employees is the main requirement to achieve the Company's vision, mission, and goals. The Company ensures the rights of its workers to gather, assemble, and express their opinions. The Company also supports the activity of its workers in the establishment of a Labor Union (SP).

There are two labor unions within the Company. The first one was established under the name of Serikat Pekerja Angkutan Danau, Sungai dan Penyeberangan (SP-ASDP) based on the Company's Articles of Association and had been registered pursuant to the Decision Letter of Head of Manpower and Transmigration Department number 3823/-1.834.3 on the Registration and Provision of Registration Number of Labor Union dated December 12, 2013. Another Company's labor union was established under the name of Serikat Pekerja Indonesia Ferry (SP-IF) based on the Company's Articles of Association and had been registered pursuant to the Decision Letter of Head of Manpower and Transmigration Department number 14891.1.834.3 on the Registration and Provision of Registration Number of Labor Union dated September 8, 2008.

b. Work Equality and Opportunity

The implementation of non-discrimination principles has been the basis for the Company to interact with its workers in creating a harmonious industrial relation. The Company acknowledges each of its workers regardless of their genders or races.

The employee's recruitment process is conducted in a transparent and fair manner. The candidates of employee that have the required competencies have the equal opportunity to be accepted in the Company. The recruitment is conducted in accordance with the needs that support the achievement of the Company's goals and targets in either short term or long term.

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c. Tingkat Perputaran Karyawan

Pada 2013, tingkat perputaran karyawan di Perseroan sebanyak 2,16% turun 4,8% dibandingkan dengan tingkat perputaran karyawan pada 2012 sebanyak 6,96%. Hal ini disebabkan oleh jumlah karyawan yang memasuki masa pensiun mengalami penurunan dibandingkan dengan tahun sebelumnya.

c. Employee's Turnover Rate

In 2013, the turnover rate of employees in the Company was 2.16% decreased by 4.8% compared to the rate in 2012 at 6.96%. This is due to the amount of employees that entered their retirement declined considerably compared to the previous year.

Deskripsi / Description	Keluar / Exit	Meninggal / Passed away	Pensiun / Retire	Jumlah Turnover / Turnover Rate	Jumlah Karyawan / Total Employee	Tingkat Perputaran / Total Turnover
Karyawan Darat / Land Employee	23	13	58	94	1.846	(3,9%)
Karyawan Laut / Sea crew	57	8	15	80	2.181	7,41%
Total	80	21	73	174	4.027	2,16%

d. Kesejahteraan Karyawan

Kesejahteraan merupakan salah satu hal penting yang menjadi perhatian Perseroan. Hal ini dilakukan agar karyawan dapat merasa aman dan nyaman dalam bekerja, yang selanjutnya dapat memotivasi karyawan agar dapat meningkatkan prestasi dan produktivitas kerja.

d. Employee's Welfare

The Company constantly upholds and strives to provide for the welfare of its workers in order to make them feel secure and comfortable in work, which in turn will motivate and improve their working performance and productivity.

Selain penghasilan bulanan berupa gaji kompetensi, tunjangan jabatan dan tunjangan kehadiran, karyawan juga memperoleh tunjangan lain seperti tunjangan cuti, tunjangan hari raya, Tunjangan kesejahteraan serta bonus sesuai pencapaian kinerja perusahaan. Selain itu perusahaan juga memiliki program-program tambahan (ekstra) antara lain santunan musibah, santunan Duka, santunan kecelakaan, santunan kematian, memberikan bantuan dana ibadah keagamaan serta memberikan kesempatan rekreasi setahun sekali sesuai kondisi keuangan perusahaan.

In addition to monthly income (salary and allowance), all employees also receive other allowances such as leave allowance, religious event allowance, and bonus according to their performance and achievement in the Company. Furthermore, the Company provides extra programs such as donation in the event of accident, grievance, bereavement, death, religious affairs, as well as annual recreation in accordance with the financial situation of the Company.

