

Maintaining **Excellence** for a **World-Class** Performance

Mengelola Keunggulan untuk
Kinerja Berkelas Dunia



PENJELASAN TEMA THEME EXPLANATION



Maintaining Excellence for a World-Class Performance Mengelola Keunggulan untuk Kinerja Berkelas Dunia

Dalam dunia yang semakin terhubung dan kompetitif, memiliki keunggulan kompetitif merupakan faktor penting untuk mencapai keberhasilan di pasar global. Pengelolaan keunggulan ini berarti menerapkan langkah-langkah cerdas untuk menjaga, memperkuat dan memperluas faktor-faktor yang membuat entitas tersebut unik dan unggul dalam bidang tertentu.

Menuju usia emas 50 tahun, PT ASDP Indonesia Ferry (Persero) konsisten beradaptasi dengan kondisi dan kebutuhan masyarakat demi memberikan kinerja dan pelayanan yang terbaik. Salah satu cara adaptasi dalam merespons perubahan yang ada yaitu dengan melakukan inovasi.

Selain melakukan inovasi, PT ASDP Indonesia Ferry (Persero) juga berkolaborasi dengan berbagai *stakeholders* dalam mengembangkan ide-ide sehingga menjadi inovasi yang tepat guna sesuai kebutuhan pasar saat ini. Dengan spirit "Going World Class" PT ASDP Indonesia Ferry (Persero) kini menargetkan peningkatan pertumbuhan dan profitabilitas di tahun-tahun berjalan yang akan datang. Komitmen untuk terus tumbuh dan bergerak maju diiringi dengan kemampuan adaptasi melalui nilai ekonomi, nilai sosial dan nilai lingkungan secara berkelanjutan. Hal ini menjadikan setiap bagian dalam perusahaan mampu bersinergi dan bertumbuh sesuai dengan visi dan misi perusahaan.

In an increasingly connected and competitive world, having a competitive advantage is an essential factor for achieving success in the global markets. To have this advantage means to implement smart measures to maintain, strengthen and expand the factors that make the entity unique and excellent in a particular field.

PT ASDP Indonesia Ferry (Persero), which is approaching its golden age of 50 years, consistently adapts to the circumstances and requirements of the community in order to offer the best performance and services. One of the ways to respond to current changes and adapt is to innovate.

Not only to innovate, PT ASDP Indonesia Ferry (Persero) also collaborates with various stakeholders in developing ideas so that those ideas become appropriate innovations that are suitable for the demand in the current market. With the spirit of "Going World Class", PT ASDP Indonesia Ferry (Persero) is now aiming for increased growth and profitability in the coming years. The commitment to continuously grow and move forward is accompanied by the ability to sustainably adapt through economic value, social value and environmental value. This enables every segment of the company to synergize and grow in accordance to its vision and mission.



KESINAMBUNGAN TEMA THEME CONTINUITY

2021



Going World-Class Beyond Port and Ferry

Dalam rangka mengokohkan landasan pertumbuhan berkelanjutan, Manajemen ASDP terus berkomitmen untuk melanjutkan agenda transformasi, melakukan akselerasi dan penguatan bisnis perusahaan dengan penerapan bisnis model yang memperkuat pertumbuhan anorganik dan juga pelaksanaan kerja sama strategis dengan pihak eksternal, di antaranya dengan pembangunan kawasan wisata terintegrasi Bakauheni Harbour City, pengoperasian pelabuhan dan juga kolaborasi bisnis lainnya. Langkah ASDP mengakuisisi perusahaan *ferry* swasta merupakan inisiatif strategis sebagai bagian dari rencana jangka panjang perusahaan tahun 2020-2024 khususnya dalam pengembangan jasa manajemen dan operator kapal *ferry* yang akseleratif khususnya dalam penambahan armada serta mendorong pertumbuhan perusahaan yang agresif dalam rangka menuju IPO.

In strengthening the foundation of sustainable growth, ASDP Management continues to be committed to maintaining the transformation agenda, accelerating, and strengthening the company's business by implementing a business model that enhances inorganic growth as well as implementing strategic partnerships with external parties, including the development of the Bakauheni Harbour City integrated tourism area, port operations and other business collaborations. ASDP's plan to acquire a private ferry company is a strategic initiative as part of the company's long-term plan for 2020-2024, especially in the development of management services and an accelerative ferry operator, especially in adding fleets and encouraging aggressive company growth towards IPO.

2020



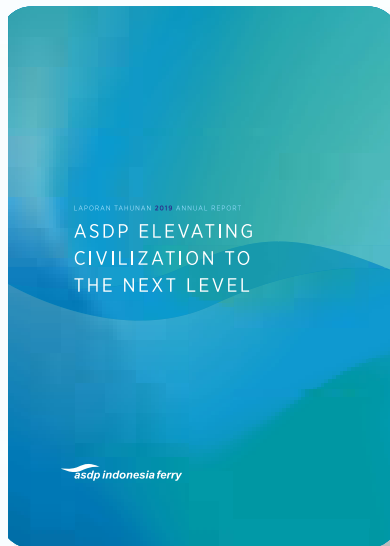
Commitment to Transform Towards Operational Excellence

Komitmen untuk Bertransformasi Menuju Keunggulan Operasional

ASDP serius dalam melaksanakan Transformasi digital baik mencakup aspek manusia, proses dan teknologi. Ketiga aspek tersebut sangat mendukung transformasi bisnis model, menciptakan pengalaman baru bagi pelanggan dan karyawan serta memberdayakan para karyawan untuk menciptakan inovasi dalam rangka meningkatkan efisiensi, efektivitas dan kepuasan pemangku kepentingan. Disadari bahwa bisnis sangat dinamis maka kepemimpinan yang kuat, menjadi teladan dalam integritas dan etos kerja, berorientasi kepada hasil dan proses, harus tetap terimplementasi dalam kegiatan operasional ASDP. Semua yang kami lakukan adalah bentuk komitmen kami untuk senantiasa berkinerja unggul demi kepuasan pelanggan, menjaga keberlanjutan perusahaan dan tetap memberikan nilai tambah bagi pemangku kepentingan ASDP.

ASDP is taking digital transformation seriously in terms of people, process, and technology aspects. These three aspects strongly support business model transformation to provide new experience for our customers as well as employees and empowering all employees to create innovation to enhance efficiency, effectivity, and stakeholder satisfaction. By realizing that business is very dynamic, thus, having strong leadership, becoming a role model of integrity and work ethic, being result-oriented as well as process-oriented shall be implemented in ASDP operational activities. Everything that what we do is a form of our commitment to conduct excellent performance for customer satisfaction, to maintain Corporate sustainability, and to provide added values to ASDP stakeholders.

2019



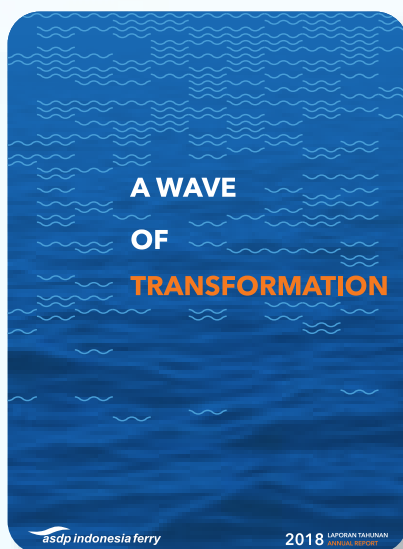
ASDP Elevating Civilization to the Next Level

ASDP Mengangkat Peradaban ke Tingkat Berikutnya

Implementasi digitalisasi, pengembangan infrastruktur dan membangun SDM yang unggul, menjadi modal kuat ASDP untuk terus berlayar, tumbuh dan berkembang. Penerapan standar keselamatan yang tinggi, tata kelola perusahaan yang baik dan transformasi bisnis secara berkelanjutan menjadi faktor pendorong tercapainya Visi ASDP menjadi perusahaan jasa pelabuhan dan penyeberangan yang terbaik dan terbesar di tingkat regional, serta mampu memberikan nilai tambah bagi pemangku kepentingan.

The implementation of digitalization, infrastructure development and building superior human resources are ASDP's strong assets to continue sailing, growing, and developing. The implementation of high safety standards, good corporate governance and sustainable business transformation are the driving factors to achieve ASDP's vision of becoming the best and largest port and ferry services company at the regional level, and being able to provide added value to stakeholders.

2018



A Wave of Transformation

Gelombang Transformasi

Transformasi diwujudkan dengan peningkatan konektivitas penyeberangan melalui penambahan lintasan, penguatan armada Kapal (Kapal Pariwisata, dan Kapal Ekspres), peresmian Terminal Eksekutif, serta pembangunan Kawasan Marina di Labuan Bajo. Didukung oleh peningkatan penerapan tata kelola perusahaan yang baik, pengelolaan risiko yang semakin baik akan semakin mendekati tujuan akhir transformasi ASDP di industri penyeberangan.

Transformation is sought by increasing ferry transportation connectivity through the addition of routes, strengthening fleets of Ships (Tourism Ships, and Express Ships), grand opening of the Executive Terminal, and constructing the Marina Area in Labuan Bajo. Being supported by improved implementation of good corporate governance and a better risk management will bring ASDP closer to the ultimate goal of transformation in the ferry industry.



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Ikhtisar Keuangan 2022

2022 Financial Highlights



IKHTISAR KEUANGAN PENTING

KEY FINANCIAL HIGHLIGHTS

POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

dalam juta Rupiah
in million IDR

URAIAN Description	2022	2021	2020	2019	2018
Aset Lancar Current Assets	1.696.767	2.180.452	1.791.033	1.930.778	2.102.871
Aset Tidak Lancar Non-Current Assets	8.314.480	6.040.684	6.080.296	5.669.119	5.189.614
Jumlah Aset Total Assets	10.011.247	8.221.136	7.871.329	7.599.897	7.292.485
Liabilitas Jangka Pendek Current Liabilities	919.747	672.049	905.850	922.468	948.776
Liabilitas Jangka Panjang Non-current Liabilities	1.622.473	641.613	337.235	201.605	120.368
Jumlah Liabilitas Total Liabilities	2.542.220	1.313.662	1.243.085	1.124.073	1.069.144
Jumlah Ekuitas Total Equity	7.469.026	6.907.475	6.628.244	6.475.824	6.223.341
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	10.011.247	8.221.136	7.871.329	7.599.897	7.292.485

LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME

dalam juta Rupiah
in million IDR

URAIAN Description	2022	2021	2020	2019	2018
Pendapatan Revenue	4.322.161	3.487.204	3.042.520	3.125.252	2.799.967
Usaha Penyeberangan Ferry Business	2.846.095	2.219.350	1.886.961	1.900.547	1.714.889
Usaha Pelabuhan Port Business	951.615	783.866	691.276	776.848	659.593
Usaha Aneka Jasa dan Kerjasama Various Services Business	524.452	483.989	464.283	447.857	425.485
Beban Pokok Pendapatan Cost of Revenue	(2.890.947)	(2.512.574)	(2.339.994)	(2.303.729)	(2.099.722)
Laba Bruto Gross Profit	1.431.214	974.630	702.526	821.522	700.246
Beban Umum dan Administrasi General and Administrative Expenses	(840.689)	(653.175)	(650.677)	(648.240)	(550.902)

dalam juta Rupiah
in million IDR

URAIAN Description	2022	2021	2020	2019	2018
Pendapatan (Beban) Lain-lain Other Income (Expenses)	25.660	37.925	153.277	182.240	131.213
Laba Sebelum Pajak Income before Tax	616.186	359.381	205.127	355.522	280.557
Manfaat (Beban) Pajak Tax Benefit (Expenses)	(31.012)	(33.080)	(23.980)	(37.418)	(24.924)
Laba dalam Tahun Berjalan Income for the Year	585.174	326.301	181.147	318.104	255.633
Pendapatan Komprehensif Lain Other Comprehensive Income	(23.623)	(24.680)	(25.479)	(998)	(2.608)
Jumlah Laba Komprehensif Total Comprehensive Income	561.552	301.621	155.668	317.105	253.025
Laba dalam Tahun yang Bersangkutan yang dapat diatribusikan kepada: Income for the Year Attributable to:					
Pemilik Entitas Induk Owners of the Parent Entity	563.765	325.453	162.397	351.335	263.536
Kepentingan Non-Pengendali Non-Controlling Interest	21.409	848	18.750	(33.231)	(7.903)
Jumlah Pendapatan Komprehensif yang dapat diatribusikan kepada: Total Comprehensive Incomes Attributable to:					
Pemilik Entitas Induk Owners of the Parent Entity	540.099	300.818	136.916	350.330	263.536
Kepentingan Non-Pengendali Non-Controlling Interest	21.452	802	18.752	(33.224)	(7.904)
Laba (Rugi) Bersih per Saham Dasar Net Profit (Loss) per Share	113.117	58.304	44.941	78.918	66.269

ARUS KAS KONSOLIDASIAN

CONSOLIDATED CASH FLOW

dalam juta Rupiah
in million IDR

URAIAN Description	2022	2021	2020	2019	2018
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	793.374	1.040.752	382.423	509.459	402.508
Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	(1.692.870)	(529.208)	(489.831)	(747.315)	(897.450)
Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities	382.196	18.011	29.887	144	308.721
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Increase (Decrease) of Net Cash and Cash Equivalents	(517.299)	529.555	(77.520)	(237.712)	(186.221)
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of Year	1.858.784	1.328.830	1.405.852	1.643.564	1.829.785



dalam juta Rupiah
in million IDR

URAIAN Description	2022	2021	2020	2019	2018
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of Year	1.341.491	1.858.784	1.328.830	1.405.852	1.643.564

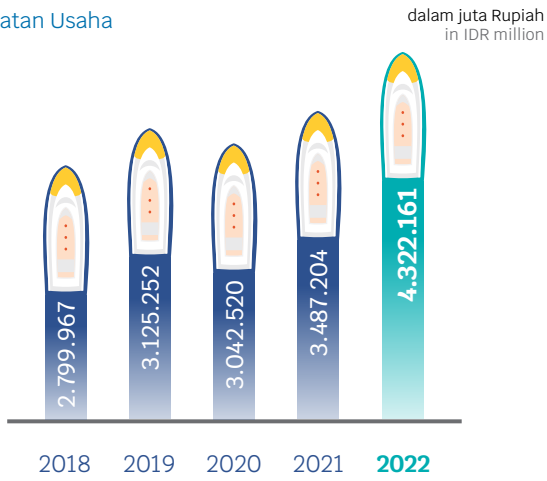
RASIO-RASIO PENTING

KEY RATIOS

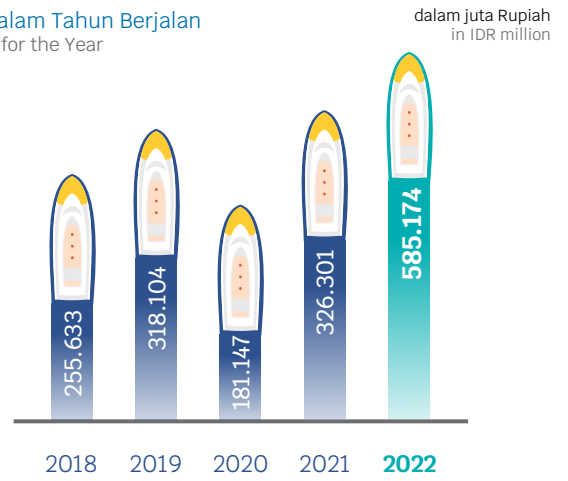
dalam %
in %

URAIAN Description	2022	2021	2020	2019	2018
Rasio Profitabilitas Profitability Ratio					
Tingkat Pengembalian Terhadap Aset (%) Return on Asset (%)	5,85	3,97	2,30	4,20	3,00
Tingkat Pengembalian Terhadap Modal (%) Return on Equity (%)	8,00	4,72	2,95	5,60	4,00
Tingkat Pengembalian Terhadap Investasi (%) Return on Investment (%)	11,43	10,01	7,34	9,14	8,58
Margin Laba Operasional (%) Operating Profit Margin (%)	12,89	10,05	1,61	7,00	9,00
Margin Laba Bersih (%) Net Profit Margin (%)	13,54	9,19	5,95	10,20	9,00
Rasio Likuiditas Liquidity Ratio					
Rasio Lancar (%) Current Ratio (%)	184,48	324,45	197,72	209,00	218,00
Rasio Kas (%) Cash Ratio (%)	145,85	276,58	146,69	152,00	171,00
Rasio Cepat (%) Quick Ratio (%)	149,32	281,42	151,48	205,00	175,00
Rasio Solvabilitas Solvency Ratio					
Utang Terhadap Modal (%) Debt to Equity Ratio (%)	0,21	0,09	5,09	17,40	18,00
Utang Terhadap Aset (%) Debt to Total Asset Ratio (%)	15,65	15,98	15,79	14,80	15,00
Rasio Cakupan Bunga (kali) Time Interest Earned (times)	4,47	8,19	5,00	8,59	15,26
Rasio Aktivitas Activity Ratio					
Periode Penagihan (hari) Collection Period (day)	2,69	3,40	5,20	6,24	5,20
Perputaran Total Aset (%) Total Asset Turn Over (%)	45,49	44,13	40,17	47	43
Perputaran Aset Lancar (%) Current Asset Turn Over (%)	2,58	1,63	1,78	162	132
Perputaran Aset Tetap (%) Fixed Asset Turn Over (%)	0,60	0,68	0,61	55	54
Perputaran Modal Kerja (%) Working Capital Turnover (%)	5,64	2,35	3,61	310	256

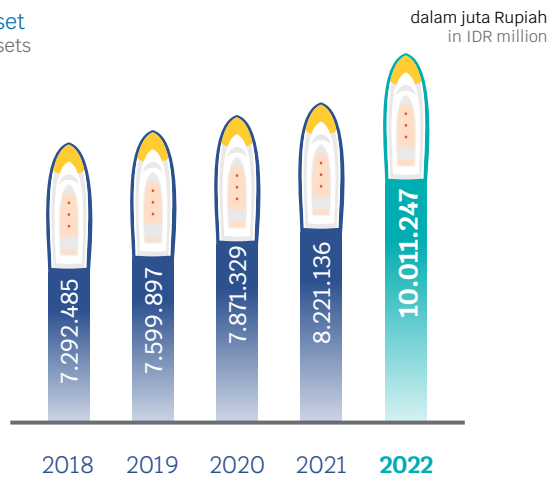
Pendapatan Usaha
 Revenue



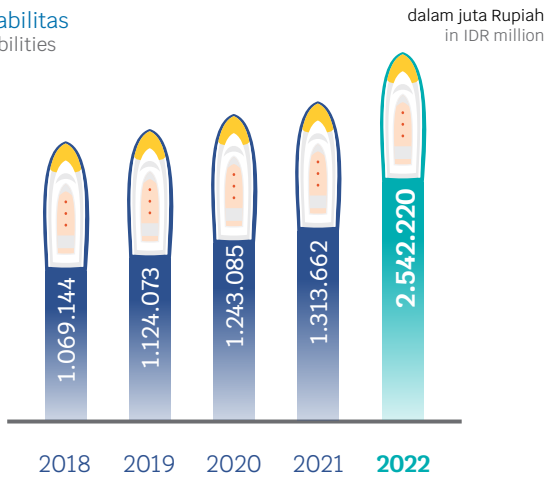
Laba dalam Tahun Berjalan
 Income for the Year



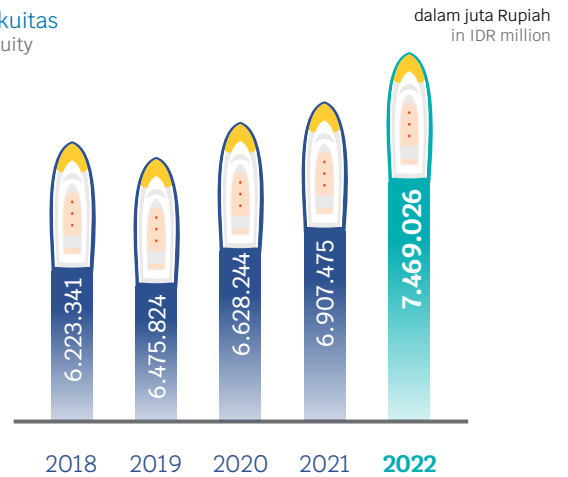
Total Aset
 Total Assets



Total Liabilitas
 Total Liabilities



Total Ekuitas
 Total Equity





INFORMASI SAHAM

Pada tahun 2022 dan 2021, PT ASDP Indonesia Ferry (Persero) tidak melakukan penawaran umum saham dan mencatatkan saham di bursa efek manapun, sehingga tidak terdapat informasi berkaitan dengan perdagangan saham dan hal-hal terkait dengannya.

Sementara itu, berdasarkan dengan Akta No. 9 tanggal 1 September 2021 yang dibuat oleh Notaris Johny Dwikora Aron, S.H., dan telah disahkan Menteri Hukum dan Hak Asasi Manusia sesuai Surat No. AHU-005.0275.AH.01.02 tanggal 16 September 2021 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar perusahaan, perusahaan meningkatkan modal ditempatkan dan disetor penuh sebesar Rp1.142.385.000.000 yang berasal dari Bantuan Pemerintah yang Belum Ditetapkan Statusnya dan Penggunaan Saldo Laba:

STOCK INFORMATION

In 2022 and 2021, PT ASDP Indonesia Ferry (Persero) did not conduct a public offering of shares and listed shares on any stock exchange, so there is no information related to stock trading and matters related to it.

Meanwhile, based on Deed No. 9 dated September 1, 2021 made by Notary Johny Dwikora Aron, S.H., and approved by the Minister of Law and Human Rights in accordance with Letter No. AHU-005.0275.AH.01.02 dated September 16, 2021 concerning Acceptance of Notification of Amendments to the company's Articles of Association, the company increased its issued and fully paid capital by IDR1,142,385,000,000 sourcing from the government aid with undefined status and retained earnings appropriation:

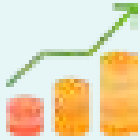
Tabel Modal Saham dan Kepemilikan Saham Tahun 2022 dan 2021
Table of Share Capital and Share Ownership in 2022 and 2021

Pemegang Saham Shareholder	Saham (Lembar) Share (Shares)	Nilai Nominal Per Saham (Rp) Nominal Value Per Share (IDR)	Kepemilikan (%) Ownership (%)	Jumlah Modal Ditempatkan dan Disetor Penuh (Juta Rupiah) Total Issued and Paid-up Capital (Million Rupiah)
Negara Republik Indonesia Republic of Indonesia	5.173.195	1.000.000	100	5.173.195

Tabel Jumlah Saham
Number of Share Table

Pemegang Saham Shareholder	Saham (Lembar) Share (Shares)	Nilai Nominal Per Saham (Rp) Nominal Value Per Share (IDR)
Jumlah Saham Awal Tahun Number of Shares at the Beginning of the Year	5.173.195	4.030.810
Penambahan Addition	-	1.142.385
Jumlah Saham Akhir Tahun Number of Shares End of Year	5.173.195	5.173.195

KILAS KINERJA 2022 PERFORMANCE HIGHLIGHTS 2022



PENDAPATAN REVENUE

23,94%

Pendapatan Usaha tahun 2022 sebesar Rp4,32 triliun meningkat 23,94% dibandingkan tahun 2021 sebesar Rp3,49 triliun.

Operating Revenue in 2022 amounted to IDR4.32 trillion, an increase of 23.94% compared to IDR3.49 trillion in 2021.



ASET ASSETS

21,77%

Aset tahun 2022 sebesar Rp10,01 triliun, meningkat 21,77% dibandingkan tahun 2021 sebesar Rp8,22 triliun.

Assets in 2022 amounted to IDR10.01 trillion, an increase of 21.77% compared to IDR8.22 trillion in 2021.



LABA PROFIT

79,34%

Laba tahun berjalan tahun 2022 sebesar Rp585,17 miliar, meningkat 79,34% dibandingkan tahun 2021 sebesar Rp326,30 miliar.

Profit for the year 2022 amounted to IDR585.17 billion, an increase of 79.34% compared to IDR326.30 billion in 2021.



PRODUKSI PELABUHAN PORT PRODUCTION

21,12%
 Pas Pelabuhan Kendaraan
 Vehicle Pass

37,37%
 Pas Pelabuhan Penumpang
 Passenger Pass

3,28%
 Jasa Sandar
 Docking Service

2,35%
 Jasa Parkir
 Parking Service

21,15%
 Pemeliharaan Dermaga
 Dock Maintenance



PRODUKSI PENYEBERANGAN FERRIAGE PRODUCTION

53,70%
 Trip
 Trip

66,40%
 Penumpang
 Passenger

56,51%
 Kendaraan
 Vehicle

6,64%
 Barang
 Cargo



ANEKA JASA DAN KERJA SAMA (UAJK) Various Services Business

0,33%

Pada tahun 2022 penjualan BBM mencapai 101.680 kilo liter mengalami peningkatan sebesar 0,33% dibandingkan tahun 2021 sebesar 101.347 kilo liter.

In 2022, fuel sales reached 101,680 kilo liters, an increase of 0.33% compared to 2021 of 101,347 kilo liters.



KEY PERFORMANCE INDICATOR

107,76%

Pencapaian KPI tahun 2022 adalah sebesar 107,76% dari rencana tahun 2022 sebesar 100 poin.
The KPI achievement in 2022 was 107.76% of the 2022 plan of 100 points.



TINGKAT KESEHATAN

SOUNDNESS LEVEL

AA (Sehat)

AA (Healthy)

Tingkat kesehatan Tahun 2022 adalah AA (kategori Sehat) dengan 81,65 poin, tercapai 109,58% dari rencana Tahun 2022 sebesar 74,51 poin.
The soundness level in 2022 was AA (Healthy) with 81.65 points, achieved 109.58% of the 2022 plan of 74.51 points.



PENILAIAN GCG

GCG Assessment

95,348 (Sangat Baik)

95.348 (Very Good)

Hasil asesmen GCG tahun buku 2021 yang dilaksanakan pada tahun 2022 dengan hasil skor 95,348 (Sangat Baik).
The results of the GCG assessment for the 2021 fiscal year, which was carried out in 2022, achieved a score of 95.348 (Very Good).



MANAJEMEN RISIKO

RISK MANAGEMENT

85,72%

Rata-rata pelaksanaan tindak lanjut risiko utama hingga periode tahun 2022 sebesar 85,72%.
The average implementation of follow-up on key risks until the 2022 period is 85.72%.



PENGEMBANGAN KOMPETENSI SDM

HUMAN RESOURCE COMPETENCY DEVELOPMENT

Rp13,71 miliar

IDR13.71 billion

Total biaya pendidikan dan pelatihan karyawan tahun 2022 mencapai Rp13,71 miliar, meningkat 90,90% dari tahun 2021.
The total cost of employees' educations and trainings in 2022 reached IDR13.71 billion, an increase of 90.90% from 2021.



DANA TJSL

TJSL FUNDING

Rp6,56 miliar

IDR6.56 billion

Penyaluran bantuan program TJSL pada tahun 2022 mencapai Rp6,56 miliar, meliputi pilar pembangunan sosial sebesar Rp2,55 miliar, pilar pembangunan ekonomi sebesar Rp1,51 miliar, dan pilar pembangunan lingkungan sebesar Rp2,50 miliar.
The distribution of TJSL (Corporate Social and Environmental responsibility) program fund assistance in 2022 reached IDR6.56 billion, consisting of the social development pillar amounted to IDR2.55 billion, the economic development pillar of IDR1.51 billion, and the environmental development pillar of IDR2.50 billion.

TESTIMONI TESTIMONIALS



Hertria Maharani, Pengguna Jasa Merak – Bakauheni Service User for the Merak – Bakauheni Route

Aplikasi *ticketing* sudah sangat memudahkan, pelabuhannya bersih nyaman, jadwal sandar dan keberangkatan *on time*, frekuensi kapal juga makin banyak sudah bisa menjadi alternatif transportasi yang nyaman dan terjangkau antar pulau.
The ticketing application has made it very convenient, the port is clean and comfortable, the docking and departure schedules are on time, the frequency of ships also has improved, so it can be a comfortable and affordable alternative transportation between islands.



Leonardus Sinatrio, Pengguna Jasa Merak – Bakauheni Service User for the Merak – Bakauheni Route

Sistem pembelian tiket dan pembayaran dengan aplikasi sangat memudahkan. Selain itu sistem antrean di pelabuhan untuk dermaga eksekutif sudah sangat baik.
The ticket purchase and payment system on the app are very convenient. Also, the queuing system at the port for the executive pier is very good.



Rian, Pengguna Jasa Bolok – Rote Service User for the Bolok – Rote Route

Harga tiket terjangkau bagi Masyarakat Kupang, harapannya jumlah trip diperbanyak lagi agar lebih memudahkan mobilisasi warga setempat.
The ticket prices are affordable for the people of Kupang, hopefully the number of trips will increase to facilitate the mobilization of local residents.



Fresty, Pengguna Jasa Bolok – Larantuka Service Users for the Bolok – Larantuka Route

Harga tiket lebih murah daripada menggunakan transportasi lainnya sehingga memudahkan mobilitas masyarakat, naik kapal bisa lebih santai sambil menikmati pemandangan alam. Harapannya ke depannya pembelian tiket bisa menggunakan *online* sehingga tidak perlu antre di Pelabuhan.
Ticket prices are cheaper than using other modes of transportation so it facilitates mobility for the people. While I am on the ship, I feel more relaxed as I enjoy the scenery. Hopefully, in the future, I can purchase the ticket online, so I do not need to queue at the port.



Firdius Firminianus, Pengguna Jasa Ende – Sabu Service User for the Ende – Sabu Route

Revitalisasi Pelabuhan Seba dari yang kondisinya rusak parah hanya menggunakan papan, sekarang sudah menggunakan pelat besi, membuat lebih nyaman dan aman Pengguna Jasa, khususnya Pengguna Jasa berkendara. ASDP MANTAP!

Seba Port is renovated from a seriously damaged state using just boards to now using iron plates, making it more comfortable and safer for service users, particularly service users with vehicles. ASDP IS EXCELLENT!



Drs. Nikodemus Nithanael Rihi Heke, M.Si. – Bupati Sabu Raijua Regent of Sabu Raijua

Saya mengucapkan terima kasih yang tulus kepada Direktur Utama ASDP Indonesia Ferry, Ibu Ira Puspadewi, dan jajaran Direksi serta teman-teman ASDP Kupang yang telah berpartisipasi berupaya memperbaiki grating dermaga ferry Sabu Raijua. Upaya ini tentu telah memberikan kontribusi yang sangat besar bagi kami Pemerintah dan Masyarakat Sabu Raijua. Selain daripada itu juga memberikan kontribusi untuk upaya bagaimana Pemerintah dan Masyarakat mengatasi persoalan inflasi yang semakin berkejolak. Sekali lagi Kami Pemerintah dan seluruh Masyarakat Sabu Raijua mengucapkan terima kasih yang tulus. Tuhan Memberkati, *Helama Tona Ie!*

I would like to express my sincere gratitude to the President Director of ASDP Indonesia Ferry, Ms. Ira Puspadewi, and the Board of Directors and friends of ASDP Kupang who have participated in the efforts to repair the grating of the Sabu Raijua ferry dock. This effort has certainly made a huge contribution to our Government and the People of Sabu Raijua. Besides, it also contributes to the efforts of how the Government and the Community overcome the problem of inflation which is increasingly volatile. The Government and People of Sabu Raijua wish to convey our profound appreciation once more. God Bless, *Helama Tona Ie!*





LAPORAN MANAJEMEN

Management Report



LAPORAN DEWAN KOMISARIS

THE BOARD OF COMMISSIONERS' REPORT



**Saiful Haq
Manan**

Komisaris Utama
President Commissioner

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji dan syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa yang telah melimpahkan nikmat dan karunia-Nya kepada kita semua sehingga perusahaan dapat melalui tahun 2022 dengan berhasil mencatatkan kinerja keuangan yang mengesankan. Sungguh tahun 2022 itu sangat dinamis dengan banyak perubahan dan perkembangan, namun hal tersebut telah membuka peluang bagi perbaikan kinerja, sekaligus merupakan tantangan yang harus diatasi. Seiring dengan berakhirnya tahun buku 2022, izinkan kami menyampaikan pokok-pokok laporan Dewan Komisaris atas pelaksanaan tugas pengawasan pengelolaan perusahaan dan catatan terhadap kinerja perusahaan untuk tahun buku yang berakhir 31 Desember 2022 yang juga merupakan bagian dari komitmen kami dalam penerapan prinsip Tata Kelola Perusahaan yang baik. Selain itu, Dewan Komisaris juga memastikan bahwa pengelolaan perusahaan telah sesuai dengan rencana kerja yang telah ditetapkan dengan tetap memperhatikan aspirasi seluruh Pemangku Kepentingan serta visi dan misi perusahaan.

Dear Shareholders and Stakeholders,

Praise and gratitude be to God Almighty who has bestowed His grace and blessing upon us all so that the company can overcome 2022 by successfully recording an impressive financial performance. The year 2022 was indeed very dynamic with many changes and developments, but it has opened up opportunities for performance improvement, as well as challenges that must be resolved. As the 2022 fiscal year comes to an end, allow us to present the highlights of the Board of Commissioners' report on the implementation of the company's management supervisory duties and notes on the company's performance for the fiscal year ending December 31, 2022, which is also part of our commitment to the implementation of Good Corporate Governance principles. In addition, the Board of Commissioners also ensures that the management of the company is in accordance with the established work plan while considering the aspirations of all Stakeholders as well as the company's vision and mission.

TINJAUAN EKONOMI MAKRO DAN INDUSTRI

Secara umum, tahun 2022 merupakan tahun ketika aktivitas perekonomian dunia telah berangsur pulih dari dampak pandemi COVID-19. Hal tersebut antara lain dapat diukur melalui Produk Domestik Bruto (PDB) sejumlah negara di dunia yang terealisasi secara lebih baik dibanding yang sebelumnya diekspektasikan. Hal ini merujuk pada simpulan International Monetary Fund (IMF) di dalam dokumen *World Economic Outlook* edisi Januari 2023. Indikator-indikator lain yang dapat digunakan sebagai ukuran pemulihan ekonomi dunia adalah tingkat konsumsi sektor swasta serta investasi pada pasar tenaga kerja yang menguat.

Meski demikian, di tengah situasi pemulihan tersebut, tetap terdapat sejumlah faktor yang menjadi gangguan bagi stabilitas ekonomi dunia, mencakup tingkat inflasi yang tinggi, konflik terbuka antara Rusia dan Ukraina, hingga gelombang pandemi baru seiring munculnya subvarian COVID-19. Sebagai dampak dari konflik Rusia-Ukraina, misalnya, terjadi gangguan pada rantai pasok sejumlah komoditas dunia, antara lain komoditas pangan dan energi. Seiring hal itu, sebagai dampak munculnya subvarian baru COVID-19, terjadi perlambatan pertumbuhan ekonomi Tiongkok seiring diterapkannya kembali kebijakan karantina wilayah pada sejumlah kota besar di negara tersebut.

Di tengah situasi tersebut, perekonomian Indonesia mampu tetap tumbuh secara baik, didukung oleh pemulihan mobilitas individu, tingkat daya beli masyarakat yang terjaga, serta aktivitas produksi yang ekspansif. Mengacu pada data yang dirilis Badan Pusat Statistik pada Februari 2023, tingkat inflasi terealisasi secara terjaga dan tetap terkendali, ditutup di angka 5,51% pada Desember 2022 (yoy), dengan *Prompt Manufacturing Index Bank Indonesia* 50,06%. Daya beli masyarakat yang terjaga juga terlihat pada peningkatan nilai transaksi uang elektronik, kartu debit, dan kartu kredit sebesar 0,66% (yoy), sesuai data Bank Indonesia.

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI

Peran dan fungsi pengawasan merupakan tugas utama yang diemban Dewan Komisaris, khususnya dalam memberikan masukan yang sejalan dengan aspirasi Pemegang Saham dan seluruh Pemangku Kepentingan.

MACRO ECONOMIC AND INDUSTRY REVIEW

In general, 2022 is a year when world economic activity has gradually recovered from the impact of the COVID-19 pandemic. This, among others, can be measured through the Gross Domestic Product (GDP) of a number of countries in the world that has a better accomplishment than previously expected. This refers to the conclusions of the International Monetary Fund (IMF) in the January 2023 edition of the *World Economic Outlook* document. Other indicators that can be used as a measure of the world's economic recovery are the level of private sector consumption and investment in the strengthening labour market.

However, amid this recovery situation, there are still several factors that are disrupting the stability of the world economy, including high inflation rates, open conflict between Russia and Ukraine, and a new wave of pandemics as COVID-19 subvariants emerge. As a result of the Russia-Ukraine conflict, for example, there has been a disruption in the supply chain of several world commodities, including food and energy commodities. Simultaneously, as a result of the emergence of a COVID-19 new subvariant, there was a slowdown in China's economic growth as a number of major cities in the country re-implemented regional quarantine policies.

In the midst of this situation, the Indonesian economy was able to continue to grow properly, supported by the recovery of individual mobility, maintained levels of purchasing power, and expansive production activities. Referring to data released by the Statistics Indonesia in February 2023, the inflation rate was realized in a manageable manner and remained under control, closing at 5.51% in December 2022 (yoy), with Bank Indonesia's *Prompt Manufacturing Index* of 50.06%. The maintained purchasing power of the community is also demonstrated by the 0.66% (yoy) increase in the value of electronic money transactions, debit cards, and credit cards.

SUPERVISION OF STRATEGY IMPLEMENTATION

The role and function of supervision is the main task conducted by the Board of Commissioners, especially in providing input that is in line with the aspirations of Shareholders and all Stakeholders.



LAPORAN DEWAN KOMISARIS
THE BOARD OF COMMISSIONERS' REPORT

Dalam melaksanakan fungsi pengawasan, hubungan kerja antara Dewan Komisaris dan Direksi dibangun melalui kesamaan pandangan untuk mencapai visi misi perusahaan. Dalam fungsi pengawasan, Dewan Komisaris berpegang pada Rencana Kerja dan Anggaran Perusahaan (RKAP) yang telah disetujui oleh RUPS. Dewan Komisaris melakukan pemantauan dan review terhadap setiap inisiatif strategis yang dijalankan Direksi dan menilai kesesuaiannya dengan RKAP tersebut.

Dewan Komisaris memastikan bahwa di tahun 2022, strategi dan rencana kerja perusahaan telah dijalankan dengan baik oleh Direksi dan jajarannya. Pemenuhan target RKAP merupakan salah satu perhatian yang diberikan oleh Dewan Komisaris. Dewan Komisaris berharap bahwa dengan kerja sama yang baik antar organ perusahaan akan membawa dampak positif bagi peningkatan kinerja perusahaan.

MEKANISME DAN FREKUENSI PENGAWASAN

Dalam menjalankan fungsi pengawasan, Dewan Komisaris berkomitmen untuk menyediakan waktu yang memadai dengan hadir langsung pada rapat-rapat, baik rapat internal Dewan Komisaris, rapat gabungan Dewan Komisaris Direksi maupun rapat Dewan Komisaris bersama Komite yang merupakan organ yang dibentuk Dewan Komisaris. Dukungan dan peran dari organ pendukung Dewan Komisaris turut menentukan kualitas pengawasan dan pemberian nasihat yang diberikan. Dalam hal ini, organ pendukung Dewan Komisaris tersebut adalah Sekretaris Dewan Komisaris, Komite Audit, Komite Pemantau Manajemen Risiko dan Komite Nominasi dan Remunerasi. Dewan Komisaris memastikan Struktur Pengendalian Internal telah dapat dilaksanakan dengan baik, pelaksanaan audit telah sesuai dengan standar audit dan tindak lanjut hasil temuan audit telah dilaksanakan manajemen. Pemberian nasihat/saran dan rekomendasi kepada Direksi dilakukan dengan tidak terlibat dalam aktivitas operasional perusahaan.

Dewan Komisaris menggunakan mekanisme secara langsung maupun tidak langsung dalam melakukan pengawasan terhadap implementasi strategi perusahaan. Mekanisme secara langsung dilakukan melalui rapat gabungan Dewan Komisaris Direksi. Hasil rapat-rapat tersebut ditindaklanjuti

In carrying out the supervisory function, the working relationship between the Board of Commissioners and the Board of Directors is built through a common view to achieve the company's vision and mission. In its supervisory function, the Board of Commissioners adheres to the company's Work Plan and Budget (RKAP) that has been approved by the GMS. The Board of Commissioners monitors and reviews every strategic initiative undertaken by the Board of Directors and assesses its compliance with the RKAP.

The Board of Commissioners ensures that in 2022, the company's strategies and work plans have been well executed by the Board of Directors and its staff. Fulfilment of RKAP targets is one of the concerns given by the Board of Commissioners. The Board of Commissioners hopes that good cooperation between the company's organs will have a positive impact on improving the company's performance.

SUPERVISION MECHANISM AND FREQUENCY

In performing the supervisory function, the Board of Commissioners is committed to providing adequate time by attending meetings, both internal meetings of the Board of Commissioners, joint meetings of the Board of Commissioners and the Board of Directors as well as meetings of the Board of Commissioners with the Committee which is an organ established by the Board of Commissioners. The support and role of the supporting organs of the Board of Commissioners also determine the quality of supervision and advice provided. In this case, the supporting organs of the Board of Commissioners are the Secretary of the Board of Commissioners, the Audit Committee, the Risk Management Monitoring Committee and the Nomination and Remuneration Committee. The Board of Commissioners ensures that the Internal Control Structure has been properly implemented, the implementation of audits is in accordance with audit standards and follow-up on audit findings has been conducted by management. Providing advice and recommendations to the Board of Directors is done by not being involved in the company's operational activities.

The Board of Commissioners uses direct and indirect mechanisms to supervise the implementation of the company's strategy. The direct mechanism is conducted through joint meetings of the Board of Commissioners and the Board of Directors. The results of these meetings are followed

dengan pemberian arahan dari Dewan Komisaris kepada Direksi. Selain itu, Dewan Komisaris juga dapat melakukan kunjungan kerja untuk melihat pelaksanaan pengelolaan perusahaan secara operasional.

Selain itu, Dewan Komisaris juga secara rutin melakukan rapat gabungan dengan Direksi. Melalui mekanisme rapat gabungan ini, Dewan Komisaris berhak memperoleh informasi dan penjelasan dari Direksi mengenai pencapaian kinerja perusahaan dan berbagai kendala yang dihadapi. Dewan Komisaris dapat menyampaikan pandangan dan memberikan nasihat/saran kepada Direksi mengenai hal tersebut. Sepanjang tahun 2022, Dewan Komisaris telah melaksanakan 12 (dua belas) kali rapat internal Dewan Komisaris serta 12 (dua belas) kali gabungan dengan Direksi. Persentase kehadiran Dewan Komisaris dalam rapat-rapat dapat dilihat lebih lanjut di Bab Tata Kelola Perusahaan.

PENILAIAN ATAS KINERJA DIREKSI MENGENAI PENGELOLAAN PERUSAHAAN DAN DASAR PENILAIANNYA

Dalam memberikan penilaian terhadap kinerja Direksi, Dewan Komisaris sekurang-kurangnya berpegang pada pencapaian Tingkat Kesehatan perusahaan dan pemenuhan Indikator Kinerja Utama (*Key Performance Indicator/KPI*) yang ditetapkan oleh Pemegang Saham. Kendati demikian, Dewan Komisaris juga mempertimbangkan perkembangan kondisi eksternal yang dihadapi oleh perusahaan sebab pencapaian target yang telah ditetapkan, tetap akan dipengaruhi juga oleh perkembangan kondisi eksternal yang terjadi sepanjang tahun buku.

Dewan Komisaris menilai bahwa kinerja seluruh jajaran Direksi telah berjalan dengan baik. Pada tahun 2022, perusahaan berhasil mencapai skor KPI sebesar 107,76% melampaui target yang ditetapkan dalam Kontrak Manajemen. Rincian KPI meliputi aspek Nilai Ekonomi dan Sosial untuk Indonesia memperoleh nilai 51,67 poin dari target 48,00 poin, aspek Inovasi Model Bisnis memperoleh 13,20 poin dari rencana 12,00 poin, Pengembangan Investasi dan Pengembangan Talenta masing-masing memperoleh 21,30 dan 10,79 poin dari target 20,00 dan 10,00 poin. Adapun aspek Kepemimpinan dan Teknologi mencapai 10,80 dari target 10,00 poin. Dewan

up by providing direction from the Board of Commissioners to the Board of Directors. In addition, the Board of Commissioners may also conduct working visits to observe the operational management of the company.

Furthermore, the Board of Commissioners also regularly conducts joint meetings with the Board of Directors. Through this joint meeting mechanism, the Board of Commissioners is entitled to obtain information and explanations from the Board of Directors regarding the company's performance achievements and various obstacles faced. The Board of Commissioners can express its views and provide advice to the Board of Directors regarding the matter. Throughout 2022, the Board of Commissioners held 12 (Twelve) internal meetings among the Board of Commissioners and 12 (Twelve) joint meetings with the Board of Directors. The percentage of attendance of the Board of Commissioners in meetings can be seen further in the Corporate Governance Chapter.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS REGARDING THE MANAGEMENT OF THE COMPANY AND THE BASIS FOR THE ASSESSMENT

In assessing the performance of the Board of Directors, the Board of Commissioners at least adheres to the achievement of the company's Health Level and the fulfilment of the Key Performance Indicators (KPI) set by the Shareholders. Nevertheless, the Board of Commissioners also considers the development of external conditions faced by company, therefore the achievement of the targets that have been set will still be influenced by the development of external conditions that occur throughout the fiscal year.

The Board of Commissioners considers that the performance of the entire Board of Directors has gone well. In 2022, company managed to achieve a KPI score of 107.76%, exceeding the target set in the Management Contract. The KPI details include the Economic and Social Value for Indonesia aspect scored 51.67 points from the target of 48.00 points, the Business Model Innovation aspect scored 13.20 points from the target of 12.00 points, Investment Development and Talent Development scored 21.30 and 10.79 points respectively from the target of 20.00 points and 10.00 points. The Leadership and Technology aspect reached 10.80 from the target of 10.00



LAPORAN DEWAN KOMISARIS
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Komisaris terus mendorong agar perusahaan terus melakukan inovasi dan upaya perbaikan secara berkelanjutan agar mampu memenuhi harapan pemangku kepentingan terutama Pemegang Saham. Adapun skor Tingkat Kesehatan sebesar 81,65 tergolong kategori AA.

PANDANGAN ATAS KINERJA OPERASIONAL

Perusahaan melaksanakan kegiatan bisnis mencakup tiga segmen meliputi Usaha Angkutan dan Penyeberangan, Pelabuhan, serta Usaha Aneka Jasa dan Kerjasama. Tahun 2022 perusahaan memberikan pelayanan jasa penyeberangan baik jasa penyeberangan penumpang maupun muatan barang tertentu. Jasa penyeberangan perusahaan meliputi penyeberangan komersial dan perintis. Kapal-kapal perusahaan melayani pelanggan di 89 lintasan komersial, 217 lintasan perintis dan 5 lintasan tol laut.

Kinerja segmen usaha penyeberangan perusahaan tercermin dari perkembangan jumlah trip, penumpang, kendaraan dan barang dalam layanan penyeberangan. Pada tahun 2022 jumlah trip penyeberangan sebanyak 318.797 trip naik 54% dibandingkan tahun sebelumnya sebanyak 207.418 trip. Selama tahun 2022 jumlah penumpang mengalami peningkatan sebesar 66% menjadi 7.622.313 orang. Kendaraan yang diangkut dalam layanan penyeberangan perusahaan baik penyeberangan komersial dan perintis terdiri dari kendaraan roda dua, tiga, empat, atau lebih.

Kendaraan yang diangkut tahun 2022 sebanyak 8.480.221 unit meningkat 57% dibandingkan tahun sebelumnya. Jumlah barang yang diangkut oleh perusahaan juga mengalami penurunan sebesar -7% menjadi 2.308.536 ton pada tahun 2022.

PANDANGAN ATAS KINERJA KEUANGAN

Dewan Komisaris memberikan apresiasi kepada segenap jajaran Direksi atas upaya dan kerja keras selama tahun 2022, ASDP mencetak Laba positif dengan meningkatkan kinerja operasional dan keuangan.

Realisasi total pendapatan periode Audited tahun 2022 dibawah rencana RKAP Audited tahun 2022 namun mengalami peningkatan apabila dibandingkan dengan realisasi tahun lalu. Realisasi total pendapatan sebesar Rp 4.381,4 miliar atau 95% dari rencana yaitu sebesar Rp 4.591,4 miliar, meningkat 23% dibandingkan realisasi tahun lalu yaitu sebesar Rp 3.550,6 miliar

points. The Board of Commissioners continues to encourage company to continue to make innovations and continuous improvement efforts in order to meet the expectations of stakeholders, especially Shareholders. The Health Level score obtained is 81.65 which is categorized as AA.

OPINION ON OPERATIONAL PERFORMANCE

Company carries out business activities covering three segments including Transportation and Ferriage Businesses, Ports, as well as Miscellaneous and Collaborative Services. In 2022 company provided ferriage services, both for passengers and cargoes. company's ferriage services include commercial and pioneer lines. company vessels serve customers on 89 commercial lines, 217 pioneer lines and 5 sea toll routes.

The performance of company's ferriage business segment is reflected in the development of the number of trips, passengers, vehicles and cargoes in ferriage services. In 2022, the number of ferry trips amounted to 318,797 trips, an increase of 54 % compared to the previous year of 207,418 trips. During 2022 the number of passengers increased by 66% to 7,622,313 people. Vehicles transported in company ferry services both commercial and pioneer lines consist of two-wheeled, three-wheeled, four-wheeled, or more than four-wheeled vehicles.

Vehicles transported in 2022 amounted to 8,480,221 units, an increase of 57% compared to the previous year. The amount of goods transported by company also decreased by -7% to 2,308,536 tons in 2022.

OUTLOOK ON FINANCIAL PERFORMANCE

The Board of Commissioners gives appreciation to the entire Board of Directors for their efforts and hard work during 2022, ASDP scored a positive profit by improving operational and financial performance.

The realization of total revenue for the Audited period of 2022 is below the Audited RKAP plan for 2022 but has increased when compared to last year's realization. The realization of total revenue was IDR 4,381.4 billion or 95% of the target plan amounted to IDR 4,591.4 billion, it is an increase of 23% compared to last year's realization of IDR 3,550.6 billion.

Pendapatan segmen Usaha Penyeberangan sebesar Rp2.846,09 miliar dengan komposisi 77,64% dari segmen penyeberangan komersial dan 22,36% dari segmen penyeberangan perintis. Segmen Usaha Penyeberangan memperoleh pendapatan sebesar Rp2.209,75 miliar dari penyeberangan komersial, dan Rp636,34 juta dari penyeberangan perintis.

The revenue of the Ferry Business segment amounted to IDR2,846.09 million with a composition of 77.64% from the commercial line segment and 22.36% from the pioneer line segment. Ferry Business segment earned revenue of IDR2,209.75 billion from commercial line, and IDR636.34 million from pioneer line.

Adapun Pendapatan segmen usaha pelabuhan tahun 2022 sebesar Rp951,61 miliar meningkat 21% dibandingkan 2021 sebesar Rp783,86 miliar. Peningkatan ini dipengaruhi oleh meningkatnya jumlah pendapatan segmen usaha pelabuhan yang berasal dari jasa sandar dan pemeliharaan dermaga. Sementara itu, untuk segmen aneka Jasa dan Kerjasama ASDP melakukan penjualan Bahan Bakar Minyak (BBM) di SPPB Khusus Cabang Merak dan Ketapang. Pada tahun 2022 penjualan BBM mencapai 101.680.401 liter mengalami peningkatan sebesar 0,3% dibandingkan tahun 2021 sebesar 101.347.118 liter.

The port business segment revenue in 2022 amounted to IDR951.61 billion, an increase of 21% compared to 2021 of IDR783.86 billion. This growth was influenced by the increasing amount of port business segment revenue from docking services and dock maintenance. Meanwhile, for Miscellaneous and Collaborative Services segments, company sells fuel oil (BBM) at the Dedicated Refueling Station in Merak and Ketapang Branch. In 2022, fuel sales reached 101,680,401 liters, an increase of 0.3% compared to 2021 of 101,347,118 liters.

PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN DIREKSI

Direksi telah menyusun Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 berdasarkan sejumlah asumsi dan dengan mempertimbangkan kapasitas internal perusahaan. RKAP Tahun 2023 telah mendapat persetujuan dalam RUPS Pada RKAP tersebut, Direksi telah memaparkan sejumlah target dan strategi yang akan dijalankan di tahun 2023.

OUTLOOK ON BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS

The Board of Directors has prepared the Company's 2023 Work Plan and Budget (RKAP) based on a few assumptions and by considering the company's internal capacity. The 2023 RKAP has been approved by the GMS. In the RKAP, the Board of Directors has presented a number of targets and strategies that will be implemented in 2023.

Dewan Komisaris menilai bahwa rencana dan target tahun 2023 yang dituangkan Direksi dalam RKAP tersebut merupakan target optimis yang perlu terus dijaga pencapaiannya agar tidak kehilangan momentum. Dewan Komisaris senantiasa mengingatkan Direksi untuk terus meningkatkan prinsip kehati-hatian dalam pengembangan usaha perusahaan dan melakukan kajian secara seksama dalam keputusan bisnis yang akan diambil oleh perusahaan.

The Board of Commissioners considers that the plans and targets for 2023 outlined by the Board of Directors in the RKAP are optimistic targets that need to be maintained so as not to lose momentum. The Board of Commissioners always reminds the Board of Directors to continue to improve the precautionary principle in the development of the company's business and conduct a thorough review in business decisions that will be taken by the company.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Dewan Komisaris terus berupaya mendorong Direksi dan seluruh jajaran manajemen perusahaan untuk dapat menunjukkan komitmennya dalam menjadikan GCG sebagai dasar dalam setiap pengambilan keputusan dan pelaksanaan kegiatan usaha perusahaan. Kami menilai bahwa Organ GCG

OUTLOOK ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE

The Board of Commissioners continues to encourage the Board of Directors and all levels of the company's management to demonstrate their commitment in making GCG the basis for every decision making and implementation of the company's business activities. We assess that the GCG Organs both under



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baik yang berada di bawah Dewan Komisaris maupun di bawah Direksi telah menjalankan fungsi, tugas dan tanggung jawab serta menjalin kerja sama dengan baik.

Kami mencermati bahwa perusahaan telah memiliki aturan-aturan baku sesuai dengan yang dipersyaratkan oleh regulator. Perusahaan juga terus berupaya untuk meningkatkan kualitas penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik dengan melakukan penyesuaian dan pengkinian *soft structure* Tata Kelola Perusahaan. Untuk meningkatkan kualitas penerapan praktik GCG, kami mendukung penuh pelaksanaan asesmen berkala kualitas penerapan praktik GCG yang dilakukan oleh pihak independen agar diperoleh umpan balik bagi dilakukannya perbaikan.

Bersama-sama Direksi, kami senantiasa berupaya mengimplementasikan praktik-praktik *corporate governance* yang terbaik pada setiap pengambilan keputusan strategis perusahaan. Kami juga senantiasa melakukan pemantauan dan mengevaluasi serta menilai pelaksanaan prinsip-prinsip GCG oleh Direksi di lingkungan perusahaan, dan mendorong Direksi untuk memastikan bahwa seluruh personel perusahaan memiliki etos dan motivasi kerja yang tinggi dalam memenuhi tuntutan dan hak-hak Pemangku Kepentingan melalui peningkatan kinerja perusahaan. Dewan Komisaris secara konsisten terus mendorong Direksi dan seluruh jajaran agar capaian implementasi GCG yang sudah baik tersebut dapat membuahkan kinerja terbaik bagi keberlanjutan usaha perusahaan.

Dewan Komisaris tetap mengingatkan Direksi tidak berpuas diri dan terus berupaya meningkatkan kualitas penerapan GCG dengan melakukan *benchmarking* terhadap *best practices* penerapan GCG. Salah satunya adalah juga dengan menerapkan Pedoman Umum Governansi Korporat Indonesia (PUGKI) Tahun 2021 serta melakukan kajian serta persiapan dalam penerapan *Governance, Risk and Compliance* (GRC).

PANDANGAN DAN PERAN DEWAN KOMISARIS DALAM PENERAPAN WHISTLEBLOWING SYSTEM

Sebagai bagian dari komitmen perusahaan terhadap penerapan GCG, serta sejalan dengan salah satu pilar pada Strategi *Anti-Fraud* yaitu pilar deteksi, maka perlu dilakukan identifikasi untuk menemukan potensi terjadinya pelanggaran. Oleh karena itu, perusahaan menyiapkan media

the Board of Commissioners and under the Board of Directors have carried out their functions, duties and responsibilities as well as collaboration properly.

We observed that the company has standardized rules as required by the regulator. The company also continues to strive to improve the implementation quality of Good Corporate Governance principles by adjusting and updating the soft structure of Corporate Governance. To improve the quality of the implementation of GCG practices, we fully support the implementation of periodic assessments of the implementation quality of GCG practices conducted by independent parties in order to obtain feedback for improvement.

Together with the Board of Directors, we always strive to implement the best corporate governance practices in every strategic decision making of the company. We also continuously monitor, evaluate, and assess the implementation of GCG principles by the Board of Directors within the company, and encourage the Board of Directors to ensure that all company personnel have a high work ethic and motivation to fulfil the demands and rights of Stakeholders through improving the company's performance. The Board of Commissioners consistently continues to encourage the Board of Directors and all levels so that the achievement of good GCG implementation can produce the best performance for the company's business sustainability.

The Board of Commissioners reminds the Board of Directors not to be complacent and to continue to improve the quality of GCG implementation by benchmarking against best practices in GCG implementation. One of the practice is also by implementing the General Guidelines for Indonesian Corporate Governance (PUGKI) in 2021 and conducting studies and preparations for the implementation of *Governance, Risk and Compliance* (GRC).

OUTLOOK AND ROLE OF THE BOARD OF COMMISSIONERS IN THE IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM

As part of the company's commitment to the implementation of GCG, and in line with one of the pillars in the Anti-Fraud Strategy, namely the detection pillar, it is necessary to identify potential violations. Therefore, the company prepares a reporting media that is managed transparently

pelaporan yang dikelola dengan transparan dan adil melalui *Whistleblowing System* (WBS). Proses pelaporan pelanggaran melalui WBS merupakan bagian dari upaya perusahaan untuk mencegah terjadinya pelanggaran dan publikasi negatif terhadap perusahaan. Ruang lingkup WBS di perusahaan mencakup segala tindakan yang dapat merugikan perusahaan dan/atau karyawan terkait dengan tindakan *fraud*, penyuapan, pelanggaran hukum, ketidakpatuhan terhadap peraturan, kode etik, dan/atau tindakan benturan kepentingan yang disalahgunakan. Pada tahun 2022, Dewan Komisaris telah memberikan tanggapan dan masukan terhadap efektivitas *Whistleblowing System*. Dewan Komisaris memandang bahwa WBS dapat menciptakan lingkungan kerja yang bersih, berakhlak dan berintegritas serta menjadi bagian, bagian dari upaya memelihara budaya kepedulian di lingkungan kerja dan diperlukan partisipasi aktif dari seluruh jajaran Insan perusahaan dan pemangku kepentingan untuk melaporkan pelanggaran yang terjadi di lingkungan perusahaan.

Dewan Komisaris senantiasa melakukan pemantauan dan pengawasan secara periodik untuk memastikan berjalannya sistem WBS dengan baik, dan dengan hal tersebut, Dewan Komisaris berpendapat bahwa secara umum penerapan dan atas tindak lanjut WBS selama tahun 2022 di perusahaan telah berjalan dengan baik.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dewan Komisaris melakukan penilaian kinerja terhadap organ-organ pendukung di bawahnya sebagai bagian dari pelaksanaan prinsip-prinsip GCG. Hasil evaluasi tersebut selanjutnya digunakan sebagai bahan perbaikan untuk mendorong peningkatan kinerja komite-komite ke depannya. Evaluasi terhadap kinerja komite-komite dilakukan setiap satu tahun sekali dengan menggunakan metode yang telah ditetapkan oleh Dewan Komisaris.

Sepanjang tahun 2022, Dewan Komisaris memiliki tiga komite pendukung, yaitu Komite Audit, Komite Pemantau Manajemen Risiko serta Komite Nominasi dan Remunerasi. Dewan Komisaris secara berkala melakukan penilaian atas kinerja Komite Audit, Komite Pemantau Manajemen Risiko serta Komite Nominasi dan Remunerasi sebagai organ di bawah Dewan Komisaris berdasarkan kriteria berupa pencapaian target-target yang telah ditetapkan dalam Rencana Kerja Tahunan Komite.

and fairly through the Whistleblowing System (WBS). The process of reporting violations through WBS is part of the company's efforts to prevent violations and negative publications against the company. The scope of the WBS in the company includes all actions that may harm the company and/or employees related to fraud, bribery, violation of law, non-compliance with regulations, code of conduct, and/or abuse of conflict of interest. In 2022, the Board of Commissioners has provided feedback and input on the effectiveness of the Whistleblowing System. The Board of Commissioners views that the WBS can create a clean, moral and integrity work environment and become part of the effort to maintain a culture of concern in the work environment and requires active participation from all levels of company personnel and stakeholders to report violations that occur within the company.

The Board of Commissioners always conducts periodic monitoring and supervision to ensure the WBS system runs appropriately, and thus, the Board of Commissioners is of the opinion that in general, the implementation and follow-up of the WBS during 2022 in the company has been running accordingly.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners conducts a performance assessment of the supporting organs under it as part of the implementation of GCG principles. The evaluation results are then used as improvement materials to encourage the improvement of the performance of the committees in the future. Evaluation of the performance of the committees is conducted once a year using a method determined by the Board of Commissioners.

Throughout 2022, the Board of Commissioners had three supporting committees, namely the Audit Committee, Risk Management Monitoring Committee and Nomination and Remuneration Committee. The Board of Commissioners regularly assesses the performance of the Audit Committee, Risk Management Monitoring Committee and Nomination and Remuneration Committee as organs under the Board of Commissioners based on criteria such as the achievement of targets set in the Committee's Annual Work Plan.



Kami menilai bahwa seluruh komite tersebut telah melaksanakan tugas dan tanggung jawabnya dengan baik, yang tecermin dari pelaksanaan rencana kerja komite dan juga penugasan yang dilakukan telah dapat diselesaikan dengan baik. Uraian lebih lanjut mengenai penilaian kinerja komite di bawah Dewan Komisaris dapat dilihat pada bagian Komite Audit dan Komite Pemantau Manajemen Risiko.

We assess that all committees have done their duties and responsibilities well, which is reflected in the implementation of the committee work plan and also the assignments performed have been completed properly. A further description of the performance assessment of the committees under the Board of Commissioners can be found in Audit Committees and Risk Monitoring Management Committees sections.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Tahun 2022, komposisi Dewan Komisaris mengalami 1 (satu) kali perubahan. Sdr. Umar Aris digantikan oleh Sdr. Budi Setiyadi, sehingga dengan demikian komposisi Dewan Komisaris per 31 Desember 2022 adalah sebagai berikut:

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2022, the composition of the Board of Commissioners experienced 1 (one) change. Mr. Umar Aris was replaced by Mr. Budi Setiyadi, thus the composition of the Board of Commissioners as of December 31, 2022 is as follows:

NAMA NAME	JABATAN POSITION	DASAR PENGANGKATAN LEGAL BASIS OF APPOINTMENT
Saiful Haq Manan	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Keputusan Menteri BUMN Nomor: SK-124/ MBU/04/2020 tanggal 21 April 2020 jjs SK-124/ MBU/05/2018 tanggal 9 Mei 2018, SK-25/MBU/01/2018 tanggal 22 Januari 2018. Decree of the Minister of SOE Number: SK-124/ MBU/04/2020 dated April 21, 2020 in conjunction with SK-124/ MBU/05/2018 dated May 9, 2018, SK-25/MBU/01/2018 dated January 22, 2018.
Hendar Ristriawan	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN Nomor: SK-124/MBU/05/2018 tanggal 9 Mei 2018. Decree of the Minister of SOE Number: SK-124/MBU/05/2018 dated May 9, 2018.
Iwan Hari Sugiarto	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN Nomor: SK-321/ MBU/10/2020 tanggal 9 Oktober 2020. Decree of the Minister of SOE Number: SK-321/ MBU/10/2020 dated October 09, 2020.
Susi Meyrista Tarigan	Komisaris Commissioner	Keputusan Menteri BUMN Nomor: SK-233/MBU/10/2019 tanggal 17 Oktober 2019. Decree of the Minister of SOE Number: SK-233/MBU/10/2019 dated October 17, 2019
Edmil Nurjamil	Komisaris Commissioner	Keputusan Menteri BUMN Nomor: SK-124/ MBU/04/2020 tanggal 21 April 2020. Decree of the Minister of SOE Number: SK-124/MBU/04/2020 dated April 21, 2020.
Budi Setiyadi	Komisaris Commissioner	Keputusan Menteri BUMN Nomor: SK-208/MBU/09/2022 tanggal 20 September 2022 Decree of the Minister of SOE Number: SK-208/MBU/09/2022 dated September 20, 2022.

PENUTUP

Pencapaian kinerja perusahaan tahun 2022 tidak lepas dari dukungan segenap pemangku kepentingan. Oleh karenanya, atas nama Dewan Komisaris, kami menyampaikan terima kasih dan penghargaan kepada Pemegang Saham dan para pemangku kepentingan atas dukungan, kerja sama dan kepercayaan yang diamanahkan kepada Dewan Komisaris.

Kami juga menyampaikan penghargaan dan terima kasih kepada Direksi dan Jajaran Manajemen serta seluruh karyawan atas kerja keras, dedikasi dan semangat untuk terus berupaya meningkatkan kinerja perusahaan sesuai tujuan, visi dan misi sebagaimana diamanatkan Pemegang Saham dan RUPS.

Kami yakin, melalui pengelolaan sumber daya yang optimal serta diiringi tekad untuk memberi kemampuan terbaik akan menghasilkan kinerja perusahaan yang terus meningkat. Kami mengajak seluruh jajaran untuk memupuk terus semangat kerja keras, kerja cerdas dan kerja ikhlas, serta menjaga sinergitas sehingga setiap kendala dapat segera diatasi dan setiap peluang dapat dimanfaatkan secara optimal.

CLOSING

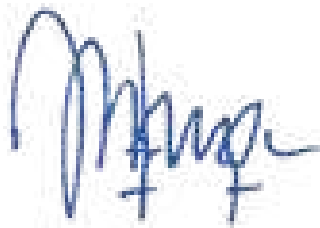
The achievement of the company's performance in 2022 cannot be separated from the support of all stakeholders. Therefore, on behalf of the Board of Commissioners, we express our gratitude and appreciation to the Shareholders and stakeholders for their support, cooperation, and trust in the Board of Commissioners.

We also would like to express our appreciation and gratitude to the Board of Directors and Management as well as all employees for their hard work, dedication and enthusiasm to continuously strive to improve the company's performance in accordance with the goals, vision and mission as mandated by the Shareholders and GMS.

We believe that through optimal resource management and the determination to give our best, the company's performance will continue to improve. We invite all employees to continue to embrace the spirit of hard work, smart work and sincere work, and maintain synergy so that every obstacle can be overcome immediately and every opportunity can be optimally utilized.

Jakarta, 30 Juni 2023
Jakarta, June 30, 2023

Atas nama Dewan Komisaris,
On behalf of the Board of Commissioners,



Saiful Haq Manan

Komisaris Utama
President Commissioner



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Para pemegang saham dan pemangku kepentingan yang terhormat,

Puji dan syukur kehadiran Tuhan Yang Maha Kuasa, berkat rahmat dan ridho-Nya PT ASDP Indonesia Ferry (Persero) (ASDP/perusahaan) mampu melewati berbagai tantangan di tahun 2022 dengan hasil yang cukup baik dan kinerja positif. Pada kesempatan yang baik ini perkenankan kami mewakili seluruh anggota Direksi untuk melaporkan pengelolaan dan kinerja perusahaan selama tahun buku 2022. Melalui Laporan Tahunan 2022, kami menyampaikan bahwa selama tahun 2022, perusahaan mampu menjaga kinerja yang berkelanjutan dan berhasil memenuhi target serta, menciptakan nilai yang optimal bagi Pemegang Saham.

Dear honorable shareholders and stakeholders,

Praise and gratitude to God Almighty for His grace and blessings, PT ASDP Indonesia Ferry (Persero) (ASDP/company) was able to overcome various challenges in 2022 with good results and positive performance. On this good occasion, please allow us to represent all members of the Board of Directors to report on the management and performance of company during the 2022 fiscal year. Through the 2022 Annual Report, we convey that during 2022, company was able to maintain sustainable performance and successfully meet targets as well as, create optimal value for Shareholders.

**IRA
PUSPADEWI**

Direktur Utama
President Director

TINJAUAN KONDISI EKONOMI

Di tengah prospek penurunan ekonomi global, perbaikan ekonomi Indonesia terus berlanjut. Pertumbuhan ekonomi terus membaik. Perkembangan positif dan Perbaikan ekonomi sepanjang 2022 ini ditopang oleh kinerja ekspor, permintaan domestik dengan peningkatan pertumbuhan ekonomi di seluruh wilayah Indonesia. Data Badan Pusat Statistik (BPS) menunjukkan pertumbuhan ekonomi Indonesia tetap kuat. Pada akhir 2022, pertumbuhan ekonomi Indonesia tercatat tetap tinggi, di tengah pertumbuhan ekonomi global yang dalam tren melambat. Dengan perkembangan tersebut, pertumbuhan Indonesia secara keseluruhan tahun 2022 tercatat 5,31% (yoy), jauh meningkat dari capaian tahun sebelumnya sebesar 3,70% (yoy).

Pertumbuhan ekonomi yang kuat didukung oleh hampir seluruh komponen PDB. Pertumbuhan terjadi pada seluruh lapangan usaha. Lapangan usaha yang mengalami pertumbuhan tertinggi adalah Transportasi dan Pergudangan sebesar 19,87%, diikuti Penyediaan Akomodasi dan Makan Minum sebesar 11,97%, dan Jasa Lainnya sebesar 9,47%. Sementara itu, Industri Pengolahan yang memiliki peran dominan tumbuh 4,89%. Sedangkan Pertanian, Kehutanan, dan Perikanan serta Perdagangan Besar dan Eceran; Reparasi Mobil dan Sepeda Motor masing-masing tumbuh sebesar 2,25% dan 5,52%. Perekonomian Indonesia masih didominasi oleh Lapangan Usaha Industri Pengolahan sebesar 18,34%; diikuti oleh Perdagangan Besar dan Eceran; Reparasi Mobil dan Sepeda Motor sebesar 12,85%; Pertanian, Kehutanan, dan Perikanan sebesar 12,40%; Pertambangan dan Penggalian sebesar 12,22%; serta Konstruksi sebesar 9,77%. Peranan kelima lapangan usaha tersebut dalam perekonomian Indonesia mencapai 65,58%.

Pemerintah terus melakukan berbagai kebijakan untuk menjaga pertumbuhan ekonomi sebagaimana yang diharapkan dan mengendalikan inflasi sehingga iklim usaha semakin membaik. Sinergi dan inovasi kebijakan Bank Indonesia dengan Pemerintah dan Komite Stabilitas Sistem Keuangan (KSSK) dapat menjaga ketahanan ekonomi dari risiko global tersebut dan terus mendukung keberlanjutan pemulihan ekonomi nasional tahun 2022. Kebijakan Bank Indonesia dan sinergi yang erat dengan kebijakan ekonomi nasional terus diperkuat guna terus mendukung ketahanan ekonomi serta mempercepat pemulihan dan kebangkitan perekonomian.

Pemerintah mengarahkan kebijakan fiskal untuk melindungi masyarakat, mendukung sektor prioritas, dan mendorong pemulihan ekonomi nasional termasuk melalui stimulus fiskal yang cukup besar untuk penanganan dampak Covid-19 dan

REVIEW OF ECONOMIC CONDITIONS

Amid the prospect of a global economic downturn, Indonesia's economic recovery continues. Economic growth is steadily improving. This positive development and economic improvement throughout 2022 are supported by export performance, domestic demand with increased economic growth in all regions of Indonesia. Statistics Indonesia (BPS) data shows that Indonesia's economic growth remains strong. At the end of 2022, Indonesia's economic growth was recorded to remain high, amidst global economic growth that was on a slowing trend. With these developments, Indonesia's overall growth in 2022 was recorded at 5.31% (yoy), much higher than the previous year's achievement of 3.70% (yoy).

Strong economic growth was supported by almost all components of GDP. Growth occurred in all business fields. The business sector that experienced the highest growth was Transportation and Warehousing at 19.87%, followed by Accommodation and Food Supply at 11.97%, and Other Services at 9.47%. Meanwhile, the Processing Industry, which has a dominant role, grew by 4.89%. Meanwhile, Agriculture, Forestry and Fisheries and Wholesale and Retail Trade; Car and Motorcycle Repair grew by 2.25% and 5.52% respectively. Indonesia's economy is still dominated by the Manufacturing Industry Business Field at 18.34%; followed by Wholesale and Retail Trade; Car and Motorcycle Repair at 12.85%; Agriculture, Forestry, and Fisheries at 12.40%; Mining and Excavation at 12.22%; and Construction at 9.77%. The contribution of these five businesses to the Indonesian economy reached 65.58%.

The government has consistently implemented various policies to maintain economic growth as expected and control inflation so that the business climate improves. The synergy and innovation of Bank Indonesia's policies with the Government and the Financial System Stability Committee (KSSK) can maintain economic resilience from these global risks and continue to support the sustainability of the national economic recovery in 2022. Bank Indonesia's policies and close synergy with national economic policies continue to be strengthened to continue to support economic resilience and accelerate economic recovery and revival.

The government directed fiscal policy to protect the public, support priority sectors, and encourage national economic recovery including through a sizable fiscal stimulus for handling the impact of Covid-19 and domestic price



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stabilisasi harga domestik. Bank Indonesia juga memperkuat koordinasi dengan Pemerintah dan KSSK untuk menjaga stabilitas sistem keuangan dan mendorong pembiayaan kepada dunia usaha pada sektor-sektor prioritas untuk mendorong pertumbuhan ekonomi, ekspor, serta inklusi ekonomi dan keuangan.

Perbaikan perekonomian nasional di tahun 2022 menciptakan iklim usaha yang membaik terutama di sektor transportasi seiring dengan mobilitas masyarakat yang kembali normal dan perputaran roda bisnis yang meningkat. Kondisi perekonomian nasional tersebut, sangat berarti dan menjadi peluang besar bagi PT ASDP Indonesia Ferry (Persero) dan anak perusahaan untuk menghasilkan kinerja terbaik.

PENCAPAIAN KINERJA PERUSAHAAN

Pada tahun 2022, secara keseluruhan perusahaan berhasil mencapai skor KPI sebesar 107,76% melampaui target yang ditetapkan dalam Kontrak Manajemen 2022, sementara tahun sebelumnya ada di posisi 106,09%. Perusahaan mampu melampaui target keseluruhan aspek kategori pada penilaian KPI yaitu ekonomi dan sosial, inovasi model bisnis, kepemimpinan dan teknologi, pengembangan investasi dan pengembangan talenta.

Sementara itu, Tingkat Kesehatan perusahaan sebesar 81,65 tergolong dalam kategori Sehat/AA. Capaian ini diperoleh dari hasil penilaian aspek keuangan sebesar 36,25, aspek operasional sebesar 30,40 dan aspek administrasi sebesar 15,00. Perusahaan melakukan analisis atas kinerja perusahaan dengan melihat dari berbagai sudut pandang sebagai parameter penilaian dan evaluasi seperti kebijakan strategis, pencapaian kinerja serta perbandingan antara target RKAP 2022 dan Proyeksi 2023 serta membaca peluang dan tantangan yang dihadapi perusahaan di masa mendatang berdasarkan asumsi-asumsi ekonomi makro dan mikro.

A. STRATEGI DAN KEBIJAKAN STRATEGIS

Lingkungan Bisnis saat ini telah mengalami banyak perubahan dan kemajuan, yang menuntut setiap organisasi untuk terus memperbaiki kualitas produk dan layanannya kepada para *customer*. Menuju 50 tahun, PT ASDP Indonesia Ferry (Persero) konsisten beradaptasi dengan kondisi dan kebutuhan masyarakat demi memberikan kinerja dan pelayanan yang terbaik. Salah satu cara adaptasi dalam merespons perubahan yang ada yaitu dengan melakukan inovasi. Selain melakukan inovasi, langkah selanjutnya adalah berkolaborasi dengan berbagai *stakeholder* dalam mengembangkan ide-ide

stabilization. Bank Indonesia also strengthened coordination with the Government and KSSK to maintain financial system stability and encourage financing to businesses in priority sectors to boost economic growth, exports, and economic and financial inclusion.

The improvement of the national economy in 2022 creates a good business climate, especially in the transportation sector along with the normal mobility of the community and the increasing business turnover. The condition of the national economy is very meaningful and a great opportunity for PT ASDP Indonesia Ferry (Persero) and its subsidiaries to generate the best performance.

ACHIEVEMENT OF THE COMPANY'S PERFORMANCE

In 2022, overall company managed to achieve a KPI score of 107.76%, exceeding the target set in the 2022 Management Contract, while the previous year was at 106.09%. company was able to exceed the target for all aspects of the KPI assessment category, namely economic and social, business model innovation, leadership and technology, investment development and talent development.

Meanwhile, the company's Health Level of 81.65 is classified in the Healthy/AA category. This achievement was obtained from the results of the assessment of financial aspects of 36.25, operational aspects of 30.40 and administrative aspects of 15.00. Company analyzes the company's performance by looking at various points of view as parameters for assessment and evaluation such as strategic policies, performance achievements and comparisons between the 2022 RKAP target and 2023 Projections as well as reading the opportunities and challenges faced by company in the future based on macro and micro economic assumptions.

A. STRATEGIES AND STRATEGIC POLICIES

The current business environment has experienced many changes and advances, which require every organization to continuously improve the quality of its products and services to customers. Towards 50 years, PT ASDP Indonesia Ferry (Persero) consistently adapts to the conditions and needs of the community in order to provide the best performance and service. One way to adapt in responding to existing changes is by innovating. In addition to innovating, the next step is to collaborate with various stakeholders in developing ideas so that they become appropriate innovations according to

sehingga menjadi inovasi yang tepat guna sesuai kebutuhan pasar saat ini. Dengan spirit “*Going World Class*” PT ASDP Indonesia Ferry (Persero) kini menargetkan peningkatan pertumbuhan dan profitabilitas di tahun-tahun berjalan yang akan datang. Komitmen untuk terus tumbuh dan bergerak maju diiringi dengan kemampuan adaptasi melalui nilai ekonomi, nilai sosial dan nilai lingkungan. Hal ini menjadikan setiap bagian dalam perusahaan mampu bersinergi dan bertumbuh sesuai dengan visi dan misi perusahaan.

Menyikapi kondisi tersebut PT ASDP Indonesia Ferry (Persero) serta anak perusahaan konsisten menjalankan berbagai inisiatif strategis dan kebijakan utama untuk mendorong akselerasi pemulihan dan meningkatkan resiliensi ekonomi guna pengendalian perusahaan agar tetap *survive* dan dapat menghasilkan *cashflow* yang positif. Inisiatif strategis tersebut meliputi:

1. Nilai Ekonomi dan Sosial untuk Indonesia
 - a. Mengintegrasikan pelabuhan dengan logistik lain untuk mengurangi biaya logistik nasional;
 - b. Memperkuat jaringan maritim nasional dan pariwisata;
 - c. Peningkatan pelayanan pelanggan.
2. Inovasi Model Bisnis
 - a. Sinergi dan integrasi pelabuhan;
 - b. Menumbuhkan pangsa pasar, *revenue*, *creativity*, kemitraan, dan pengoperasian zona ekonomi lokal;
 - c. Diferensiasi bisnis agar sesuai dengan preferensi pelanggan;
 - d. Peningkatan produktivitas dan tingkat layanan untuk menjaga kepuasan dan kepercayaan pelanggan.
3. Kepemimpinan Teknologi
 - a. Digitalisasi pelabuhan dan konsep *smart terminal*;
 - b. Digitalisasi proses bisnis;
 - c. Pengembangan sistem IT untuk mendukung implementasi bisnis dan strategi perusahaan.
4. Peningkatan Investasi
 - a. Kesuksesan pembangunan pelabuhan (infrastruktur dan peralatan), ketersediaan dan kinerja yang optimal;
 - b. Peningkatan pemanfaatan aset dan optimalisasi kapasitas;
 - c. Penguatan kapasitas sarana dan prasarana.
5. Pengembangan Talenta
 - a. *Integrated talent management* dan *performance system*.

B. PERAN DIREKSI DALAM PERUMUSAN DAN IMPLEMENTASI STRATEGI

Direksi mendorong keterlibatan pemangku kepentingan dalam perumusan strategi perusahaan terutama karyawan. Proses perumusan strategi disusun dengan pendekatan dari bawah (*bottom up*), dengan tujuan untuk menguatkan keterikatan

current market needs. With the spirit of “*Going World Class*” PT ASDP Indonesia Ferry (Persero) is now targeting increased growth and profitability in the coming years. The commitment to continue to grow and move forward is accompanied by adaptability through economic value, social value, and environmental value. This makes every part of the company able to synergize and grow in accordance with the company’s vision and mission.

In response to these conditions, PT ASDP Indonesia Ferry (Persero) and its subsidiaries consistently conduct various strategic initiatives and key policies to accelerate recovery and increase economic resilience in order to control the company to survive and generate positive cash flow. These strategic initiatives include:

1. Economic and Social Value for Indonesia
 - b. Integrate ports with other logistics to reduce national logistics costs;
 - c. Strengthen national maritime and tourism networks;
 - d. Improved customer service.
2. Business Model Innovation
 - c. Port synergy and integration;
 - d. Grow market share, revenue, creativity, partnerships and local economic zone operations;
 - e. Differentiation of business to fit customer preferences;
 - f. Improved productivity and service levels to maintain customer satisfaction and trust.
3. Technology Leadership
 - d. Port digitization and smart terminal concept;
 - e. Digitalization of business processes;
 - f. Development of IT systems to support business and corporate strategies implementation.
7. Increased Investment
 - a. Successful port development (infrastructure and equipment), availability and optimal performance;
 - b. Improved asset utilization and capacity optimization;
 - c. Strengthening the capacity of facilities and infrastructure.
5. Talent Development
 - f. Integrated talent management and performance system.

B. THE ROLE OF THE BOARD OF DIRECTORS IN STRATEGY FORMULATION AND IMPLEMENTATION

The Board of Directors encourages the involvement of stakeholders in the formulation of the company’s strategy, especially employees. The strategy formulation process is structured using a bottom-up approach, with the aim of



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seluruh karyawan dalam implementasi strategi sekaligus membangun rasa kepemilikan terhadap proses kegiatan bisnis perusahaan. Selain itu, Direksi berharap adanya masukan dan ide/inisiatif dari para karyawan untuk inovasi dan pengembangan operasional di lapangan sehari-hari. Proses tersebut juga bertujuan agar strategi yang dirumuskan menjadi kebijakan yang mampu menjawab persoalan operasional dan memenuhi kepentingan *stakeholder*.

Selanjutnya Direksi menyimpulkan dan menetapkan rumusan strategis tersebut, serta menuangkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) 2022. Direksi kemudian mengomunikasikannya kepada Dewan Komisaris dan Pemegang Saham untuk mendapatkan masukan/arahan dan persetujuan.

Direksi memastikan agar strategi dapat terlaksana dengan baik melalui tahapan sosialisasi, *monitoring* dan evaluasi. Sosialisasi strategi dilaksanakan secara rutin di awal tahun bersamaan dengan sosialisasi rencana bisnis perusahaan. *Monitoring* dan evaluasi dilakukan secara berkala baik bulanan, triwulan, semesteran dan tahunan sesuai dengan tingkat pada struktur organisasi perusahaan.

C. PERBANDINGAN ANTARA HASIL YANG DICAPAI DENGAN YANG DITARGETKAN

Penerapan strategi dan kebijakan strategis perusahaan yang adaptif telah mampu mempertahankan kinerja operasional dan keuangan perusahaan tetap positif, di tengah tantangan global dan pemulihan ekonomi pasca pandemi COVID-19. Sepanjang tahun 2022 perusahaan berupaya untuk merealisasikan target yang telah ditetapkan sebagaimana tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) 2022. Sampai dengan 31 Desember 2022, secara umum perusahaan berhasil membukukan kinerja positif dan memenuhi target yang ditetapkan, dengan rincian sebagai berikut:

Realisasi Target, Realisasi Tahun 2022 dan Proyeksi Tahun 2023 Untuk Kinerja Operasional

Kinerja operasional ASDP ditunjukkan oleh aktivitas produksi pada dua segmen usaha utama yaitu segmen penyeberangan dan segmen pelabuhan. Kedua segmen tersebut yang paling banyak berkontribusi kepada pendapatan usaha perusahaan. Sedangkan, segmen aneka jasa merupakan bisnis penunjang optimalisasi pemanfaatan sumber daya yang dimiliki untuk properti, periklanan, pergudangan, perkantoran, fasilitas pariwisata, penyewaan dan pengusaha sarana dan prasarana yang terkait dengan angkutan sungai, danau dan penyeberangan.

strengthening the engagement of all employees in strategy implementation as well as building a sense of ownership of the company's business processes. In addition, the Board of Directors expects input and ideas/initiatives from employees for innovation and development of daily field operations. The process also aims to make the formulated strategy into a policy that can answer operational issues and fulfill stakeholder interests.

The Board of Directors then summarized and determined the strategic formulation, and included it in the Company's 2022 Work Plan and Budget (RKAP). The Board of Directors then communicated it to the Board of Commissioners and Shareholders for input/direction and approval.

The Board of Directors ensures that the strategy is well implemented through the stages of socialization, monitoring, and evaluation. Strategy socialization is conducted regularly at the beginning of the year along with the socialization of the company's business plan. Monitoring and evaluation are conducted regularly, either monthly, quarterly, semi-annually and annually, in accordance with the level of company's organizational structure.

C. COMPARISON BETWEEN ACHIEVED AND TARGETED RESULTS

The implementation of company's adaptive strategic strategies and policies has been able to maintain company's operational and financial performance remains positive, amid global challenges and economic recovery after the COVID-19 pandemic. Throughout 2022, ASDP strives to realize the targets that have been set as stated in the 2022 Company Work Plan and Budget (RKAP). As of December 31, 2022, in general, ASDP managed to record positive performance and meet the set targets, with the following details:

Target Realization, 2022 Realization and 2023 Projection for Operational Performance

Company's operational performance is shown by production activities in two main business segments, namely the ferry segment and the port segment. These two segments contribute the most to the company's operating revenue. Meanwhile, miscellaneous segment is a business supporting the optimization of the utilization of resources owned for property, advertising, warehousing, offices, tourism facilities, leasing and operations of facilities and infrastructure related to river, lake and ferry transportation.

Tabel Perbandingan Target, Realisasi dan Proyeksi Kinerja Segmen Penyeberangan
Comparison Table of Target, Realization and Projection of Ferry Transportation Service Segment Performance

Keterangan Description	Realisasi Tahun 2022 2022 Realization	Target RKAP Tahun 2022 Target Work, Plan and Budget in 2022	Pencapaian Achievement (%)	Proyeksi Tahun 2023 2023 Projection	Target Pertumbuhan Growth Target (%)
Trip Trip	318.979	264.360	120,66	378.222	18,57
Penumpang (orang) Passenger (people)	7.622.313	5.866.250	129,93	1.756.063	8,77
Kendaraan Roda 2 dan 3 (unit) Two-wheeled and Three-Wheeled Vehicles (unit)	4.079.129	2.812.594	145,03	4.737.016	16,13
Kendaraan Roda 4> (unit) 4-Wheeled and More than Four-Wheeled Vehicles (unit)	4.401.092	3.520.838	125,00	5.350.459	21,57
Barang (ton) Cargo (ton)	2.308.536	1.029.268	224,29	1.983.898	(14,06)

Realisasi perjalanan (*trip*) penyeberangan tahun 2022 sebesar 318.979 trip dengan pencapaian 121% dari target RKAP tahun 2022 sebesar 264.360 trip. Jumlah penumpang kapal perusahaan tahun 2022 sebesar 7.622.313 orang, sehingga mencapai 129,93% dari target RKAP tahun 2022 sebesar 5.866.250 orang. Jumlah kendaraan baik roda 2, 3, 4 atau lebih yang melakukan penyeberangan tahun 2022 sebesar 8.480.221 unit sehingga mencapai 133,89% dari target RKAP tahun 2022 sebesar 6.333.432 unit. Jumlah barang yang diangkut oleh kapal perusahaan tahun 2022 sebesar 2.308.536 ton, sehingga mencapai 224,29% dari target RKAP tahun 2022 sebesar 1.029.268 ton.

The realization of ferry trips in 2022 amounted to 318,979 trips with an achievement of 121% of the 2022 RKAP target of 264,360 trips. The number of company ship passengers in 2022 amounted to 7,622,313 people, thus reaching 129.93% of the 2022 RKAP target of 5,866,250 people. The number of vehicles either 2, 3, 4 or more wheels that transported in 2022 amounted to 8,480,221 units, thus reaching 133.89% of the 2022 RKAP target of 6,333,432 units. The number of cargoes transported by company vessels in 2022 amounted to 2,308,536 tons, thus reaching 224.29% of the 2022 RKAP target of 1,029,268 tons.

Proyeksi produksi segmen penyeberangan di tahun 2022 berdasarkan asumsi adanya peningkatan produktivitas dan optimalisasi kapal serta adanya penambahan kapal baik pada lintasan Komersil, Perintis maupun kapal KSO.

The projected production of the ferry segment in 2022 is based on the assumption of increased ships productivity and optimization as well as the addition of ships on Commercial, Pioneer lines and KSO ships.

Tabel Perbandingan Target, Realisasi dan Proyeksi Kinerja Segmen Pelabuhan
Comparison Table of Target, Realization and Projection of Port Segment Performance

Keterangan Description	Realisasi Tahun 2022 2022 Realization	Target RKAP Tahun 2022 Target Work, Plan and Budget in 2022	Pencapaian Achievement (%)	Proyeksi Tahun 2023 2023 Projection	Target Pertumbuhan Growth Target (%)
Jasa Sandar (GTR-Call) Docking Service (GTR-Call)	949.820.444	964.053.647	98,52	1.095.908.890	15,38
Pas Pelabuhan Penumpang (orang) Passenger Pass (people)	4.541.042	4.542.681	99,96	5.938.180	30,77
Pas Pelabuhan Kendaraan (unit) Vehicle Pass (unit)	12.343.696	12.696.566	97,22	15.476.662	25,38
Pas Pelabuhan Jasa Parkir (unit) Parking Service Pass (unit)	247.154	265.574	93,06		
Jasa Pemeliharaan Dermaga (unit) Dock Maintenance Services (unit)	12.342.656	11.471.506	107,59	15.476.662	25,39



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Realisasi jasa sandar tahun 2022 sebesar 949.820.444 GRT Call dengan pencapaian 98,52% dari target RKAP tahun 2022 sebesar 964.053.647 GRT Call. Jumlah pas pelabuhan penumpang tahun 2022 sebesar 4.541.042 orang, sehingga mencapai 99,96% dari target RKAP tahun 2022 sebesar 4.542.681 orang. Jumlah pas pelabuhan kendaraan tahun 2022 sebesar 12.343.696 unit, sehingga mencapai 97,22% dari target RKAP tahun 2022 sebesar 12.696.566 unit. Jumlah pas pelabuhan jasa parkir tahun 2022 sebesar 247.154 unit, sehingga mencapai 93,06% dari target RKAP tahun 2022 sebesar 265.574 unit. Jumlah jasa Pemeliharaan Dermaga sebesar 12.342.656 unit, sehingga mencapai 107,59% dari target RKAP tahun 2022 sebesar 11.471.506 unit.

Realisasi Target, Realisasi Tahun 2022 dan Proyeksi Tahun 2023 untuk Kinerja Keuangan

Perbandingan realisasi kinerja keuangan yang tercermin dari Laba Rugi, Posisi Keuangan, dan Struktur Modal tahun 2022 terhadap target RKAP 2022 serta proyeksi tahun 2023 diuraikan sebagai berikut:

The realization of docking services in 2022 amounted to 949,820,444 GRT Call with an achievement of 98.52% of the 2022 RKAP target of 964,053,647GRT Call. The number of passengers passes in 2022 amounted to 4,541,042 people, thus achieving 99.96% of the 2022 RKAP target of 4,542,681 people. The number of vehicles passes in 2022 amounted to 12,343,696 units, thus reaching 97.22% of the 2022 RKAP target of 12,696,566 units. The number of parking service passes in 2022 amounted to 247,154 units, thus reaching 93.06% of the 2022 RKAP target of 265,574 units. The number of Dock Maintenance services amounted to 12,342,656 units, thus reaching 107.59% of the 2022 RKAP target of 11,471,506 units.