Kesehatan dan Keselamatan Kerja

Keselamatan dan kesehatan kerja sangat penting dalam menunjang keberhasilan aktivitas usaha perusahaan. Bagi Perseroan, keselamatan dan kesehatan kerja juga memiliki makna strategis yang menjaga eksistensi perusahaan. Perseroan menempatkan aspek keselamatan dan kesehatan

Occupational Health and Safety

In supporting the success of the Company's business activity, occupational health and safety is one of the important factors. It also plays a strategic role in maintaining the existence of the Company. PT ASDP Indonesia Ferry (Persero) puts the occupational health and safety aspect as its main priority in

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kerja sebagai prioritas utama sejak dari tahap perencanaan proyek sampai dengan akhir pelaksanaan pekerjaan. penerapan dan pemeliharaan perilaku yang dapat mewujudkan keselamatan dan kesehatan kerja merupakan suatu keharusan.

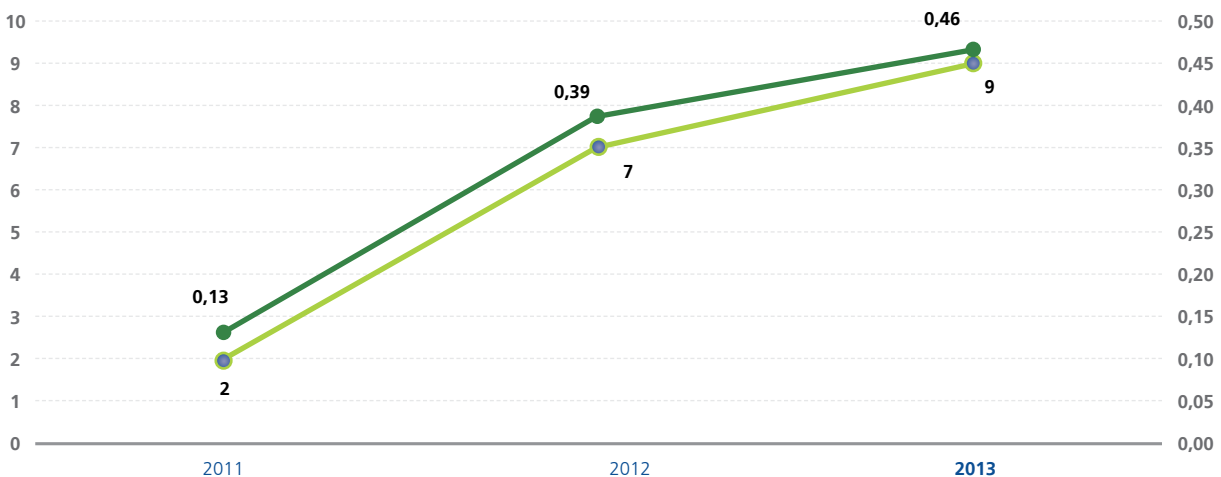
Perseroan memandang bahwa perlindungan kesehatan menjadi poin penting dalam melindungi karyawan agar terbebas dari gangguan kesehatan serta dampak buruk yang diakibatkan oleh pekerjaan proyek. Guna melaksanakan hal tersebut, Perseroan senantiasa menjaga dan menciptakan lingkungan kerja yang sehat, di antaranya dengan melaksanakan aktivitas pekerjaan telah sesuai dengan Sistem Manajemen Kesehatan Keselamatan Kerja (SMK3).

every operation conducted, from the beginning of the project until the end of it. The implementation and preservation of behavior that supports the occupational health and safety is the basic requirement for each worker.

The Company regards the protection of health as an important pint in protecting the employee from impairment of health and other harmful effects resulting from the working condition. In the practice, the Company continuously strives to create a healthy working condition, among others by conducting activities in line with the Occupational Health and Safety Management System (SMK3).