Target Realization, 2022 Realization and 2023 Projection for Financial Performance

A comparison of the realization of financial performance reflected in Profit and Loss, Financial Position, and Capital Structure in 2022 against the 2022 RKAP target and 2023 projections is described as follows:

Tabel Perbandingan Target, Realisasi, dan Proyeksi Laba Rugi (jutaan Rupiah)
Comparison Table of Target, Realization, and Projection of Profit and Loss (million Rupiah)

Keterangan Description	Realisasi Tahun 2022 2022 Realization	Target RKAP Tahun 2022 Target Work, Plan and Budget in 2022	Pencapaian Achievement (%)	Proyeksi Tahun 2023 2023 Projection	Target Pertumbuhan Growth Target (%)
Pendapatan Usaha Revenues	4.322.161	4.709.137	91,78	5.565.275	28,76
Beban Pokok Cost of Revenues	2.890.947	3.113.174	92,86	3.451.408	19,39
Laba Bruto Gross Profit	1.431.214	1.595.964	89,68	2.113.866	47,70
Beban Usaha Operating Expenses	840.689	1.180.201	71,23	1.222.051	45,36
Pendapatan Lain-lain Other Incomes	182.389	89.886	202,91	58.089	(68,15)
Beban Lain-lain Other Expenses	32.356	207.635	15,58	225.014	595,43
Laba Sebelum Pajak Income before Tax	616.186	298.014	206,76	724.889	17,64
Beban Pajak Tax Expense	31.012	33.140	93,58	31.382	1,19
Laba Tahun Berjalan Income for the Year	585.174	264.874	220,93	693.507	18,51

Realisasi Pendapatan Usaha Tahun 2022 sebesar Rp4,33 triliun dengan pencapaian 91,78% dari target RKAP tahun 2022 yaitu

Realization of Revenue in 2022 amounted to IDR4.33 trillion with an achievement of 91.78% of the 2022 RKAP target of

sebesar Rp4,71 triliun. Proyeksi tersebut berdasarkan asumsi adanya kenaikan produksi di segmen usaha penyeberangan melalui program-program kerja yang akan direalisasikan, dan peningkatan pendapatan segmen Pelabuhan melalui program penyesuaian tarif jasa pelabuhan (tarif non terpadu), serta kenaikan pendapatan Usaha Aneka Jasa dan Kerjasama antara lain bersumber dari pengembangan bisnis properti dan area komersil di kawasan Merak, Bakauheni, Waingapu, Ketapang dan Gilimanuk.

Realisasi Beban Pokok Pendapatan Tahun 2022 sebesar Rp2,89 triliun dengan pencapaian 92,86% dari target RKAP tahun 2022 sebesar Rp3,11 triliun. Proyeksi tersebut berdasarkan asumsi bahwa adanya kenaikan pada beban imbalan kerja dengan adanya perbaikan kesejahteraan karyawan sebagai upaya untuk meningkatkan produktivitas. Serta peningkatan beban bahan seiring dengan rencana penambahan kapal dan lintasan pada tahun 2022 beban bahan tersebut sudah termasuk beban bahan perusahaan yang pelayaran swasta yang diakuisisi. Selain itu beban pemeliharaan juga meningkat seiring dengan adanya program penguatan sistem manajemen pemeliharaan, peningkatan kapasitas dan kecepatan kapal, dan pengusulan sistem keselamatan kapal.

Realisasi Laba Tahun Berjalan 2022 sebesar Rp585,17 miliar dengan pencapaian 220,93% dari target RKAP tahun 2022 sebesar Rp264,87 miliar. Proyeksi tersebut berdasarkan asumsi bahwa adanya peningkatan pendapatan usaha di seluruh segmen usaha.

D. KENDALA-KENDALA YANG DIHADAPI DAN LANGKAH-LANGKAH PENYELESAIANNYA

Salah satu tantangan dalam industri transportasi penyeberangan yaitu adanya regulasi tarif yang ketat, sehingga tidak mudah untuk sekedar menaikkan tarif. Karakteristik tersebut mendorong perusahaan untuk terus kreatif mencari peluang-peluang bisnis baru untuk menciptakan pendapatan dan meningkatkan kinerja perusahaan. Selain itu, terdapat beberapa kendala lainnya yang mempengaruhi kelancaran operasional perusahaan secara optimal, antara lain:

1. Pelabuhan terdampak cuaca buruk sehingga mengalami kerusakan dan masih dalam rehabilitasi;
2. Pelabuhan terdampak cuaca perairan disertai potensi *loss opportunity*;
3. Terdapat pelabuhan dengan utilitas yang rendah;
4. Pelabuhan Ketapang, Gilimanuk, Lembar dan Padang Bai ditutup sementara karena pelaksanaan Hari Suci Nyepi Tahun Saka 1944 tanggal 03 Maret 2022.

IDR4.71 trillion. The projection is based on the assumption of an increase in production in the ferry business segment through work programs that will be realized, and an increase in Port segment revenue through the port service tariff adjustment program (non-integrated tariffs), as well as an increase in revenue for Miscellaneous and Collaborative Services segment, among others, sourced from the development of property businesses and commercial areas in the Merak, Bakauheni, Waingapu, Ketapang and Gilimanuk areas.

Realization of Cost of Revenue in 2022 amounted to IDR2.89 trillion with an achievement of 92.86% of the 2022 RKAP target of IDR3.11 trillion. The projection is based on the assumption that there is an increase in employee benefits expense with improvements in employee welfare as an effort to increase productivity. Furthermore, an increase in material expenses is in line with the plan to add ships and tracks in 2022, the material expenses include the material expenses of the acquired private shipping company. In addition, maintenance expenses also increased along with the program to strengthen the maintenance management system, increase ship capacity and speed, and propose a ship safety system.

Realization of Profit for the Year in 2022 amounted to IDR585.17 billion with an achievement of 220.93% of the 2022 RKAP target of IDR264.87 billion. The projection is based on the assumption that there is an increase in revenues in all business segments.

D. CONSTRAINTS FACED AND STEPS TO RESOLUTION

The existence of strict tariff restrictions presents one of the industry's challenges, making it difficult to simply raise its tariff. These characteristics encourage company to continue to creatively seek new business opportunities to create revenue and improve the company's performance. In addition, there are several other obstacles that affect the seamless operation of the company optimally, among others:

1. The ports are in the state of disrepair and are still under repair due to damage caused by bad weather;
2. The impact of water weather on the port with loss opportunity potential;
3. There are ports with low utility;
4. Temporary closure of Ketapang, Gilimanuk, Lembar and Padang Bai Ports due to Nyepi Day of Saka Year 1944 on March 03, 2022.



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Namun dari berbagai kendala tersebut, perusahaan secara bertahap dan berkelanjutan melakukan perbaikan dan bersinergi dengan anak perusahaan serta pemangku kepentingan yang lain. Banyak hal yang dilakukan, seperti memperkuat lini bisnis yang ada saat ini dengan memperbaiki dan menambah alat produksi, misal penambahan dermaga dan kapal. Selain itu, upaya pengendalian biaya yang berorientasi kepada efektivitas dan *safety* terus dilakukan. Kerja sama korporasi, *charter*, tol laut dan program pemerintah lainnya dengan tetap mempertimbangkan profitabilitas. Manajemen perusahaan juga menciptakan peluang bisnis baru, yakni pertumbuhan bisnis secara anorganik melalui kerja sama pengelolaan kapal mitra bisnis.

PROSPEK USAHA

Pentingnya transportasi laut sebagai salah satu pilihan alat mobilitas masyarakat dengan biaya yang terjangkau, memberikan peluang yang besar bagi perusahaan untuk mengelola potensi tersebut mewujudkan visi, misi dan tujuan perusahaan. Hal ini terlihat dari peningkatan masyarakat dalam menggunakan angkutan kapal sebagai penyeberangan antar wilayah di Indonesia. Data BPS menunjukkan jumlah penumpang dengan transportasi laut tahun 2022 mencapai sekitar 3 juta orang, naik sebesar 130,13% dibandingkan tahun sebelumnya.

Sebagai BUMN yang bergerak dalam industri pelabuhan dan penyeberangan, perusahaan memiliki posisi yang potensial yaitu sebagai pemilik dan operator pelabuhan *ferry* terbesar, pemilik dan operator kapal *ferry* terbesar, operator bisnis *ferry* yang terintegrasi, hubungan yang kuat antar Pemangku Kepentingan, serta memiliki program penugasan Pemerintah. Perusahaan telah menyelenggarakan jasa penyeberangan dan jasa pelabuhan yang 303 lintasan penyeberangan komersil, perintis maupun tol laut dengan dukungan 172 kapal dan 53 unit kapal Jembatan Nusantara serta 36 pelabuhan yang dikelola oleh 27 cabang yang tersebar di seluruh Indonesia.

Perusahaan melakukan proyeksi terhadap segmen usahanya di tahun 2023 dengan rincian sebagai berikut:

- **Segmen Usaha Penyeberangan**
Produksi penumpang pejalan kaki tahun 2023 diproyeksikan menjadi 8,3 juta. Sedangkan produksi kendaraan roda 2 & 4 tahun 2023 diproyeksikan menjadi 10 juta kendaraan. Peningkatan produksi pada segmen penyeberangan disebabkan adanya peningkatan produktivitas dan optimalisasi kapal serta adanya penambahan kapal baik pada lintasan komersil 3 unit kapal, dan lintasan perintis sebanyak 1 unit kapal.

However, from these various obstacles, company has gradually and continuously made improvements and synergized with subsidiaries and other stakeholders. There are many things that have been done, such as strengthening the existing business lines by repairing and adding production equipment, such as additional docks and ships. Moreover, cost control efforts that are oriented towards effectiveness and safety continue to be carried out. Corporate cooperation, charters, sea tolls and other government programs are still on going while still considering profitability. Company management also creates new business opportunities, namely inorganic business growth through cooperation with business partner ship management.

BUSINESS OUTLOOK

The importance of sea transportation as one of the choices of community mobility tools at an affordable cost, provides a great opportunity for company to manage this potential to realize the company's vision, mission, and objectives. This can be seen from the increase in people using ship as a means of transportation between regions in Indonesia. BPS data shows the number of passengers by sea transportation in 2022 reached around 3 million people, an increase of 130.13% compared to the previous year.

As a state-owned enterprise which engaged in the port and ferry industry, company has a potential position as the largest ferry port owner and operator, the largest ferry vessel owner and operator, an integrated Ferry business operator, strong relationships between Stakeholders, and has a Government assignment program. Company has organized ferry services and port services for 303 commercial, pioneer lines and sea tolls with the support of 172 vessels and 53 units of Jembatan Nusantara vessels as well as 36 ports managed by 27 branches spread throughout Indonesia.

Company projected its business segments in 2023 with the following details:

- **Ferry Business Segment**
Pedestrian passenger production in 2023 is projected to be 8.3 million. Meanwhile, the production of 2 & 4 wheeled vehicles in 2023 is projected to be 10 million vehicles. The increase in production in the ferry segment is due to increased productivity and optimization of ships and the addition of ships both on the commercial track of 3 units of ships, and the pioneer track of 1 unit of ship.

- **Segmen Usaha Pelabuhan**

Produksi Jasa Sandar tahun 2023 diproyeksikan mencapai 1.095,9 juta GRT call, Pas Masuk Penumpang diproyeksikan mencapai 5,9 juta penumpang, dan Pas Masuk Kendaraan diproyeksikan mencapai 15,5 juta kendaraan. Peningkatan produksi pada segmen Jasa Sandar, Pas Masuk Penumpang dan Pas Masuk Kendaraan dipicu oleh inisiatif perusahaan dalam meningkatkan kapasitas dermaga, fasilitas dan pelayanan terminal pelabuhan dan program digitalisasi tiket di semua pelabuhan juga lintasan.

Perusahaan mengambil kebijakan-kebijakan strategis yang bertujuan untuk menjaga fundamental keuangan yang dapat berakselerasi terhadap bisnis, yang mengacu kepada 3 Pilar Strategis perusahaan, yaitu *Business Expansion*, *Operational Excellence* dan *Foundation*. Secara umum arah kebijakan yang menjadi fokus perusahaan di tahun 2023 sebagai berikut:

1. **Business Expansion**

- Optimalisasi aset produktif yang potensial melalui program revitalisasi-rehabilitasi rejuvenasi terhadap sarana (kapal dan dermaga) dan prasarana (bangunan terminal pelabuhan) dan program *property investment*, dengan mempertimbangkan tingkat *return* yang paling optimal;
- Sinergitas antar induk dan anak usaha guna meningkatkan nilai dan meningkatkan profitabilitas perusahaan;
- Mendukung program pencarian pendanaan optimal dan menuju ASDP *Going World Class*;
- Memastikan program pengadaan kapal berjalan sesuai dengan *fleet-plan* periode 2020-2024 dengan tetap memperhatikan prinsip kehati-hatian (*Good Corporate Governance*) dan sesuai dengan Undang-Undang peraturan dan ketentuan yang berlaku.

2. **Operational Excellence**

- Meningkatkan keunggulan operasional kapal dan pelabuhan serta memastikan keselamatan kerja di seluruh area operasional perusahaan sebagai prioritas utama;
- Memperkuat sistem *monitoring* konsumsi Bahan Bakar Minyak (BBM) agar lebih efektif dan efisien;
- Meningkatkan standar dan konsistensi budaya pelayanan terhadap seluruh *Customer Touch Points* baik sebelum/saat/sesudah para pengguna jasa berada di pelabuhan dan kapal.

3. **Foundation**

- Digitalisasi: Program digitalisasi di semua aspek kegiatan perusahaan sesuai dengan IT *Masterplan/Business Digitalization Roadmap* (BDR) dengan tujuan efisiensi dan efektifitas serta *revenue assurance*.

- **Port Business Segment**

Docking Services production in 2023 is projected to reach 1,095.9 million GRT calls, Passenger Pass is projected to reach 5.9 million passengers, and Vehicle Pass is projected to reach 15.5 million vehicles. The increase in production in the Docking Services, Passenger Pass and Vehicle Pass segments is triggered by company's initiatives in increasing the capacity of docks, port terminal facilities and services and ticket digitization programs at all ports and tracks.

The company takes strategic policies aimed at maintaining financial fundamentals that can accelerate the business, which refers to the 3 Strategic Pillars of the company, namely Business Expansion, Operational Excellence and Foundation. In general, the policy direction that the company will focus on in 2023 is as follows:

1. **Business Expansion**

- Optimization of potential productive assets through revitalization-rehabilitation rejuvenation programs for facilities (ships and docks) and infrastructure (port terminal buildings) and property investment programs, by considering the most optimal level of return;
- Synergy between parent and subsidiary to increase value and improve profitability of the company;
- Supporting the program to find optimal funding and towards ASDP *Going World Class*;
- Ensuring that the ship procurement program runs in accordance with the fleet-plan for the 2020-2024 period while taking into account the principles of prudence (*Good Corporate Governance*) and in accordance with applicable laws and regulations.

2. **Operational Excellence**

- Enhancing ship and port operational excellence and ensure safety in all areas of the company's operations as a top priority;
- Strengthening the fuel consumption monitoring system to be more effective and efficient;
- Improving the standard and consistency of service culture to all *Customer Touch Points* both before/during/after the service users are at the port and ship.

3. **Foundation**

- Digitalization: Digitalization program in all aspects of the company's activities in accordance with the IT *Masterplan/Business Digitalization Roadmap* (BDR) with the aim of efficiency and effectiveness as well as *revenue assurance*.



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- SDM antara lain memastikan perubahan struktur organisasi di periode sebelumnya telah efisien, dan penilaian SDM berdasarkan *performance*.
- Penajaman implementasi *Governance Risk & Compliance* (GRC).

4. Prioritas Investasi

Memastikan rencana investasi sesuai kajian kelayakan investasi dan kemampuan pendanaan yang dimiliki oleh perusahaan serta melakukan pengendalian biaya dengan prinsip *cost effectiveness*, berdasarkan kriteria sebagai berikut:

- Mandatory Regulations*
- Safety on Day-To-Day Operations*
- Revenue Generating*
- Digitalization*
- National Agenda*

Seluruh program yang akan dijalankan harus mempertimbangkan aspek *Environmental, Social, & Governance* demi terciptanya tata kelola usaha yang berdasarkan penerapan standar lingkungan berkelanjutan.

PENGEMBANGAN SUMBER DAYA MANUSIA

Keberhasilan untuk meraih target perusahaan, baik dalam jangka pendek maupun jangka panjang, membutuhkan dukungan kompetensi karyawan yang mumpuni, sehingga berdampak positif pada kinerja perusahaan. Pentingnya sumber daya manusia (SDM) sebagai bagian yang tidak terpisahkan dalam pencapaian visi dan misi perusahaan, mendorong perusahaan melakukan pengelolaan karyawan secara baik sejak dari rekrutmen. Secara konsisten dan berkesinambungan, perusahaan meningkatkan kompetensi karyawan dengan mempertimbangkan Rencana Kerja dan Anggaran perusahaan dan arah pengembangan bisnis perusahaan dalam jangka panjang. Dengan demikian, kebijakan yang diambil dapat selaras dengan kompetensi SDM.

Perusahaan secara berkesinambungan memantapkan kompetensi (*knowledge, skill and attitude*) karyawan untuk meningkatkan prestasi dan produktivitas perusahaan secara keseluruhan dan melaksanakan pengembangan karyawan. Pelaksanaan program pengembangan (pelatihan dan pembinaan) mengacu pada upaya pemenuhan kompetensi bagi para karyawan berdasarkan bidang kerja karyawan yang bersangkutan. Program dilaksanakan melalui *in-house training* dan *public training* secara *online/offline* dengan melakukan kerja sama kepada pihak penyelenggara internal ataupun eksternal. Perusahaan telah melaksanakan program pendidikan dan pelatihan kepada karyawan darat maupun laut selama tahun 2022 sebanyak 3.910 Karyawan, dengan rincian masing-masing, yaitu segmen laut diikuti sebanyak 2.082

- HR includes ensuring that changes to the organizational structure in the previous period have been efficient, and performance-based HR assessments.
- Sharpening the implementation of *Governance Risk & Compliance* (GRC).

4. Investment Priority

Ensuring the investment plan to be implemented is an investment that has been carried out an investment feasibility study and the funding capabilities owned by the company and control costs with the principle of *cost effectiveness*, which has the following criteria:

- Mandatory Regulations*
- Safety on Day-To-Day Operations*
- Revenue Generating*
- Digitalization*
- National Agenda*

All programs that will be conducted must consider the *Environmental, Social, & Governance* aspects in order to create business governance based on the implementation of sustainable environmental standards.

HUMAN RESOURCE DEVELOPMENT

The success of achieving the company's targets, both in the short and long term, requires the support of qualified employee competencies, to have a positive impact on the company's performance. The importance of human resources (HR) as an integral part in achieving the company's vision and mission, encourages company to manage employees properly ever since the recruitment. Consistently and continuously, company improves employee competencies by considering the company's Work Plan and Budget and the direction of the company's business development in the long term. Thus, policies taken can be aligned with HR competencies.

Company continuously strengthens the competencies (*knowledge, skills, and attitude*) of its employees to improve company's overall performance and productivity and implements employee development. Implementing development programs (*training and coaching*) refers to actions taken to help employees grow their competencies based on their particular line of work. The program is implemented through *in-house training* and *public training* *online/offline* by cooperating with internal or external organizers. Company has implemented education and training programs for shore and off-shore employees during 2022 totaling 3,910 employees, with details of the marine segment and the land segment amounted to 2,082 and 1,828 employees, respectively. The total cost of education

Karyawan dan segmen darat diikuti sebanyak 1.828 Karyawan. Total biaya pendidikan dan pelatihan tahun 2022 mencapai Rp11,87 miliar, meningkat 116% dari tahun sebelumnya.

PENERAPAN TEKNOLOGI INFORMASI

Kemajuan Usaha perusahaan perlu terus dipercepat dan diperkuat, salah satu cara adalah dengan memanfaatkan kemajuan Teknologi Informasi. Transformasi Digital menjadi salah satu pilar strategik yang dicanangkan dalam RJPP.

Pembangunan budaya digital dan adaptasi teknologi informasi dalam proses bisnis perusahaan diharapkan dapat meningkatkan kecepatan pencapaian target-target perusahaan serta memberikan kemampuan perusahaan dalam menghadapi era Industri 4.0.

Perusahaan telah berhasil memanfaatkan teknologi informasi untuk berbagai aspek diantaranya:

1. Menyelesaikan persoalan kemacetan di Pelabuhan penyeberangan pada sesi puncak seperti lebaran, natal dan tahun baru dengan menerapkan *Port Capacity Management* di dalam *Sistem Ticketing*;
2. Meningkatkan pendapatan usaha dengan cara menekan potensi kebocoran dan kesalahan pencatatan;
3. Menciptakan model pelayanan ticketing PRE-JOURNEY yang mampu meningkatkan kenyamanan pengguna jasa dalam memperoleh dan mengatur perjalanan;
4. Meningkatkan kualitas pelaksanaan proses bisnis penunjang dengan penerapan berbagai sistem seperti ERP, HCMS, eRM, Sistem Monitoring Dokumen dan Izin Kapal (SIMONDIK), *System Management Government* (SIMAGOV), *Risk Management* (eRM), *Asset* Manajemen, Portal Hukum (Digetoc, E-Litigasi, Legalnet);
5. Meningkatkan kualitas data dan informasi dengan penerapan *Datawarehouse*, *Bigdata & Business Intelligent*.

Adaptasi Teknologi Informasi selain memberikan hasil positif, juga memunculkan resiko baru berupa serangan siber, untuk itu perusahaan melakukan berbagai upaya dalam menerapkan teknologi informasi diantaranya:

1. Penguatan Tata Kelola Teknologi informasi untuk menjamin pengelolaan TI sesuai dengan kaidah tata kelola dan kerangka kerja COBIT;
2. Peningkatan Keamanan Siber dengan menerapkan standar keamanan siber berbasis NIST dan ISO20017;
3. Peningkatan Keamanan Data dan Informasi untuk mencegah terjadinya kebocoran data perusahaan dan pribadi.

Perusahaan berkomitmen membangun teknologi informasi yang andal dan adaptif terhadap perubahan lingkungan bisnis sehingga tujuan pemanfaatan teknologi informasi dapat dicapai serta mampu memberikan nilai tambah bagi kemajuan perusahaan.

and training in 2022 reached IDR 11.87 billion, an increase of 116% from the previous year.

INFORMATION TECHNOLOGY IMPLEMENTATION

The company's business progress needs to be accelerated and strengthened, by utilizing the advancement of Information Technology. Digital Transformation is one of the strategic pillars set out in the RJPP.

The development of a digital culture and the adaptation of information technology in the company's business processes are expected to increase the speed of achieving company targets and provide the company's ability to face the Industry 4.0 era.

The company has successfully utilized information technology for various aspects including:

1. Resolve congestion issues at ferry ports during peak sessions such as Lebaran, Christmas and New Year by implementing Port Capacity Management in the Ticketing System;
2. Increase business revenue by reducing potential leakages and recording errors;
3. Creating a PRE-JOURNEY ticketing service model that is able to increase the convenience of service users in obtaining and organizing travel;
4. Improve the quality of supporting business process implementation by implementing various systems such as ERP, HCMS, eRM, Ship Document and Permit Monitoring System (SIMONDIK), System Management Government (SIMAGOV), Risk Management (eRM), Asset Management, Legal Portal (Digetoc, E-Litigation, Legalnet);
5. Improving data and information quality by implementing Datawarehouse, Bigdata & Business Intelligent.

Adaptation of Information Technology in addition to providing positive results, also raises new risks in the form of cyber attacks, for this reason companies make various efforts in implementing information technology including:

1. Strengthening Information Technology Governance to ensure IT management in accordance with governance principles and the COBIT framework;
2. Improved Cybersecurity by implementing NIST and ISO20017-based cybersecurity standards;
3. Improved Data and Information Security to prevent leakage of corporate and personal data.

The company is committed to building information technology that is reliable and adaptive to changes in the business environment so that the objectives of information technology utilization can be achieved and can provide added value to the company's progress.



PENERAPAN GOVERNANSI PERUSAHAAN

Direksi senantiasa berkomitmen untuk mencapai kinerja usaha yang baik dengan mengedepankan penerapan tata kelola yang baik (*Good Corporate Governance/GCG*). Dengan menjalankan prinsip-prinsip tata kelola yang baik secara konsisten dalam setiap kegiatan usaha perusahaan pada seluruh tingkatan organisasi, Direksi meyakini keberlangsungan usaha akan terjaga dengan baik. Oleh karena itu, penerapan GCG menjadi hal penting yang mutlak dalam menghadapi risiko bisnis dan tantangan usaha ke depan. Pelaksanaan GCG secara konsisten diyakini akan memperkuat posisi perusahaan dalam menghadapi persaingan usaha, meningkatkan efektivitas dan efisiensi dalam mengelola sumber daya, memaksimalkan nilai dan dalam jangka panjang serta dapat meningkatkan kepercayaan dan citra perusahaan, sehingga perusahaan dapat beroperasi dan tumbuh secara berkelanjutan dan memberikan nilai tambah bagi seluruh *stakeholders*.

Dalam hal pengambilan keputusan dan kebijakan, Direksi memperhatikan prinsip GCG, kehati-hatian dan senantiasa menghindari benturan kepentingan. Secara transparan, Direksi juga mengkomunikasikan kepada karyawan dan pemangku kepentingan mengenai arah bisnis perusahaan dalam rangka mencapai visi dan misi. Direksi juga memperkuat fungsi manajemen risiko dan fungsi audit internal untuk mekanisme pengawasan dan pengendalian internal.

Direksi meyakini menjalankan prinsip GCG secara konsisten, akan menjamin terciptanya keseimbangan bisnis secara paripurna/menyeluruh, tercapainya kinerja perusahaan, dan terpeliharanya kepercayaan dan kredibilitas perusahaan. Kegiatan penerapan GCG tahun 2022 yang telah dilaksanakan di lingkungan perusahaan antara lain:

1. Pelaksanaan asesmen GCG dan penyampaian laporan hasil kepada Kementerian BUMN selaku Pemegang Saham.
2. Evaluasi dan Pemutakhiran beberapa Pedoman yang berkaitan dengan GCG dan SMAP.
3. Pelaksanaan Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System*) dan laporan hasil *monitoring* tahun 2022 oleh Tim Pengelola WBS.
4. Pelaksanaan Pengendalian Gratifikasi Insan perusahaan tahun 2022 oleh Unit Pengendali Gratifikasi (UPG).
5. Pemutakhiran Sistem Manajemen Terpadu Revisi Tahun 2022.
6. Penyusunan *Electronic* Sistem Manajemen Terpadu (e-SMT).
7. Pelaksanaan Audit *Surveillance* ISO 37001:20016 Sistem Manajemen Anti Penyuapan (SMAP), ISO 9001:2015 Sistem Manajemen Mutu, dan ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3).

IMPLEMENTATION OF CORPORATE GOVERNANCE

The Board of Directors is committed to achieving good business performance by prioritizing the implementation of good corporate governance (GCG). By consistently implementing the principles of good governance in every business activity of the company and at all levels of the organization, the Board of Directors believes that business continuity will be well maintained. Therefore, the implementation of GCG is of absolute importance in facing business risks and business challenges going forward. The consistent implementation of GCG is believed to strengthen company's position in the face of business competition, increase effectiveness and efficiency in managing resources, maximize value and in the long term as well as increase the company's trust and image, so that company can operate and grow sustainably and provide added value to all stakeholders.

In making decisions and policies, the Board of Directors pays attention to the principles of GCG, prudence, and always avoids conflicts of interest. In a transparent manner, the Board of Directors also communicates to employees and stakeholders about the company's business direction in order to achieve its vision and mission. The Board of Directors also strengthens the risk management function and internal audit function for internal monitoring and control mechanisms.

The Board of Directors believes that consistently implementing GCG principles will ensure the creation of a complete business balance, the achievement of company performance, and the maintenance of company's trust and credibility. GCG implementation activities in 2022 that have been performed within the company include:

1. Implementation of GCG assessment and submission of results report to the Ministry of SOEs as Shareholder.
2. Evaluation and Updating of several Guidelines related to GCG and SMAP.
3. Implementation of the Whistleblowing System and monitoring report in 2022 by the WBS Management Team.
4. Implementation of Gratification Control for company Personnel in 2022 by the Gratification Control Unit (UPG).
5. Integrated Management System Update Revised for year 2022.
6. Compilation of Electronic Integrated Management System (e-SMT).
7. Implementation of Surveillance Audit ISO 37001:2016 Anti-Bribery Management System, ISO 9001:2015 Quality Management System, and ISO 45001:2018 Occupational Safety and Health Management System.

Dalam rangka memperoleh gambaran mengenai kondisi penerapan GCG terhadap praktik terbaik yang menjadi acuan dan untuk mengidentifikasi bidang-bidang yang memerlukan perbaikan (*areas of improvement*) terhadap pelaksanaan GCG, perusahaan secara berkala melakukan asesmen dengan menggunakan standar alat uji berdasarkan Keputusan Sekretaris Menteri BUMN Nomor: SK-16/S. MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN. Pada tahun 2022, perusahaan melaksanakan asesmen penerapan GCG untuk tahun buku 2021 dengan capaian skor 95,348 dan memperoleh predikat “Sangat Baik”.

Selain itu, perusahaan juga menindaklanjuti dan melakukan penyesuaian terhadap terbitnya Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Perusahaan terus meningkatkan kualitas penerapan GCG sesuai dengan praktik terbaik dan praktik internasional yang patut diteladani seperti Pedoman Umum Governansi Korporat Indonesia (PUGKI) Tahun 2021, penerapan *Governance, Risk and Compliance* (GRC) dan Pedoman Tata Kelola Perusahaan Terbuka seperti Peraturan Jasa Keuangan (POJK) Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

PENERAPAN MANAJEMEN RISIKO

Direksi telah mengembangkan dan meningkatkan kerangka sistem pengelolaan risiko dan struktur pengendalian internal secara terpadu, komprehensif dan berkelanjutan agar potensi risiko dapat diketahui lebih dini dan langkah-langkah strategis untuk meminimalkan dampak risiko dapat segera diambil. Komitmen pengelolaan risiko perusahaan telah didukung dengan Kebijakan Manajemen Risiko yang ditetapkan melalui Surat Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero) Nomor: SK.1285/HK.002/ASDP-2020, tanggal 30 November 2020, tentang Pedoman Manajemen Risiko PT ASDP Indonesia Ferry (Persero).

Berdasarkan sasaran yang ditetapkan untuk tahun 2022, telah dilakukan identifikasi risiko yang dilakukan oleh *risk owner* (Pimpinan masing-masing Unit Kerja Kantor Pusat, Regional, dan Cabang) sebagai dasar mengidentifikasi risiko yang berkaitan dengan program kerja. Hasil identifikasi tersebut bertujuan untuk mengenali peristiwa yang mungkin terjadi dan bila terjadi bisa memberi dampak terhadap tujuan, strategi, sasaran dan rencana hasil kegiatan perusahaan. Perbaikan dan

In order to obtain an overview of the condition of GCG implementation against best practices that become a reference and to identify areas that require improvement (*areas of improvement*) on the implementation of GCG, company periodically conducts assessments using standardized testing tools based on the Decree of the Secretary of the Minister of SOEs Number: SK-16/S. MBU/2012 on Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in SOEs. In 2022, company carried out an assessment of the implementation of GCG for the 2021 financial year with a score of 95.348 and obtained the predicate “Very Good”.

In addition, company also followed up and made adjustments to the issuance of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. Company continues to improve the quality of GCG implementation in accordance with best practices and exemplary international practices such as the General Guidelines for Indonesian Corporate Governance (PUGKI) 2021, the implementation of Governance, Risk and Compliance (GRC) and Guidelines for Public Company Governance such as Financial Services Regulation (POJK) Number 21/POJK.04/2015 on the Implementation of Guidelines for Public Company Governance and Circular Letter of the Financial Services Authority (SEOJK) Number 32/SEOJK.04/2015 on Guidelines for Public Company Governance.

RISK MANAGEMENT IMPLEMENTATION

The Board of Directors has developed and improved the risk management system framework and internal control structure in an integrated, comprehensive and sustainable manner so that potential risks can be identified early and strategic steps to minimize the impact of risks can be taken immediately. Company's risk management commitment has been supported by the Risk Management Policy established through the Joint Decree of the Board of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero) Number: SK.1285/HK.002/ASDP-2020, dated November 30, 2020, concerning Risk Management Guidelines of PT ASDP Indonesia Ferry (Persero).

Based on the targets set for 2022, risk identification has been conducted by the risk owner (Head of each Work Unit of the Head Office, Regional Office, and Branches) as a basis for identifying risks related to the work program. The identification results aim to recognize events that may occur and if they occur can have an impact on the objectives, strategies, targets and/or plans for the results of the company's activities. Improvements and refinements to the Main Risk Profile are based on the results of



penyempurnaan terhadap Profil Risiko Utama didasarkan pada hasil *monitoring* dan *review* yang dapat meningkatkan proses manajemen risiko yang tertuang dalam bentuk pemutakhiran daftar risiko utama yang dilengkapi dengan identifikasi risiko, analisis risiko, evaluasi risiko, serta tindakan pengendalian yang sesuai kebutuhan organisasi dalam mencapai tujuan perusahaan. Dari 13 Profil Risiko Utama tahun 2022 yang telah ditetapkan saat penyusunan RKAP, telah dilakukan *monitoring* dan *review* selama tahun 2022 sehingga hingga akhir tahun ditetapkan pemutakhiran risiko utama yang menghasilkan 11 Profil Risiko Utama yang masih *in line* dan sesuai dengan strategi perusahaan.

PENERAPAN SISTEM PENGENDALIAN INTERNAL

Penerapan Sistem Pengendalian Intern bertujuan untuk memberikan keyakinan yang memadai atas tercapainya tujuan perusahaan melalui kegiatan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset perusahaan dan ketaatan terhadap peraturan perundang-undangan, mengurangi dampak kerugian, penyimpangan kewenangan (*fraud*), meningkatkan efektivitas organisasi, dan peningkatan *cost effective*. Sistem pengendalian intern perusahaan telah sesuai dengan Kerangka Kerja Pengendalian Internal Terintegrasi (*Internal Control Integrated Framework*) yang dikembangkan oleh The Committee of Sponsoring Organization of the Treadway Commission (COSO) dan tujuan pengendalian internal menurut COSO meliputi operasional, pelaporan dan kepatuhan. Pelaksanaan evaluasi Sistem Pengendalian Intern dilaksanakan melalui pelaporan yang terdiri atas Laporan Pengendalian Teknis, Laporan Pengendalian Prosedur, Laporan Pengendalian Unit Kerja dan Laporan Sistem Pengendalian Intern.

Perusahaan melakukan *review* dan evaluasi sistem pengendalian internal secara berkala untuk menjaga dan meningkatkan efektivitas sistem pengawasan dan pengendalian internal. Berdasarkan Laporan Auditor Independen tahun buku 2022 menunjukkan bahwa laporan keuangan perusahaan disajikan secara wajar dalam semua hal yang material dan sesuai dengan Standar Akuntansi Keuangan di Indonesia.

PENERAPAN SISTEM PELAPORAN DUGAAN PELANGGARAN

Sistem pengendalian internal perusahaan didukung dengan perangkat kebijakan dan infrastruktur pelaporan atas pelanggaran kode etik atau pun segala bentuk tindakan yang merugikan dan bertentangan dengan kepentingan perusahaan. Kebijakan Sistem Pelaporan Dugaan Pelanggaran (WBS) dituangkan dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero)

monitoring and review that can improve the risk management process contained in the form of updating the main risk register equipped with risk identification, risk analysis, risk evaluation, and control measures according to organizational needs in achieving company goals. Monitoring and review were carried out during 2022 on the 13 Major Risk Profiles that were determined during the preparation of the Work Plan and Budget, so that by the end of the year an update on the major risks was determined, resulting in 11 Major Risk Profiles that are aligned with the company's strategy.

IMPLEMENTATION OF INTERNAL CONTROL SYSTEM

The implementation of the Internal Control System aims to provide adequate assurance on the achievement of the company's objectives through effective and efficient activities, reliability of financial reporting, securing the company's assets and compliance with laws and regulations, reducing the impact of losses, irregularities in authority (*fraud*), Improved organizational effectiveness and the cost effective. Company's internal control system is in accordance with the Internal Control Integrated Framework developed by The Committee of Sponsoring Organization of the Treadway Commission (COSO) and the objectives of internal control according to COSO include operations, reporting and compliance. The implementation of the Internal Control System evaluation is performed through reporting consisting of Technical Control Reports, Procedure Control Reports, Work Unit Control Reports and Internal Control System Reports.

Company periodically reviews and evaluates the internal control system to maintain and improve the effectiveness of the internal monitoring and control system. Based on the Independent Auditor's Report for the 2022 fiscal year, the company's financial statements are presented fairly in all material respects and in accordance with Indonesian Financial Accounting Standards.

IMPLEMENTATION OF WHISTLEBLOWING SYSTEM

The company's internal control system is supported by policy tools and reporting infrastructure for violations of the code of ethics or any form of action that is detrimental and contrary to the interests of the company. The Whistleblowing System (WBS) policy is outlined in the Joint Decree of the Board of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero) Number SK.152/HK.002/

Nomor SK.152/HK.002/ASDP-2021, tentang Perubahan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor SK.806/HK.002/ASDP-2020 tentang Sistem Pelaporan Dugaan Pelanggaran (WBS) PT ASDP Indonesia Ferry (Persero). Ruang lingkup pelaporan adalah setiap indikasi temuan pelanggaran yang dilakukan oleh insan perusahaan, yang tercantum di dalam Sistem Pelaporan Dugaan Pelanggaran perusahaan yang mengatur antara lain Pelaporan Dugaan Pelanggaran adalah Insan perusahaan dan Pemangku Kepentingan lainnya serta Terlapor Dugaan Pelanggaran adalah Insan perusahaan yang diduga melakukan pelanggaran.

Sepanjang tahun 2022, tidak terdapat laporan dugaan pelanggaran yang masuk di Sekretariat Sistem Pelaporan Dugaan Pelanggaran sehingga tidak ada laporan dugaan pelanggaran yang perlu diadministrasikan, klasifikasi dan klarifikasi atas laporan dugaan pelanggaran yang masuk dan diteruskan kepada Tim Pengelola Sistem Pelaporan Dugaan Pelanggaran.

PELAKSANAAN TANGGUNG JAWAB SOSIAL PERUSAHAAN

Pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) sepanjang tahun 2022 dilakukan perusahaan sebagai upaya perbaikan tingkat perekonomian masyarakat sekaligus sebagai bagian dari kontribusi perusahaan bagi Tujuan Pembangunan Berkelanjutan (TPB). Perusahaan berkomitmen untuk mensejahterakan masyarakat melalui program tanggung jawab sosial berkelanjutan yang diwujudkan dalam 3 program utama, yaitu program pendidikan, program pengembangan UMKM serta program lingkungan.

Pelaksanaan program TJSL mencakup pilar sosial, ekonomi, lingkungan, hukum dan tata kelola sesuai ketentuan dalam Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Fokus pelaksanaan program TJSL terdiri dari tiga program utama yang dijalankan, yaitu program pendidikan, program pengembangan UMKM serta program lingkungan. Penyaluran Program pendanaan UMK selama tahun 2022 sebesar Rp5,25 miliar. Sementara itu, penyaluran bantuan program TJSL pada tahun 2022 mencapai Rp6,56 miliar, meliputi pilar pembangunan sosial sebesar Rp2,55 miliar, pilar pembangunan ekonomi sebesar Rp1,51 miliar, dan pilar pembangunan lingkungan sebesar Rp2,50 miliar. Dari ketiga pilar tersebut, ASDP telah berkontribusi terhadap 13 program pada Tujuan Pembangunan Berkelanjutan (TPB).

ASDP-2021, concerning Amendments to the Joint Decree of the Board of Commissioners and Directors Number SK.806/HK.002/ASDP-2020 concerning the Whistleblowing System (WBS) of PT ASDP Indonesia Ferry (Persero). The reporting scope includes any indications of violation committed by the company personnel, as stated in company's Whistleblowing System that covers, among others, provisions when the Whistleblower is a member of company personnel and other stakeholder and the Report Subject is a member of company personnel alleged of a violation.

Throughout 2022, there were no reports of alleged violations that submitted to the Secretariat of the Whistleblowing System so that there were no reports of alleged violations that needed to be administered, classified and clarified for reports of alleged violations that were received and forwarded to the Whistleblowing System Management Team.

IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY

The implementation of the Corporate Social and Environmental Responsibility (TJSL) program throughout 2022 was conducted by company as an effort to improve the economic level of the community as well as part of the company's contribution to the Sustainable Development Goals (SDGs). The company is committed to the welfare of the community through sustainable social responsibility program which is manifested in 3 main programs, namely the education program, the MSME development program, and the environmental program.

The implementation of the TJSL program covers the social, economic, environmental, legal and governance pillars in accordance with the provisions in Law Number 40 of 2007 concerning Limited Liability Companies and Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs of State-Owned Enterprises. The focus of the implementation of the TJSL program consists of three main programs, namely the education program, the MSME development program, and the environmental program. The distribution of the MSE funding program during 2022 amounted to IDR5.25 billion. Meanwhile, the distribution of TJSL program assistance in 2022 reached IDR6.56 billion, including the social development pillar of IDR2.55 billion, the economic development pillar of IDR1.51 billion, and the environmental development pillar of IDR2.50 billion. From these three pillars, ASDP has contributed to 13 programs in the Sustainable Development Goals (SDGs).



PERUBAHAN KOMPOSISI DIREKSI

Pada tahun 2022, komposisi Direksi tidak mengalami perubahan. Sampai dengan 31 Desember 2022 adalah sebagai berikut:

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

In 2022, the composition of the Board of Directors remains unchanged. As of December 31, 2022 is as follows:

NAMA NAME	JABATAN POSITION	DASAR PENGANGKATAN LEGAL BASIS OF APPOINTMENT
Ira Puspawati	Direktur Utama President Director	<ul style="list-style-type: none"> Keputusan Menteri BUMN No. SK-286/MBU/12/2022 Keputusan Menteri BUMN No. SK-290/ MBU/12/2017 tanggal 22 Desember 2017 Decree of the Minister of SOE No. SK-286/MBU/12/2022 Decree of the Minister of SOE No. SK-290/ MBU/12/2017 dated December 22, 2017
M. Yusuf Hadi	Direktur Komersial dan Pelayanan Director of Commercial and Services	<ul style="list-style-type: none"> Keputusan Menteri BUMN No. SK-286/MBU/12/2022 Keputusan Menteri BUMN No. SK-72/ MBU/4/2017 tanggal 12 April 2017 Decree of the Minister of SOE No. SK-286/MBU/12/2022 Decree of the Minister of SOE No. SK-72/ MBU/4/2017 dated April 12, 2017
Djunia Satriawan	Direktur Keuangan, TI & Manajemen Risiko Director of Finance, IT & Risk Management	<ul style="list-style-type: none"> Keputusan Menteri BUMN No SK- 98/MBU/04/2021 Keputusan Menteri BUMN No. SK-217/ MBU/9/2016 tanggal 5 September 2016 Decree of the Minister of SOE No. SK- 98/MBU/04/2021 Decree of the Minister of SOE No. SK-217/ MBU/9/2016 dated September 5, 2016
Kusnadi C. Wijaya	Direktur Teknik dan Fasilitas Director of Engineering and Facilities	Keputusan Menteri BUMN No. SK-338/ MBU/12/2019 tanggal 27 Desember 2019 Decree of the Minister of SOE No. SK-338/ MBU/12/2019 dated December 27, 2019
Harry Muhammad Adhi Caksono	Direktur Perencanaan dan Pengembangan Director of Planning and Development	Keputusan Menteri BUMN No. SK-215/ MBU/06/2020 tanggal 24 Juni 2020 Decree of the Minister of SOE No. SK-215/ MBU/06/2020 dated June 24, 2020
Wahyu Wibowo	Direktur SDM dan Layanan Korporasi Director of Human Resources and Corporate Services	Keputusan Menteri BUMN No. SK-338/ MBU/12/2019 tanggal 27 Desember 2019 Decree of the Minister of SOE No. SK-338/ MBU/12/2019 dated December 27, 2019

PENUTUP

Kami menyampaikan ucapan terima kasih kepada seluruh pemangku kepentingan, pemegang saham, nasabah dan mitra kerja atas dukungan dan kepercayaan kepada Direksi dalam menjalankan fungsi pengelolaan perusahaan serta kerja sama yang telah terjalin dengan baik selama tahun 2022.

Penghargaan yang tinggi juga kami sampaikan kepada Dewan Komisaris atas arahan dan nasihat yang diberikan sehingga Direksi mampu mengelola dan mencapai target bisnis sesuai yang ditetapkan. Demikian juga apresiasi yang setinggi-tingginya kepada seluruh jajaran karyawan atas kerja keras, karya dan pengabdianya sehingga membawa perusahaan mampu berprestasi di tengah kondisi perekonomian yang masih tumbuh terbatas di masa pandemi.

Kami tetap berkomitmen untuk selalu memberikan yang terbaik guna mencapai kinerja secara berkelanjutan. Direksi berharap bahwa kontribusi perusahaan terhadap perekonomian Indonesia akan semakin meningkat dari tahun ke tahun dan akan selalu menjadi bagian penting dalam pembangunan Indonesia.

CLOSING

We would like to express our gratitude to all stakeholders, shareholders, customers and partners for their support and trust in the Board of Directors in carrying out the company's management functions as well as the cooperation that has been well established during 2022.

Our high appreciation also goes to the Board of Commissioners for the direction and advice given so that the Board of Directors is able to manage and achieve business targets accordingly. Likewise, the highest appreciation to all levels of employees for their hard work, efforts and dedication so that company is able to excel in the midst of economic conditions that are still experiencing limited growth during the pandemic.

We remain committed to always giving our best to achieve sustainable performance. The Board of Directors hopes that company's contribution to the Indonesian economy will increase from year to year and will always be an important part of Indonesia's development.

Jakarta, 30 Juni 2023
Jakarta, June 30, 2023

Atas nama Direksi PT ASDP Indonesia Ferry (Persero),
On behalf of the Board of Directors PT ASDP Indonesia Ferry (Persero),



IRA PUSPADEWI

Direktur Utama
President Director



PERNYATAAN TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2022 STATEMENT OF ACCOUNTABILITY FOR 2022 ANNUAL REPORT

Surat Pernyataan Anggota Dewan Komisaris dan Anggota Direksi tentang Tanggung Jawab atas Laporan Tahunan 2022 PT ASDP Indonesia Ferry (Persero)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT ASDP Indonesia Ferry (Persero) tahun 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Ditetapkan pada tanggal 30 Juni 2023

Statement of Accountability for 2022 Annual Report by the Board of Commissioners and the Board of Directors of PT ASDP Indonesia Ferry (Persero)

We, the undersigned, declare that all information in the 2022 Annual Report of PT ASDP Indonesia Ferry (Persero) has been disclosed comprehensively and We are fully accountable to the accuracy of the contents of the Company's Annual Report and Financial Statements.

Thus, the above statement is duly executed.