Perbandingan Kecelakaan Kapal Tahun 2011-2013

Comparison of the Ship Accident in 2011 - 2013



Deskripsi / Description	2011	2012	2013
Jumlah Kecelakaan / Total Accident	2	7	9
Total Trip / Total Trip	154.653	179.860	193.791
RoA	0,13	0,39	0,46

Program pengembangan kesehatan dan keselamatan kerja pada 2013, antara lain meliputi:

1. Melakukan Revisi Prosedur Sistem Manajemen Keselamatan (SMK);

Occupational Health and Safety development program conducted in 2013 were, among others:

1. Conducted revision on Safety Management System Procedure;

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| <p>2. Mengimplementasikan dan memonitor implementasi Sistem Manajemen Keselamatan (SMK) Kapal dan Cabang;</p> <p>3. Mengevaluasi usulan revisi dan monitor implementasi Sistem Manajemen Keselamatan (SMK);</p> <p>4. Pengendalian sertifikat Sistem Manajemen Keselamatan (SMC) kapal;</p> <p>5. Pengendalian sertifikat Document Of Compliance (DOC) Perusahaan;</p> <p>6. Melakukan pembinaan terhadap Cabang dalam Implementasi Sistem Manajemen Keselamatan terhadap;</p> <ul style="list-style-type: none"> • Hasil evaluasi laporan latihan keadaan darurat kapal. • Hasil pengendalian Implementasi SMK. <p>7. Mengkoordinir dan monitoring pemenuhan persyaratan kelaiklautan kapal-kapal secara keseluruhan; sertifikat kapal, alat keselamatan dan kondisi fisik kapal;</p> <p>8. Melakukan Investigasi terhadap kapal yang mengalami kecelakaan ; Kapal Kandas, Tubrukan, Kebakaran dll;</p> <p>9. Memastikan Tim Tanggap Darurat menjalankan fungsinya dengan baik;</p> <p>10. Melakukan Internal Audit tahunan;</p> <p>11. Melakukan penelitian test kualitas udara out door dan In door kantor pusat, cabang dan pelabuhan;</p> <p>12. Mengendalikan dan monitoring Sertifikat dalam pemenuhan persyaratan kesehatan dan lingkungan di Pelabuhan dan Kantor serta Melakukan sertifikasi alat keselamatan ; Penangkal Petir, Genset, Listrik, Lift dan Instalasi Proteksi Kebakaran;</p> <p>13. Melakukan test kadar pencemaran air laut akibat aktifitas perusahaan dan melakukan test kualitas udara (SO₂,NO₂,CO,CO₂ dan Debu);</p> <p>14. Melakukan sosialisasi terhadap karyawan yang bekerja dibagian lapangan yang mempunyai resiko kecelakaan;</p> <p>15. Melakukan latihan kebakaran bekerjasama dengan Dinas Pemadam Kebakaran (PMK) untuk meningkatkan kepedulian jika terjadi Kebakaran;</p> <p>16. Melakukan pemantauan lingkungan hidup sebagai amanat dari dokumen Analisa Dokumen Lingkungan Hidup (amdal).</p> | <p>2. Implemented and monitor the implementation of Safety Management System on Ships and Branch Offices;</p> <p>3. Evaluated recommendations on the revision and implementation of Safety Management System;</p> <p>4. Controlled the certification of Ship Safety Management System;</p> <p>5. Controlled the certification of Document of Compliance (DOC) of the Company;</p> <p>6. Conducted mentoring in branch offices concerning the implementation of safety management System on:</p> <ul style="list-style-type: none"> • The evaluation result of emergency training on board ships • The result of Safety Management System implementation <p>7. Coordinated and monitored the fulfillment of the overall seaworthiness requirements for ships; ship certifications, safety equipment, and physical condition of the ships;</p> <p>8. Investigated ships that were damaged as the result of accidents, such as ship that ran aground, collided, or fire;</p> <p>9. Ensured that the Emergency Response Team had conducted their function well.</p> <p>10. Conducted the annual internal audit</p> <p>11. Conducted research and test on air quality of outside and inside headquarters, branch offices and ports.</p> <p>12. Controlled and monitored certifications regarding the fulfillment of safety and environmental requirements in ports and Offices, as well as conducted certification on safety equipment such as: lightning rods, generators, electricity, elevators, and fire protection installations;</p> <p>13. Conducted test on sea water pollution as the result of company's activities as well as a test on air quality (SO₂, No₂, CO, CO₂, and dust);</p> <p>14. Conducted dissemination to all employees and field workers on the accident and risk of operations;</p> <p>15. Conducted training in case of fire by cooperating with the Fire Department to increase awareness in the event of fire;</p> <p>16. Conducted observation on environment as mandated by AMDAL.</p> |
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