Set forth on June 30, 2023

Dewan Komisaris | Board of Commissioners

Saiful Haq Manan
Komisaris Utama
President Commissioner

Iwan Hari Sugiarto
Komisaris Independen
Independent Commissioner

Hendar Ristriawan
Komisaris Independen
Independent Commissioner

Susi Meyrista Tarigan
Komisaris
Commissioner

Budi Setiyadi
Komisaris
Commissioner

Edmil Nurjamil
Komisaris
Commissioner

Direksi | Board of Director

Ira Puspawati
Direktur Utama
President Director

Kusnadi Chandra Wijaya
Direktur Teknik dan Fasilitas
Director of Engineering and Facilities

Harry Muhammad Adhi Caksono
Direktur Perencanaan dan Pengembangan
Director of Planning and Development

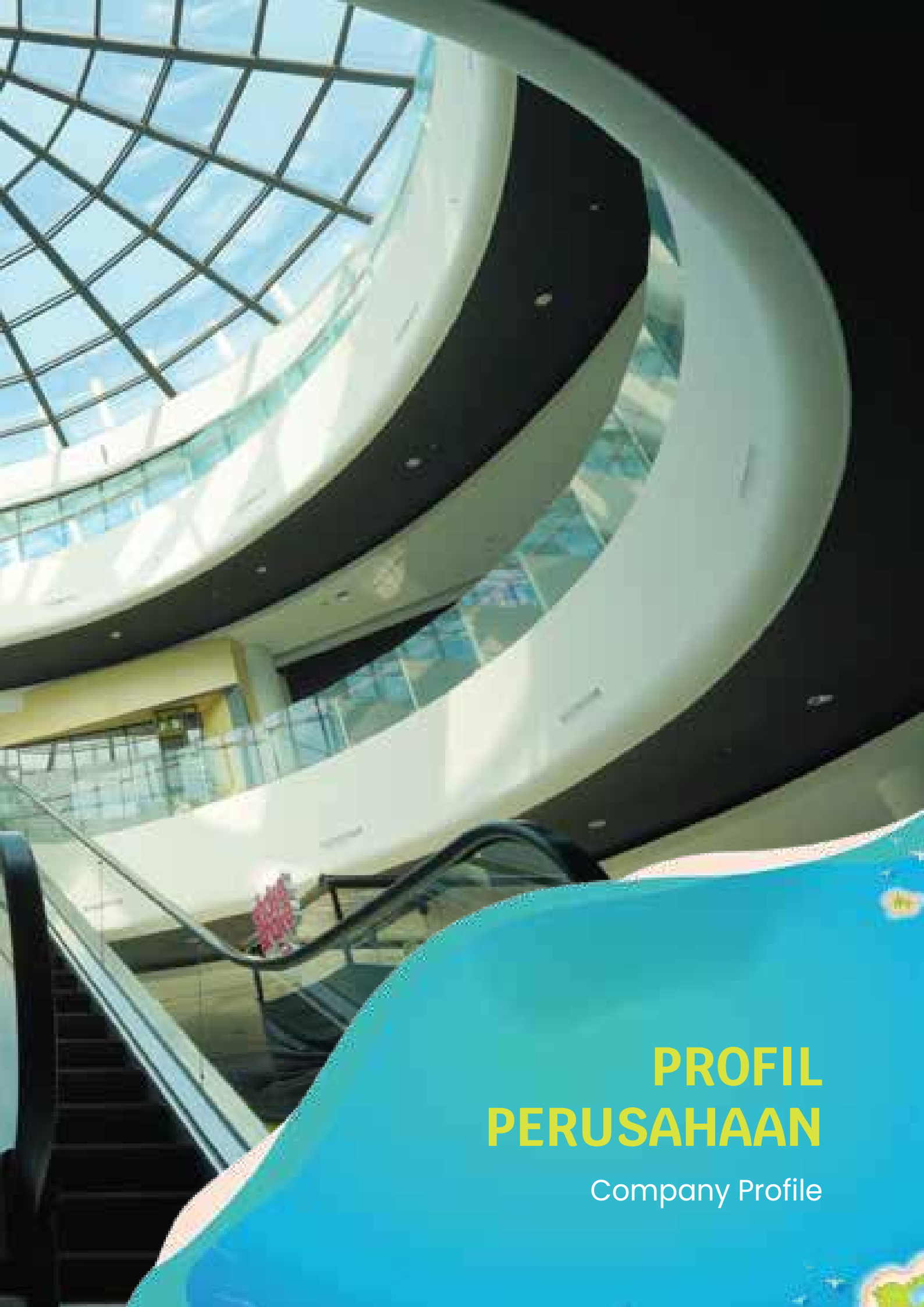
Muhammad Yusuf Hadi
Direktur Komersial dan Pemasaran
Director of Commercial and Sales

Wahyu Wibowo
Direktur SDM dan Layanan Korporasi
Director of HR and Corporate Services

Djunia Satriawan
Direktur Keuangan, Teknologi Informasi,
dan Manajemen Risiko
Director of Finance, IT & Risk Management

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PROFIL PERUSAHAAN

Company Profile



IDENTITAS PERUSAHAAN

COMPANY IDENTITY

Nama | Name

PT ASDP Indonesia Ferry (Persero)

Modal Disetor Penuh | Paid-up Capital

Rp10.000.000.000.000 (Sepuluh Triliun Rupiah)
IDR10,000,000,000,000 (Ten Trillion Rupiah)

Bidang Usaha | Line of Business

- Pengusaha Pelabuhan laut
- Pengusaha pelabuhan sungai dan danau
- Jasa angkutan laut
- Jasa angkutan sungai dan danau
- Jasa angkutan penyeberangan
- Seaport Management
- River and lake ports management
- Sea transport services
- River and lake transport services
- Ferry transport services

Jumlah Karyawan | Number of Employees

4.620
4,620

Status Perusahaan | Company Status

Badan Usaha Milik Negara (BUMN)
State-Owned Enterprises (SOEs)

Alamat Kantor Pusat | Head Office Address

PT ASDP Indonesia Ferry Building
Jalan Jendral Achmad Yani Kav. 52A,
Cempaka Putih Timur,
Jakarta Timur, 10510,
Indonesia

PT ASDP Indonesia Ferry Building
Jalan Jendral Achmad Yani Kav.52A,
East Cempaka Putih,
East Jakarta, 10510,
Indonesia

Kepemilikan | Ownership

100% Badan Usaha Milik Negara (BUMN)
100% State-Owned Enterprises (SOEs)

Kontak | Contact

Call Center : (021) 191
SMS Center : 08111-021191

Tanggal Pendirian | Date of Establishment

29 Juni 1993
June 29, 1993

Media Sosial | Social Media

Instagram : @asdp_id
Twitter : @asdp_id
Facebook Fan Page : ASDP Indonesia Ferry
Youtube : ASDP
Email : cs@indonesiaferry.co.id
Website : asdp.id

Modal Dasar | Authorized Capital

Rp10.000.000.000.000 (Sepuluh Triliun Rupiah)
IDR10,000,000,000,000 (Ten Trillion Rupiah)

RIWAYAT SINGKAT PERUSAHAAN

BRIEF COMPANY HISTORY



PT ASDP Indonesia Ferry (Persero) didirikan pada tanggal 27 Maret 1973 dengan nama Proyek ASDP Ferry di bawah naungan Kementerian Perhubungan. Seiring perkembangan zaman, kebutuhan akan hadirnya jasa penyeberangan pun semakin meningkat, sehingga pada tahun 1986, Proyek ASDP Ferry bertransformasi menjadi Perusahaan Umum (Perum) ASDP.

Tujuh tahun berselang, status Perum ASDP berubah menjadi Perseroan, diikuti dengan perubahan nama menjadi PT ASDP (Persero) yang dicatat dalam Akta Nomor 82 tentang Perseroan Terbatas Perusahaan Perseroan (Persero) PT Angkutan Sungai, Danau dan Penyeberangan tanggal 29 Juni 1993 dibuat di hadapan Imas Fatimah, S.H., Notaris di Jakarta sebagaimana telah disahkan dengan Keputusan Menteri Kehakiman RI Nomor C2.13294.HT.01.01-1993 tanggal 8 Desember 1993. Peralihan status ini merupakan tantangan tersendiri bagi perusahaan. Selain harus mempertahankan daya saingnya dengan perusahaan swasta sejenis dan Badan Usaha Milik Negara (BUMN) lainnya, perusahaan juga dituntut untuk terus meningkatkan kapabilitasnya sebagai penyedia penyeberangan perintis.

PT ASDP Indonesia Ferry (Persero) was established on March 27, 1973 under the name ASDP Ferry Project under the supervision of the Ministry of Transportation. As the world develops, the need for ferry services increases. This called for a transformation from ASDP Ferry Project to Perusahaan Umum (Perum) ASDP in 1986.

Seven years forward, Perum ASDP's status was changed to a Company, followed by a name change to PT ASDP (Persero) which was recorded in Deed Number 82 concerning Limited Liability Company (Persero) PT Angkutan Sungai, Danau dan Penyeberangan dated June 29, 1993 made before Imas Fatimah, S.H., Notary in Jakarta as authorized by the Decree of the Minister of Justice of the Republic of Indonesia Number C2.13294.HT.01.01-1993 dated December 8, 1993. This status transition is a challenge for the company. In addition to maintaining its competitiveness with similar private companies and other State-Owned Enterprises (SOEs), the company is also required to continue improving its capabilities as a pioneering ferry provider.



Tantangan ini memacu langkah perusahaan untuk berlayar lebih jauh, mengoptimalkan pertumbuhan usaha. Melalui penandatanganan Pakta Integritas di hadapan Deputy Bidang Usaha Logistik dan Pariwisata Kementerian Negara BUMN dan Wakil Ketua Komisi Pemberantasan Korupsi (KPK) pada tanggal 5 Agustus 2008, perusahaan kembali mengubah namanya menjadi PT ASDP Indonesia Ferry (Persero) berdasarkan Akta Nomor 9 tentang Pernyataan Keputusan Pemegang Saham PT Angkutan Sungai, Danau dan Penyeberangan tanggal 24 November 2004 dibuat di hadapan Yualita Widyadhari, S.H., Notaris di Jakarta sebagaimana telah disetujui dengan Keputusan Menteri Hukum dan Hak Asasi Manusia RI Nomor C-29540 HT.01.04.TH.2004 tanggal 7 Desember 2004.

Selain itu, perusahaan juga melakukan redefinisi visi dan misi yang diturunkan ke dalam berbagai langkah strategis, di antaranya: penegasan usaha pokok, penciptaan usaha penunjang, revitalisasi dan investasi alat produksi, restrukturisasi menyeluruh, dan penancangan strategi bisnis. Seluruh upaya ini merupakan bagian dari perwujudan visi perusahaan menuju perusahaan BUMN yang berkontribusi positif bagi Indonesia.

Perusahaan terus berbenah dan mengakselerasi program digitalisasi tiket penyeberangan di sejumlah pelabuhan yang dikelola dengan menerapkan sistem pembayaran non tunai, sehingga tidak ada lagi pembelian tiket secara langsung di pelabuhan. Selama pandemi Covid-19, perusahaan bukan hanya fokus menekan Biaya Operasional Pendapatan Operasional (BOPO) tetapi juga memastikan keberlanjutan bisnis perusahaan untuk terus tumbuh dengan memprioritaskan investasi yang meningkatkan pendapatan dengan fokus pada Peraturan Pemerintah yang Wajib, Keselamatan dalam Operasi Sehari-hari, Menghasilkan Pendapatan, Program Transformasi dan Digitalisasi, dan Agenda Nasional. Secara garis besar terbagi menjadi 3 (tiga) pekerjaan utama, antara lain pengembangan alat produksi (kapal dan pelabuhan), akuisisi perusahaan penyeberangan serta dukungan teknik dan fasilitas.

Dalam rangka mengokohkan landasan pertumbuhan berkelanjutan, Manajemen perusahaan terus berkomitmen untuk melanjutkan agenda transformasi, melakukan akselerasi dan penguatan bisnis perusahaan dengan penerapan bisnis model yang memperkuat pertumbuhan anorganik dan juga pelaksanaan kerja sama strategis dengan pihak eksternal, di antaranya dengan pembangunan kawasan wisata terintegrasi Bakauheni Harbour City, pengoperasian pelabuhan dan juga kolaborasi bisnis lainnya.

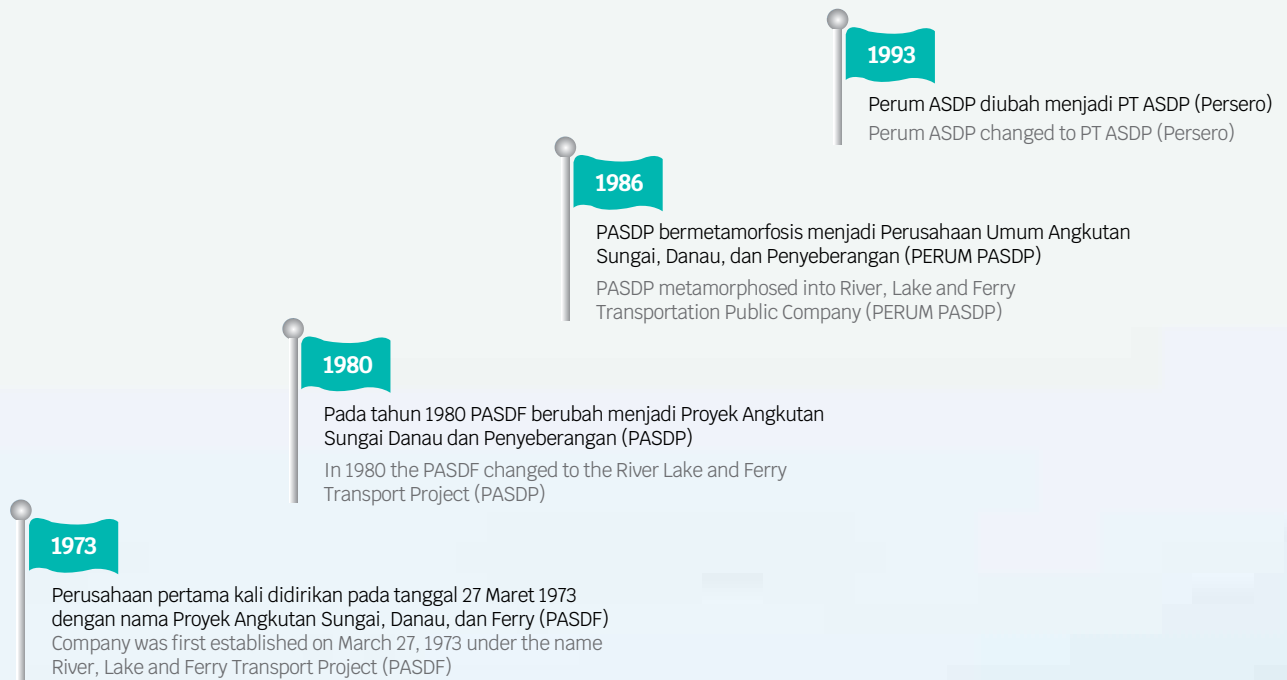
This challenge has driven the company to travel further, optimizing business development. Through the signing of an Integrity Pact in the presence of the Deputy for Logistics and Tourism Business of the Ministry of State-Owned Enterprises and the Vice Chairperson of the Corruption Eradication Commission (KPK) on August 5, 2008, the company once again changed its name to PT ASDP Indonesia Ferry (Persero) under Deed Number 9 concerning the Statement of Shareholders' Resolutions of PT Angkutan Sungai, Danau dan Penyeberangan dated November 24, 2004 made before Yualita Widyadhari, S.H., Notary in Jakarta as approved by the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number C-29540 HT.01.04.TH.2004 dated December 7, 2004.

In addition, the company also redefined its vision and mission, which were embedded into various strategic measures, including: core business affirmation, business support creation, production equipment regeneration and establishment, comprehensive restructuring, and business strategy declaration. All these efforts were a part of embodying the company's vision towards a SOE with positive contribution for Indonesia.

Company continuously makes improvements and accelerates the digital ticketing system in a number of managed ports via cashless system so as to eliminate the purchasing of go show tickets at ports. During the COVID-19 pandemic, not only striving to minimize the Operating Cost to Operating Income ratio (BOPO), company also sought to ensure its business sustainability by prioritizing investments that increase income. These were all sought while focusing on Mandatory Regulations, Safety on Day-to-Day Operations, Revenue Gathering, Transformation and Digitalization Program, and the National Agenda. In general, the company has three (3) main tasks, i.e. developing production tools (vessels and ports), acquiring ferry operators, and providing engineering and facility supports.

In order to strengthen the foundation of sustainable growth, company Management continues to be committed to continuing the transformation agenda, accelerating, and strengthening the company's business by implementing a business model that strengthens inorganic growth and implementing strategic cooperation with external parties, including the development of the Bakauheni Harbour City integrated tourism area, port operations and other business collaborations.

INFORMASI PERUBAHAN NAMA NAME CHANGE INFORMATION





JEJAK LANGKAH PERUSAHAAN THE COMPANY'S MILESTONE

1973

Perusahaan didirikan sebagai penyelenggara angkutan sungai, danau, dan Penyeberangan oleh Proyek ASDP dan Ferry (PASDPPF).

Company was established as a provider of River, Lake, and Ferry Transportation of the ASDP and Ferry Project (PASDPPF).

1980

Perusahaan berubah menjadi Proyek Angkutan Sungai Danau dan penyeberangan (PASDP).

Company was changed into the River Lake and Ferry Transport Project (PASDP).

1986

ASDP didirikan sebagai penyelenggara angkutan sungai danau dan penyeberangan oleh Proyek ASDP dan Ferry (PASDPPF).

Company was established as a river and lake transport operator by the ASDP and Ferry Project (PASDPPF).

2017

Perusahaan meningkatkan pelayanan dengan menerapkan *online ticketing* di sejumlah rute.

Company improved services by implementing online ticketing on several routes.

2018

Perusahaan untuk pertama kalinya memperoleh id AA dari PEFINDO dengan prospek Stabil. Pencapaian ini ditunjang oleh dukungan kuat dari pemerintah, posisi pasar yang mapan di segmen penyeberangan penumpang dan kendaraan, serta profitabilitas sehat.

For the first time, Company obtained AA id rating from PEFINDO by Stable prospect for the first time. This achievement was supported by solid support from the government, well-established market position in the passenger and ferry transportation segment, and sound profitability.

2019

Perusahaan melalui PT Indonesia Ferry Property usaha bersama dengan PT Pembangunan Perumahan Infrastruktur Kawasan Marina Labuan Bajo yang merupakan salah satu ekosistem pariwisata Super Prioritas.

Company through PT Indonesia Ferry Property joint venture with PT Pembangunan Perumahan in developing the infrastructure of Labuan Bajo - Marina Area which is one of Top Priority tourism ecosystem.

2020

Perusahaan meluncurkan layanan pembelian tiket *ferry* berbasis *online* Ferizy dan tersertifikasi Sistem Manajemen Anti Penyuapan ISO 37001:2016.

Company has launched online-based ferry ticketing service, 'Ferizy', and Anti-Bribery Management System by ISO 37001:2016 certified.

1992

Perum ASDP berkembang menjadi PT ASDP (Persero).

Perum ASDP developed into PT ASDP (Persero).

2004

PT ASDP (Persero) mengubah identitas perusahaannya menjadi PT ASDP Indonesia Ferry.

PT ASDP (Persero) changed its corporate identity to PT ASDP Indonesia Ferry (Persero).

2008

Melalui redefinisi visi dan misi, moto perusahaan, dan modernisasi operasional menuju standar internasional, PT ASDP Indonesia Ferry (Persero) melakukan transformasi bisnis.

Through redefining the vision and mission, company motto, and operational modernization towards international standards, PT ASDP Indonesia Ferry (Persero) is carrying out a business transformation.

2014

Perusahaan membukukan pendapatan operasional sebesar Rp1,9 Triliun.

Company recorded operational income exceeded IDR1.9 trillion.

2012

Perusahaan memodernisasi armada dengan menyediakan kapal berkapasitas besar dan lengkap dengan fasilitas standar internasional.

Company is modernizing its fleet by providing large-capacity vessels complete with international standard facilities.

2021

Wakil Menteri BUMN Kartiko Wirjoatmodjo dan Gubernur Lampung Arinal Djunaidi melaksanakan *Groundbreaking*: Masjid BSI, Area UMKM, Renovasi Menara Siger, *Creative Hub*, *Housing Development dan Entrepreneurship Center* Bakauheni Harbour City (BHC), salah satu proyek yang digagas PT ASDP Indonesia Ferry (Persero) di Kawasan Menara Siger, Bakauheni, Lampung pada Rabu (27/10).

Deputy Minister of SOEs Kartiko Wirjoatmodjo and Governor of Lampung Arinal Djunaidi carried out *Groundbreaking*: BSI Mosque, UMKM Area, Siger Tower Renovation, *Creative Hub*, *Housing Development and Entrepreneurship Center* Bakauheni Harbor City (BHC), one of the projects initiated by PT ASDP Indonesia Ferry (Persero) in the Siger Tower Area, Bakauheni, Lampung on Wednesday (27/10).

2022

- Perusahaan melakukan akuisisi PT Jembatan Nusantara.
- Perusahaan melakukan perluasan digitalisasi dengan melakukan perluasan metode pembayaran *cashless* pada 17 Pelabuhan.
- Presiden Jokowi melakukan peresmian Pelabuhan Penyeberangan dan 2 Kapal Ferry untuk mendukung KSPN Danau Toba.
- Company made an acquisition of PT Jembatan Nusantara.
- Company expanded digitalization by expanding cashless payment methods at 17 Ports.
- President Jokowi inaugurated the Ferry Port and 2 Ferries to support Lake Toba KSPN.



MAKNA LOGO PERUSAHAAN

COMPANY BRANDING

Di tahun 2023, PT ASDP Indonesia Ferry resmi merilis logo barunya. Dengan semangat pembaharuan yang ramah terhadap lingkungan, perusahaan berharap akan terus tumbuh secara berkelanjutan untuk memajukan Indonesia.

In 2023, PT ASDP Indonesia Ferry officially released its new logo. With the spirit of renewal that is friendly to the environment, company hopes to continue to grow sustainably to advance Indonesia.



Logogram

Posisi logogram berada di bagian atas merepresentasikan bahwa ASDP Indonesia Ferry senantiasa untuk **looking up to limitless possibilities** (**visioner, peka dan sadar** akan berbagai potensi di masa depan) untuk mengalirkan kemakmuran bagi masyarakat.

Secara keseluruhan logo menggambarkan ASDP Indonesia Ferry sebagai garda utama keterhubungan perairan Nusantara yang akan terus berkembang dan senantiasa memberi dampak positif yang berkelanjutan.

Logogram

The position of the logogram at the top represents that ASDP Indonesia Ferry is always **looking up to limitless possibilities** (**visionary, sensitive and aware** of various potentials in the future) to flow prosperity for the community.

Overall, the logo depicts ASDP Indonesia Ferry as the main guardian of the connectivity of the archipelago's waters that will continue to grow and always have a positive sustainable impact.

Arti Warna

Hijau Tosca

Warna **hijau toska**, yang dihasilkan dari perpaduan **hijau dan biru** melambangkan **empati dan ketulusan** layanan yang diberikan perusahaan.

Biru

Warna **biru** terinspirasi dari **warna perairan** yang berkaitan erat dengan ASDP, serta melambangkan **reliabilitas dan harmoni**.

Colors

Tosca

The **tosca** color, results from the combination of **green and blue**, symbolizes the **empathy and sincerity** of the services provided by company.

Blue

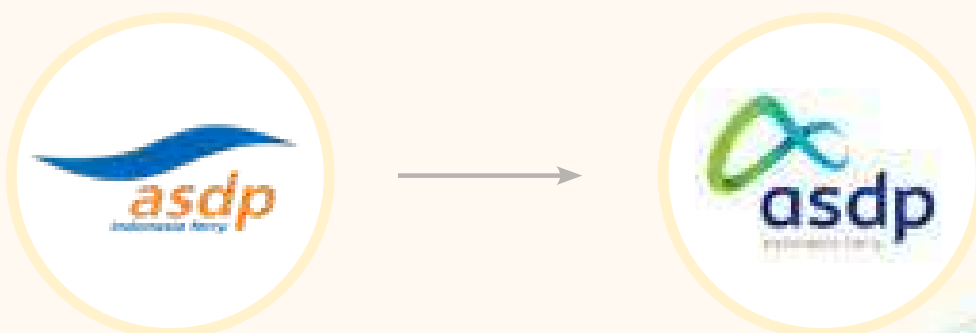
The **blue** color is inspired by **the color of the waters** that are closely related to company, and symbolizes **reliability and harmony**.

PERUBAHAN LOGO TAHUN 2023

Pada tahun 2023 perusahaan melakukan perubahan logo perusahaan bertepatan dengan momentum Hari Ulang Tahun ke-50 perusahaan pada 27 Maret 2023. Hadirnya logo baru perusahaan tepat di usia emas diharapkan menjadi penguat dan spirit baru dalam mendukung transformasi perusahaan menuju perusahaan berkelas dunia.

LOGO CHANGE IN 2023

In 2023, the company changed its logo to coincide with the momentum of the company's 50th Anniversary on March 27, 2023. The presence of the company's new logo right at the golden age is expected to be a new reinforcement and spirit in supporting the company's transformation towards a world-class company.



PERISTIWA PENTING 2022

KEY EVENTS OF 2022

Januari 2022

Crowd Funding pembangunan Masjid Raya Bakauheni.

January 2022

Crowd Funding for the construction of the Bakauheni Grand Mosque.



Februari 2022

ASDP Merak raih penghargaan K3 Platinum tingkat Provinsi Banten.

February 2022

ASDP Merak received Platinum OHS award at Banten Province level.



Februari 2022

Perkuat konektivitas dan logistik masyarakat Provinsi Riau, KMP Tirus Meranti resmi layani lintasan Alai Insit-Pecah Buyung dan Alai Insit-Dumai.

February 2022

Strengthening connectivity and logistics in Riau Province, KMP Tirus Meranti officially served Alai Insit-Pecah Buyung and Alai Insit-Dumai routes.



Februari 2022

Pemberlakuan penyesuaian tarif lintas Kayangan-Poto Tano.

February 2022

Tariff adjustment for Kayangan-Poto Tano route.





PERISTIWA PENTING 2022
KEY EVENTS OF 2022

Februari 2022

Presiden Joko Widodo meresmikan Pelabuhan Penyeberangan Ajibata serta dua Kapal Penyeberangan KMP Pora-Pora dan KMP Kaldera Toba.

February 2022

President Joko Widodo inaugurated the Ajibata Ferry Port and two Ferries KMP Pora-Pora and KMP Kaldera Toba.



Maret 2022

ASDP-Ditjen Darat Kemenhub sepakati kerja sama Pengoperasian dan Pemakaian Aset LPS di 4 Pelabuhan Utama.

March 2022

ASDP-DG Land of the Ministry of Transportation agreed to cooperate in the Operation and Use of LPS Assets in 4 Major Ports.



Februari 2022

Akuisisi PT Jembatan Nusantara.

February 2022

Acquisition of PT Jembatan Nusantara.

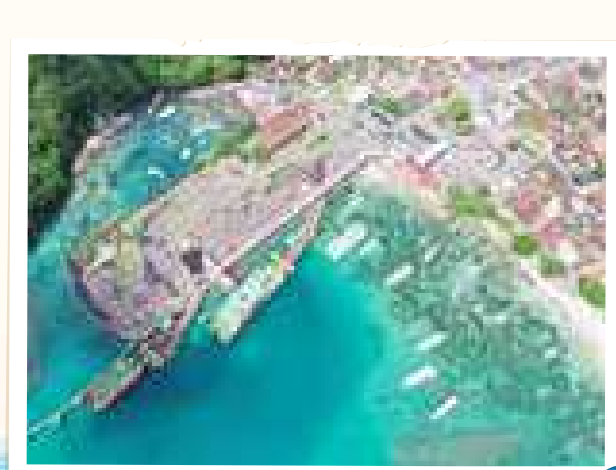


Maret 2022

Dukung MotoGP di Penyeberangan Padang Bai-Lembar.

March 2022

Supported MotoGP at Padang Bai-Lembar Ferry Route.



Maret 2022

Program TJSJL Senyum Peduli: Santunan Operasi Sumbing Bibir.

March 2022

CSER Program Senyum Peduli: Cleft Lip Surgery Donation.



April 2022

Posko Angkutan Lebaran.

April 2022

Eid Transportation Post.



April 2022

Innovation Competition.

April 2022

Innovation Competition.



Juni 2022

KMP Sultan Murhum II diresmikan Presiden Jokowi, ASDP siap layani masyarakat Kepulauan Wakatobi.

June 2022

KMP Sultan Murhum II was inaugurated by President Jokowi. and ASDP is ready to serve the people of Wakatobi Island.





PERISTIWA PENTING 2022
KEY EVENTS OF 2022

Juni 2022

ASDP-Kemenhub sosialisasikan Rencana Pengoperasian Lintasan Jangkar-Lembar.

June 2022

ASDP- Ministry of Transportation socialized the Plan to Operate the Jangkar-Lembar Route.



Juni 2022

ASDP-Pemkab Situbondo tanda tangani MoU dan sosialisasi Pengelolaan Operasional Pelabuhan Jangkar.

June 2022

ASDP and Situbondo Regency Government Signed MoU and conducted socialization of Jangkar Port Operational Management.



Juni 2022

Pelabuhan Bira dan Pamatata resmi terapkan pembayaran Tiket Ferry secara *Cashless*.

June 2022

Bira and Pamatata Ports officially implemented Cashless Ferry Ticket payment.



Juni 2022

Dukung Energi Bersih di Kawasan Pelabuhan Penyeberangan, ASDP gandeng PLN terapkan layanan ALMA.

June 2022

In support of Clean Energy at the Ferry Port Area, ASDP collaborated with PLN to implement ALMA services.



Juli 2022

Sinergi ASDP-Pelindo, tentang kerja sama pemanfaatan Aset dan Pelni tentang Kemitraan Strategis dan Sinergitas BUMN.

July 2022

ASDP-Pelindo synergy, on Asset utilization cooperation and Pelni on Strategic Partnership and Synergy of SOEs.



Agustus 2022

HUT RI di Danau Toba.

August 2022

Anniversary of Republic of Indonesia in Lake Toba.



Agustus 2022

Dukungan W20 Summit.

August 2022

W20 Summit support.



Agustus 2022

Menuju Layanan Green Port Berkelanjutan, ASDP gandeng INKA dalam Kerja Sama Konstruksi Fasilitas Kapal dan Pelabuhan Ramah Lingkungan.

August 2022

Towards Sustainable Green Port Service, ASDP partnered up with INKA Construction Cooperation for Environmentally-Friendly Ship and Port Facilities.





PERISTIWA PENTING 2022
KEY EVENTS OF 2022

September 2022

ASDP beri apresiasi Pelanggan Setia Ferizy: sejak penerapan *Online Ticketing* Ferizy tahun 2020, ASDP telah melayani total hingga 30 juta penumpang di Merak-Bakauheni dan Ketapang-Gilimanuk.

September 2022

ASDP appreciated Ferizy's Loyal Customers: since the implementation of Ferizy Online Ticketing in 2020, ASDP has served a total of up to 30 million passengers at Merak-Bakauheni and Ketapang- Gilimanuk.



September 2022

Dukung Pengembangan SDM Unggul, ASDP gelar “A Day to Inspire: Becoming ASDP Professional Heroes at Work” di SMAN 1 Ternate.

September 2022

Having supported the Development of Excellent Human Resources, ASDP held “A Day to Inspire: Becoming ASDP Professional Heroes at Work” at SMAN 1 Ternate.



September 2022

ASDP pertahankan Rating AA dari Pefindo.

September 2022

ASDP maintained AA Rating from Pefindo.



Oktober 2022

Kerja sama dengan BRIN untuk Pengembangan Kapal Perintis.

October 2022

Cooperation with BRIN for Pioneer Ship Development.



Oktober 2022

Penandatanganan Perjanjian Kerja Sama dalam Bidang Hukum dengan Jaksa Agung Muda Bidang Perdata dan Tata Usaha Negara (Jamdatun) Kejaksaan Republik Indonesia.

October 2022

The signing of a Cooperation agreement in the Field of Law with Deputy Attorney General for Civil and State Administration (Jamdatun) of the Attorney General's Office of the Republic of Indonesia.



Oktober 2022

10 UMKM & 60 produk ikuti Program Sertifikasi Halal di Labuan Bajo.

October 2022

10 MSMEs & 60 products joined Halal Certification Program in Labuan Bajo.



Oktober 2022

Penandatanganan Nota Kesepahaman antara PT ASDP Indonesia Ferry (Persero) dan PT Global Tiket Network (Tiket.com).

October 2022

The signing of a Memorandum of Understanding between PT ASDP Indonesia Ferry (Persero) and PT Global Tiket Network (Tiket.com).



Oktober 2022

Konsisten terapkan Budaya Safety dalam Lingkungan Kerja, ASDP targetkan seluruh pelabuhan tersertifikasi SMK3 dalam tiga tahun ke depan.

October 2022

Consistently implemented Safety Culture in the Work Environment, ASDP targeted all ports to be OHSMS Certified in the next three years.





PERISTIWA PENTING 2022
KEY EVENTS OF 2022

Oktober 2022

Tingkatkan kesejahteraan dan perekonomian masyarakat 3TP, ASDP operasikan 91 unit kapal, layani 222 Lintasan Penyeberangan Perintis.

October 2022

Improved the welfare and economy of 3TP communities, ASDP operated 91 vessels to serve 222 Pioneer Line.



Oktober 2022

Gelar *Inspiring Day* di SMAN 1 Sabang, ASDP beri motivasi pelajar menjadi *Leader* di masa depan.

October 2022

Inspiring Day at SMAN 1 Sabang, ASDP motivated students to become future leaders.



Oktober 2022

ASDP-Pemda Kabupaten Sabu Raijua siap Kerja Sama Operasional Kapal Bus Air Roro.

October 2022

ASDP-Sabu Raijua Regency Government redied to Cooperate in the Operation of Roro Water Buses.

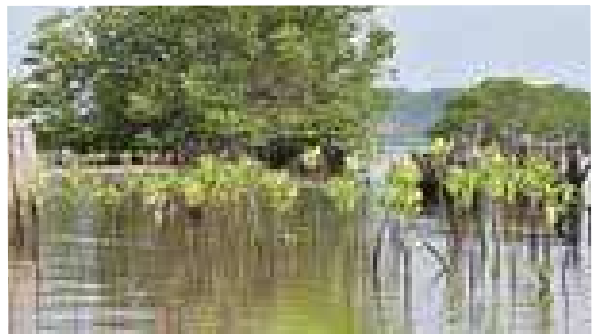


Oktober 2022

Penanganan perubahan iklim, ASDP akselerasi Program Penanaman Mangrove untuk tekan Emisi Karbon.

October 2022

Handling climate change, ASDP accelerated Mangrove Planting Program to reduce Carbon Emissions.



November 2022

Gandeng Bank BJB, ASDP jalin kerja sama Pemanfaatan Produk dan Jasa Layanan Perbankan.

November 2022

Partnering Bank BJB, ASDP had established cooperation in Utilizing Banking Products and Services.



November 2022

ASDP-BSI berkolaborasi dukung Gelaran Pasar Rakyat dan Bazaar UMKM di Kabupaten Pesawaran.

November 2022

ASDP-BSI collaborated to support the People's Market and MSME Bazaar in Pesawaran Regency.



November 2022

Kolaborasi Stakeholder jadi kunci kesuksesan Layanan Angkutan Natal dan Tahun Baru 2023.

November 2022

Stakeholders collaboration became the key to success of Christmas and New Year of 2023 Transportation Services.

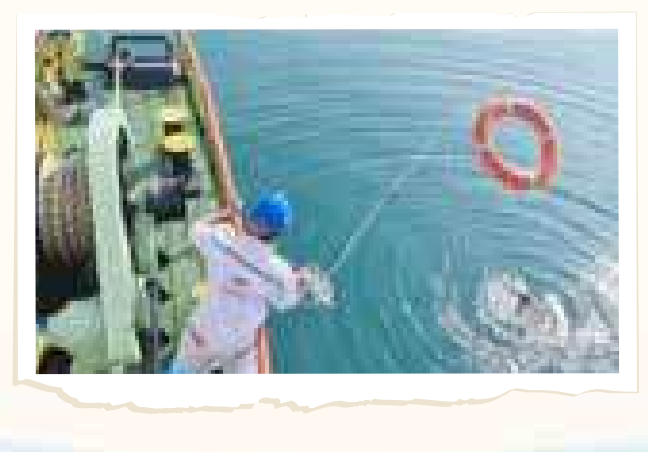


November 2022

ASDP berkomitmen jalankan Operasional Berbasis HSSE secara Excellence dan Berkelanjutan.

November 2022

ASDP committed to HSSE-Based Operations with Excellence and Sustainability.





PERISTIWA PENTING 2022
KEY EVENTS OF 2022

November 2022

PMPP Lima Kapal Perintis dorong pertumbuhan ekonomi wilayah baru dan kinerja ASDP.

November 2022

PPMP Five Pioneer Ships promoted economic growth in new areas and ASDP performance.



November 2022

Sukseskan Presidensi G20, ASDP pacu Pengembangan Green Port Berkelanjutan.

November 2022

Successfully assisted the G20 Presidency, ASDP spurred Sustainable Green Port Development.



November 2022

ASDP dukung Perhelatan Sail Tidore 2022.

November 2022

ASDP supported the Sail Tidore 2022 Event.



Desember 2022

Stakeholder Engagement: Silaturahmi Akhir Tahun GAPASDAP.

December 2022

Stakeholder Engagement: GAPASDAP Year-End Gathering.



Desember 2022

Perkembangan Kinerja Akhir Tahun: Laba melesat 246 persen, ASDP optimis tutup tahun dengan kinerja gemilang.

December 2022

Year-End Performance Development: Profit surged 246 percent, ASDP optimistic to close the year with outstanding performance.



Desember 2022

Dukung kelancaran Angkutan Natal dan Tahun Baru 2023, ASDP siap tingkatkan aspek Keselamatan dan Layanan Prima.

December 2022

Having supported the smooth Transportation on Christmas and New Year 2023, ASDP readied to improve Safety aspects and Excellent Service.



Desember 2022

ASDP tingkatkan Kualitas Layanan Digitalisasi Transportasi Penyeberangan bersama Tiket.com.

December 2022

ASDP improved the Quality of Ferry Transportation Digitalization Services with Tiket.com.



Desember 2022

Capai 100 persen, ASDP tuntaskan Program Digitalisasi Pembayaran Non-Tunai.

December 2022

Having reached 100 percent, ASDP completed Non-Cash Payment Digitalization Program.



Desember 2022

Pembangunan Bakauheni Harbour City dikebut, Erick Thohir: BHC akan jadi Ikon Pariwisata di Lampung.

December 2022

Construction of Bakauheni Harbour City speeded up, Erick Thohir: BHC would be a Tourism Icon in Lampung.





BIDANG USAHA SERTA PRODUK DAN JASA

LINE OF BUSINESS AS WELL AS PRODUCTS AND SERVICES

Kegiatan Usaha Menurut Anggaran Dasar dan Kegiatan Usaha yang Dijalankan

Berdasarkan Anggaran Dasar pasal 3, bidang usaha perusahaan adalah pengusahaan pelabuhan laut, pelabuhan sungai dan danau, jasa angkutan laut, jasa angkutan sungai dan danau, jasa angkutan penyeberangan serta optimalisasi pemanfaatan sumber daya yang dimiliki perusahaan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai perusahaan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Produk dan Jasa

Perusahaan memiliki 3 (tiga) segmen usaha, yang terdiri dari (1) usaha angkutan dan penyeberangan, (2) usaha pelabuhan, dan (3) usaha aneka jasa dan kerja sama.

Segmen Usaha Angkutan dan Penyeberangan

Kegiatan perusahaan di segmen usaha Angkutan dan Penyeberangan masih berpedoman pada 2 (dua) misi utama, yakni komersial dan perintis. Segmen ini didukung oleh pelayanan penyeberangan di 65 lintasan komersial yang dilayani oleh 73 kapal dan 188 lintasan perintis yang dilayani oleh 79 kapal.

Segmen Usaha Pelabuhan

Produksi usaha pelabuhan diperoleh dari pelayanan di 34 pelabuhan dengan 85 dermaga yang tersebar pada 29 cabang di seluruh Indonesia.

Segmen Usaha Aneka Jasa & Kerja Sama (UAJK)

Produksi pada segmen Usaha Aneka Jasa dan Kerja Sama terdiri dari pendapatan pengusahaan tanah, pendapatan usaha sewa, pendapatan jasa listrik, jasa bunker BBM dan air serta pendapatan jasa rupa-rupa.

Business Activities According to the Articles of Association and Business Activities Conducted

In accordance with Article 3 of the Articles of Association, the company's line of business covers the management of seaports, river and lake ports, sea transport services, river and lake transport services, ferry transport services, and optimization of the utilization of the company's existing resources in order to generate quality and competitive goods and/or services that gain profits and increase company value, all the while by implementing the Limited Liability Company principles.

Products and Services

Company covers three (3) business segments, i.e. (1) transport and ferry business, (2) port business, and (3) miscellaneous and collaborative services business

Transportation and Ferry Business Segment

The company's activities in the Transport and Ferry business focus on two (2) main missions, commercial and pioneering. This segment is supported by ferry services of 65 commercial routes, served by 73 vessels, while 188 pioneer routes are served by 79 vessels.

Port Business SEGMENT

The production of the port business is obtained from services in 34 ports with 85 docks spread across 29 branches throughout Indonesia

Miscellaneous & Collaborative Services Segment (UAJK)

Production in the Miscellaneous Services and Joint Operation segment consists of revenue from land use, electricity services, leasing business, fuel bunker and water as well as miscellaneous services.

WILAYAH OPERASIONAL DAN PERUSAHAAN

OPERATIONAL AREAS AND COMPANY

No	Cabang Cabang	Rute Route	Kapal Ship	Pelabuhan Port	Kapal Barang Vessel
1	Banda Aceh	3	3	0	0
2	Singkil	6	4	0	0
3	Danau Toba	7	6	2	0
4	Padang	7	3	0	0
5	Batam	19	12	2	0
6	Bangka	3	6	1	0
7	Bakauheni	1	3	1	0
8	Merak	3	6	1	0
9	Perwakilan Jepara Jepara Representative	2	2	0	0
10	Surabaya	7	5	1	0
11	Ketapang	2	1	2	0
12	Lembar	2	3	2	0
13	Sape	4	3	2	0
14	Bau Bau	12	12	0	0
15	Kupang	31	9	3	0
16	Pontianak	10	11	0	0
17	Batulicin	3	6	2	0
18	Balikpapan	7	7	2	1
19	Ternate	21	11	3	0
20	Ambon	7	8	4	0
21	Bajo'e	1	1	2	0
22	Selayar	13	7	0	0
23	Sorong	21	5	0	0
24	Perwakilan Tual Tual Representative	18	3	0	0
25	Biak	20	6	0	0
26	Merauke	20	9	0	0
27	Kayangan	1	2	2	0
28	Luwuk	13	6	1	0
29	Bitung	10	6	1	0
Total		274	166	34	1



WILAYAH KERJA OPERASIONAL

OPERATIONAL WORKING AREAS





27

Cabang | Branches

34

Pelabuhan | Ports

274

Lintasan | Routes

166

Kapal | Ships

1

Kapal Barang | Vessels



VISI, MISI, DAN BUDAYA PERUSAHAAN VISION, MISSION, AND CORPORATE CULTURE

VISI

Vision

Dalam rangka menjalankan usahanya ASDP mempunyai visi sebagai berikut:
In conduct its business, ASDP has the vision are as follows:

Terdepan dalam
menghubungkan
masyarakat dan pasar
melalui jasa
penyeberangan
pelabuhan terintegrasi
dan tujuan wisata
waterfront.

Leading in connecting
the community and the
market through integrated
port ferry transportation
services and waterfront
tourism destination.



MISI

Mission

Misi ASDP merupakan pedoman yang digunakan dalam merealisasikan Visi perusahaan.
ASDP's Mission is a guideline in realizing the company's Vision.

Menciptakan dan mengoptimalkan nilai perusahaan dengan menghubungkan masyarakat dan pasar.

1 Creating and optimizing the corporate value by connecting the community with the market.

Menekankan keunggulan operasional melalui: Budaya Pelayanan yang profesional dan berkualitas Fasilitas pelabuhan terintegrasi, armada dan infrastruktur yang handal Penerapan teknologi berbasis nilai

2 Emphasizing the operational advantages through:
• Professional and quality service culture
• Integrated port facilities, reliable fleet, and infrastructure
• Application of value-based technology

Aktif mendukung dan berperan dalam pengembangan ekonomi melalui layanan logistik dan tujuan wisata pilihan.

3 Actively support and perform a role in economic development through logistics services and preferred tourist destinations.

Secara konsisten mengedepankan keselamatan dan layanan penuh keramahan, tulus dan berkualitas.

4 Consistently prioritizing safety and friendly, sincere, and quality service.

Penerapan standar lingkungan berkelanjutan.

5 Implementation of sustainable environmental standards.

BUDAYA PERUSAHAAN

Corporate Culture

A

AMANAH

Memegang teguh kepercayaan yang diberikan.



TRUSTWORTHY

Upholding the trust given.

K

KOMPETEN

Terus belajar dan mengembangkan kapabilitas.



COMPETENT

Keep learning and developing the capabilities.

H

HARMONIS

Saling peduli dan menghargai perbedaan.



HARMONIOUS

Caring and respecting in differences.

L

LOYAL

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara.



LOYAL

Dedicated and prioritizing the interests of the Nation and Country.

A

ADAPTIF

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.



ADAPTIVE

Keep on innovation and enthusiastic in moving or encountering changes.

K

KOLABORATIF

Membangun kerja sama yang sinergis.



COLLABORATIVE

Building synergized collaboration.

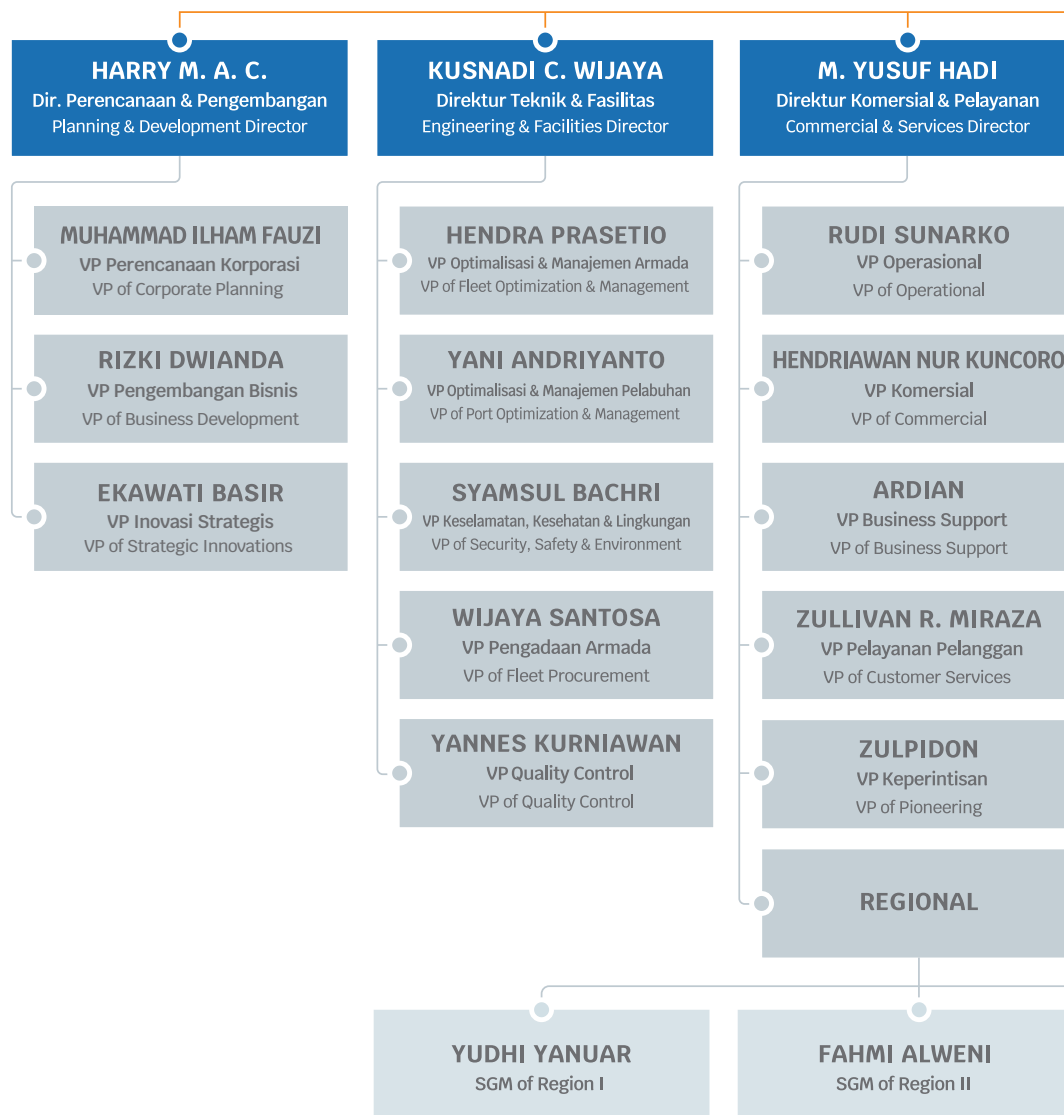


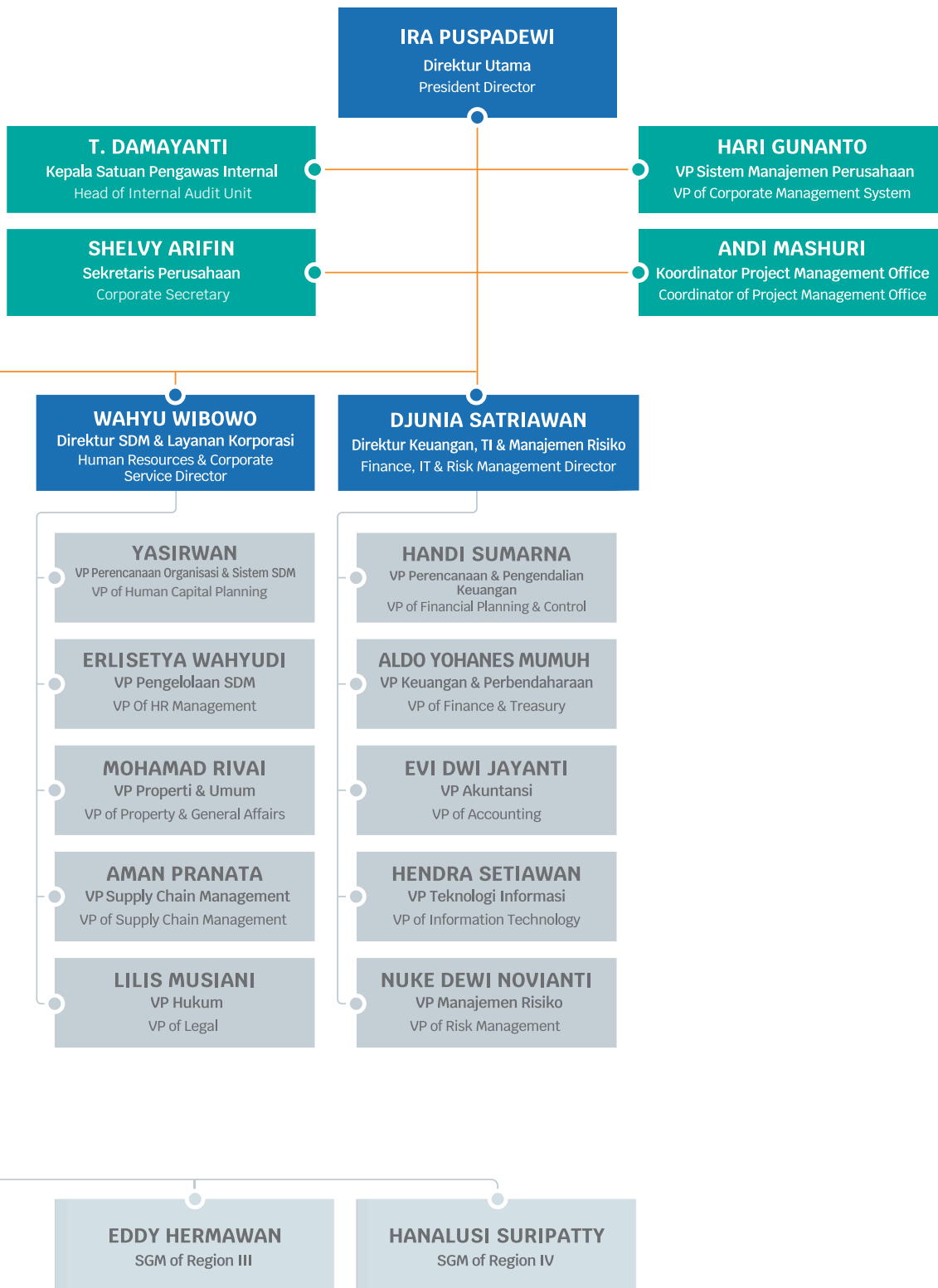
STRUKTUR ORGANISASI

ORGANIZATION STRUCTURE

Struktur Organisasi PT ASDP Indonesia Ferry (Persero) berdasarkan Keputusan Kementerian Badan Usaha Milik Negara Nomor: SK-170/MBU/05/2021 pada tanggal 21 Mei dan Risalah Rapat BOD tanggal 08 Juni 2021, serta disetujui oleh Dewan Komisaris Sesuai Surat Komisaris Utama Nomor 31/KOM/VI/2021 pada tanggal 22 Juni 2021. Struktur ini resmi berlaku mulai 30 Juli 2021. Sejalan dengan proses transformasi saat ini, ASDP tengah melaksanakan reorganisasi yang bertujuan agar pengelolaan perusahaan mampu mengikuti dinamika bisnis yang saat ini berkembang secara cepat. Adapun gambar organisasi yang berjalan saat ini adalah sebagai berikut:

The Organizational Structure of PT ASDP Indonesia Ferry (Persero) is based on the Decree of the Ministry of State-Owned Enterprises Number: SK-170/MBU/05/2021 on May 21 and the Minutes of the BOD Meeting dated June 08, 2021, and has been approved by the Board of Commissioners in accordance with the President Commissioner Letter Number 31/KOM/VI/2021 on June 22, 2021. This structure is officially effective from July 30, 2021. In line with the current transformation process, ASDP is carrying out a reorganization which aims to enable the management of the company to keep up with the dynamics of the business which is currently developing rapidly. The current organizational structure is as follows:

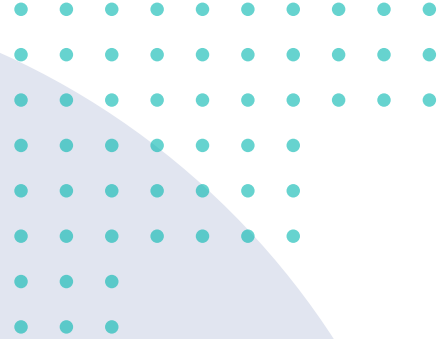






PROFIL DEWAN KOMISARIS

PROFILES OF THE BOARD OF COMMISSIONERS



SAIFUL HAQ MANAN

Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner

Usia Age	65 Tahun 65 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-124/MBU/04/2020

<p>Riwayat Pendidikan Educational Background</p>	<p>Pendidikan Umum</p> <ul style="list-style-type: none"> • MBA di University of Denver (1984-1986) • BSBA di University of Denver (1981-1984) • BA di Schiller University (1980-1981) • Certificate of Insurance di College of Insurance (1978-1980) • Certificate of O and A levels di Concord Collage (1974-1978) <p>Pendidikan Kejuruan</p> <ul style="list-style-type: none"> • Arthur Anderson Tax and Capital Market (1989) • College of Insurance, London, England, and Concord Collage, Shrewsbury, England (1978-1980) <p>General Education</p> <ul style="list-style-type: none"> • MBA at University of Denver (1984-1986) • BSBA at University of Denver (1981-1984) • BA at Schiller University (1980-1981) • Certificate of Insurance at College of Insurance (1978-1980) • Certificate of O and A levels at Concord Collage (1974-1978) <p>Vocational Education</p> <ul style="list-style-type: none"> • Arthur Anderson Tax and Capital Market (1989) • College of Insurance, London, England, and Concord Collage, Shrewsbury, England (1978-1980)
<p>Riwayat Pekerjaan Professional Background</p>	<p>PT ASDP Indonesia Ferry PT ASDP Indonesia Ferry</p> <ul style="list-style-type: none"> • Komisaris Utama (2020 – sekarang) President Commissioner (2020 – present) • Komisaris Independent (2018 – 2020) Independent Commissioner (2018 – 2020) <p>PT PPA</p> <ul style="list-style-type: none"> • President Director (2014 – 2017) • Director, Business Advisory (2009 – 2014) <p>Prime Services International</p> <ul style="list-style-type: none"> • Founder & Senior Partner, Business Advisory (2007 – 2009) <p>Pricewaterhouse Coopers</p> <ul style="list-style-type: none"> • Member, Management Executive Team; Deputy Director & Senior Partner In Charge for Financial Services Industry – Tax Division (2005 – 2007) <p>Ernest & Young</p> <ul style="list-style-type: none"> • Member, Management Executive Team; Deputy Director & Senior Partner In Charge for Financial Services Industry – Tax Division (2002 – 2005) <p>Arthur Andersen Tokyo</p> <ul style="list-style-type: none"> • Trained & Worked with the Tax & Capital Market Divisions of Arthur Andersen Tokyo Office, under a transfer program (1989) <p>Arthur Andersen (1992 – 2002)</p> <ul style="list-style-type: none"> • Managing Partner, Tax, Legal & Business Advisory Division • Managing Partner, CFO • Management Committee member, Arthur Andersen Indonesia • Member, Advisory Council of Andersen Worldwide SC <p>Denver, Colorado</p> <ul style="list-style-type: none"> • In-house consultants to small business in Denver, Colorado USA (1984-1986) <p>Lloyd's Insurance, London</p> <ul style="list-style-type: none"> • As overseas affiliate manager of a major Lloyd's broker (1978 – 1980)
<p>Jabatan Lainnya Other Position(s)</p>	<p>Tidak memiliki jabatan rangkap di perusahaan atau lembaga lain maupun entitas anak perusahaan Does not have concurrent positions in other companies or entities or subsidiaries</p>
<p>Hubungann Afiliasi Affiliation</p>	<p>Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders</p>
<p>Periode Jabatan Term of Office</p>	<p>April 2020 – April 2023 April 2020 – April 2023</p>



PROFIL DEWAN KOMISARIS
PROFILES OF THE BOARD OF COMMISSIONERS



HENDAR RISTRIAWAN

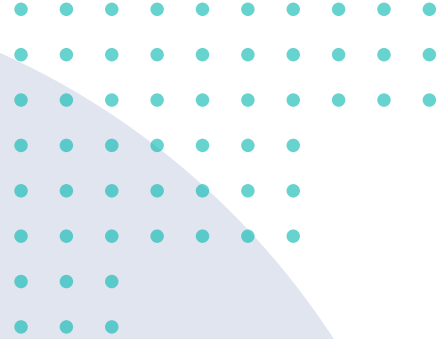
Komisaris Independen
Independent Commissioner

Usia Age	64 Tahun 64 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Depok
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-124/MBU/05/2018

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Magister Hukum di Universitas Krisnadwiyana • Sarjana Hukum di Universitas Indonesia • Master of Law at Krisnadwiyana University • Bachelor of Law at University of Indonesia
Riwayat Pekerjaan Professional Background	<p>PT ASDP INDONESIA FERRY (PERSERO)</p> <ul style="list-style-type: none"> • Dewan Komisaris (2018-2023) • Komite Audit (2018 – Sekarang) • Commissioner (2018-2023) • Audit Committee (2018-present) <p>Universitas Padjadjaran</p> <ul style="list-style-type: none"> • Dosen Tidak Tetap S1 FH (2020 – sekarang) • Dosen Tidak Tetap S2 FH (2020 – sekarang) <p>Padjadjaran University</p> <ul style="list-style-type: none"> • Temporary Lecturer of Law Faculty for Undergraduate Program (2020 - present) • Temporary Lecturer of Law Faculty for Graduate Program (2020 - present) <p>Poltek STIA LAN Jakarta</p> <ul style="list-style-type: none"> • Dosen Tidak Tetap Program Magister (2021) <p>STIA LAN Polytechnic Jakarta</p> <ul style="list-style-type: none"> • Non-permanent Lecturer of Master Program (2021) <p>STIA LAN Jakarta</p> <ul style="list-style-type: none"> • Fungsional Dosen (Lektor) (April 2019 – Desember 2019) <p>STIA LAN Jakarta</p> <ul style="list-style-type: none"> • Functional Lecturer (Lecturer) (April 2019 - December 2019) <p>Dosen Pada Fakultas Hukum Universitas Nasional</p> <ul style="list-style-type: none"> • Dosen pada Fakultas Hukum – “Mata Kuliah Hukum Perbendaharaan Negara dan Ilmu Negara” (2017 – 2018) <p>Lecturer at the Faculty of Law, National University</p> <ul style="list-style-type: none"> • Lecturer at the Faculty of Law - “State Treasury Law and State Science Course” (2017 - 2018) <p>Sekolah Pascasarjana Universitas Nasional, Jakarta</p> <ul style="list-style-type: none"> • Dosen Pada Program Magister Ilmu Hukum – “Mata Kuliah Politik Hukum” (2017 – 2018) <p>National University Graduate School, Jakarta</p> <ul style="list-style-type: none"> • Lecturer at the Master of Law Program - “Political Law Course” (2017 - 2018) <p>BPK RI</p> <ul style="list-style-type: none"> • Sekretaris Jenderal (2010-2018) • Kepala Direktorat Utama Pembinaan dan Pengembangan Hukum Pemeriksaan Keuangan Negara (2007-2010) • Inspektur Utama Pengawasan Internal dan Khusus (2006- 2007) • Kepala Perwakilan BPK RI di Banjarmasin (2002-2006) • Kepala Subauditorat (1998-2002) • Kasubbag Hukum dan Perundang-undangan (1992-1998) <p>BPK RI (The Audit Board of the Republic of Indonesia)</p> <ul style="list-style-type: none"> • Secretary General (2010-2018) • Head of Main Directorate of State Financial Audit Law Management and Development (2007-2010) • Chief Inspector of Internal and Special Audit (2006-2007) • Head of The Audit Board of the Republic of Indonesia Representative in Banjarmasin (2002-2006) • Head of Sub-auditorate (1998-2002) • Head of Sub-Division of Law and Regulations (1992-1998)
Jabatan Lainnya Other Position(s)	Tidak memiliki jabatan rangkap di perusahaan atau lembaga lain maupun entitas anak perusahaan Does not have concurrent positions in other companies or entities or subsidiaries
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Mei 2018 – Mei 2023 May 2018 – May 2023



PROFIL DEWAN KOMISARIS
PROFILES OF THE BOARD OF COMMISSIONERS



IWAN HARI SUGIARTO

Komisaris Independen
Independent Commissioner

Usia
Age 62 Tahun
62 Years Old

Kewarganegaraan
Nationality Indonesia
Indonesian

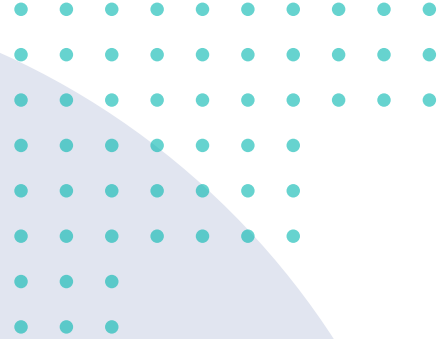
Domisili
Domicile Jakarta

Dasar Hukum Pengangkatan
Legal Basis of Appointment SK-321/MBU/10/2020

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • SESPATI 1 (2009) • SESPIMPOL (1999) • PTIK (1992) • AKABRI Kepolisian (1985) • School of Staff and Higher Leadership 1 (2009) • School of Staff and Leaders of the Indonesian National Police of the Republic of Indonesia (1999) • Indonesian Police Science College (1992) • Indonesian Armed Forces Police Academy (1985)
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Komisaris PT ASDP Indonesia Ferry (Persero) (2020-sekarang) • Deputy Staff Ahli Bidang Politik Hukum SETJEN WANTANNAS (2018) • Pembantu Deputy Bidang Politik Nasional SETJEN WANTANNAS (2015) • WAKAPOLDA Maluku Utara (2013) • KARO OPS POLDA SUMUT (2010) • Penyidik Utama TK II DIT IV / Narkoba dan OC BARESKRIM POLRI (2009) • PAMEN POLDA BENGKULU (Dalam Rangka DIK SESPATI I (2009) • DIR RESKRIM POLDA Bengkulu (2008) • Penyidik Utama DIT III/KOR dan WCC BARESKRIM POLRI (2006) • KASUBBAG PRODSUS BAG PRODUK ROANALISIS BARESKRIM POLRI (2005) • WADIR RESKRIM POLDA SUMUT (2003) • KABAG PAMSAN DIT INTELPAM POLDA SUMSEL (2000) • KABAG SERSE EK DIT SERSE POLDA SUMUT (1999) • PAMEN POLDA SUMUT (DIK SESPIMPOL) • KASUBBAG REN SESDIT SERSE POLDA SUMUT (1997) • WAKA POLRES DELI SERANG (1998) • PAMIN OPS PUSKODAL POS POLDA SUMUT (1994) • KAPOLSEKTIF Serang POLDA JABAR (1992) • KASAT SERSE POLRES Serang POLDA JABAR (1991) • KASAT INTELPAM POLRES Serang POLDA JABAR (1990) • KAUR BIN OPS SERSE POLRES Serang POLDA JABAR (1989) • KAPOLSEK Keragilin POLRES Serang POLDA Jawa Barat (1987) • KAUR BIN OPS SABHARA POLRES Serang Jabar (1985) <ul style="list-style-type: none"> • Commissioner PT ASDP Indonesia Ferry (Persero) (2020-present) • Deputy Staff for Political and Legal Affairs, General Secretariate of National Defence Board (2018) • Deputy Assistant for National Politics, General Secretariate of National Defence Board (2015) • Deputy Chief of Regional Police of North Maluku (2013) • Bureau Chief of Operations, Regional Police of North Sumatera (2010) • Secondary Level Lead Investigator, Directorate IV/Narcotics and OC, Criminal Investigation Division, Republic of Indonesia Police (2009) • Middle Grade Officer, Regional Police of Bengkulu (corresponding to the Training at School of Staff and Higher Leadership I (2009) • Director of Criminal Investigation Unit, Regional Police of Bengkulu (2008) • Lead Investigator of Directorate III/Coordination and WCC, Criminal Investigation Division, Republic of Indonesia Police (2006) • Sub-Department Head of Special Products, Department of Analysis Bureau Products, Criminal Investigation Division, Republic of Indonesia Police (2005) • Deputy Director of Criminal Investigation Unit, Regional Police of North Sumatera (2003) • Head of Cryptographic Security Department, Security Intelligence Directorate, Regional Police of South Sumatera (2000) • Head of Economic Crimes Investigation Department, Directorate of Criminal Investigation, Regional Police of North Sumatera (1999) • Middle Grade Officer, Regional Police of North Sumatera (Training at Police Staff and Leadership School) • Head of Planning Sub-Department, Directorate Secretary, Criminal Investigation Police Unit, Regional Police of North Sumatera (1997) • Deputy Head of Deli, Serang Precinct (1998) • Middle Grade Officer of Operations, Command and Control Centre, Regional Police of North Sumatera (1994) • Chief of Selective Sector Police, Serang Precinct, Regional Police of West Java (1992) • Chief of Criminal Investigation Unit, Serang Precinct, Regional Police of West Java (1991) • Chief of Security Intelligence Unit, Serang Precinct, Regional Police of West Java (1990) • Head of Operational Control, Criminal Investigation Police Unit, Serang Precinct, Regional Police of West Java (1989) • Head of Police Sector of Kragilan, Serang Precinct, Regional Police of West Java (1987) • Head of Operational Control, Antiriot Police Unit, Serang Precinct, West Java (1985)
Jabatan Lainnya Other Position(s)	Tidak memiliki jabatan rangkap di perusahaan atau lembaga lain maupun entitas anak perusahaan Does not have concurrent positions in other companies or entities or subsidiaries
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Oktober 2020 – Oktober 2025 October 2020 – October 2025



PROFIL DEWAN KOMISARIS
PROFILES OF THE BOARD OF COMMISSIONERS



SUSI MEYRISTA TARIGAN

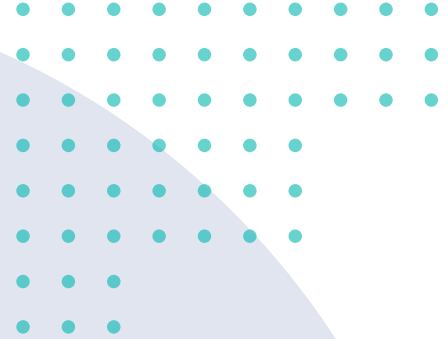
Komisaris
Commissioner

Usia Age	46 Tahun 46 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-233/MBU/10/2019

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Magister Akuntansi di Universitas Indonesia (2008) • Sarjana Akuntansi di Universitas Indonesia (2001) • D3 Akuntansi di STAN (1997) • Master of Accounting at the University of Indonesia (2008) • Bachelor of Accounting at the University of Indonesia (2001) • Associate Degree (D3) in Accounting at STAN (1997)
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Komisaris PT ASDP Indonesia Ferry (Persero) (2019-sekarang) • Kepala Bidang Anggota Komisaris - PT Surveyor Indonesia (Persero) (2015-2019) • Kepala Bagian Administrasi dan Keuangan (2015) • Kepala Bidang Sistem Informasi (2014-2015) • Sekretaris Dewan Komisaris PT Pelabuhan Indonesia I (2014-2017) • Kasubid Perencanaan dan Pengembangan (2010- 2014) • Staf Dewan Komisaris Perum Jasa Tirta II (2007-2010) • Kepala Sub Bidang Perencanaan dan Kinerja Usaha Perdagangan, Distribusi dan Jasa Sertifikasi I (2006-2008) • Sekretaris Dewan Komisaris - PT Biro Klasifikasi Indonesia (Persero) (2005-2010) • Commissioner PT ASDP Indonesia Ferry (Persero) (2019-present) • Head of Division, Member of the Board of Commissioners of PT Surveyor Indonesia (Persero) (2015-2019) • Head of Administration and Finance Division (2015) • Head of Information System Division (2014-2015) • Secretary to the Board of Commissioners of PT Pelabuhan Indonesia I (2014-2017) • Head of Sub-Division of Planning and Development (2010 - 2014) • Staff for the Board of Commissioners of Perum Jasa Tirta II (2007-2010) • Head of Sub-Division of Planning and Performance of Trade, Distribution, and Certification Service I (2006-2008) • Secretary of the Board of Commissioners - PT. Biro Klasifikasi Indonesia (Persero) (2005-2010)
Jabatan Lainnya Other Position(s)	Tidak memiliki jabatan rangkap di perusahaan atau lembaga lain maupun entitas anak perusahaan Does not have concurrent positions in other companies or entities or subsidiaries
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Oktober 2019 – Oktober 2024 October 2019 – October 2024



PROFIL DEWAN KOMISARIS
PROFILES OF THE BOARD OF COMMISSIONERS



EDMIL NURJAMIL

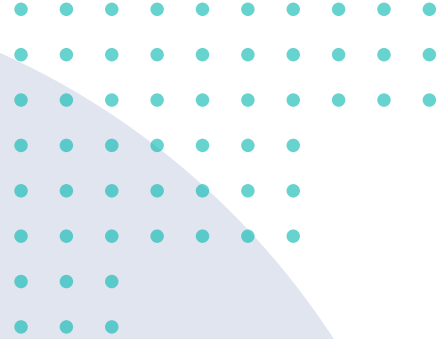
Komisaris
Commissioner

Usia Age	55 Tahun 55 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-124/MBU/04/2020

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Magister Manajemen di STIE-ISM Tangerang • Sarjana STIE PBM di STIE-ISM Tangerang • Master of Management at STIE Indonesia School of Management (ISM) Tangerang • Bachelor of STIE Business Development and Management (PBM) at STIE Indonesia School of Management (ISM) Tangerang
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Komisaris PT ASDP Indonesia Ferry (Persero) (2020-sekarang) • Kepala Biro Kepegawaian - Biro SDM pada Sekretariat Utama (Apr 2019) • Direktur Kontra Separatisme - Direktorat Kontra Separatisme dan Konflik pada Deputi Bidang Kontra Intelijen (Jul 2018) • Kabinda Sumatera Selatan - BIN Daerah Sumatera Selatan (Feb 2017) • Agen Madya - BIN Daerah DKI Jakarta (Okt 2014) • Agen Madya - BIN Daerah DKI Jakarta (Sept 2014) • Asintel Danpaspampres - Paspampres (Sept 2011) • Waasops - Paspampres (Aug 2010) • Wadan Grup B - Paspampres (Sept 2009) • Dandenpampri Grup B - Paspampres (Mar 2009) • Dandenlatih Grup C - Paspampres (Des 2007) • Commissioner PT ASDP Indonesia Ferry (Persero) (2020-present) • Head of Personnel Bureau - HR Bureau at the Main Secretariat (Apr 2019) • Director of Counter Separatism - Directorate of Counter Separatism and Conflict at the Deputy for Counter Intelligence (Jul 2018) • Head of State Intelligence Agency of South Sumatera - State Intelligence Agency of South Sumatera (Feb 2017) • Middle Agent - State Intelligence Agency of DKI Jakarta (Oct 2014) • Middle Agent - State Intelligence Agency of DKI Jakarta (Sept 2014) • Commander of the Presidential Security Forces Intelligence Assistant - Presidential Security Forces Intelligence (Sept 2011) • Deputy Assistant for Operations - Presidential Security Forces Intelligence (Aug 2010) • Deputy Commander of Group B - Presidential Security Forces Intelligence (Sept 2009) • Personal Security Detachment Commander for Group B - Presidential Security Forces Intelligence (Mar 2009) • Practice Detachment Commander for Group C - Presidential Security Forces Intelligence (Dec 2007)
Jabatan Lainnya Other Position(s)	Tidak memiliki jabatan rangkap di perusahaan atau lembaga lain maupun entitas anak perusahaan Does not have concurrent positions in other companies or entities or subsidiaries
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	April 2020 – April 2025 April 2020 – April 2025



PROFIL DEWAN KOMISARIS
PROFILES OF THE BOARD OF COMMISSIONERS



UMAR ARIS

Komisaris
Commissioner

Usia
Age 59 Tahun
59 Years Old

Kewarganegaraan
Nationality Indonesia
Indonesian

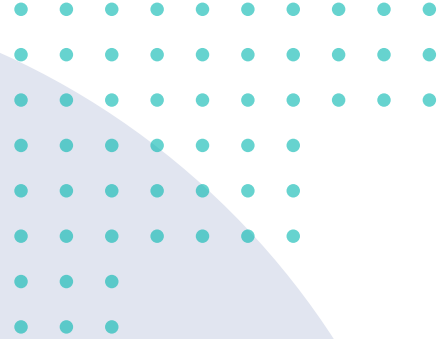
Domisili
Domicile Jakarta

Dasar Hukum Pengangkatan
Legal Basis of Appointment SK-115/MBU/6/2017

Riwayat Pendidikan Educational Background	Doktor Ilmu Hukum di LEMHANAS Doctorate in Law Science at LEMHANAS
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Komisaris PT ASDP Indonesia Ferry (Persero) (2017-2022) • Staf Ahli Menteri Perhubungan Bidang Hukum dan Reformasi Birokrasi (2015-sekarang) • Komisaris PT Pelindo I (Persero) (2011-2017) • Pelaksana Tugas Dirjen Perhubungan Laut (2016) • Kepala Biro Hukum & KSLN Setjen (2008-2015) • Kabag. Hukum Ditjen Perhubungan Laut (2002-2008) • Kassubag Biro Hukum Kemenhub (1993-2002) • Staf Biro Hukum dan Ortala Setjen Kemenhub (1989-1993) • Commissioner PT ASDP Indonesia Ferry (Persero) (2017-2022) • Assistant for the Minister of Transport, Division of Law and Bureaucracy Reform (2015-present) • Commissioner of PT Pelindo I (Persero) (2011-2017) • Acting Director General of Sea Transportation (2016) • Head of the Bureau of Law and International Cooperation of Secretariat General (2008-2015) • Head of Legal Department at the Directorate General of Sea Transportation (2002-2008) • Head of Sub-Division of the Bureau of Law at the Ministry of Transportation (1993-2002) • Staff member of the Bureau of Law and Organization & Administration at the Secretariat General of the Ministry of Transportation (1989-1993)
Jabatan Lainnya Other Position(s)	Tidak memiliki jabatan rangkap di perusahaan atau lembaga lain maupun entitas anak perusahaan Does not have concurrent positions in other companies or subsidiaries
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Juni 2017 – Juni 2022 June 2017 – June 2022



PROFIL DEWAN KOMISARIS
PROFILES OF THE BOARD OF COMMISSIONERS



BUDI SETIYADI

Komisaris
Commissioner

Usia Age	60 Tahun 60 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-208/MBU/09/2022

<p>Riwayat Pendidikan Educational Background</p>	<p>Pendidikan Militer</p> <ul style="list-style-type: none"> LEMHANNAS RI (2012) SESPATI (2008) SESPIM (2000) PTIK (1993) AKPOL (1985) <p>Pendidikan Umum</p> <ul style="list-style-type: none"> Magister di UNTAG Surabaya Sarjana di UNSWAGATI Cirebon 	<p>Military Education</p> <ul style="list-style-type: none"> National Defense Institute of the Republic of Indonesia (LEMHANNAS RI) (2012) School of Staff and Higher Leadership (SESPATI) (2008) Staff and Leadership School of the Indonesian Police Education and Training Institute (SESPIM) (2000) Police Academy (PTIK) (1993) National Police Academy (AKPOL) (1985) <p>General Education</p> <ul style="list-style-type: none"> Bachelor's Degree at UNSWAGATI Cirebon Master's Degree at UNTAG Surabaya
<p>Riwayat Pekerjaan Professional Background</p>	<ul style="list-style-type: none"> Komisaris PT ASDP Indonesia Ferry (Persero) (Sept 2022 – Sekarang) Staf Utama Menteri Perhubungan Bidang Transportasi Darat dan Konektivitas (Jun 2022) Direktur Jenderal Perhubungan Darat, Kementerian Perhubungan (Okt 2017) Pati SSDM Polri (Penugasan LEMHANNAS RI sebagai Karoum Settama (Apr 2015) Pamen SSDM Polri (Penugasan PD LEMHANNAS RI sebagai Karoum Settama (Mei 2013) Analisis Kebijakan Madya Bidang Regiden Korlantas Polri (K) (Dalam Rangka Dik LEMHANNAS PPRRA Ke 47 20) (Jan 2012) Kabagrenmin Korlantas Polri (Nov 2010) Dirlantas Polda Sulsel (Okt 2009) Widyaiswara Muda Sespim Polri (Juni 2008) Dirlantas Polda Riau (Maret 2007) Dirlantas Polda Maluku (Sept 2005) Wadir Lantas Polda Sumsel (Feb 2005) Kapolres Ogan Komering Ulu Polda Sumsel (Feb 2003) Kapolres Lahat Polda Sumsel (Jan 2001) Kasat PRC Ditlantas Polda Sumsel (Mei 2000) Pamen Polda Jatim (Dik Sespimpol) (Sept 1999) Waka Polres Nganjuk Polwil Kediri Polda Jatim (Nov 1996) Kabag Lantas Polwil Bojonegoro Polda Jatim (1995) Kasi Min Mentarsis Akpol (1994) Dan Kie Tar Akpol (Jan 1993) Kansat Lantas Polres Cirebon (Nov 1988) Kasat Serse Polres Bogor (Jun 1988) Kapolsek Kiomas Res Bogor (Sept 1987) Kaur Bin Ops Ops Serse Bogor (Okt 1987) Kaur Bin Ops Lantas Res Bogor (Apr 1986) Pamapta Polres Bogor (Jan 1986) Commissioner PT ASDP Indonesia Ferry (Persero) (Sept 2022 – Present) Principal Staff to the Minister of Transportation for Land Transportation and Connectivity (June 2022) Director General of Land Transportation, Ministry of Transportation (Oct 2017) General of Indonesia Police's Domestic Strategic Studies (Assignment at Indonesian National Resilience Institute as Head of General Bureau Main Secretariate (Apr 2015) Middle Grade Officer of Indonesia Police's Domestic Strategic Studies (Assignment at Indonesian National Resilience Institute as Head of General Bureau Main Secretariate (July 2013) Policy Analysis for the Registration and Identification Division of Indonesian Police Traffic Corps (K) (for Regular Education Program Class 47 20) (Jan 2012) Head of Administration Plan Department of Indonesian Police Traffic Corps (Nov 2010) Directorate of Traffic of the South Sulawesi Police (March 2009) Junior Trainer Staff and Leadership School of Indonesian Police Corp (June 2008) Directorate of Traffic of the Riau Police (March 2007) Directorate of Traffic of the Maluku Police (Sept 2005) Deputy Director in Lahat Regional Police of South Sumatera (Feb 2005) Chief of Police in Ogan Komering Ulu Regional Police of South Sumatera (Feb 2003) Chief of Police in Lahat Regional Police of South Sumatera (Jan 2001) Head of Quick Reaction Forces Unit of Traffic Directorate, Regional Police of South Sumatera (Mei 2000) Middle Grade Officer in Regional Police of East Java (Education Program at Police Staff and Leadership School) (Sept 1999) Deputy Chief of Nganjuk Police District, Kediri Police Region, East Java Police Area (Nov 1996) Head of Traffic Department of Bojonegoro Police Region, East Java Police Area (1995) Section Chief of Cadet and Student Regiment in Police Academy (1994) Company Commander of Cadets in Police Academy (Jan 1993) Head of Traffic Unit in Cirebon Police District (Nov 1988) Head of Criminal Investigation Unit in Bogor Police District (Jun 1988) Chief of Police Precinct in Ciomas, Bogor (Sept 1987) Head of Operational Control Affairs, Investigation Operations, Bogor (Apr 1986) Head of Operational Control Affairs, Traffic, Bogor (Apr 1986) Standby Officer at Bogor Police District (Jan 1986) 	
<p>Jabatan Lainnya Other Position(s)</p>	<p>Tidak memiliki jabatan rangkap di perusahaan atau lembaga lain maupun entitas anak perusahaan Does not have concurrent positions in other companies or entities or subsidiaries</p>	
<p>Hubungan Afiliasi Affiliation</p>	<p>Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders</p>	
<p>Periode Jabatan Term of Office</p>	<p>September 2022 – September 2027 September 2022 – September 2027</p>	



PROFIL DIREKSI

PROFILES OF THE BOARD OF DIRECTORS



IRA PUSPADEWI

Direktur Utama
President Director

Usia Age	55 Tahun 55 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-286/MBU/12/2022

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Doktor Manajemen Stratejik di Universitas Indonesia • Magister Manajemen Pembangunan di Asian Institute of Management • Sarjana Sosial Ekonomi Peternakan dari Universitas Brawijaya • Doctorate of Strategic Management at the University of Indonesia • Master of Development Management at the Asian Institute of Management • Bachelor of Social Economics in Animal Husbandry from Brawijaya University
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Direktur Utama PT ASDP Indonesia Ferry (Persero) (2022-sekarang) • Direktur Ritel, Jaringan dan SDM PT Pos Indonesia (Persero) (2016-2017) • Direktur Utama PT Sarinah (Persero) (2014-2016) • Direktur Global Initiative Wilayah Asia di Gap Inc (2006-2014) • President Director of PT ASDP Indonesia Ferry (Persero) (2022-present) • Director of Retail, Network and HR at PT Pos Indonesia (Persero) (2016-2017) • President Director of PT Sarinah (Persero) 2014-2016) • Director of Global Initiative Asia Region at Gap Inc (2006-2014)
Jabatan Lainnya Other Position(s)	Komisaris Utama PT Indonesia Ferry Property President Commissioner of PT Indonesia Ferry Property
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Desember 2022 – Desember 2027 December 2022 – December 2027



PROFIL DIREKSI
PROFILES OF THE BOARD OF DIRECTORS



MUHAMMAD YUSUF HADI

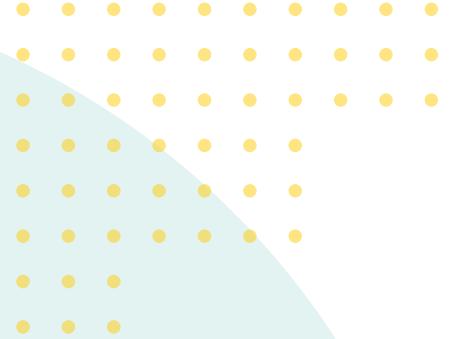
Direktur Komersial & Pelayanan
Director of Commercial & Services

Usia Age	54 Tahun 54 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-98/MBU/04/2022

Riwayat Pendidikan Educational Background	Sarjana Ilmu Manajemen di Universitas Muhammadiyah Kupang, Nusa Tenggara Timur Bachelor of Management Science at Universitas Muhammadiyah Kupang, East Nusa Tenggara
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Direktur Komersial & Pelayanan (Apr 2017 - sekarang) • General Manager Ketapang Branch (2015 - 2017) • General Manager Kayangan Branch (2014 - 2015) • General Manager Ternate Branch (2012 - 2014) • Senior Manager, General Manager Bengkulu Branch, Port Business Technical Advisor to Directors (2008 - 2012) • Manajer Operasional, Kepala Assistant Senior Manager (2003 - 2008) • Bagian Keuangan, Operasional (1992 - 2003) • Director of Commercial & Services (Apr 2017 - present) • General Manager at Ketapang Branch (2015 - 2017) • General Manager at Kayangan Branch (2014 - 2015) • General Manager at Ternate Branch (2012 - 2014) • Senior Manager, General Manager at Bengkulu Branch, Port Business Technical Advisor to Directors (2008 - 2012) • Operations Manager, Chief Assistant Senior Manager (2003 - 2008) • Finance Division, Operations (1992 - 2003)
Jabatan Lainnya Other Position(s)	Komisaris Utama PT Jembatan Nusantara President Commissioner at PT Jembatan Nusantara
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	April 2022 - April 2027 April 2022 - April 2027



PROFIL DIREKSI
PROFILES OF THE BOARD OF DIRECTORS



DJUNIA SATRIAWAN

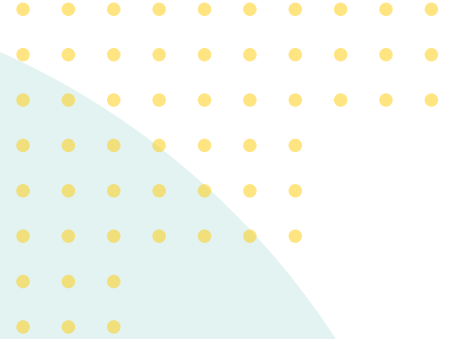
Direktur Keuangan dan TI
Director of Finance and IT

Usia Age	58 Tahun 58 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Bekasi
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-283/MBU/08/2021

Riwayat Pendidikan Educational Background	Sarjana Ekonomi di Universitas Padjajaran Bachelor of Economics at Padjajaran University
Riwayat Pekerjaan Professional Background	<p>PT ASDP Indonesia Ferry (Persero)</p> <ul style="list-style-type: none"> Direktur Keuangan dan TI (2021-sekarang) Director of Finance and IT (2021-present) <p>Bank Rakyat Indonesia (BRI)</p> <ul style="list-style-type: none"> Kepala Divisi Kepatuhan (2016) Kepala Divisi Pengadaan Barang dan Jasa Kantor Pusat (2015-2016) Kepala Audit TI (2010-2013) <p>Bank Rakyat Indonesia (BRI)</p> <ul style="list-style-type: none"> Head of Compliance Division (2016) Head of Procurement of Goods and Service Division (2015-2016) Head of IT Audit (2010-2013)
Jabatan Lainnya Other Position(s)	Dewan Pengawas Dana Pensiun PT ASDP Indonesia Ferry (Persero) Supervisory Board of Pension Fund at PT ASDP Indonesia Ferry (Persero)
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Agustus 2021 – Agustus 2026 August 2021 – August 2026



PROFIL DIREKSI
PROFILES OF THE BOARD OF DIRECTORS



KUSNADI C. WIJAYA

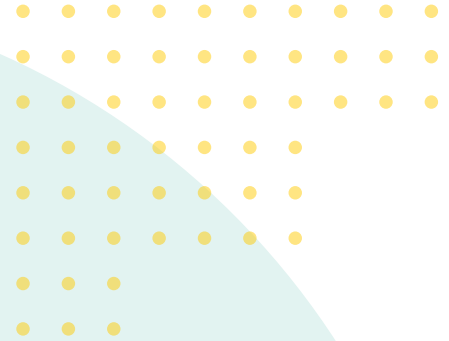
Direktur Teknik & Fasilitas
Director of Engineering & Facilities

Usia Age	44 Tahun 44 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Bekasi
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-338/MBU/12/2019

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Magister Akuntansi Sektor Publik di Universitas Padjajaran • Sarjana Akuntansi di Universitas Padjajaran • Master of Public Sector Accounting at Padjajaran University • Bachelor of Accounting at Padjajaran University
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Direktur Teknik & Fasilitas PT ASDP Indonesia Ferry (Persero) (2019–sekarang) • Kepala Satuan Pengawas Internal Oktober 2019 hingga Desember 2019 • Vice President Divisi Management Aset dan Asuransi PT ASDP Indonesia Ferry (Persero) (2018–2019) • Vice President Divisi SDM PT ASDP Indonesia Ferry (Persero) (2017–2018) • PLT Corporate Secretary PT ASDP Indonesia Ferry (Persero) (April 2017 hingga Juli 2017) • General Manager Cabang Tual PT ASDP Indonesia Ferry (Persero) (2014–2017) • Inspektur Bidang Keuangan Divisi SPI PT ASDP Indonesia Ferry (Persero) (2009– 2014) • SPI/Accounting PT Perikanan Nusantara (Persero) (2008–2009) • Internal Auditor PT Asuransi Central Asia tahun (2005–2008) • Director of Engineering & Facilities PT ASDP Indonesia Ferry (Persero) (2019–present) • Head of Internal Audit Unit from October 2019 to December 2019 • Vice President of Asset Management and Insurance Division at PT ASDP Indonesia Ferry (Persero) (2018–2019) • Vice President of HR Division at PT ASDP Indonesia Ferry (Persero) (2017–2018) • Acting Corporate Secretary at PT ASDP Indonesia Ferry (Persero) (April 2017 to July 2017) • General Manager of Tual Branch at PT ASDP Indonesia Ferry (Persero) (2014–2017) • Inspector of Finance Division of Internal Audit Unit at PT ASDP Indonesia Ferry (Persero) (2009– 2014) • Internal Audit Unit/Accounting at PT Perikanan Nusantara (Persero) (2008–2009) • Internal Auditor at PT Asuransi Central Asia (2005–2008)
Jabatan Lainnya Other Position(s)	Komisaris PT Jembatan Nusantara Commissioner at PT Jembatan Nusantara
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Desember 2019 – Desember 2024 December 2019 – December 2024



PROFIL DIREKSI
PROFILES OF THE BOARD OF DIRECTORS



**HARRY MUHAMMAD ADHI
CAKSONO**

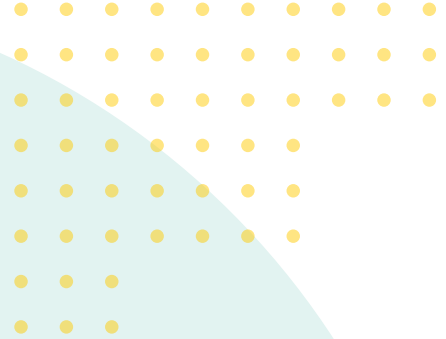
Direktur Perencanaan & Pengembangan
Director of Planning & Development

Usia Age	43 Tahun 43 Years Old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK-215/MBU/06/2020

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Magister MBA di Institut Teknologi Bandung • Sarjana Teknik Gas Petrokimia di Universitas Indonesia • Master of Business and Administration at Bandung Institute of Technology • Bachelor of Petrochemical Gas Engineering at University of Indonesia
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Direktur Perencanaan & Pengembangan PT ASDP Indonesia Ferry (Persero) (2020-sekarang) • Plt Direktur Utama Indonesia Ferry Properti (2019-2020) • Vice President Divisi Perencanaan Strategis Perusahaan dan Transformasi PT ASDP Indonesia Ferry (Persero) (2017-2019) • Advisor Direktur Utama PT ASDP Indonesia Ferry (Persero) (2016-2017) • Advisor Direksi PT Angkasa Pura II (2015-2016) • Deputi Head of Aerotropolis Development PT Angkasa Pura II (2014-2015) • GM Business Development PT Cikarang Inland Port (2013-2014) • Director of Planning & Development PT ASDP Indonesia Ferry (Persero) (2020-present) • Acting President Director of Indonesia Ferry Properti (2019-2020) • Vice President of Corporate Strategic Planning and Transformation Division at PT ASDP Indonesia Ferry (Persero) (2017-2019) • Advisor to the President Director at PT ASDP Indonesia Ferry (Persero) (2016-2017) • Advisor to the Board of Directors at PT Angkasa Pura II (2015-2016) • Deputy Head of Aerotropolis Development at PT Angkasa Pura II (2014-2015) • GM Business Development at PT Cikarang Inland Port (2013-2014)
Jabatan Lainnya Other Position(s)	Direktur Pembina PT Indonesia Ferry Property Director of Trustees PT Indonesia Ferry Property
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Juni 2020 – Juni 2025 June 2020 – June 2025



PROFIL DIREKSI
PROFILES OF THE BOARD OF DIRECTORS



WAHYU WIBOWO

Direktur SDM & Layanan Korporasi
Director of HR & Corporate Services

Usia
Age 51 Tahun
51 Years Old

Kewarganegaraan
Nationality Indonesia
Indonesian

Domisili
Domicile Jakarta

Dasar Hukum Pengangkatan
Legal Basis of Appointment SK-338/MBU/12/2019

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Magister Manajemen Keuangan di Universitas Bhayangkara • Sarjana Teknik Mesin di Institut Teknologi Nasional Malang • Master of Financial Management at Bhayangkara University • Bachelor of Electrical Engineering at Malang National Institute of Technology
Riwayat Pekerjaan Professional Background	<ul style="list-style-type: none"> • Direktur SDM & Layanan Korporasi PT ASDP Indonesia Ferry (Persero) (2019-sekarang) • Komisaris PT Pegadaian pada (29 Mei 2019 sd 27 Desember 2019) • Kepala Biro Umum dan Humas Kementerian BUMN (2016 - 2019) • Director of HR & Corporate Services PT ASDP Indonesia Ferry (Persero) (2019-present) • Commissioner at PT Pegadaian (May 29, 2019 to December 27, 2019) • Head of Bureau for General Affairs and Public Relations of Ministry of SOE (2016 - 2019)
Jabatan Lainnya Other Position(s)	Tidak memiliki jabatan rangkap di perusahaan atau lembaga lain maupun Entitas Anak Perusahaan Does not have concurrent positions in other companies or entities or subsidiaries
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, maupun dengan Direksi dan Pemegang Saham Pengendali Does not have any affiliation with other Board of Commissioners, nor with Board of Directors and Controlling Shareholders
Periode Jabatan Term of Office	Desember 2019 – Desember 2024 December 2019 – December 2024



DAFTAR NAMA PEJABAT EKSEKUTIF

NAME LIST OF EXECUTIVE OFFICERS



Shelly Arifin
Sekretaris Perusahaan
Corporate Secretary



T. Damayanti
Kepala Satuan Pengawas Internal
Head of Internal Audit Unit



Hari Gunanto
VP. Sistem Manajemen Perusahaan
VP of Corporate Management System



Andi Mashuri
Koordinator *Project Management Office*
Coordinator of Project Management Officer



Media Syhrianto H
Project Head EBITDA
Project Head of EBITDA



Antoni H. Utama
Project Head Bakauheni Harbour City Project
Project Head of Bakauheni Harbour City Project



Muhammad Ilham Fauzi
VP. Perencanaan Korporasi
VP of Corporate Planning



Rizki Dwianda
VP. Pengembangan Bisnis
VP of Business Development



Yani Andriyanto
VP. Optimalisasi & Manajemen Pelabuhan
VP of Port Optimization & Management

DAFTAR NAMA PEJABAT EKSEKUTIF
NAME LIST OF EXECUTIVE OFFICERS



Syamsul Bachri
VP. Keselamatan, Kesehatan & Lingkungan
VP of Health, Safety & Environment



Hendra Prasetyo
VP. Optimalisasi & Manajemen Armada
VP of Fleet Optimization & Management



Wijaya Sentosa
VP. Pengadaan Armada
VP of Fleet Procurement



Yannes Kurniawan
VP. Quality Control
VP of Quality Control



Rudi Sunarko
VP. Operasional
VP of Operational



Hendriawan Nur Kuncoro
VP. Komersial
VP of Commercial



Ardian
VP. Business Support
VP of Business Support



Zullivan Ramadhan Miraza
VP. Pelayanan Pelanggan
VP of Customer Service



Zulpidon
VP. Keperintisan
VP of Pioneering



DAFTAR NAMA PEJABAT EKSEKUTIF
NAME LIST OF EXECUTIVE OFFICERS



Yudhi Yanuar
SGM. Regional I
SGM of Region I



Fahmi Alweni
SGM. Regional II
SGM of Region II



Eddy Hermawan
SGM. Regional III
SGM of Region III



Hanalusi Suripatty
SGM. Regional IV
SGM of Region IV



Yasirwan
VP. Perencanaan Organisasi & Sistem SDM
VP of Human Capital Planning



Erlisetya Wahyudi
VP. Pengelolaan SDM
VP of Human Resources Management



Mohamad Rivai
VP. Properti & Umum
VP of Property & General Affairs



Aman Pranata
VP. Supply Chain Management
VP of Supply Chain Management



Lilis Musiana
VP. Hukum
VP of Legal

DAFTAR NAMA PEJABAT EKSEKUTIF
NAME LIST OF EXECUTIVE OFFICERS



Handi Sumarna
VP. Perencanaan & Pengendalian Keuangan
VP of Financial Planning & Control



Aldo Yohanes Mumuh
VP. Keuangan & Perbendaharaan
VP of Finance & Treasury



Hendra Setiawan
VP. Teknologi Informasi
VP of Information Technology



Nuke Dewi Novianti
VP. Manajemen Risiko
VP of Risk Management



Evi Dwi Jayanti
VP. Akuntansi
VP of Accounting



Ekawati Basir
VP. Inovasi Strategis
VP of Strategic Innovations



Mushar Usman
GM. Bajo'e
GM of Bajo'e Region



Suharto
GM. Bakauheni
GM of Bakauheni Region



Cuk Prayitno
GM. Balikpapan
GM of Balikpapan Region



DAFTAR NAMA PEJABAT EKSEKUTIF
NAME LIST OF EXECUTIVE OFFICERS



Agus Djoko Triyanto
GM. Banda Aceh
GM of Banda Aceh Region



Christopher
GM. Bangka
GM of Bangka Region



Jamaluddin
GM. Biak
GM of Biak Region



Umar Imran Batubara
GM. Batulicin
GM of Batulicin Region



Rudi Mahmudi
GM. Bau-Bau
GM of Bau-Bau Region



Sugeng Purwono
GM. Bitung
GM of Bitung Region



Eva Mardiani
GM. Jepara
GM Jepara Region



Achmad Faisal
GM. Kayangan
GM of Kayangan Region



Muhammad Yasin
GM. Ketapang
GM of Ketapang Region

DAFTAR NAMA PEJABAT EKSEKUTIF
NAME LIST OF EXECUTIVE OFFICERS



Ardhi Ekapaty
GM. Kupang
GM of Kupang Region



Justan Gaffaru
GM. Lembar
GM of Lembar Region



Arief Eko Kurnianjah
GM. Luwuk
GM of Luwuk Region



Lutfi Pratama Adhi Subarkah
GM. Merak
GM of Merak Region



R.M. Ardhani Friandi
GM. Merauke
GM of Merauke Region



Rudy B. Hanafiah
GM. Padang
GM of Padang Region



Masagus Hamdani
GM. Pontianak
GM of Pontianak Region



Marsadik
GM. Sape
GM of Sape Region



Alvius D. Bago
GM. Selayar
GM of Selayar Region



DAFTAR NAMA PEJABAT EKSEKUTIF
NAME LIST OF EXECUTIVE OFFICERS



Partogi Tamba
GM. Sibolga
GM of Sibolga Region



Yefri Hendri
GM. Singkil
GM of Singkil Region



Nana Sutisna
GM. Sorong
GM of Sorong Region



Eva Mardiani
GM. Surabaya
GM of Surabaya Region



Reno Yulianto
GM. Ternate
GM of Ternate Region



Anton Murdianto
GM. Ambon
GM of Ambon Region



Agus Djoko Triyanto
GM. Tual
GM of Tual Region

URAIAN SUMBER DAYA MANUSIA EXPLANATION OF HUMAN RESOURCES

Perusahaan memandang bahwa Sumber Daya Manusia (SDM) menjadi bagian yang tidak terpisahkan dalam pencapaian visi dan misi perusahaan. Keberhasilan untuk meraih target perusahaan, baik dalam pendek maupun jangka panjang, membutuhkan dukungan kompetensi karyawan yang mumpuni, sehingga berdampak positif pada kinerja perusahaan. Karena itulah, perusahaan melakukan pengelolaan karyawan secara baik yang dilakukan sejak dari rekrutmen. Selain itu, secara konsisten dan berkesinambungan meningkatkan kompetensi karyawan dengan mempertimbangkan Rencana Kerja dan Anggaran perusahaan dan arah pengembangan bisnis perusahaan dalam jangka panjang. Dengan demikian, kebijakan yang diambil dapat selaras dengan kompetensi SDM. Perusahaan memahami arti dan keberadaan SDM yang memiliki posisi strategis dalam upaya mencapai visi menjadi perusahaan menghubungkan masyarakat dan pasar melalui jasa penyeberangan pelabuhan terintegrasi dan tujuan wisata waterfront dengan standar kelas dunia.

Kebijakan Pengelolaan SDM

Sebagai salah satu faktor penggerak utama dan sentral dalam sebuah perusahaan, perusahaan sangat memahami pentingnya memotivasi SDM guna mengakselerasi kinerja terbaiknya. Perusahaan senantiasa berupaya untuk melaksanakan pengelolaan SDM secara adil dan bertanggung jawab serta sesuai dengan peraturan perundang-undangan yang berlaku.

DEMOGRAFI KARYAWAN

Perusahaan memandang bahwa Sumber Daya Manusia (SDM) menjadi bagian yang tidak terpisahkan dalam pencapaian visi dan misi perusahaan. Keberhasilan untuk meraih target perusahaan, baik dalam pendek maupun jangka panjang, membutuhkan dukungan kompetensi karyawan yang mumpuni, sehingga berdampak positif pada kinerja perusahaan.

Karena itulah, perusahaan melakukan pengelolaan karyawan secara baik yang dilakukan sejak dari rekrutmen. Selain itu, secara konsisten dan berkesinambungan meningkatkan kompetensi karyawan dengan mempertimbangkan Rencana Kerja dan Anggaran perusahaan dan arah pengembangan bisnis perusahaan dalam jangka panjang. Dengan demikian, kebijakan yang diambil dapat selaras dengan kompetensi SDM.

Perusahaan memahami arti dan keberadaan SDM yang memiliki posisi strategis dalam upaya mencapai visi menjadi perusahaan menghubungkan masyarakat dan pasar melalui jasa penyeberangan pelabuhan terintegrasi dan tujuan wisata waterfront dengan standar kelas dunia.

Company considers that Human Resources (HR) is an integral part in achieving the Company's vision and mission. The success in meeting both long-term and short-term Company targets needs support from competent employees. This is how we are able to impact the Company's performance positively. This is the reason behind the Company's proper employee management, right from the recruitment process. The Company also consistently and continuously enhances employee competency by taking into account its Work Plan and Budget and business development direction in the long run. Therefore, the policies enforced will align with the human resources competencies. The company realizes that HR has a strategic standing in realizing the Company's vision to be a company that connects the public and market via integrated port and ferriage services as well as world-class waterfront tourism destination.

HR Management Policy

As one of the main and central driving factors in a Company, company understands the importance of motivating HR to accelerate their best performances. The Company continuously strives to maintain fair and responsible Human Resources management in accordance with the prevailing laws and regulations.

EMPLOYEE DEMOGRAPHICS

Company considers that Human Resources (HR) is an integral part in achieving the Company's vision and mission. The success in meeting both long-term and short-term Company targets needs support from competent employees. This is how we are able to impact the Company's performance positively.

This is the reason behind the Company's proper employee management, right from the recruitment process. The Company also consistently and continuously enhances employee competency by taking into account its Work Plan and Budget and business development direction in the long run. Therefore, the policies enforced will align with the HR competencies.

Company realizes that HR has a strategic standing in realizing the Company's vision to be a company that connects the public and market via integrated port and ferriage services as well as world-class waterfront tourism destination.



Demografi Karyawan Employee Demographics

Darat Land	Laut Sea
1.618	3.002

Berdasarkan Jenis Kelamin | By Gender

Jenis Kelamin Gender	2022	2021	2020
Laki-laki Male	4.293	4.292	4.250
Wanita Female	327	297	287

Berdasarkan Umur | By Age

Jenis Kelamin Gender	2022	2021	2020
< 25 Tahun < 25 years old	403	292	382
25 – 30 Tahun 25 – 30 years old	1.158	1.076	1.099
31 – 35 Tahun 31 – 35 years old	707	583	593
36 – 40 Tahun 36 – 40 years old	603	629	620
41 – 45 Tahun 41 – 45 years old	567	603	587
46 – 50 Tahun 46 – 50 years old	547	634	625
51 – 55 Tahun 51 – 55 years old	629	702	629
> 56 Tahun > 56 years old	6	9	2

Berdasarkan Struktur Jabatan | By Position Structure

Jabatan Position	2022	2021	2020
Karyawan Darat Shore Employee			
D-1	66	62	56
D-2	217	213	178
D-3	252	239	265
Staff Staff	1.083	1.101	1.157
Subtotal	1.618	1.615	1.656
Karyawan Laut Off-shore Employee			
Nahkoda Captain	165	157	152
Perwira Officer	1.092	1.082	1.058
Rating Rating	1.745	1.735	1.671
Subtotal	3.002	2.974	2.881
Jumlah Total	4.620	4.589	4.537

Berdasarkan Status Ketenagakerjaan | By Employment Status

Status Ketenagakerjaan Employment Status	2022		2021		2020	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Karyawan Tetap Permanent Employee	3.364	232	3.546	255	3.757	266
Karyawan Tidak Tetap (Kontrak) Non-Permanent Employee (Contract)	929	95	769	44	493	21
Training Trainee	116	67	62	54	69	45
Jumlah Total	4.409	394	4.377	353	4.319	332

Berdasarkan Tingkat Pendidikan | By Education Level

Tingkat Pendidikan Education Level	2022	2021	2020
Karyawan Darat Shore Employee			
Doktor (S3) Doctorate (S3)	-	-	-
Pasca Sarjana (S2) Master's Degree (S2)	43	46	52
Sarjana (S1) Bachelor's Degree (S1)	626	552	502
Diploma 3 Diploma 3	152	161	166
SMA Senior High School	751	811	891
SMP Junior High School	15	16	18
SD Elementary School	2	3	6
Subtotal	1.589	1.589	1.635
Karyawan Laut Off-shore Employee			
ANT. I	15	14	7
ANT. II	32	28	31
ANT. III	209	190	157
ANT. IV	286	292	282
ANT. V	275	285	289
ANT. D	926	913	904
AT T.I	9	7	6
AT T.II	32	29	23
AT T.III	206	166	146
AT T.IV	294	306	295
AT T.V	206	225	218
AT T.D	541	545	544
Subtotal	3.031	3.000	2.902



PENGEMBANGAN KOMPETENSI KARYAWAN

EMPLOYEE COMPETENCY DEVELOPMENT

Kesempatan yang Sama Kepada Seluruh Karyawan

Seiring dengan pertumbuhan bisnis dan perkembangan perusahaan, kebutuhan akan kader-kader pemimpin semakin tinggi. Untuk menyiapkan SDM menjadi kader-kader pemimpin perusahaan, selain telah dipersiapkan program Pendidikan dan Pelatihan sebagai fasilitas pengembangan kompetensi, diadakan pula rotasi agar penguasaan tugas SDM menjadi lebih matang.

Perusahaan memberikan kesempatan yang sama bagi seluruh karyawan dalam peningkatan kompetensi, pemberian remunerasi, dan pengembangan karier sebagai wujud implementasi prinsip kesetaraan dan non diskriminasi di tempat kerja sebagaimana diatur dalam kebijakan dan prosedur internal tentang pengelolaan SDM yang mengacu pada Undang-Undang No.13 Tahun 2003. perusahaan melakukan peningkatan kompetensi sesuai dengan kebutuhan kerja karyawan. Remunerasi karyawan diberikan sesuai dengan ketentuan peraturan yang berlaku dan mempertimbangkan hasil penilaian kinerja karyawan. Karyawan juga memperoleh kesempatan untuk mengembangkan kariernya berdasarkan penilaian kinerja dan kompetensi yang dibutuhkan. Praktik tersebut mencerminkan bahwa perusahaan tidak memandang ras, kepercayaan, agama, jenis kelamin dan sebagainya.

Selama Tahun 2022 telah direalisasikan berbagai program kerja dalam Pengelolaan SDM yang mengacu pada Rencana Kerja Anggaran Perusahaan Tahun 2022 sebagai berikut:

Equal Opportunity to All

On top of company's business growth and development, there is an increasing need for successors for leadership. To prepare human resources to become cadres of perusahaan leaders, in addition to the Education and Training program as a competency development facility, the Company also conducts job rotation for a better job mastery.

Company provides equal opportunities for all employees in competency improvement, remuneration, and career development as a form of implementation of equality and non-discrimination principles in the workplace as stipulated in internal policies and procedures on HR management that refer to Law No.13 of 2003. company conducts competency improvement in accordance with employee work needs. Employee remuneration is provided according to prevailing regulations, with regards to the results of employee performance assessment. Employees also have the opportunity to develop their careers based on performance assessments and required competencies. This practice demonstrates company's opposition against any discrimination based on any ground, such as race, belief, religion, gender, etc.

During 2022, various work programs in HR Management have been realized which refer to the Company's Budget Work Plan for 2022 as follows:

Level Jabatan Position Level	Jenis Pelatihan Type of Training	Tujuan Pelatihan Training Objectives	Peserta Participants	Pelaksana Organizer
Senior General Manager dan General Manager Senior General Manager and General Manager	Media Handling	Meningkatkan kemampuan para General Manager dalam memproduksi karya jurnalistik, membina hubungan dengan pers, mengelola isu dan krisis Improve General Managers' ability to produce journalistic works, develop relationships with the press, manage issues and crises	34	PR Indonesia
Senior General Manager, Vice President, Kepala SPI Senior General Manager, Vice President, Head of Internal Audit Unit	QCRO (Qualified Chief Risk Officer)	Meningkatkan pengetahuan peserta tentang prinsip, kerangka kerja, proses serta praktik manajemen risiko sesuai SNI ISO 31000 : 2018 Improve participants' knowledge of risk management principles, frameworks, processes and practices in accordance with SNI ISO 31000: 2018	14	CRMS

Level Jabatan Position Level	Jenis Pelatihan Type of Training	Tujuan Pelatihan Training Objectives	Peserta Participants	Pelaksana Organizer
Manager Manager	QRMP (<i>Qualified Risk Management Professional</i>)	Meningkatkan pengetahuan peserta tentang prinsip, kerangka kerja, proses serta praktik manajemen risiko sesuai SNI ISO 31000 : 201827 Improve participants' knowledge of risk management principles, frameworks, processes and practices in accordance with SNI ISO 31000: 201827	27	CRMS
Senior General Manager dan General Manager Senior General Manager and General Manager	<i>Transportation Management</i>	Meningkatkan pengetahuan peserta untuk menjadi pengelola logistik transportasi yang kompeten Increase participants' knowledge to become competent transportation logistics managers.	30	PT. Supply Chain Indonesia
Staf Staff	Digital Talent BUMN SOEs Digital Talent	Meningkatkan kemampuan peserta menguasai teknologi digital Improve participants' ability to master digital technology	204	Fordigi

Target, Realisasi, dan Proyeksi Pengembangan SDM

Target, Realization, and Projection on Human Capital Development

Tabel Perbandingan Target, Realisasi, dan Proyeksi Biaya Pelatihan (jutaan Rupiah)
Comparison of Target, Realization, and Projection of Training Costs (million Rupiah)

Keterangan Description	Realisasi Tahun 2022 2022 Realization	Target RKAP Tahun 2022 Target Work, Plan and Budget in 2022	Pencapaian Achievement (%)	Proyeksi Tahun 2023 2023 Projection	Target Pertumbuhan Growth Target (%)
Diklat Darat Education and Training on Onshore Subject	9.329	9.500	98	11.034	18
Diklat Laut Education and Training on Maritime Subject	2.336	7.688	30	4.729	102
Pemagangan & Beasiswa Internship & Scholarship	2.022	3.001	67	4.700	132
Total Anggaran Total Budget	13.687	20.189	68	20.463	50



Biaya Pengembangan Kompetensi Karyawan

Pada tahun 2022, realisasi anggaran biaya untuk pengembangan kompetensi karyawan melalui program pendidikan, pelatihan, dan program pengembangan lainnya yaitu sebesar Rp13.686.781.382,- yang di mana realisasi anggaran biaya ini mengalami peningkatan sebesar 92% dari realisasi anggaran biaya untuk pengembangan kompetensi karyawan melalui program pendidikan, pelatihan, dan program pengembangan lainnya pada tahun 2021 yaitu sebesar Rp7.130.605.019,-

Employee Competency Development Costs

In 2022, the realization of the cost budget for developing employee competencies through education, training and other development programs is IDR13,686,781,382,- where the realization of the budget has increased by 92% from the realization of the budget for developing employee competencies through education, training and other development programs in 2021, which amounted to IDR7,130,605,019,-

Realisasi Anggaran Program Diklat Tahun 2022 Budget Realization of Training Program in 2022

Rp13.686.781.382,-
IDR13,686,781,382

Total Anggaran Program Diklat Tahun 2022 Total Training Program Budget in 2022

Rp20.188.813.918,-
IDR20,188,813,918

Rencana Program Pelatihan Tahun 2023

Perusahaan memandang Sumber Daya Manusia (SDM) merupakan salah satu pemangku kepentingan sentral sebagai ujung tombak dan penentu keberhasilan perusahaan dalam mewujudkan visi dan melaksanakan misinya. Kehadiran SDM terbaik yang profesional, berkompeten, berdedikasi dan berintegritas akan membuat perusahaan memiliki dasar yang kuat untuk terus tumbuh dan berkembang dalam mencapai tujuan perusahaan.

Perusahaan secara berkesinambungan memantapkan kompetensi (*knowledge, skill and attitude*) karyawan untuk meningkatkan prestasi dan produktivitas perusahaan secara keseluruhan dan melaksanakan pengembangan karyawan. Pelaksanaan program pengembangan karyawan yang dimaksud mengacu pada upaya perusahaan dalam pemenuhan gap kompetensi para karyawan berdasarkan standar kompetensi jabatan dan bidang kerja masing-masing. Adapun tema penyelenggaraan pendidikan pelatihan karyawan ini akan berfokus kepada *people and culture* yang akan dilaksanakan melalui *in-house training* dan *public training* secara *online/offline* dengan melakukan kerja sama kepada pihak penyelenggara internal ataupun eksternal.

Training Program Plan for 2023

Company consider Human Resources (HR) as one of the main stakeholders which becomes the spearhead and determinant of the company's success in realizing its vision and performing its mission. The presence of the best human resources who are professional, competent, dedicated and have integrity will make the company have a strong foundation to continue to grow and develop to achieve its goals.

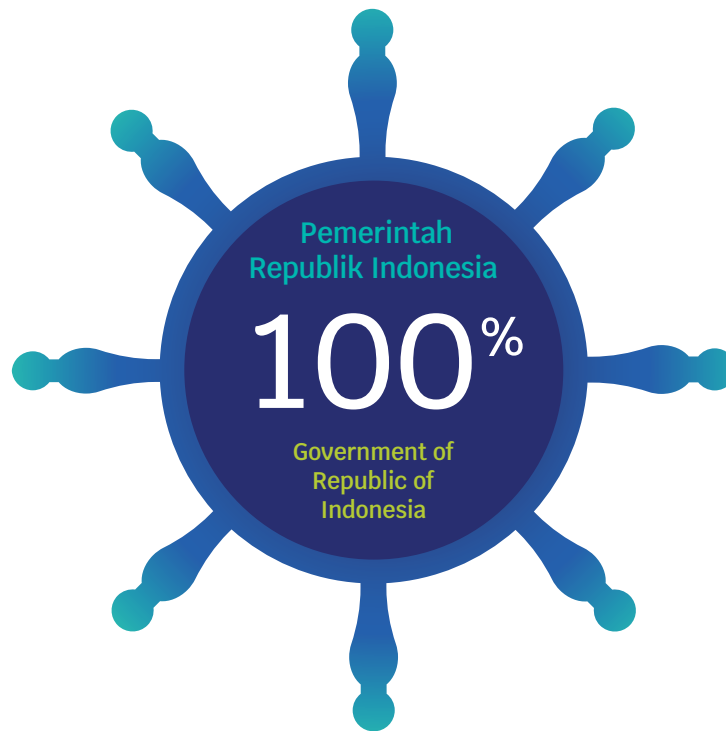
Company continuously strengthens the competencies (*knowledge, skills, and attitude*) of employees to improve company's overall performance and productivity and implements employee development. Implementing employee development program refers to the company's efforts in fulfilling the competency gap of employees based on the competency standards of their respective positions and line of work. The theme of employee training education will focus on *people and culture* that will be implemented through *in-house training* and *public training* *online/offline* by cooperating with internal or external organizers.

STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

STRUCTURE AND COMPOSITION OF SHAREHOLDERS

STRUKTUR PEMEGANG SAHAM

STRUCTURE OF SHAREHOLDERS



KOMPOSISI PEMEGANG SAHAM PER 31 DESEMBER 2022

SHAREHOLDER COMPOSITION AS OF DECEMBER 31, 2022

Hingga 31 Desember 2022, 100% saham ASDP dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia.
Until December 31, 2022, 100% of ASDP shares are owned and controlled by the Government of the Republic of Indonesia.

KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS AND DIRECTORS

Hingga 31 Desember 2021, Dewan Komisaris dan Direksi tidak memiliki saham di ASDP, sebagaimana komposisi kepemilikan saham yang telah dijelaskan pada skema di atas.
As of December 31, 2021, the Board of Commissioners and the Board of Directors do not own any shares in ASDP, as the composition of share ownership has been explained in the scheme above.

KOMPOSISI PEMEGANG SAHAM PUBLIK (MASYARAKAT)

COMPOSITION OF PUBLIC SHAREHOLDERS

Tidak terdapat kepemilikan saham masyarakat dengan komposisi 5% atau lebih di ASDP.
There are no public shareholdings of 5% or more in ASDP.



KRONOLOGIS PENERBITAN SAHAM

Sampai dengan akhir tahun 2022, perusahaan belum pernah mencatatkan saham di Bursa Saham, sehingga tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi (*corporate action*), perubahan jumlah saham, maupun nama bursa yang harus diungkapkan.

KRONOLOGIS PENERBITAN EFEK LAINNYA

Sampai dengan akhir tahun 2022, perusahaan belum pernah mencatatkan efek lainnya di Bursa Efek, sehingga tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi, perubahan jumlah efek, nama bursa maupun peringkat efek yang harus diungkapkan.

CHRONOLOGY OF SHARE ISSUANCE

Until the end of 2022, company has never listed its shares on the Stock Exchange, so there is no information related to the chronology of listing, types of corporate actions, changes in the number of shares, or the name of the stock exchange that must be disclosed.

CHRONOLOGY OF OTHER SECURITIES ISSUANCE

Until 2022, company has yet to list other securities on the Stock Exchange. Consequently, there is no information regarding the listing chronology, corporate action, change in the amount of securities, and the name of the stock exchange to be disclosed.

DAFTAR ENTITAS ANAK/ENTITAS ASOSIASI/PERUSAHAAN PATUNGAN/SPECIAL PURPOSE VEHICLE

LIST OF SUBSIDIARIES/ASSOCIATES/JOINT VENTURES/SPECIAL PURPOSE VEHICLES

INDONESIA FERRY PROPERTI | INDONESIA FERRY PROPERTY

Bidang Usaha Line of Business	Penyediaan jasa, perdagangan, konstruksi, dan pengelolaan properti. Provision of Services, trading, construction, and property management.
Kepemilikan Saham Shareholding	<ul style="list-style-type: none"> PT ASDP Indonesia Ferry (Persero) 51% PT Pembangunan Perumahan (Persero) Tbk 49% PT ASDP Indonesia Ferry (Persero) 51% PT Pembangunan Perumahan (Persero) Tbk 49%
Status Status	Beroperasi Operating
Alamat Address	Jalan Jendral A. Yani Kav No. 52A Cempaka Putih Timur Jakarta Pusat 10510 Jalan Jendral A. Yani Kav No. 52A, Cempaka Putih Timur, Central Jakarta, 10510

PT Indonesia Ferry Properti (IFPRO) adalah perusahaan patungan dua Badan Usaha Milik Negara (BUMN), yakni ASDP dan PT Pembangunan Perumahan (Persero) Tbk, yang bergerak di bidang penyediaan jasa, perdagangan, konstruksi, dan pengelolaan properti.

Tujuan pendirian IFPRO adalah untuk mendukung bisnis kedua entitas induk BUMN dalam membangun dan mengelola pelabuhan komersial, pelabuhan marina, hotel, dan area komersial yang dikelola secara langsung maupun kerja sama.

IFPRO didirikan berdasarkan Rapat Umum Pemegang Saham (RUPS) PT Indonesia Ferry Properti yang diselenggarakan pada tanggal 29 Mei 2017. Pendiriannya disahkan melalui Akta Pendirian No. 21 tanggal 5 September 2017 yang dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn.

Struktur permodalan IFPRO terdiri atas dua entitas induk BUMN, berdasarkan Akta Pernyataan Keputusan Pemegang Saham Perubahan Anggaran Dasar PT Indonesia Ferry Properti No 10 tanggal 6 Februari 2018 yang dibuat di hadapan Jose Dima Satria, S.H, M.Kn., Notaris di Jakarta.

Susunan Permodalan PT Indonesia Ferry Properti adalah PT ASDP INDONESIA FERRY (Persero), sebesar 157.887 (seratus lima puluh tujuh ribu delapan ratus delapan puluh tujuh) saham dengan nilai nominal seluruhnya sebesar Rp157.887.000.000,00 (seratus lima puluh tujuh miliar delapan ratus delapan puluh tujuh juta Rupiah); dan PT PEMBANGUNAN PERUMAHAN (Persero) Tbk., sebesar 151.696 (seratus lima puluh satu ribu enam ratus sembilan puluh enam) saham dengan nilai nominal seluruhnya sebesar Rp151.696.000.000,00 (seratus lima puluh satu miliar enam ratus sembilan puluh enam juta Rupiah) sehingga seluruhnya berjumlah 309.583 (tiga ratus sembilan ribu lima ratus delapan puluh tiga) saham dengan nilai nominal seluruhnya sebesar Rp309.583.000.000,00 (tiga ratus sembilan miliar lima ratus delapan puluh tiga juta Rupiah); atau setara 77,4% dari Modal Dasar PT Indonesia Ferry Properti.

PT Indonesia Ferry Properti (IFPRO) is a joint venture of two State-Owned Enterprises (SOEs), namely ASDP and PT Pembangunan Perumahan (Persero) Tbk, which is engaged in providing services, trading, construction, and property management.

The purpose of the establishment of IFPRO is to support the business of both SOE holding entities in building and managing commercial ports, marinas, hotels, and commercial areas that are managed directly or in collaboration.

IFPRO was established based on the General Meeting of Shareholders (GMS) of PT Indonesia Ferry Properti held on May 29, 2017. Its establishment was legalized through Deed of Establishment No. 21 dated September 5, 2017 made before Notary Jose Dima Satria, S.H., M.Kn.

IFPRO's capital structure consists of two SOE holding entities, based on the Deed of Shareholders' Resolution of Amendment to the Articles of Association of PT Indonesia Ferry Properti No. 10 dated February 6, 2018 made before Jose Dima Satria, S.H, M.Kn., Notary in Jakarta.

The Capital Structure of PT Indonesia Ferry Properti is PT ASDP INDONESIA FERRY (Persero), amounting to 157,887 (one hundred fifty seven thousand eight hundred eighty seven) shares at a total par value of IDR157,887,000,000.00 (one hundred fifty seven billion eight hundred eighty seven million Rupiah) and PT PEMBANGUNAN PERUMAHAN (Persero) Tbk, which holds 151,696 (one hundred fifty-one thousand six hundred ninety-six) shares at a total par value of IDR151,696,000,000 (one hundred fifty-one billion six hundred ninety-six million Rupiah), or totally 309,583 shares (three hundred nine thousand five hundred eighty-three) shares at a total par value of IDR309,583,000,000 (three hundred nine billion five hundred eighty-three million Rupiah), or equal to 77.4% of PT Indonesia Ferry Property's Authorized Capital



INDONESIA FERRY PROPERTY
INDONESIA FERRY PROPERTY

KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

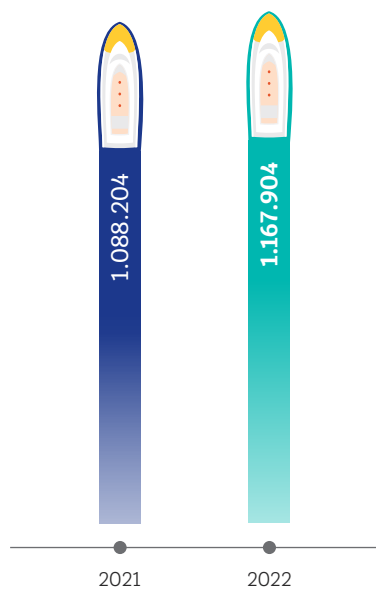
JABATAN OCCUPATION	NAMA NAME
Dewan Komisaris Board of Commissioners	
Komisaris Utama President Commissioner	Ira Puspadewi
Komisaris Commissioner	Anwar Ismail
Direksi Board of Directors	
Direktur Utama President Director	Ferry Yulianus Snyders
Direktur Director	Nur Widayat

KINERJA KEUANGAN

FINANCIAL PERFORMANCE

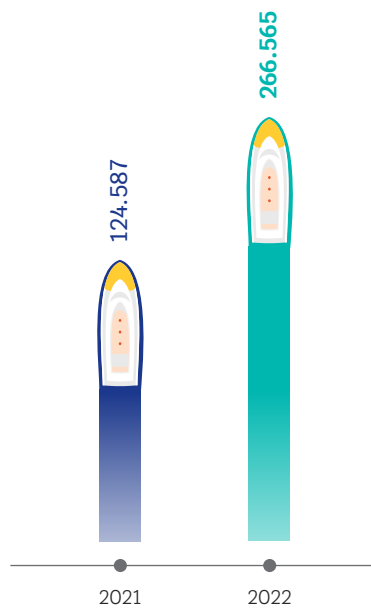
JUMLAH ASET
TOTAL ASSETS

dalam juta Rupiah
in million IDR



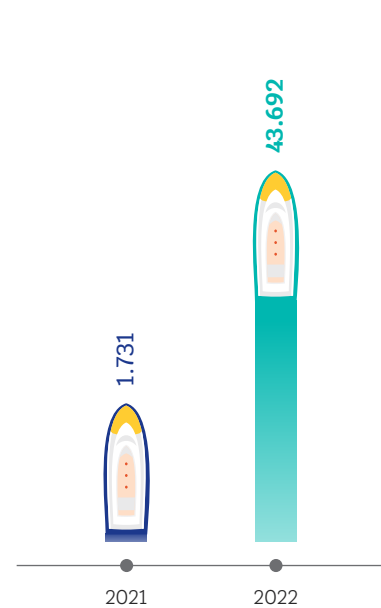
PENDAPATAN USAHA
REVENUE

dalam juta Rupiah
in million IDR



LABA (RUGI) BERSIH
TAHUN BERJALAN
NET PROFIT (LOSS)
FOR THE YEAR

dalam juta Rupiah
in million IDR



■ 2021 ■ 2022

PT JEMBATAN NUSANTARA | PT JEMBATAN NUSANTARA

Bidang Usaha Line of Business	Pelayaran Shipping
Kepemilikan Saham Shareholding	<ul style="list-style-type: none"> PT ASDP Indonesia Ferry (Persero) 99,99% PT DAPEN ASDP 0,01%
Status Status	Beroperasi Operating
Alamat Address	Gedung Pelni Heritage Lt.2, Jl. Pahlawan No. 112 – 114, Surabaya 60175, East Java, Indonesia.

Pada tahun 2022 PT Jembatan Nusantara secara resmi telah diakuisisi oleh PT ASDP Indonesia Ferry (Persero) sesuai dengan Akta Notaris Jose Dima Satria S.H., M.Kn. nomor 140 tanggal 22 Februari 2022 dan telah disetujui oleh Menteri Badan Usaha Milik Negara Republik Indonesia berdasarkan surat No. S-87/MBU/02/2022 tanggal 22 Februari 2022. Dengan Demikian, kepemilikan saham PT Jembatan Nusantara, sepenuhnya dimiliki oleh ASDP Indonesia Ferry (Persero).

Perusahaan didirikan berdasarkan Akta Notaris Np. 48 tanggal 22 September 1975, yang dibuat dihadapan Notaris Stefanus Sindhunatha, S.H, Notaris di Surabaya dengan nama PT Jembatan Madura (“Perusahaan”). Akta pendirian tersebut telah mendapatkan pengesahan dari Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. Y.A.612916 tanggal 13 Januari 1978 dan telah diumumkan dalam Berita Negara Republik Indonesia tanggal 22 November 1985 No.142911985 dan Tambahan No. 94 tanggal 22 November 1985.

Selanjutnya, pada tahun 2012 PT Jembatan Madura (“Perusahaan”) mengalami perubahan nama menjadi PT Jembatan Nusantara berdasarkan Akta No. 44 tanggal 31 Mei 2012 dari Agus Madjid, Notaris di Jakarta, dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan surat No. AHU-49206.AH.01.02.Tahun 2012 tanggal 18 September 2012.

Perusahaan memiliki ruang lingkup kegiatan usaha yang sesuai dengan anggaran dasar yakni meliputi usaha dalam bidang pelayaran. PT Jembatan Nusantara memiliki 53 unit kapal pada tahun 2022 yang dioperasikan menyebar di dalam beberapa daerah wilayah Negara Republik Indonesia. Perusahaan mulai beroperasi pada tahun 1975 dan berkedudukan di Surabaya – Jawa Timur, Indonesia dan berkantor pusat di Jalan Pahlawan No. 112-114 Surabaya – Jawa Timur. Bisnis utama perusahaan yaitu bidang usaha angkutan penyeberangan dan pelayaran dengan total kapal penyeberangan sebanyak 53 (lima puluh tiga) kapal, di mana 50 (lima puluh) kapal melayani lintasan merupakan lintasan jarak dekat (*short distance ferry*) dan 3 (tiga) kapal melayani lintasan jarak jauh (*long distance ferry*), yang dikendalikan oleh 23 (dua puluh tiga) kantor cabang.

In 2022 PT Jembatan Nusantara was officially acquired by PT ASDP Indonesia Ferry (Persero) in accordance with Notarial Deed Jose Dima Satria S.H., M.Kn. number 140 dated February 22, 2022 and was approved by the Minister of State-Owned Enterprises of the Republic of Indonesia based on letter No. S-87/MBU/02/2022 dated February 22, 2022. Thus, the share ownership of PT Jembatan Nusantara, is fully owned by ASDP Indonesia Ferry (Persero).

The Company was established based on Notarial Deed Np. 48 dated September 22, 1975, made before Notary Stefanus Sindhunatha, S.H, Notary in Surabaya under the name PT Jembatan Madura (“Company”). The deed of establishment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. Y.A.612916 dated January 13, 1978 and has been announced in the State Gazette of the Republic of Indonesia dated November 22, 1985 No. 142911985 and Supplement No. 94 dated November 22, 1985.

Furthermore, in 2012 PT Jembatan Madura (“the Company”) changed its name to PT Jembatan Nusantara based on Deed No. 44 dated May 31, 2012 from Agus Madjid, Notary in Jakarta, and was approved by the Minister of Law and Human Rights of the Republic of Indonesia based on letter No. AHU-49206.AH.01.02.Year 2012 dated September 18, 2012.

The Company has a scope of business activities in accordance with the articles of association which includes business in the shipping sector. PT Jembatan Nusantara has 53 units of ships in 2022 which are operated spread in several regions of the Republic of Indonesia. The company began operations in 1975 and is domiciled in Surabaya – East Java, Indonesia and is headquartered at Pahlawan Street No. 112-114 Surabaya – East Java. The Company’s main business is in the field of crossing transportation and shipping with a total of 53 (fifty-three) vessels, of which 50 (fifty) vessels serve short distance ferry and 3 (three) vessels serve long distance ferry, controlled by 23 (twenty-three) branch offices.



PT JEMBATAN NUSANTARA
PT JEMBATAN NUSANTARA

KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

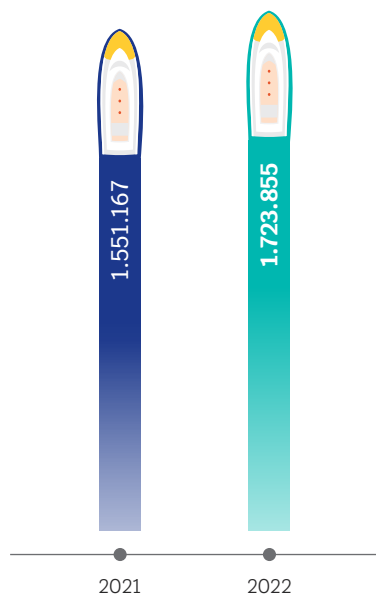
JABATAN OCCUPATION	NAMA NAME
Dewan Komisaris Board of Commissioners	
Komisaris Utama President Commissioner	M. Yusuf Hadi
Komisaris Commissioner	Kusnadi C. Wijaya
Direksi Board of Directors	
Direktur Utama President Director	Sri Rahayu Lin Astuti
Direktur Keuangan & SDM Director of Finance and HR	Alwi Yusuf
Direktur Komersial & Teknik Director of Commercial & Technical	Solikin

KINERJA KEUANGAN

FINANCIAL PERFORMANCE

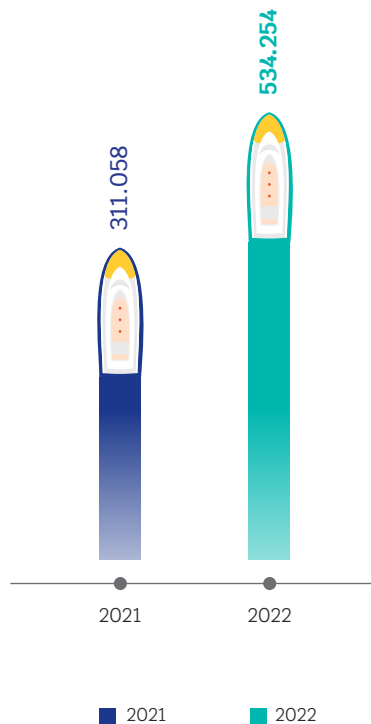
JUMLAH ASET
TOTAL ASSETS

dalam juta Rupiah
in million IDR



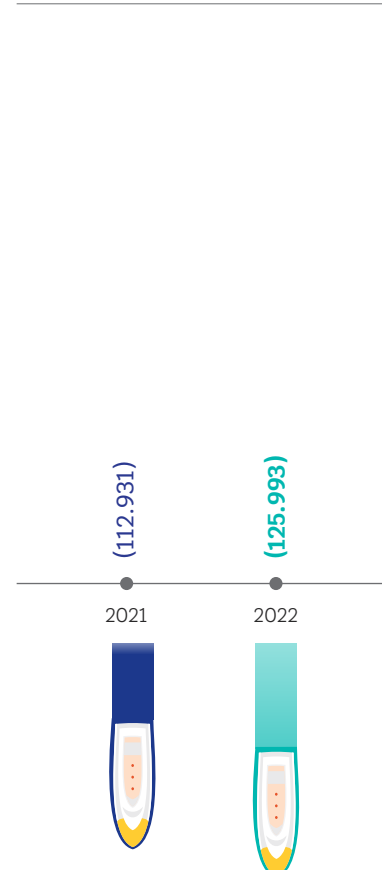
PENDAPATAN USAHA
REVENUE

dalam juta Rupiah
in million IDR



LABA (RUGI) BERSIH
TAHUN BERJALAN
NET PROFIT (LOSS)
FOR THE YEAR

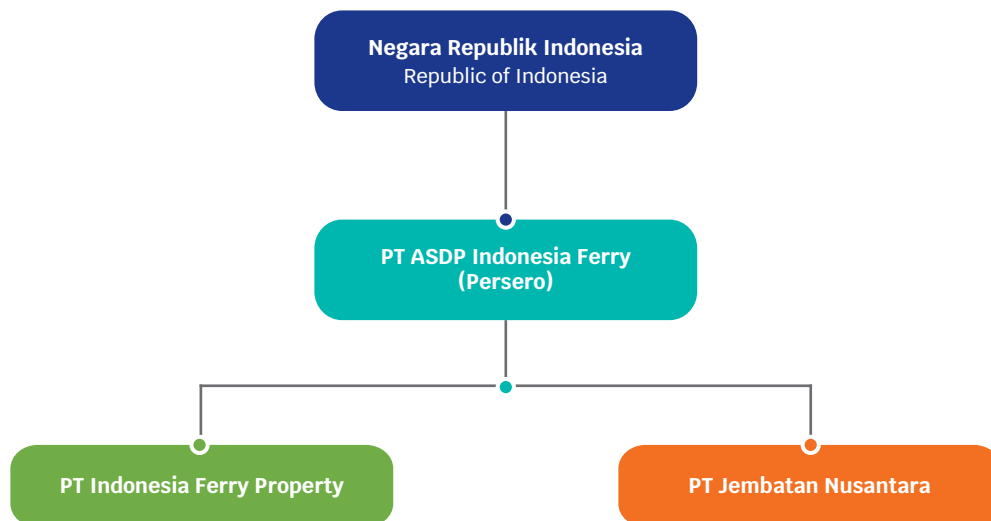
dalam juta Rupiah
in million IDR



STRUKTUR GRUP PERUSAHAAN CORPORATE GROUP STRUCTURE

Dalam perjalanannya mencapai visi perusahaan, perusahaan terus mengembangkan diri dan saat ini telah membentuk 2 (dua) Anak Perusahaan yakni PT Indonesia Ferry Property yang bergerak di bidang konstruksi, dan pengelolaan properti dan PT Jembatan Nusantara yang bergerak di bidang usaha angkutan penyeberangan dan pelayaran sehingga memiliki struktur grup yang dapat digambarkan sebagai berikut:

In its journey to materialize company's vision, company continues to develop and has formed 2 (two) Subsidiaries, namely PT Indonesia Ferry Property which is engaged in construction and property management and PT Jembatan Nusantara which is engaged in the business of ferry and shipping transportation so that it has group structure which can be described as follows:





INFORMASI PENGGUNAAN JASA KANTOR AKUNTAN PUBLIK

CORPORATE GROUP STRUCTURE

KANTOR AKUNTAN PUBLIK (KAP) PUBLIC ACCOUNTING FIRM	PERIODE KAP TOTAL TRAINING SERVICE TERM	AKUNTAN PUBLIK (AP) BUDGET PUBLIC ACCOUNTANT	PERIODE AP SERVICE TERM	FEE AUDIT AUDIT FEE	OPINI OPINION
KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan RSM Indonesia Plaza ASIA, Level 10 Jl. Jend. Sudirman Kav. 59 Jakarta 12190 Indonesia T +62 21 5140 1340 F +62 21 51401350 www.rsm.id	2022	KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan	2022	Rp1.655.587.200 IDR1.655.587.200	Wajar Tanpa Pengecualian Unqualified opinion

NAMA DAN ALAMAT PROFESI PENUNJANG LAINNYA

NAME AND ADDRESS OF OTHER SUPPORTING PROFESSIONS

LEMBAGA PROFESI/PENUNJANG PROFESSIONAL/SUPPORTING INSTITUTIONS	JASA SERVICES	ALAMAT ADDRESS
KAP RSM Indonesia Amir Abadi Jusuf, Aryanto, Mawar & Rekan	Audit Laporan Keuangan Financial Statement Audit	Plaza ASIA, Level 10 Jl.Jend. Sudirman Kav. 59 Jakarta 12190 T. 021 51401340 F. 021 5140 1350
Notaris Jose Dima Satria, S.H., M.Kn Notary Jose Dima Satria, S.H., M.Kn	Notaris Notary	Jl. Madrasah, Komplek Taman Gandaria Kav. 11A, 12420 T. 021-29125500 / 021-29125600
Konsultan Hukum Dewi Djalal & Partners Dewi Djalal & Partners Legal Consultant	Retainer Corporate Lawyer	Menara Kuningan, 9th Floor Jl. H.R. Rasuna Said Kav. 5 Jakarta Selatan, 12940, T. 021-22057154 / 021-25983291 Menara Kuningan, 9th Floor Jl. H.R. Rasuna Said Kav. 5 South Jakarta, 12940, T. 021-22057154 / 021-25983291
Konsultan Hukum Tumbuan & Partners Tumbuan & Partners Legal Consultant	Advokat & Konsultan Hukum Advocates & Legal Consultants	Jl.Gandaria tengah III no 8, Kebayoran Baru, Jakarta Selatan Jl.Gandaria tengah III no 8, Kebayoran Baru, South Jakarta
Konsultan Hukum Stefanus & Rekan Stefanus & Partners Legal Consultant	Advokat & Konsultan Hukum Advocates & Legal Consultants	Arjuna Niaga, Jl. Arjuna Utara No 1-E, Jakarta Barat (11510) Arjuna Niaga, Jl. Arjuna Utara No 1-E, West Jakarta (11510)
Konsultan Hukum Assegaf Hamzah & Partners Assegaf Hamzah & Partners Legal Consultant	Advokat & Konsultan Hukum Advocates & Legal Consultants	Capital Place, Lantai 36 & 37, Jl. Gatot Subroto Kav.17, Kuningan Barat, Jakarta, 12710 Capital Place, 36th & 37th Floor, Jl. Gatot Subroto Kav.17, Kuningan Barat, Jakarta, 12710
Konsultan Hukum Hiswara Bunjamin & Tandjung Hiswara Bunjamin & Tandjung Legal Consultant	Advokat & Konsultan Hukum Advocates & Legal Consultants	Lantai 18, Tower I, Sudirman 7.8 Jl. Jend Sudirman kav 7-8 Jakarta 10220, Indonesia 18th floor, Tower I, Sudirman 7.8 Jl. Jend Sudirman kav 7-8 Jakarta 10220, Indonesia

PENGHARGAAN DAN SERTIFIKASI AWARDS AND CERTIFICATIONS

PENGHARGAAN

AWARDS

No	Tahun Year	Institusi Institution	Pencapaian ESG ESG Achievements	Deskripsi tambahan Additional description
1	2022	Infobrand dan Tras Mediacom Infobrand and Tras Mediacom	Top Sustainable Development Goals Award 2022 (SDGs)	Top Sustainable Development Goals Award 2022 Kategori In Implementing Sustainable Development Goals Based on SDG's Initiative, SDG's implementation and CSR / TJSL Fund Top Sustainable Development Goals Award 2022 in the category of In Implementing Sustainable Development Goals Based on SDG's Initiative, SDG's implementation and CSR / CSER Fund
2	2022	National Center For Corporate Reporting (NCCR)	Asia Sustainability Reporting Rating 2022	Asia Sustainability Reporting Rating 2021 Kategori Gold Asia Sustainability Reporting Rating 2021 Gold
3	2022	BUMN Track	TJSL & CSR Award 2022	Pilar Sosial Terbaik Kategori 4 Bintang dan Pilar Lingkungan Terbaik Kategori 4 Bintang Best Social Pillar 4 Star Category and Best Environmental Pillar 4 Star Category
4	2022	League of American Communications Professionals (LACP)	LACP Vision Awards - Annual Report Competition	<ul style="list-style-type: none"> • Platinum Awards • Top 100 Reports Worldwide • Technical Achievement Award



PENGHARGAAN DAN SERTIFIKASI
AWARDS AND CERTIFICATIONS

SERTIFIKASI

CERTIFICATIONS

No	Tahun Year	Institusi Institution	Pencapaian ESG ESG Achievements	Deskripsi tambahan Additional Description
1	2022	TUV Nord Indonesia	Sistem Manajemen Anti Penyuapan SNI ISO 37001:2016 Anti-bribery Management System SNI ISO 37001:2016	Perusahaan telah melakukan Penerapan Anti Penyuapan pada Pengadaan Armada, <i>Supply Chain Management</i> , Pengelolaan Sumber Daya Manusia, <i>Business Support</i> dan Sekretaris Perusahaan. Company has implemented Anti-bribery in Fleet Procurement, Supply Chain Management, Human Resource Management, Business Support and Corporate Secretary.
2	2021-2024	BSI	Quality Management System - ISO 9001:2015	Perusahaan telah menerapkan Sistem Manajemen Mutu ISO 9001:2015 pada lokasi perusahaan di Kantor Pusat, Cabang Bakauheni, Cabang Ketapang dan Cabang Merak. Company has implemented the ISO 9001:2015 Quality Management System at company locations in the Head Office, Bakauheni Branch, Ketapang Branch and Merak Branch.
3	2021-2024	BSI	Occupational Health & Safety Management System - ISO 45001: 2018	Perusahaan telah menerapkan Occupational Health & Safety Management System - ISO 45001:2018 pada lokasi ASDP di Kantor Pusat, Cabang Bakauheni, Cabang Ketapang dan Cabang Merak. Company has implemented the Occupational Health & Safety Management System - ISO 45001:2018 at ASDP locations in the Head Office, Bakauheni Branch, Ketapang Branch and Merak Branch.

KEANGGOTAAN ASOSIASI ASSOCIATION MEMBERSHIP

Pentingnya peran organisasi maupun asosiasi bagi suatu perusahaan mendorong perusahaan untuk ikut serta aktif dalam keanggotaan organisasi atau asosiasi terutama di Indonesia. Perusahaan bergabung dengan berbagai asosiasi/perhimpunan yang sesuai dengan kiprahnya dalam industri perhubungan khususnya penyeberangan antar pulau, termasuk dalam statusnya sebagai BUMN. Dengan bergabung di dalam asosiasi/perhimpunan ini, perusahaan bisa berbagi isu dan kebijakan tentang industri perhubungan, termasuk dampak dan peluangnya bagi perbankan pada jangka pendek, menengah maupun panjang. Selama tahun 2022, perusahaan bergabung dengan asosiasi/perhimpunan berikut:

1. Indonesian National Ferry Owner Association (INFA)

Indonesia National Ferry Owner Association berdiri sejak 10 November 2015. Dalam kepengurusan yang baru ini INFA diketuai oleh Harry MAC dari PT ASDP Indonesia Ferry (Persero) sebagai Ketua I yang membidangi Keselamatan dan Litbang; Sri Rahayu Lin Astuti dari PT Jembatan Nusantara sebagai ketua II yang membidangi Lalu lintas dan Penatarifan, dan Hasyir Muhammad dari PT Munic Line sebagai ketua III yang membidangi Hukum, Organisasi dan Kehumasan serta Chandra Irawan sebagai Sekertaris Jendral INFA. Saat ini Asosiasi INFA beranggotakan sebelas perusahaan swasta pemilik kapal ferry. Di luar kapal milik PT ASDP Indonesia Ferry (Persero) jumlah kapal yang terdaftar di Asosiasi INFA ada 69 kapal.

2. GAPASDAP

GAPASDAP merupakan wujud suatu kehidupan angkutan sungai, danau dan penyeberangan yang sehat, dinamis, dan berkembang sesuai dengan asas pemerataan kesempatan berusaha serta kerja sama yang serasi antarusaha negara, koperasi, dan swasta sehingga dapat menunjang pembangunan nasional diberbagai sektor dan daerah. GAPASDAP terdiri dari 45 perusahaan anggota termasuk PT ASDP Indonesia Ferry (Persero) dengan akumulasi 170 kapal yang beroperasi pada lebih dari 20 lintasan di seluruh Indonesia.

3. Forum Human Capital Indonesia

FHCI adalah wadah para Direktur dan Pegiat *Human Capital* BUMN yang berkomitmen membangun *Human Capital* Indonesia sejalan dengan *Employee Value Proposition* BUMN.

Forum ini telah memberikan gagasan-gagasan untuk mendukung Kementerian BUMN antara lain konsep Remunerasi Direktur, *Generic Model Human Capital*, *Executive Development System*, *Human Capital Competency Directory* dan *Human Capital Management Synergy*.

The importance of the role of organizations and associations for a company encourages company to actively participate in the membership of organizations or associations, especially in Indonesia. Company joins various associations in accordance with its work in the transportation industry, especially inter-island ferry transportation, including in its status as a state-owned enterprise. By joining these associations, company can share issues and policies about the transportation industry, including its impact and opportunities for banks in the short, medium, and long term. During 2022, company joined the following associations:

1. Indonesian National Ferry Owner Association (INFA)

Indonesia National Ferry Owner Association was established on November 10, 2015. In this new management, INFA is chaired by Harry MAC from PT ASDP Indonesia Ferry (Persero) as Chairman I in charge of Safety and R&D; Sri Rahayu Lin Astuti from PT Jembatan Nusantara as chairman II in charge of Traffic and Pricing, and Hasyir Muhammad from PT Munic Line as chairman III in charge of Legal Affairs, Organization and Public Relations and Chandra Irawan as INFA Secretary General. Currently, the INFA Association consists of eleven private companies that own ferry vessels. With the exception of vessels owned by PT ASDP Indonesia Ferry (Persero), there are 69 vessels registered with the INFA Association.

2. GAPASDAP

GAPASDAP (Association of River, Lake and Ferry Transportation Entrepreneurs) is a form of a healthy, dynamic, and developing river, lake and ferry transportation life in accordance with the principles of equal business opportunities and harmonious cooperation between state, cooperative, and private businesses so as to support national development in various sectors and regions. GAPASDAP consists of 45 member companies including PT ASDP Indonesia Ferry (Persero) with an accumulation of 170 vessels operating on more than 20 routes throughout Indonesia.

3. Indonesian Human Capital Forum

FHCI is a forum for SOE Human Capital Directors and Activists who are committed to building Indonesian Human Capital in line with the SOE Employee Value Proposition.

This forum has provided ideas to support the Ministry of SOEs, including the concept of Director Remuneration, Generic Human Capital Model, Executive Development System, Human Capital Competency Directory and Human Capital Management Synergy.



Pengurus FHCI telah menjalani 5 periode. Saat ini Ketua FHCI adalah Alexandra Askandar (Wakil Direktur Bank Mandiri), sedangkan Sekretaris Jenderal adalah Dharma Syahputra (Direktur *Human Capital* Kimia Farma).

4. Fordigi (Forum Digital Indonesia)

Komunitas Digital *Talent* BUMN adalah tempat berkumpulnya talenta digital BUMN untuk saling berbagi dalam mengaplikasikan ilmu yang telah didapat melalui Program Digital *Talent* BUMN maupun dari pengalaman kerja di masing-masing perusahaan.

Dengan adanya komunitas, diharapkan talenta digital BUMN tidak hanya memiliki *knowledge* yang mumpuni dalam bidang digital tetapi juga bisa berkontribusi aktif dalam proses transformasi digital yang sudah, sedang, dan akan berjalan di lingkup BUMN.

5. Forum Humas BUMN

Forum Humas BUMN dibentuk untuk mengelola citra baik BUMN dengan mengomunikasikan kinerjanya kepada masyarakat. Forum Humas BUMN berkomitmen untuk menjamin penyampaian informasi mengenai BUMN kepada publik. *Corporate Secretary* PT Bank Rakyat Indonesia (BRI) (Persero) Aestika Oryza Gunarto terpilih sebagai Ketua Umum Forum Humas BUMN (FH BUMN) Periode 2021 - 2023.

The FHCI management has undergone 5 periods. The current Chairman of FHCI is Alexandra Askandar (Deputy Director of Bank Mandiri), while the Secretary General is Dharma Syahputra (Director of Human Capital at Kimia Farma).

4. Fordigi (Forum Digital Indonesia)

The SOE Digital Talent Community is a gathering place for SOE digital talents to share in applying the knowledge gained through the SOE Digital Talent Program and from work experience in each company.

With the community, it is expected that SOE digital talents not only have qualified knowledge in the digital field but also can actively contribute to the digital transformation process that has been, is, and will be running within the scope of SOEs.

5. SOE Public Relations Forum

The SOE Public Relations Forum was established to manage the good image of SOEs by communicating their performance to the public. The Forum is committed to ensuring the delivery of information about SOEs to the public. *Corporate Secretary* of PT Bank Rakyat Indonesia (BRI) (Persero) Aestika Oryza Gunarto was elected as Chairperson of the SOE Public Relations Forum for the 2021 - 2023 period.

INFORMASI PADA WEBSITE PERUSAHAAN

INFORMATION ON THE COMPANY WEBSITE

Sebagai komitmen dalam mengimplementasikan aspek transparansi di setiap aktivitas bisnis, perusahaan memiliki web www.asdp.id yang selalu diperbarui secara berkala, agar menjamin ketersediaan informasi yang transparan dan relevan bagi pemegang saham dan pemangku kepentingan. Adapun informasi yang dapat diperoleh oleh pemangku kepentingan pada situs tersebut, meliputi:

As a commitment to implementing transparency aspects in every business activity, company has a website www.asdp.id that is always updated regularly, in order to ensure the availability of transparent and relevant information for shareholders and stakeholders. Stakeholders can access the following information on the website:

Beranda Home	Memuat tampilan awal website ASDP Features the initial display of the ASDP website
Tentang Kami About Us	<p>Memuat Informasi</p> <ul style="list-style-type: none"> • Sekilas ASDP • Tonggak Sejarah • Visi & Misi • Makna Logo • Struktur Perusahaan • Anak Usaha • Laporan Tahunan • Dewan Direksi • Dewan Komisaris <p>Featuring Information of</p> <ul style="list-style-type: none"> • ASDP at a glance • Milestones • Vision & Mission • Logo Meaning • Company Structure • Subsidiary • Annual Report • Board of Directors • Board of Commissioners
Layanan Services	<p>Memuat Informasi</p> <ul style="list-style-type: none"> • Peta (Lintasan) • Kapal • Pelabuhan • Produk ASDP (Jasa Pelabuhan, Jasa Penyeberangan, Lini Usaha Penunjang) • Standar Pelayanan <p>Featuring Information of</p> <ul style="list-style-type: none"> • Map (Route) • Ships • Harbor • ASDP Products (Port Services, Ferry Services, Supporting Business Lines) • Services Standard
Publikasi & Media Publication & Media	<ul style="list-style-type: none"> • Siaran Pers • Berita • Penghargaan • Publikasi • Press Release • News • Award • Publications
Galeri Gallery	<p>Menyajikan informasi peristiwa penting</p> <p>Presents important event information</p>
PPID/KIP	<p>Menyajikan sarana bagi publik guna permohonan informasi</p> <p>Presents a means for the public to request information</p>
Keberlanjutan Sustainability	<p>Menyajikan informasi Keberlanjutan PT ASDP Indonesia Ferry (Persero)</p> <p>Presents PT ASDP Indonesia Ferry (Persero) Sustainability information</p>



Beranda Home	Memuat tampilan awal website ASDP Features the initial display of the ASDP website
Investor Investors	Menyajikan informasi terkait Hubungan Investor Presents information related to Investor Relations
Tata Kelola Perusahaan Corporate Governance	Menyajikan informasi: <ul style="list-style-type: none"> • <i>WhistleBlowing System</i> • Sertifikasi / ISO • Score GCG Presents information of: <ul style="list-style-type: none"> • Whistle Blowing System • Certification/ISO • GCG Score
Kontak Kami Contact Us	<ul style="list-style-type: none"> • Memuat Informasi kontak perusahaan yang dapat dihubungi oleh <i>Stakeholder</i>: (Call ASDP (191), Email, SMS dan Alamat perusahaan) • Form yang dapat diisi oleh pengunjung <i>website</i> apabila ingin menghubungi ASDP • Contains company contact details that stakeholders can use to get in touch: (Call ASDP (191), Email, SMS and company Address) • Form that can be filled in by website visitors if they want to contact the Company



PROGRAM PENDIDIKAN DAN PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE, DAN PEJABAT PERUSAHAAN

EDUCATION AND TRAINING PROGRAMS OF THE BOARD OF COMMISSIONERS,
DIRECTORS, COMMITTEES, AND COMPANY OFFICIALS

No	NAMA NAME	JABATAN POSITION	PELATIHAN TRAINING	PENYELENGGARA ORGANIZER	TANGGAL & TEMPAT DATE & PLACE
KOMISARIS COMMISSIONER					
1	Saiful Haq Manan	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Narasumber/Pembicara pada Rapat Kerja PT ASDP Indonesia Ferry (Persero) Tahun 2022 Speaker at the Work Meeting of PT ASDP Indonesia Ferry (Persero) Year 2022	PT ASDP Indonesia Ferry (Persero)	14 Februari, 2022 Jakarta February 14, 2022 Jakarta
2	Hendar Ristriawan	Komisaris Independen Independent Commissioner	Rapat Koordinasi Teknis Pengawasan Intern "Peningkatan Penggunaan Produksi Dalam Negeri (P3DN) di Lingkungan BUMN Internal Audit Technical Coordination Meeting "Increasing the Use of Domestic Production (P3DN) within SOEs	BKPP <i>Indonesia's National Government Internal Auditor</i>	28 Juni 2022 Jakarta June 28, 2022 Jakarta
3	Iwan Hari Sugiarto	Komisaris Independen Independent Commissioner	<i>Training Program Governance Risk Compliance</i> Kementerian BUMN Training Program Governance Risk Compliance Ministry of SOEs	Kementerian BUMN <i>Ministry of SOEs</i>	8 Desember 2022, Jakarta December 8, 2022, Jakarta
4	Susi Meyrista Tarigan	Komisaris Commissioner	<ul style="list-style-type: none"> • <i>Merger, Acquisition & Strategic Alliances</i> • Partisipasi dan dukungan dalam pelaksanaan KTT G 20 Indonesia • Participation and support in the implementation of Indonesia's G20 Summit • <i>Webinar Matador Cegah Penyebaran dan Tangani COVID 19 Bersama</i> • Matador Webinar entitled Prevent the Spread and Handle COVID 19 Together • <i>Webinar Insight #19 - Transformation In Logistics: The Present & The Future</i> • <i>Training Program Governance Risk Compliance</i> Kementerian BUMN • Training Program Governance Risk Compliance for Ministry of SOEs • <i>Executive Briefing</i> Manajemen Risiko • Risk Management Executive Briefing 	PT Pertamina Training & Consulting (PTC) Kementerian BUMN Ministry of SOEs Kementerian BUMN Ministry of SOEs Kementerian BUMN Ministry of SOEs PT ASDP Indonesia Ferry (Persero)	31 Maret 2022, Jakarta March 31, 2022, Jakarta 29 November 2022, Jakarta November 29, 2022, Jakarta 03 Februari 2022, Jakarta February 03, 2022, Jakarta 14 Juli 2022, Jakarta July 14, 2022, Jakarta 8 Desember 2022, Jakarta December 8, 2022, Jakarta 15 Agustus 2022, Jakarta August 15, 2022, Jakarta
5	Edmil Nurjamil	Komisaris Commissioner	<ul style="list-style-type: none"> • Narasumber dalam Kuliah Umum Taruna/STIN • Speaker in the General Lecture of Cadets/ State Intelligence College 	Sekolah Tinggi Intelijen Negara State Intelligence College	24 Februari 2022 Bogor February 24, 2022 Bogor



No	NAMA NAME	JABATAN POSITION	PELATIHAN TRAINING	PENYELENGGARA ORGANIZER	TANGGAL & TEMPAT DATE & PLACE
			<ul style="list-style-type: none"> Narasumber dalam Kegiatan Pembekalan Calon Petugas Binda Th 2022 Speaker in the Regional State Intelligence Agency Candidate Debriefing Activity in 2022 	Pusat Pendidikan dan Pelatihan Badan Intelijen Negara National Intelligence Agency Education and Training Center	16 September 2022 September 16, 2022
6	Umar Aris	Komisaris s/d 21 Juni 2022 Commissioner until June 21, 2022	Narasumber/Pembicara dalam Kuliah Umum "Transformasi Balitbang menjadi Badan Kebijakan Transportasi dalam Mendukung Kebijakan di Sektor Transportasi Laut" Speaker in Public Lecture "Transformation of Research and Development Agency (Balitbang) into Transportation Policy Agency in Supporting Policies in the Sea Transportation Sector"	Politeknik Ilmu Pelayaran Semarang Semarang Merchant Marine Polytechnic (PIP)	10 Maret 2022, Auditorium PIP Semarang March 10, 2022, PIP Auditorium Semarang
7	Budi Setiyadi	Komisaris Commissioner	Narasumber/Pembicara pada Pelatihan Purnabakti <i>Batch 3</i> PT ASDP Indonesia Ferry (Persero) Speaker at PT ASDP Indonesia Ferry (Persero) Batch 3 Retirement Training	PT ASDP Indonesia Ferry (Persero)	29 November 2022, Luminor Hotel Purwokerto, Jawa Tengah November 29, 2022, Luminor Hotel Purwokerto, Central Java

DIREKSI | DIRECTOR

1	Ira Puspawati	Direktur Utama President Director	RTM ISO 9001 45000/GCG Audit Surveillance ISO9001:2015 dan ISO 45001:2018 Tahun 2022 ISO9001:2015 and ISO 45001:2018 Surveillance Audit in 2022 Pembicara <i>Women Leadership</i> Women Leadership Speaker Narasumber/Dosen Tamu "Perencanaan dan Pengelolaan Angkutan Penyeberangan, Sungai dan Danau di Indonesia" Guest Speaker/Lecturer "Planning and Management of Transportation Ferry, Rivers and Lakes in Indonesia"	ASDP ASDP PTPN ITB	18 Maret 2022 March 18, 2022 21 Maret 2022 March 21, 2022 31 Maret 2022 March 31, 2022 31 Maret 2022 March 31, 2022
			Pembicara TOT <i>Fasilitator Onboarding</i> Onboarding Facilitator TOT Speaker	ASDP	27-28 Juni 2022 June 27-28, 2022
			Dosen Penguji Disertasi Mahasiswa S2 Lecturer for Dissertation Examiners of Masters Students	BINUS	7 Juli 2022 July 7, 2022
			<i>Sharing Session Digital</i> (Ibnu) Digital Sharing Session (Ibnu)	ASDP	10 Agustus 2022 August 10, 2022
			Diskusi <i>Steering</i> Komite Steering Committee Discussion	ASDP	11 Agustus 2022 August 11, 2022

No	NAMA NAME	JABATAN POSITION	PELATIHAN TRAINING	PENYELENGGARA ORGANIZER	TANGGAL & TEMPAT DATE & PLACE
			Pembicara <i>Empowering Women</i> Empowering Women Speaker	PT Jasaraharja	19 Agustus 2022 August 19, 2022
			Digitalisasi Digitalization	Kemenpar The Ministry of Tourism	15-16 September 2022 September 15-16, 2022
			Dosen Kuliah Umum Lecturer for a Public Lecturer	Unair	17 September 2022 September 17, 2022
			Pembicara Speaker	Bisnis Indonesia	29 September 2022 September 29, 2022
			<i>Kick of Meeting Assesment Risk Management Maturity</i> Risk Management Maturity Assessment Kick of Meeting	ASDP	3 Oktober 2022 October 3, 2022
			FGD dengan Asesor Deloitte tindak lanjut <i>Kick of Meeting Assesment Risk Management Maturity</i> FGD with Deloitte Assessor follow up Kick of Meeting Risk Management Maturity Assessment	ASDP	7 Oktober 2022 October 7, 2022
			Narsum <i>Detalks</i> Speaker for Detalks	BRINS	11 Oktober 2022 October 11, 2022
			<i>Launching dan Talkshow Bedah Buku Potret Business Judgement Rule Praktik Pertanggungjawaban Pengelolaan BUMN</i> Launching and Talkshow on the Book Entitled Portrait of Business Judgement Rule for SOE Management Accountability Practices	Pertamina	2 November 2022 November 2, 2022
			Forum Diskusi Transportasi Sinergi untuk Negeri Discussion Forum on Transportation Synergy for the Country	Kemenhub Ministry of Transportation	3 November 2022 November 3, 2022
			Pembicara UB (undangan Dirut ASDP sebagai Alumni) UB Speakers (invitation of ASDP President Director as Alumni)	Universitas Brawijaya Brawijaya University	13 November 2022 November 13, 2022
			CEO <i>Top BUMN</i> Top CEO of SOE	Bisnis Indonesia (BUMN Award 2022)	21 November 2022 November 21, 2022
			<i>Sharing Transportasi Korporat (Podcast)</i> Corporate Transportation Sharing (Podcast)	Universitas Pertamina Pertamina University	26 November 2022 November 26, 2022
			Narsum Rakor Persiapan Operasi Lilin 2022, Pengamanan Natal 2022 dan Tahun Baru 2023 Speaker of the Coordination Meeting for the Preparation of Operation Candlelight 2022, Christmas 2022 and New Year 2023 Security	Kakorlantas Indonesian Traffic Corps	8 Desember 2022 December 8, 2022



No	NAMA NAME	JABATAN POSITION	PELATIHAN TRAINING	PENYELENGGARA ORGANIZER	TANGGAL & TEMPAT DATE & PLACE
			Narasumber <i>Women Inspiring Talk</i> Speaker of Women Inspiring Talk	Pegadaian	19 Desember 2022 December 19, 2022
			Program Srikandi Muda BUMN dan Peringatan Hari Ibu di Telkom <i>Landmark</i> SOE Young Srikandi Program and mother's day commemoration at Telkom <i>Landmark</i>	Srikandi BUMN	22 Desember 2022 December 22, 2022
2	Muhammad Yusuf Hadi	Direktur Komersial dan Pelayanan Director of Commerce and Services	Manajemen Transportasi Logistik Transportation Logistics Management <i>Marine Superintendent</i>		1-2 Juli 2022 July 1-2, 2022 20-21 Juli 2022 July 20-21, 2022
3	Djunia Satriawan	Direktur Keuangan, IT dan Manajemen Risiko Director of Finance, IT and Risk Management	<i>Financial Modelling & Business Valuation</i>	Institut Akuntan Manajemen Indonesia Indonesian Institute of Management Accountants	27 Agustus 2022 August 27, 2022
			<i>How Management Accountants Embrace ESG in Attaining Business Sustainability</i>		25-26 November 2022 November 25-26, 2022
4	Kusnadi Chandra Wijaya	Direktur Teknik dan Fasilitas Director of Engineering and Facilities	<i>Training English Course Business Discussion Coaching</i>	OPUS	Tahun 2021 s/d 2022 In 2021 to 2022
5	Harry Muhammad Adhi Caksono	Direktur Perencanaan dan Pengembangan Director of Planning and Development	RTM ISO 9001 45000/GCG	ASDP	18 Maret 2022 March 18, 2022
			Audit <i>Surveillance</i> ISO9001:2015 dan ISO 45001:2018 Tahun 2022 ISO9001:2015 and ISO 45001:2018 <i>Surveillance Audit</i> in 2022	ASDP	21 Maret 2022 March 21, 2022
			<i>Sharing Session Digital</i> (Ibnu) Digital <i>Sharing Session</i> (Ibnu)	ASDP	10 Agustus 2022 August 10, 2022
			Diskusi <i>Steering</i> Komite Steering Committee Discussion	ASDP	11 Agustus 2022 August 11, 2022
			<i>Kick of Meeting Assesment Risk Management Maturity</i> Kick of Meeting Risk Management Maturity Assessment	ASDP	3 Oktober 2022 October 3, 2022
			FGD dengan Asesor Deloitte tindak lanjut <i>Kick of Meeting Assesment Risk Management Maturity</i> FGD with Deloitte Assessor follow up Kick of Meeting Risk Management Maturity Assessment	ASDP	7 Oktober 2022 October 7, 2022

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Analisis dan Pembahasan Manajemen

Management Discussion
and Analysis



TINJAUAN PEREKONOMIAN DAN INDUSTRI

ECONOMY AND INDUSTRY OVERVIEW



Perekonomian Global

Tahun 2022, perekonomian global kembali mengalami pelemahan karena adanya ketegangan geopolitik dunia, yang berdampak pada meningkatnya risiko resesi dan inflasi yang tinggi. Risiko perekonomian global yang kembali meningkat, dipicu oleh perang antara Rusia dan Ukraina yang kembali meningkatkan fragmentasi politik dan ekonomi dunia. Secara umum terdapat 5 (lima) permasalahan yang mengemuka dan saling berkaitan sehingga perlu diwaspadai karena dapat memberikan tekanan terhadap perekonomian nasional. Pertama, pertumbuhan ekonomi dunia menurun sejalan dengan kenaikan fragmentasi politik dan ekonomi dunia tersebut, bahkan dengan risiko resesi di Amerika Serikat (AS) dan Eropa yang makin meningkat. Kedua, inflasi meningkat sangat tinggi di negara-negara maju akibat gangguan pasokan komoditas energi dan pangan. Ketiga, suku bunga acuan kebijakan moneter global meningkat tajam seperti yang terjadi pada *Fed Funds Rate* (FFR). Keempat, mata uang dolar AS menguat tajam seiring dengan kenaikan FFR dan ketidakpastian pasar keuangan global, sehingga memberikan tekanan pada banyak mata uang dunia, termasuk Rupiah.

Global Economy

In 2022, the global economy experienced another weakening due to geopolitical tensions, which resulted in an increased risk of recession and high inflation. The risk of the global economy increasing again was triggered by the war between Russia and Ukraine, which increased the fragmentation of world politics and economy. In general, there are 5 (five) emerging and interrelated problems that need to be paid attention to because they can put pressure on the national economy. Firstly, world economic growth declined in line with the increase in world political and economic fragmentation, even with the risk of recession in the United States (US) and Europe increasing. Secondly, inflation has risen very high in developed countries due to disruptions in the supply of energy and food commodities. Thirdly, global monetary policy benchmark interest rates increased sharply, as was the case with the *Fed Funds Rate* (FFR). Fourthly, the US dollar strengthened sharply in line with the FFR increase and global financial market uncertainty, putting pressure on many world currencies, including the Rupiah. Fifth, the perception of high global investor risk has led investors to

Kelima, adanya persepsi risiko investor global yang tinggi dan membuat investor menarik dananya dari negara berkembang, termasuk Indonesia, ke instrumen investasi yang dipandang likuid dan mendekati *cash*.

Ketegangan geopolitik dunia telah mengganggu mata rantai pasokan global, di samping hal tersebut perang dagang antara AS dengan Tiongkok masih berlanjut. Kondisi ini mengakibatkan pertumbuhan ekonomi global melambat sejalan dengan penurunan penawaran agregat akibat fragmentasi politik dan ekonomi dunia serta gangguan mata rantai pasokan global yang berlanjut tersebut. Pertumbuhan dunia tahun 2022 kembali direvisi dari semula 4,4% (proyeksi awal tahun 2022) menjadi 3,0% dan berlanjut menurun menjadi 2,3% pada 2023.

withdraw their funds from developing countries, including Indonesia, to investment instruments that are seen as liquid and close to cash.

Global geopolitical tensions have disrupted global supply chains, and the trade war between the US and China continues. These conditions have resulted in global economic growth slowing down in line with the decline in aggregate supply due to the fragmentation of world politics and economics as well as the continued disruption of global supply chains. World growth in 2022 was revised down from 4.4% (initial projection in 2022) to 3.0% and continued to decline to 2.3% in 2023.

Kinerja dan Prospek Ekonomi Global Global Economic Performance and Outlook

Pertumbuhan PDB (Dalam satuan%) GDP Growth (in %)	2020	2021	2022*	2023*	2024*
Dunia World	-3,0	6,0	3,0	2,3	2,9
Negara Maju Developed Countries	-4,4	5,2	2,5	0,8	1,5
AS US	-3,4	5,7	2,0	0,7	1,1
Eropa Europe	-6,1	5,2	3,2	0,3	1,4
Jepang Japan	-4,6	1,7	1,5	1,3	1,3
Negara Berkembang Developing Countries	-1,9	6,6	3,4	3,4	3,8
Tiongkok China	2,2	8,1	3,0	4,6	4,8
India* India*	-6,6	8,3	6,8	5,8	6,3
ASEAN-5 ASEAN-5	-3,4	3,4	5,0	4,9	5,6
Amerika Latin Latin America	-7,0	6,9	3,0	1,0	1,3

*Asumsi PDB India disesuaikan menjadi Tahun Kalender (estimasi Bank Indonesia)
Sumber: IMF WEO Oktober 2022 Database, Bank Indonesia
Keterangan: *Proyeksi Bank Indonesia, Angka 2020-2021 berdasarkan realisasi terkini
*India GDP assumptions adjusted to Calendar Year (Bank Indonesia estimates)
Source: IMF WEO October 2022 Database, Bank Indonesia
Notes: *Bank Indonesia projections, 2020-2021 figures based on recent realizations



Inflasi global meningkat tinggi akibat kenaikan tajam harga energi dan pangan dunia. Gangguan rantai pasokan akibat perang Rusia-Ukraina mendorong peningkatan harga energi dan pangan karena kontribusi Rusia sebagai salah satu produsen komoditas energi dan logam dunia. Kondisi tersebut menyebabkan sejumlah komoditas seperti minyak, batu bara, dan nikel mengalami kenaikan harga yang tajam dan memberikan tekanan pada inflasi global. Oleh karena itu, pertumbuhan ekonomi dunia yang makin lambat dan bahkan berisiko mengalami resesi seperti terindikasi di AS dan Eropa, seiring dengan menurunnya permintaan agregat karena pengetatan moneter dan melemahnya daya beli konsumsi masyarakat akibat inflasi yang tinggi.

Secara keseluruhan, berbagai perkembangan yang kurang menguntungkan ini makin memperburuk dampak rambatan ekonomi dan keuangan global dari jalur perdagangan dan jalur keuangan terhadap negara berkembang, termasuk Indonesia. Berbagai perkembangan perekonomian global tersebut telah direspons oleh Pemerintah bersama Bank Indonesia dan Komite Stabilitas Sistem Keuangan (KSSK) dengan sejumlah kebijakan, sehingga dapat mengurangi risiko dan dampak terhadap pertumbuhan ekonomi dalam negeri.

Perekonomian Nasional

Pada tahun 2022, Pemerintah Indonesia melanjutkan program pemulihan ekonomi nasional (PEN) dengan percepatan transformasi sektor riil, sinergi stimulus moneter dengan fiskal, dan transformasi sektor keuangan, serta digitalisasi ekonomi dan keuangan. Laju pertumbuhan ekonomi menunjukkan kembali positif. Sistem pembayaran antarnegara semakin berkembang dan terhubung. Investasi meningkat dengan semakin banyaknya investor yang melanjutkan kegiatan konstruksi. Nilai tukar rupiah semakin menguat sebagai dampak aliran modal asing yang masuk dan keyakinan positif terhadap ekonomi domestik. Inflasi tercatat pada level terkendali dan mendukung tercapainya stabilitas ekonomi. Digitalisasi sistem pembayaran mengalami percepatan sehingga menciptakan integrasi ekonomi dan keuangan yang inklusif.

Di tengah prospek penurunan ekonomi global, perbaikan ekonomi Indonesia terus berlanjut. Pertumbuhan ekonomi terus membaik. Perkembangan positif dan Perbaikan ekonomi sepanjang 2022 ini ditopang oleh kinerja ekspor, permintaan domestik dengan peningkatan pertumbuhan ekonomi di seluruh wilayah Indonesia. Data Pusat Statistik (BPS) menunjukkan pertumbuhan ekonomi Indonesia tetap kuat. Pada triwulan IV 2022, pertumbuhan ekonomi Indonesia tercatat tetap tinggi yakni 5,01% (yoy), di tengah pertumbuhan ekonomi global yang dalam tren melambat.

Global inflation is rising due to the sharp increase in world energy and food prices. Supply chain disruptions due to the Russia-Ukraine war triggered an increase in energy and food prices due to Russia's contribution as one of the world's energy and metal commodity producers. This condition caused a number of commodities such as oil, coal, and nickel to experience sharp price increases and put pressure on global inflation. Hence, world economic growth has been slower and even at risk of recession as indicated in the US and Europe, along with declining aggregate demand due to monetary tightening and weakening purchasing power of people's consumption due to high inflation.

Overall, these unfavorable developments have further exacerbated the impact of global economic and financial spillovers from trade and financial channels on developing countries, including Indonesia. Various developments in the global economy have been responded by the Government, Bank Indonesia and the Financial System Stability Committee (KSSK) with a number of policies, so as to reduce the risks and impacts on domestic economic growth.

National Economy

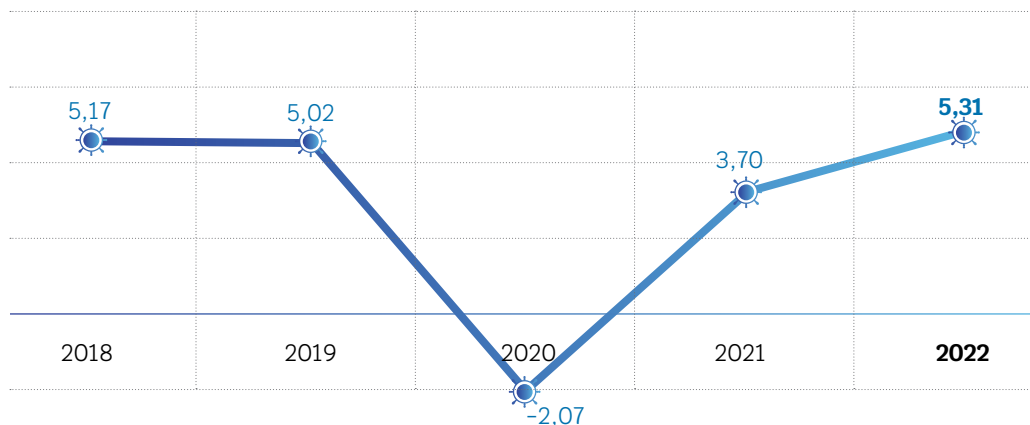
In 2022, the Government of Indonesia continued the national economic recovery (PEN) program by accelerating real sector transformation, monetary stimulus synergy with fiscal, and financial sector transformation, as well as economic and financial digitalization. The pace of economic growth showed a positive return. The payment system between countries is increasingly developed and connected. Investment increased with more investors continuing construction activities. The rupiah exchange rate strengthened further as a result of foreign capital inflows and positive confidence in the domestic economy. Inflation was recorded at a manageable level and supported the achievement of economic stability. Payment system digitization accelerated, creating inclusive economic and financial integration.

Amid the prospect of a global economic downturn, Indonesia's economic recovery continued. Economic growth continues to improve. This positive development and economic improvement throughout 2022 was supported by export performance, domestic demand with increased economic growth in all regions of Indonesia. Statistics Indonesia (BPS) data shows that Indonesia's economic growth remains strong. In the fourth quarter of 2022, Indonesia's economic growth was recorded to remain high at 5.01% (yoy), amid global economic growth which was on a slowing trend. With

Dengan perkembangan tersebut, pertumbuhan Indonesia secara keseluruhan tahun 2022 tercatat 5,31% (yoy), jauh meningkat dari capaian tahun sebelumnya sebesar 3,70% (yoy).

these developments, Indonesia's overall growth in 2022 was recorded at 5.31% (yoy), a far increase from the previous year's achievement of 3.70% (yoy).

Pertumbuhan Ekonomi Indonesia (dalam%)
Indonesia's Economic Growth (in %)



Sumber data: Badan Pusat Statistik (BPS)
Data source: Statistics Indonesia (BPS)

Pertumbuhan ekonomi yang kuat didukung oleh hampir seluruh komponen PDB. Pertumbuhan terjadi pada seluruh lapangan usaha. Lapangan usaha yang mengalami pertumbuhan tertinggi adalah Transportasi dan Pergudangan sebesar 19,87%, diikuti Penyediaan Akomodasi dan Makan Minum sebesar 11,97%, dan Jasa Lainnya sebesar 9,47%. Sementara itu, Industri Pengolahan yang memiliki peran dominan tumbuh 4,89%. Sedangkan Pertanian, Kehutanan, dan Perikanan serta Perdagangan Besar dan Eceran; Reparasi Mobil dan Sepeda Motor masing-masing tumbuh sebesar 2,25% dan 5,52%. Perekonomian Indonesia masih didominasi oleh Lapangan Usaha Industri Pengolahan sebesar 18,34%; diikuti oleh Perdagangan Besar dan Eceran; Reparasi Mobil dan Sepeda Motor sebesar 12,85%; Pertanian, Kehutanan, dan Perikanan sebesar 12,40%; Pertambangan dan Penggalian sebesar 12,22%; serta Konstruksi sebesar 9,77%. Peranan kelima lapangan usaha tersebut dalam perekonomian Indonesia mencapai 65,58%.

Strong economic growth was supported by almost all components of GDP. Growth occurred in all business sectors. The business sector that experienced the highest growth was Transportation and Warehousing at 19.87%, followed by Accommodation and Food Supply at 11.97%, and Other Services at 9.47%. Meanwhile, the Processing Industry, which has a dominant role, grew by 4.89%. Meanwhile, Agriculture, Forestry and Fisheries and Wholesale and Retail Trade; Car and Motorcycle Repair grew by 2.25% and 5.52% respectively. Indonesia's economy is still dominated by the Manufacturing Industry Business Sector at 18.34%; followed by Wholesale and Retail Trade; Car and Motorcycle Repair at 12.85%; Agriculture, Forestry, and Fisheries at 12.40%; Mining and Excavation at 12.22%; and Construction at 9.77%. The role of the five business sectors in the Indonesian economy reached 65.58%.

Pemerintah terus melakukan berbagai kebijakan untuk menjaga pertumbuhan ekonomi sebagaimana yang diharapkan dan mengendalikan inflasi sehingga iklim usaha semakin membaik. Sinergi dan inovasi kebijakan Bank Indonesia dengan Pemerintah dan Komite Stabilitas Sistem Keuangan dapat menjaga ketahanan ekonomi dari risiko global tersebut dan terus mendukung keberlanjutan pemulihan ekonomi nasional tahun 2022. Kebijakan Bank

The government continues to implement various policies to maintain economic growth as expected and control inflation so that the business atmosphere will improve. The synergy and innovation of Bank Indonesia's policies with the Government and the Financial System Stability Committee can maintain economic resilience from these global risks and continue to support the sustainability of the national economic recovery in 2022. Bank Indonesia's policies and



Indonesia dan sinergi yang erat dengan kebijakan ekonomi nasional terus diperkuat guna terus mendukung ketahanan ekonomi serta mempercepat pemulihan dan kebangkitan perekonomian. Pemerintah mengarahkan kebijakan fiskal untuk melindungi masyarakat, mendukung sektor prioritas, dan mendorong pemulihan ekonomi nasional termasuk melalui stimulus fiskal yang cukup besar untuk penanganan dampak COVID-19 dan stabilisasi harga domestik. Bank Indonesia juga memperkuat koordinasi dengan Pemerintah dan KSSK untuk menjaga stabilitas sistem keuangan dan mendorong pembiayaan kepada dunia usaha pada sektor-sektor prioritas untuk mendorong pertumbuhan ekonomi, ekspor, serta inklusi ekonomi dan keuangan. Kondisi ini tercermin dari pencapaian indikator makro ekonomi dan pertumbuhan domestik pada tabel berikut:

close synergy with national economic policies continue to be strengthened to continue in supporting economic resilience as well as accelerating economic recovery and revival. The government directs fiscal policy to protect the public, support priority sectors, and encourage national economic recovery including through substantial fiscal stimulus for handling the impact of COVID-19 and domestic price stabilization. Bank Indonesia also strengthened coordination with the Government and KSSK to maintain financial system stability and encourage financing to businesses in priority sectors to boost economic growth, exports, as well as economic and financial inclusion. This condition is reflected in the achievement of macroeconomic indicators and domestic growth in the following table:

Pencapaian Indikator Makro Ekonomi dan Pertumbuhan Domestik
Achievement of Macroeconomic Indicators and Domestic Growth

Komponen Component	2020	2021	2022			
			I	II	III	IV
Pertumbuhan Ekonomi (%. yoy) Economic Growth (%. yoy)	-2,07	3,69	5,02	5,45	5,72	5,01
Inflasi IHK (%. yoy) Consumer Price Index (CPI) Inflation	1,68	1,87	2,64	4,35	5,95	5,51
Nilai Tukar (rata-rata, Rp per dolar AS) Exchange Rate (average, IDR per US dollar)	14.525	14.296	14.344	14.566	14.935	15.568
IHSG (rata-rata, Indeks) IDX Composite (IHSG) (average, index)	5.240,78	6.222,27	6.809,48	7.058,12	7.030,10	6.957,13
Yield SBN 10 Tahun (rata-rata, %) 10 Years-Government Securities Yield (average, %)	6,98	6,34	6,55	7,14	7,22	7,14
APBN** State Budget**						
Penerimaan Perpajakan (triliun Rupiah) Tax Revenue (IDR trillion)	1.285,1	1.547,8				2.034,5
Keseimbangan Primer (triliun Rupiah) Primary Balance (IDR trillion)	-633,6	-431,6				-78,0
Defisit APBN (% PDB) State Budget Deficit (% GDP)	-5,78	-4,57				-2,38

Sumber: BPS, Bank Indonesia, Kementerian Keuangan, dan BEI
Keterangan: *BPS; ** Keseluruhan tahun 2022
Source: Statistics Indonesia, Bank Indonesia, Ministry of Finance, and IDX
Notes: *Statistics Indonesia; ** the entire year of 2022

Neraca Pembayaran Indonesia (NPI) tetap baik sehingga mendukung ketahanan eksternal perekonomian Indonesia. Transaksi berjalan terus mencatat surplus didukung oleh kuatnya ekspor sejalan tingginya harga komoditas dan baiknya permintaan global terhadap komoditas Indonesia. Secara keseluruhan, transaksi berjalan pada 2022 diperkirakan mencatat surplus 0,4 - 1,2% dari PDB.

Indonesia's balance of payments (BOP) remained favorable, supporting the external resilience of the Indonesian economy. The current account continues to record a surplus supported by strong exports in line with high commodity prices and good global demand for Indonesian commodities. Overall, the current account in 2022 is estimated to record a surplus of 0.4 - 1.2% of GDP.

Dengan langkah-langkah stabilisasi Bank Indonesia, stabilitas nilai tukar Rupiah terjaga di tengah masih tingginya ketidakpastian pasar keuangan global. Nilai tukar Rupiah pada akhir 2022 tercatat Rp15.568 per dolar AS, terdepresiasi 8,45% dibandingkan dengan level akhir 2021. Depresiasi nilai tukar Rupiah tersebut relatif lebih baik dibandingkan dengan depresiasi mata uang sejumlah negara lain di kawasan, seperti Filipina 8,50% dan India 10,15%. Ke depan, Bank Indonesia terus memperkuat kebijakan stabilisasi nilai tukar Rupiah agar sejalan dengan nilai fundamentalnya untuk mendukung upaya pengendalian inflasi dan stabilitas makroekonomi.

Respons kebijakan yang ditempuh Bank Indonesia dan sinergi dengan Pemerintah juga mampu mengendalikan inflasi meskipun terjadi kenaikan harga Bahan Bakar Minyak (BBM) pada September 2022. Kenaikan harga BBM sempat meningkatkan inflasi bulanan cukup tinggi pada bulan September 2022. Namun pada bulan-bulan berikutnya, tekanan inflasi secara perlahan kembali menurun. Dampak rambatan penyesuaian harga BBM kepada inflasi kelompok pangan bergejolak (*volatile food*, VF) dan inflasi inti tercatat rendah. Inflasi Indeks Harga Konsumen (IHK) tahun 2022 tercatat 5,51%, lebih rendah dari prakiraan awal meskipun masih di atas sasaran 3,0±1%.

Suku bunga BI7DRR yang tetap dipertahankan rendah sampai dengan Juli 2022, dinaikkan sejak Agustus 2022 sebagai langkah *front loaded*, *pre-emptive*, dan *forward looking* untuk memastikan terjaganya stabilitas inflasi ke depan. Sampai dengan sekitar pertengahan tahun 2022, inflasi inti masih terus terjaga pada level yang rendah di bawah 3% (yoy), sejalan dengan masih terbatasnya dampak inflasi dari sisi permintaan, ekspektasi inflasi yang terjangkau, stabilitas nilai tukar yang terjaga, serta dukungan kebijakan fiskal dalam menjaga harga BBM bersubsidi. Dengan masih rendahnya tekanan inflasi inti dan perbaikan ekonomi nasional yang masih berada pada tahap awal pemulihan ekonomi nasional, Bank Indonesia tetap mempertahankan suku bunga kebijakan BI7DRR rendah sebesar 3,50%.

Dengan konsistensi, inovasi dan sinergi antara Pemerintah, Bank Indonesia, dan Komite Stabilitas Sistem Keuangan serta seluruh elemen, Bangsa Indonesia optimis mampu melewati ancaman berbagai krisis, baik akibat pandemi COVID-19 maupun gejolak global terkini dan kami yakin akan mampu membawa ekonomi Indonesia untuk makin pulih bahkan bangkit menuju Indonesia Maju.

With Bank Indonesia's stabilization measures, the stability of Rupiah exchange rate is maintained amidst high uncertainty in global financial markets. The Rupiah exchange rate at the end of 2022 was recorded at IDR15,568 per US dollar, depreciated by 8.45% compared to the end-2021 level. The depreciation of the Rupiah exchange rate is relatively better than the depreciation of the currencies of a number of other countries in the region, such as the Philippines 8.50% and India 10.15%. Going forward, Bank Indonesia will continue to strengthen its policy to stabilize the Rupiah exchange rate in line with its fundamental value to support efforts to control inflation and macroeconomic stability.

The policy responses taken by Bank Indonesia and synergy with the Government were also able to control inflation despite the increase in fuel prices in September 2022. The increase in fuel prices had increased monthly inflation quite high in September 2022. However, in the following months, inflationary pressure slowly declined. The spillover effect of the fuel price adjustment to volatile food (VF) and core inflation was low. Consumer Price Index (CPI) inflation in 2022 was recorded at 5.51%, lower than the initial forecast although still above the target of 3.0±1%.

BI7DRR rate, which was kept low until July 2022, was raised since August 2022 as a front loaded, pre-emptive, and forward-looking measure to ensure inflation stability going forward. Until around mid-2022, core inflation is still maintained at a low level of below 3% (yoy), in line with the limited impact of inflation from the demand side, anchored inflation expectations, maintained exchange rate stability, and fiscal policy support in maintaining subsidized fuel prices. With the low core inflationary pressure and the improvement of the national economy which is still in the early stages of national economic recovery, Bank Indonesia continues to keep the BI7DRR policy rate low at 3.50%.

With consistency, innovation and synergy between the Government, Bank Indonesia, and the Financial System Stability Committee and all elements, the Indonesian people are optimistic that they will be able to overcome the threat of various crises, both due to the COVID-19 pandemic and the latest global turmoil and we are sure that we will be able to bring the Indonesian economy to recover and even rise towards Advanced Indonesia.



Industri Pelabuhan dan Penyeberangan

Wilayah Indonesia dengan letak geografis kepulauan memiliki keunikan tersendiri. Kondisi tersebut mengharuskan adanya transportasi yang memadai dan terjangkau baik melalui jalur laut maupun udara sebagai konektivitas antar pulau. Hal ini tentunya menjadi peluang bagi industri transportasi baik laut maupun udara, di mana sebagian besar jalur laut lebih mendominasi untuk kegiatan logistik karena dapat menampung lebih banyak muatan. Kondisi ini menjadikan pelabuhan berperan penting baik dalam kegiatan ekonomi khususnya proses distribusi barang (logistik), maupun perpindahan orang dari tempat asal ke tujuan akhirnya, sehingga dapat menghubungkan daerah terdepan, terluar dan tertinggal yang tersebar di seluruh Indonesia. Hal ini diperkuat oleh Data BPS yang menunjukkan jumlah penumpang pelayaran dalam negeri di pelabuhan utama mengalami peningkatan sebesar 130,13% di tahun 2022 pada total penumpang keberangkatan dan kedatangan.

Port and Ferry Industry

The geographical location of Indonesia's archipelago is unique. This condition requires adequate and affordable transportation both by sea and air as connectivity between islands. This is certainly an opportunity for the transportation industry both sea and air, where most sea routes are more dominant for logistics activities because they can accommodate more cargo. This condition makes ports play an important role both in economic activities, particularly the logistical process of distributing commodities (logistics), and for the movement of people from their point of origin to their final destination, as to connect the foremost, outermost and underdeveloped regions spread throughout Indonesia. This is reinforced by BPS data which shows the number of domestic shipping passengers at the major port has increased by 130.13% in 2022 in total departure and arrival passengers.

Total Penumpang Pelayaran dalam Negeri di Pelabuhan Utama (Orang)
Total Domestic Shipping Passengers at Major Ports (Person)

Pelabuhan Utama Major Port	2021			2022			Pertumbuhan		
	Keberangkatan Departure	Kedatangan Arrival	Total Total	Keberangkatan Departure	Kedatangan Arrival	Total Total	Keberangkatan Departure	Kedatangan Arrival	Total Total
Belawan	37.295	36.577	73.872	92.775	86.029	178.804	148,76%	135,20%	142,05%
Tanjung Priok	64.704	65.001	129.705	184.558	180.044	364.602	185,23%	176,99%	181,10%
Tanjung Perak	249.784	270.908	520.692	605.222	585.882	1.191.104	142,30%	116,27%	128,75%
Balikpapan	108.702	127.307	236.009	262.476	299.095	561.571	141,46%	134,94%	137,94%
Makassar	170.280	172.180	342.460	361.272	340.590	701.862	112,16%	97,81%	104,95%
Total	630.765	671.973	1.302.738	1.506.303	1.491.640	2.997.943	138,81%	121,98%	130,13%

Sumber: BPS
Source: Statistics Indonesia

Perusahaan sebagai penyedia jasa penyeberangan memiliki banyak segmen di antaranya penyeberangan komersial maupun perintis, pelabuhan, dan aneka jasa usaha. Segmen penyeberangan mencakup penyeberangan orang dan barang. Di mana mobilitas masyarakat atau kendaraan akan selalu ada. Perusahaan sebagai salah satu perusahaan yang memberikan layanan jasa penyeberangan dan pengelolaan pelabuhan terus melakukan inovasi di tengah pandemi COVID-19 dalam rangka meningkatkan pelayanan kepada pengguna jasa secara berkelanjutan.

As a ferry operator, company provides multiple segments of services, among others commercial and pioneer ferry transportation, ports, and miscellaneous services. Ferriage segment includes people and freight transportation. Where there will always be community or vehicle mobility. Company as one of the companies that provides ferry services and port management continues to innovate in the midst of the COVID-19 pandemic in order to improve services to service users on an ongoing basis.

Sejak 2020 perusahaan telah menyediakan aplikasi digital Ferizy sebagai langkah konkrit perusahaan untuk meningkatkan layanan kepada Pelanggan di tengah pembatasan sosial dan adaptasi kebiasaan baru (*new normal*). Di mana aplikasi tersebut merupakan digitalisasi layanan berupa *online ticketing* yang diimplementasikan pada 4 (empat) pelabuhan utama yakni Merak, Bakauheni, Ketapang dan Gilimanuk. Dalam periode 3 tahun terakhir, pengguna Ferizy menunjukkan peningkatan signifikan. Modernisasi dalam pelayanan di industri penyeberangan yang dilakukan oleh perusahaan memberikan manfaat bagi Pelanggan di satu sisi sebagai komitmen perusahaan dalam mewujudkan industri penyeberangan yang berkelas, dengan penguatan pada sisi kualitas layanan dan keselamatan penumpang.

Hingga akhir tahun 2022 kinerja ASDP mencatat pertumbuhan yang positif. Di mana terjadi pergeseran perubahan perilaku dari pejalan kaki ke kendaraan pribadi (penumpang). Hal ini yang berdampak positif pada segmen penyeberangan baik komersial maupun perintis, serta kendaraan roda 4 di mana mengalami peningkatan dibandingkan dengan capaian tahun 2021. Selain penumpang, penyeberangan barang turut menjadi kontributor laba tahun 2022 karena tidak adanya regulasi terkait pembatasan pergerakan untuk kendaraan logistik.

Since 2020 company has provided the Ferizy digital application as a concrete step for the Company to improve services to customers during social restrictions and adaptation of new normal. The application is a service digitization in the form of online ticketing which is implemented at 4 (four) main ports, namely Merak, Bakauheni, Ketapang and Gilimanuk. In the last 3 years, Ferizy users have shown a significant increase. Modernizing services in the ferry industry carried out by company provides benefits to customers on the one hand as company's commitment to realizing a classy ferry industry, by strengthening the quality of service and passenger safety.

Until the end of 2022, ASDP's performance recorded positive growth. There was a shift in type of customers, from foot passengers to passengers with vehicle. It positively impacted both commercial and pioneer ferries as well as 4-wheeled vehicles where it has increased compared to the achievements in 2021. Apart from passengers, freight transportations are also a contributor to profits in 2022 due to the absence of regulations related to movement restrictions for logistics vehicles.

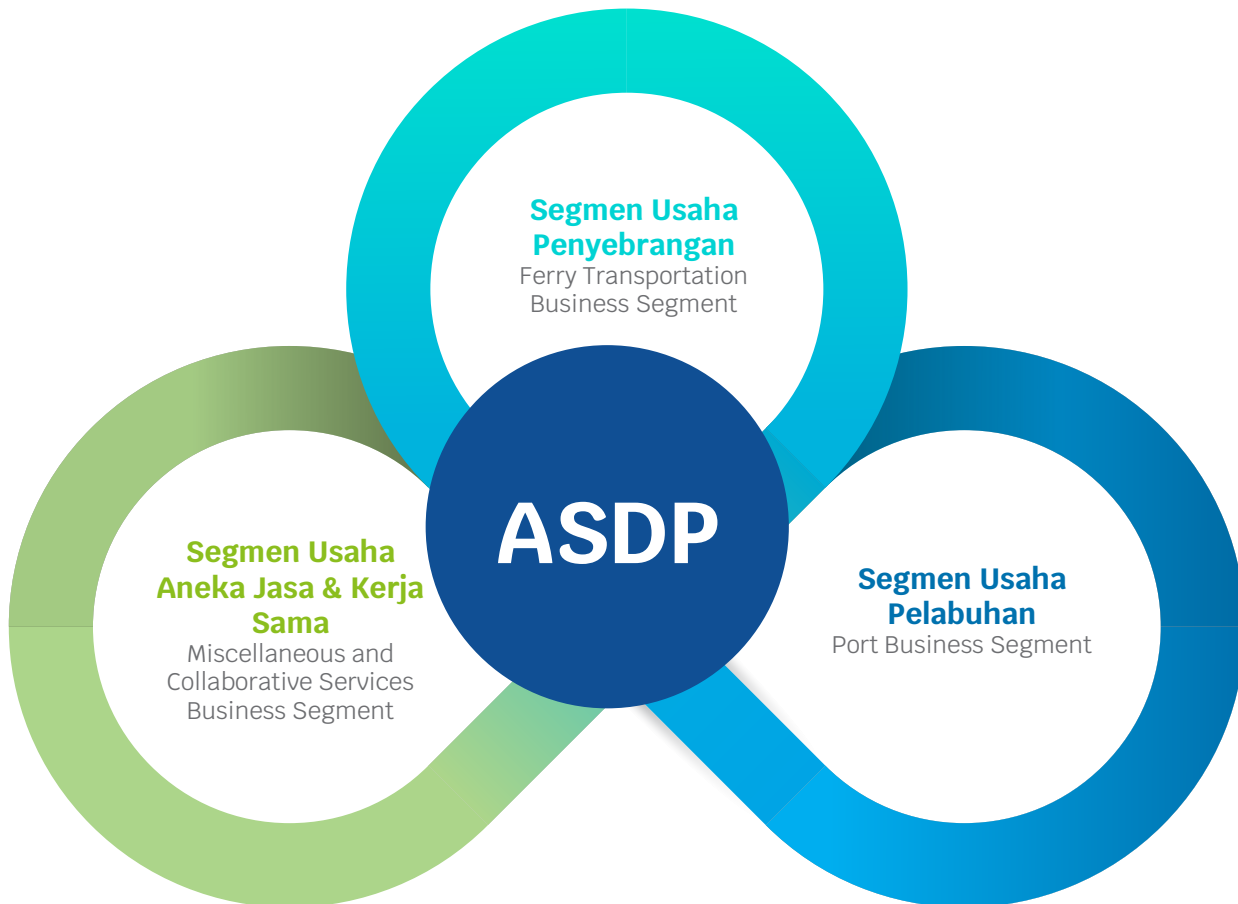


TINJAUAN OPERASI SEGMENT USAHA

BUSINESS SEGMENT OPERATIONS OVERVIEW

Perusahaan menjalankan kegiatan operasional mencakup tiga segmen usaha yang diuraikan sebagai berikut:

Company conducts operational activities covering three business segments which are described as follows:



Segmen Usaha Penyeberangan

Sampai dengan akhir tahun 2022, jumlah armada kapal yang dimiliki oleh perusahaan sebanyak 225 unit kapal. Dari jumlah 225 kapal yang dimiliki, perusahaan mengoperasikan armada kapal yang dimiliki sebanyak 225 kapal direncanakan untuk beroperasi yang terdiri dari 72 unit kapal komersil, 83 unit kapal perintis, 1 unit kapal ternak, 9 unit bus air, 4 unit kapal KSO diantaranya KMP. BRR, KMP. Aceh Hebat 1, KMP. Aceh Hebat 2 dan KMP. Aceh Hebat 3, 53 unit kapal KSU JN, 1 kapal stop operasi, dan 2 unit kapal scrap. Perusahaan memberikan pelayanan jasa penyeberangan selama tahun 2022 baik jasa penyeberangan penumpang maupun muatan barang tertentu. Jasa penyeberangan perusahaan meliputi penyeberangan komersial dan perintis. Kapal-kapal perusahaan Group dan Jembatan Nusantara (JN) melayani pelanggan di 311 lintasan, terdiri dari 89 lintasan komersil, 217 lintasan perintis dan 5 tol laut.

Ferry Transportation Business Segment

Until the end of 2022, the number of vessels owned by the company is 225 vessels. Of the 225 vessels owned, company operates a fleet of 225 vessels planned for operation consisting of 72 units of commercial ships, 83 units of pioneer ships, 1 unit for livestock transportation, 9 units of water buses, 4 units for KSO (Joint Operations) including KMP. BRR, KMP. Aceh Hebat 1, KMP. Aceh Hebat 2 and KMP. Aceh Hebat 3, 53 units of KSU JN ships, 1 unit of decommissioned ship, and 2 units of scrapped ships. Throughout 2022, company provided ferry transportation for both passengers and freight. Company ferry transportation service consists of commercial and pioneer ferry transportation services. Company Group and Jembatan Nusantara (JN) vessels serve customers on 311 routes, consisting of 89 commercial routes, 217 pioneer routes and 5 sea tolls.

Kinerja segmen usaha penyeberangan perusahaan tercermin dari perkembangan jumlah trip, penumpang, kendaraan, dan barang dalam layanan penyeberangan.

Pada tahun 2022 jumlah trip penyeberangan sebanyak 318.797 trip, naik 54% dibandingkan tahun sebelumnya sebanyak 207.418 trip. Kenaikan disebabkan oleh penghapusan PPKM yang dilakukan oleh pemerintah sehingga kapasitas yang semula di kurangi sekarang menjadi seperti semula.

Selama tahun 2022 jumlah penumpang mengalami peningkatan sebesar 66,40% menjadi 7.622.313 orang. Kendaraan yang diangkut dalam layanan penyeberangan perusahaan baik penyeberangan komersial dan perintis terdiri dari kendaraan roda dua, tiga, empat, atau lebih. Kendaraan yang diangkut tahun 2022 sebanyak 8.480.221 unit, meningkat 56,51% dibandingkan tahun sebelumnya. Namun terjadi penurunan jumlah barang yang diangkut oleh perusahaan sebesar 6,64% menjadi 2.308.536 unit pada tahun 2022.

Company ferry transportation business segment performance was reflected from growth of number of trips, passengers, vehicles, and freight in ferry transportation services.

In 2022 there are 318,797 trips, an increase of 54% compared to the previous year of 207,418 trips. The increase resulted from the government's removal of The Community Activities Restrictions Enforcement (PPKM), which restored the capacity to its prior level after it had been initially reduced.

During 2022 the number of passengers increased by 66.40% to 7,622,313 people. Vehicles transported in company ferry transportation services both commercial and pioneer consist of two- wheeled vehicles, three-wheeled vehicles, four- wheeled vehicles, or more than four-wheeled vehicles. Vehicles transported in 2022 amounted to 8,480,221 units, an increase of 56.51% compared to the previous year. However, there was a decrease in the number of goods (freights) transported by company by 6.64% to 2,308,536 units in 2022.

Tabel Kinerja Segmen Penyeberangan Tahun 2021-2022
Table of Ferry Transportation Segment Performance in 2021-2022

Uraian Description	2021	2022	Pertumbuhan Pertumbuhan	
			Nominal Nominal	Persentase Persentase
Trip (trip) Trip (trip)	207.418	318.797	111.379	53,70 %
Penumpang (orang) Passengers (person)	4.580.639	7.622.313	3.041.674	66,40%
Kendaraan (unit) Vehicle (unit)				
Roda – 2 2 - Wheeler	2.452.638	4.079.129	1.626.491	66,32%
Roda – 4 4 - Wheeler	2.965.857	4.401.092	1.435.235	48,39%
Jumlah Kendaraan Number of Vehicle	5.418.495	8.480.221	3.061.726	56,51%
Barang (ton) Freight (ton)	2.472.776	2.308.536	(164.240)	-6,64%

Segmen Usaha Pelabuhan

Kinerja segmen pelabuhan tercermin dari jasa sandar, pas penumpang, pas kendaraan, pas jasa parkir, dan pemeliharaan dermaga. Pada tahun 2022 Jasa sandar mengalami peningkatan sebesar 3,28% menjadi 949.820.444 GRT-Call, Pas Pelabuhan penumpang meningkat sebesar 37,37% menjadi 4.541.042 orang, Pas Pelabuhan Kendaraan meningkat sebesar 21,12% menjadi 12.343.696 unit, dan Pemeliharaan Dermaga meningkat sebesar 21,15% mencapai

Port Business Segment

Port segment performance is reflected in berthing services, passenger passes, vehicle passes, parking service passes, and dock maintenance. In 2022, berthing services increased by 3.28% to 949,820,444 GRT-Call, passenger port pass increased by 37.37% to 4,541,042 people, vehicle port pass increased by 21.12% to 12,343,696 units, and dock maintenance increased by 21.15% to 12,342,656 units. Parking Service Port Pass is the only one that experienced a decline reaching 2.35% to 247,154



12.342.656 unit. Hanya Pas Pelabuhan Jasa Parkir yang mengalami penurunan sebesar 2,35% menjadi 247,154 unit hal ini dikarenakan terdapat pelabuhan/dermaga yang rendah utilitasnya, adanya pelabuhan dalam keadaan rusak maupun masih melakukan rehabilitasi karena mengalami kerusakan akibat cuaca dan tubrukan dari kapal, serta dampak Cuaca perairan pada pelabuhan.

units. This is because some ports and docks are underutilized, while others are still disrepair or being repaired after weather damage, ship collisions, and the effects of sea weather.

Tabel Kinerja Segmen Pelabuhan Tahun 2021-2022
Table of Port Segment Performance in 2021-2022

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Jasa Sandar (GRT-Call) Docking service (GRT- Call)	919.651.764	949.820.444	30.168.680	3,28%
Pas Pelabuhan Penumpang (orang) Passenger pass (person)	3.305.646	4.541.042	1.235.396	37,37%
Pas Pelabuhan Kendaraan (unit) Vehicle pass (unit)	10.190.963	12.343.696	2.152.733	21,12%
Pas Pelabuhan Jasa Parkir (unit) Parking service pass (unit)	253.100	247.154	(5.946)	-2,35%
Pemeliharaan Dermaga (unit) Dock maintenance (unit)	10.188.308	12.342.656	2.154.348	21,15%

Segmen Usaha Aneka Jasa dan Kerja Sama (UAJK)

Perusahaan melakukan penjualan Bahan Bakar Minyak (BBM) di SPPB Khusus Cabang Merak dan Ketapang. Pada tahun 2022 penjualan BBM mencapai 101.680 kilo liter mengalami peningkatan sebesar 0,33% dibandingkan tahun 2021 sebesar 101.347 kilo liter.

Miscellaneous and Collaborative Services Business Segment (UAJK)

Company distributes fuel oil (BBM) at the Special Bunker Refueling Station (SPBB) of Merak and Ketapang Branches. In 2022, fuel sales reached 101,680 kilo liters, an increase of 0.33% compared to 2021 of 101,347 kilo liters.

Tabel Kinerja Segmen Aneka Jasa dan Kerja Sama (UAJK) Tahun 2021-2022
Table of Miscellaneous and Collaborative Services Performance Segment (UAJK) 2021-2022

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
BBM (kilo liter) Fuel Oil (kilo liters)	101.347	101.680	333	0,33%

Selain penjualan bahan bakar, perusahaan juga melakukan kegiatan lainnya untuk mendukung bisnis utama melalui optimasi aset yang dimiliki diantaranya memberikan jasa sewa ruangan, tanah dan papan reklame, jasa penginapan/perhotelan, dan lain-lain sehingga menambah pendapatan perusahaan.

In addition to fuel sales, company also conducts other activities to support the main business through optimization of assets owned including providing rental services for rooms, land and billboards, lodging/hospitality services, and others to increase company's income.

Pendapatan dan Profitabilitas Per Segmen

Perusahaan memperoleh pendapatan sebesar Rp4,32 triliun pada tahun 2022 di mana kontribusi terbesar terhadap pendapatan perusahaan berasal dari segmen usaha penyeberangan dan lintas perintis sebesar 65,85%. Kemudian segmen usaha pelabuhan sebesar 22,02%, dan segmen usaha aneka jasa dan kerja sama sebesar 12,13%.

Revenue and Profitability by Segment

Company obtained revenue of IDR4.32 trillion in 2022 where the largest contribution to the company's Revenue comes from Ferry Transportation and Pioneer Line Business Segment at 65.85%. Then the port business segment by 22.02%, and Miscellaneous and Collaborative Services business segment by 12.13%.

Tabel Komposisi Pendapatan Usaha Pelabuhan Tahun 2021-2022 (jutaan Rupiah)
Table of Port Business Revenue Composition for 2021-2022 (million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Usaha Penyeberangan Komersial dan Lintas Perintis Ferry Commercial Ferry Transportation Business and Pioneer Line	2.219.350	2.846.095	626.745	28,24%
Usaha Pelabuhan Port	783.866	951.615	167.749	21,40%
Usaha Aneka Jasa dan Kerja Sama Miscellaneous and Collaborative Services	483.989	524.452	40.463	8,36%
Jumlah Pendapatan Usaha Total Revenues	3.487.204	4.322.161	834.957	23,94%

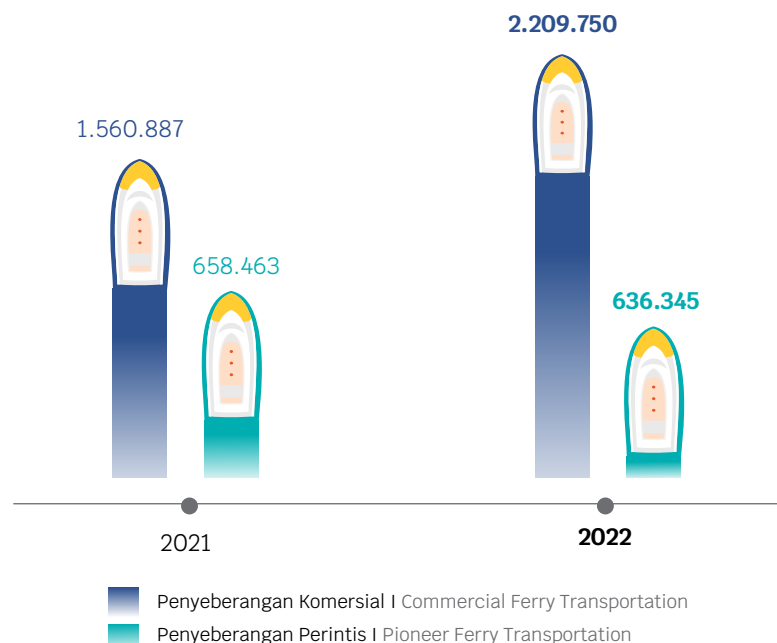
Pendapatan dan Profitabilitas Segmen Usaha Penyeberangan dan Lintas Perintis

Segmen Usaha Penyeberangan dan Lintas Perintis berkontribusi besar terhadap pendapatan usaha perusahaan. Pada tahun 2022 pendapatan segmen Usaha Penyeberangan dan Lintas Perintis sebesar Rp2,85 triliun dengan komposisi 77,64% dari segmen penyeberangan komersial dan 22,36% dari segmen penyeberangan perintis.

Revenue and Profitability of the Ferry Transportation and Pioneer Line Business Segment

Ferry Transportation and Pioneer Line Business segment contributes significantly to company's operating revenue. In 2022, the revenue of the Ferry Transportation and Pioneer Line Business segment amounted to IDR2.85 trillion with a composition of 77.64% from the commercial segment and 22.36% from the pioneer segment.

Grafik Pendapatan Segmen Usaha Penyeberangan Komersial dan Lintas Perintis Tahun 2021-2022 (jutaan Rupiah)
Graphics on the Revenue of Commercial Ferry Transportation and Pioneer Line Business Segment in 2021-2022 (million IDR)





Sementara itu, profitabilitas segmen usaha Penyeberangan Komersil dan Perintis berdasarkan laba bruto menunjukkan peningkatan sebesar 52,95% menjadi Rp860,15 miliar di tahun 2022. Secara rasio, *Gross Profit Margin* (GPM) segmen usaha Penyeberangan Komersil dan Perintis tahun 2022 sebesar 30,22%, naik 4,88% dari GPM tahun 2021 sebesar 25,34%.

Meanwhile, the profitability of the Commercial and Pioneer ferry transportation business segments based on gross profit showed an increase of 52.95% to IDR860.15 billion in 2022. On a ratio basis, the *Gross Profit Margin* (GPM) of the Commercial and Pioneer ferry transportation business segment in 2022 amounted to 30.22%, an increase of 4.88% from the GPM in 2021 of 25.34%.

Tabel Pendapatan dan Profitabilitas Segmen Usaha Penyeberangan Komersil dan Perintis 2021-2022 (Jutaan Rupiah)

Table of Revenue and Profitability of Commercial and Pioneer Ferry Transportation Business Segment in 2021-2022 (Million IDR)

Uraian Uraian	2021	2022	Pertumbuhan Pertumbuhan	
			Nominal Nominal	Persentase Persentase
Pendapatan Usaha Penyeberangan Ferry Transportation Revenue	2.219.350	2.846.095	626.745	28,24%
Beban Pokok Usaha Penyeberangan Cost of Revenue in Ferry Transportation Business	(1.656.965)	(1.985.941)	(328.976)	19,85%
Laba Bruto Usaha Penyeberangan Gross profit of ferry transportation business	562.385	860.154	297.769	52,95%

Pendapatan dan Profitabilitas Segmen Usaha Pelabuhan

Pendapatan segmen usaha pelabuhan tahun 2022 sebesar Rp951,61 miliar meningkat 21,40% dibandingkan 2021 sebesar Rp783,87 miliar. Peningkatan ini dipengaruhi oleh meningkatnya jumlah pendapatan segmen usaha pelabuhan yang berasal dari jasa sandar dan pemeliharaan dermaga.

Revenue and Profitability of Port Business Segment

Port business segment revenue in 2022 amounted to IDR951.61 billion, an increase of 21.40% compared to 2021 of IDR783.87 billion. This increase was influenced by an increase in the amount of port business segment revenue from docking services and dock maintenance.

Tabel Pendapatan dan Profitabilitas Segmen Usaha Pelabuhan 2021-2022 (Jutaan Rupiah)

Table of Revenue and Profitability of Port Business Segment 2021-2022 (Million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Pendapatan Usaha Pelabuhan Revenue of Port Business	783.866	951.615	167.749	21,40%
Beban Pokok Usaha Pelabuhan Port Business Cost of Revenue	(391.918)	(332.173)	59.745	-15,24%
Laba Bruto Segmen Usaha Pelabuhan Gross profit of Port Business	391.948	619.441	227.493	58,04%

Sementara itu, profitabilitas segmen usaha Pelabuhan berdasarkan laba bruto menunjukkan peningkatan sebesar 58,04% menjadi Rp619,44 miliar di tahun 2022. Secara rasio, *Gross Profit Margin* (GPM) segmen usaha Pelabuhan tahun 2022 sebesar 65,09%, naik 15,09% dari GPM tahun 2021 sebesar 50,00%.

Meanwhile, the profitability of the Port business segment based on gross profit showed an increase of 58.04% to IDR619.44 billion in 2022. On a ratio basis, the *Gross Profit Margin* (GPM) of the Port business segment in 2022 amounted to 65.09%, an increase of 15.09% from the GPM in 2021 of 50.00%.

Pendapatan dan Profitabilitas Segmen Usaha Aneka Jasa

Pendapatan segmen Usaha Aneka Jasa dan Kerjasama diperoleh dari pendapatan perusahaan tanah, pendapatan sewa ruangan dan papan reklame (iklan di atas kapal), pendapatan jasa listrik dan air, pendapatan bahan bakar, dan pendapatan lainnya. Kontribusi terbesar pendapatan segmen usaha aneka jasa dan kerjasama dari penjualan Bahan Bakar Minyak SPBB Khusus di Cabang Merak dan Ketapang. Pendapatan segmen usaha Aneka Jasa tahun 2022 sebesar Rp524,45 miliar meningkat 8,36% dibandingkan 2021 sebesar Rp483,99 miliar.

Revenue and Profitability of Miscellaneous Services Business Segment

The revenue of Miscellaneous and Collaborative Services Business segment is obtained from land concession revenue, room rental and billboard revenue (advertisement on board), electricity and water service revenue, fuel revenue, and other revenue. The largest contribution to the revenue of the miscellaneous and collaborative services business segment is from the sale of Special Bunker Refueling Station (SPBB) of Merak and Ketapang Branches. Revenue from the Miscellaneous Services business segment in 2022 amounted to IDR524.45 billion, an increase of 8.36% compared to 2021 of IDR483.99 billion.

Tabel Pendapatan dan Profitabilitas Segmen Usaha Aneka Jasa dan kerja sama 2021-2022 (Jutaan Rupiah)
Table of Revenue and Profitability of Miscellaneous and Collaborative Services Business Segment 2021-2022
(in Millions IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Pendapatan Usaha Aneka Jasa dan Kerja sama Miscellaneous and Collaborative Services Business Revenue	483.989	524.452	40.463	8,36%
Beban Pokok Usaha Aneka Jasa dan Kerja sama Miscellaneous and Collaborative Services Cost of Revenue	(463.691)	(572.833)	(109.142)	23,54%
Laba Usaha Segmen Aneka Jasa dan Kerja sama Gross Profit of Miscellaneous and Collaborative Services	20.298	(48.381)	(68.679)	-338,35%

Sementara itu, profitabilitas segmen usaha Aneka Jasa dan Kerja sama berdasarkan laba bruto menunjukkan penurunan menjadi rugi bruto sebesar Rp48,38 miliar di tahun 2022. Secara rasio, *Gross Loss Margin* (GLM) segmen usaha Aneka Jasa dan Kerja sama tahun 2022 sebesar 9,23%, turun dari *Gross Profit Margin* (GPM) tahun 2021 sebesar 4,19%.

Meanwhile, the profitability of the Miscellaneous and Collaborative Services business segment based on gross profit showed a decline to a gross loss of IDR48.38 billion in 2022. On a ratio basis, the *Gross Loss Margin* (GLM) of the Miscellaneous and Collaborative Services business segment in 2022 amounted to 9.23%, a decrease from the *Gross Profit Margin* (GPM) in 2021 of 4.19%.



TINJAUAN KINERJA KEUANGAN

FINANCIAL PERFORMANCE REVIEW

Laba Komprehensif perusahaan tahun 2022 mencapai sebesar Rp561,55 miliar, meningkat sangat signifikan sebesar Rp259,93 miliar atau 86,18% dibandingkan tahun 2021 sebesar Rp301,62 miliar. Hal tersebut terutama disebabkan oleh meningkatnya pendapatan pokok yang dilandasi oleh adanya penambahan kapal, kerja sama usaha serta adanya penyesuaian tarif jasa penyeberangan dan pelabuhan di lingkungan PT ASDP Indonesia Ferry (Persero), selain itu adanya pengendalian biaya yang tercermin dari nilai BOPO perusahaan sebesar 86,06%.

Consolidated Profit or Loss and Other Comprehensive Income company's Comprehensive Income in 2022 amounted to IDR561.55 billion, a very significant increase of IDR259.93 billion or 86.18% compared to 2021 of IDR 301.62 billion. This was mainly due to the increase in Operating Revenue which is based on the addition of ships, business cooperation and the adjustment of ferry and port service tariffs within PT ASDP Indonesia Ferry (Persero), additionally, there is cost control as reflected in the company's BOPO value of 86.06%.

Tabel Laba Rugi Komprehensif Tahun 2021-2022 (Jutaan Rupiah)
Table of Comprehensive Profit or Loss in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal	Persentase Percentage
Pendapatan Usaha Revenues	3.487.204	4.322.161	834.957	23,94%
Beban Pokok Pendapatan Cost of Revenues	(2.512.574)	(2.890.947)	(378.373)	15,06%
Laba Bruto Gross Profit	974.630	1.431.214	456.584	46,85%
BEBAN USAHA Operating Expenses				
Beban Administrasi dan Umum General and Administrative Expense	(653.175)	(840.689)	(187.514)	28,71%
Pendapatan Lain- lainnya Other Incomes	84.905	182.389	97.484	114,82%
Beban lainnya Other Expenses	(24.166)	(32.356)	(8.190)	33,89%
Beban Pajak Final Final Tax Expenses	(25.444)	(33.559)	(8.116)	31,90%
LABA USAHA Income From Operation	356.751	706.999	350.248	98,18%
Pendapatan Keuangan Financial Income	51.091	41.389	(9.702)	-18,99%
Beban Keuangan Financial Charge	(48.461)	(132.202)	(83.741)	172,80%
Laba Sebelum Pajak Income Before Tax	359.381	616.186	256.805	71,46%
Beban Pajak Tax Expenses	(33.080)	(31.012)	2.068	-6,25%
Laba Tahun Berjalan Income for the Year	326.301	585.174	258.873	79,34%
Penghasilan Komprehensif Lain Other Comprehensive Income	(24.680)	(23.623)	1.057	-4,28%

Tabel Laba Rugi Komprehensif Tahun 2021-2022 (Jutaan Rupiah)
Table of Comprehensive Profit or Loss in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal	Persentase Percentage
Laba Komprehensif Comprehensive Income	301.621	561.552	259.931	86,18%
Laba (Rugi) Per Lembar Saham Profit (Loss) per Share	26.995	50.259	23.264	86,18%
Jumlah saham (lembar) Total shares (share)	11.173.195	11.173.195	-	0,00%

Pendapatan Usaha

Pendapatan Usaha tahun 2022 sebesar Rp4,32 triliun meningkat 23,94% dibandingkan tahun 2021 sebesar Rp3,49 triliun. Hal tersebut terutama dipengaruhi oleh meningkatnya pendapatan usaha perusahaan dari masing-masing segmen dengan kontribusi Usaha Penyeberangan dan Lintas Perintis meningkat sebesar Rp626,75 miliar atau 28,24%, Usaha Pelabuhan meningkat sebesar Rp167,75 miliar atau 21,40%, dan Usaha Aneka Jasa dan Kerjasama meningkat sebesar Rp40,46 miliar atau 8,36% dibandingkan tahun 2021.

Revenues

Revenues in 2022 amounted to IDR4,32 trillion, an increase of 23.94% compared to 2021 of IDR3.49 trillion. This was mainly influenced by the increase in the company's Revenues from each segment with the contribution of the Ferry Transportation and Pioneer Line Business increasing by IDR626.75 billion or 28.24%, the Port Business increasing by IDR167.75 billion or 21.40%, and the Miscellaneous and Collaborative Services Business increasing by IDR40.46 billion or 8.36% compared to 2021.

Tabel Pendapatan Usaha Tahun 2021-2022 (jutaan Rupiah)
Table of Operating Revenue in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Penyeberangan dan Lintas Perintis Ferry Transportation and Pioneer Line	2.219.350	2.846.095	626.745	28,24%
Pelabuhan Port	783.886	951.614	167.728	21,40%
Aneka Jasa dan Kerjasama Various Services Business	483.989	524.452	40.463	8,36%
Jumlah Pendapatan Usaha Total Operating Revenue	3.487.204	4.322.161	834.957	23,94%

Beban Pokok Pendapatan

Beban Pokok tahun 2022 sebesar Rp2,89 miliar meningkat 15,06% dibandingkan tahun 2021 sebesar Rp2,51 miliar. Hal tersebut terutama dipengaruhi oleh bertambahnya beban pokok usaha penyeberangan dan lintas perintis sebesar 19,85%, dan kenaikan beban pokok usaha aneka jasa dan kerjasama sebesar 23,54%.

Cost of Revenues

Cost of Revenues in 2022 amounted to IDR2.89 billion, an increase of 15.06% compared to 2021 of IDR2.51 billion. This was mainly influenced by an increase in the cost of business of ferry transportation and pioneer line by 19.85%, and an increase in the cost of revenue of Various Services Business by 23.54%.



Tabel Beban Pokok Tahun 2021-2022 (jutaan Rupiah)
Tabel of Cost of Revenue in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Beban Pokok Usaha Penyeberangan dan Lintas Perintis Ferry Transportation and Pioneer Line Cost of Revenues	(1.656.965)	(1.985.941)	(328.976)	19,85%
Beban Pokok Usaha Pelabuhan Port Cost of Revenues	(391.918)	(332.173)	59.745	(15,24%)
Beban Pokok Usaha Aneka Jasa dan Kerja sama Various Services Business Cost of Revenues	(463.691)	(572.833)	(109.142)	23,54%
Jumlah Beban Pokok Pendapatan Total Cost of Revenues	(2.512.574)	(2.890.947)	(378.373)	15,06%

Laba Bruto

Laba bruto tahun 2022 sebesar Rp1,43 triliun, meningkat 46,85% dibandingkan tahun 2021 sebesar Rp974,63 miliar. Hal tersebut terutama dipengaruhi oleh jumlah peningkatan pendapatan usaha masih lebih besar dibandingkan dengan peningkatan jumlah beban pokok pendapatan di tahun 2022.

Beban Administrasi dan Umum

Beban Administrasi dan Umum tahun 2022 sebesar Rp840,69 miliar, meningkat 28,71% dibandingkan tahun 2021 sebesar Rp653,17 miliar. Peningkatan tersebut terutama dipengaruhi oleh bertambahnya beban jasa profesional serta lain-lain.

Pendapatan dan Beban Lainnya

Pendapatan lain-lain perusahaan meliputi surplus nilai wajar properti investasi, pendapatan non usaha lainnya, denda/klaim/penalti, laba penjualan aset, selisih *stock opname* bersih, serta laba selisih kurs. Sementara beban lain-lain di antaranya terdiri dari denda/klaim/penalti, beban di luar usaha lainnya, jasa administrasi bank, dan denda pajak.

Pada tahun 2022 perusahaan memperoleh pendapatan lain-lain bersih sebesar Rp182,39 miliar, naik 114,82% dibandingkan tahun 2021 sebesar Rp84,91 miliar. Sementara itu, beban lain-lain bersih sebesar Rp32,36 miliar, turun 33,89% dibandingkan tahun 2021 sebesar Rp24,17 miliar. Hal ini dipengaruhi adanya pembayaran denda/klaim/penalti.

Pendapatan dan Beban Keuangan

Pendapatan dan beban keuangan tahun 2022 masing-masing sebesar Rp41,39 miliar dan Rp132,20 miliar. Pendapatan keuangan mengalami penurunan sebesar Rp9,70 miliar atau 18,99% dibandingkan tahun 2021 sebesar Rp51,09 miliar, sedangkan beban keuangan naik sebesar Rp83,74 miliar atau 172,80% dibandingkan tahun 2021 sebesar Rp48,46 miliar.

Gross Profit

Gross profit in 2022 amounted to IDR1.43 trillion, an increase of 46.85% compared to 2021 of IDR974.63 billion. This was mainly influenced by the amount of increase in revenues still higher than the increase in the amount of cost of revenues in 2022.

General and Administrative Expenses

General and Administrative Expenses in 2022 amounted to IDR840.69 billion, an increase of 28.71% compared to 2021 of IDR653.17 billion. The increase was mainly influenced by the increase in professional services expenses and other expenses.

Other Income and Expenses

Company's other income includes surplus of fair value of investment property, other non-business income, fines/claims/penalties, gain on sale of assets, net stock-taking difference, and foreign exchange gain. Meanwhile, other expenses include fines/claims/penalties, other non-business expenses, bank administration services, and tax penalties.

In 2022 company earned net other income of IDR182.39 billion, an increase of 114.82% compared to 2021 of IDR84.91 billion. Meanwhile, net other expenses amounted to IDR32.36 billion, a decrease of 33.89% compared to 2021 which amounted to IDR24.17 billion. This was influenced by the payment of fines/claims/penalties.

Financial Income and Expenses

Financial income and expenses in 2022 amounted to IDR41.39 billion and IDR132.20 billion, respectively. Financial income decreased by IDR9.70 billion or 18.99% compared to 2021 of IDR51.09 billion, while financial expenses increased by IDR83.74 billion or 172.80% compared to 2021 of IDR48.46 billion. The decrease in financial income was mainly

Penurunan pendapatan keuangan terutama dipengaruhi oleh turunnya pendapatan bunga deposito dan pendapatan jasa giro. Sementara, peningkatan beban keuangan dipengaruhi oleh adanya kenaikan beban bunga pinjaman bank dan bunga utang pembiayaan serta bunga pinjaman pemegang saham.

Beban Pajak

Beban pajak tahun 2022 sebesar Rp31,01 miliar, menurun 6,25% dibandingkan tahun 2021 sebesar Rp33,08 miliar. Hal tersebut terutama dipengaruhi oleh menurunnya jumlah pajak penghasilan yang dibayar sesuai dengan tarif pajak yang berlaku.

Laba Tahun Berjalan

Laba tahun berjalan tahun 2022 sebesar Rp585,17 miliar, meningkat 79,34% dibandingkan tahun 2021 sebesar Rp326,30 miliar. Hal tersebut terutama dipengaruhi oleh bertambahnya pendapatan usaha yang cukup signifikan.

Penghasilan Komprehensif Lain

Penghasilan Komprehensif lain setelah pajak tahun 2022 sebesar Rp23,62 miliar sedikit menurun 4,28% dibandingkan dengan tahun 2021 sebesar Rp24,68 miliar. Penurunan tersebut disebabkan oleh berkurangnya pajak terkait dari penghasilan komprehensif lain.

Laba Per Saham

Laba Per Saham tahun 2022 sebesar Rp50.259, meningkat 86,18% dibandingkan tahun 2021 sebesar Rp26.995. Hal tersebut terutama dipengaruhi oleh adanya peningkatan laba komprehensif tahun berjalan.

Posisi Keuangan Konsolidasian

Perusahaan mencatatkan pertumbuhan Aset, Liabilitas, dan Ekuitas tahun 2022 masing-masing sebesar 21,77%, 93,52%, dan 8,13% dibandingkan tahun sebelumnya. Analisis terhadap laporan posisi keuangan perusahaan diuraikan sebagai berikut.

influenced by a decrease in time deposit interest income and current account income. Meanwhile, the increase in financial expenses was influenced by an increase in interest expense on bank loans and interest expenses on financing payable and Loan Interest Expense to Shareholders.

Tax Expense

Tax expense in 2022 amounted to IDR31.01 billion, a decrease of 6.25% compared to 2021 of IDR33.08 billion. This was mainly due to the decrease in the amount of income tax paid in accordance with the prevailing tax rates.

Income for the Year

Income for the year 2022 amounted to IDR585.17 billion, an increase of 79.34% compared to 2021 of IDR326.30 billion. This was mainly influenced by a significant increase in operating revenue.

Other Comprehensive Income

Other Comprehensive Income after tax in 2022 amounted to IDR23.62 billion, a slight decrease of 4.28% compared to 2021 of IDR24.68 billion. The decrease was due to the reduction of related taxes from other comprehensive income.

Profit Per Share

Profit Per Share in 2022 amounted to IDR50,259, an increase of 86.18% compared to 2021 of IDR26,995. This was mainly influenced by an increase in comprehensive income for the year.

Consolidated Financial Position

Company recorded growth in Assets, Liabilities, and Equity in 2022 of 21.77%, 93.52%, and 8.13% respectively compared to the previous year. The analysis of the company's statement of financial position is described as follows.

Tabel Ringkasan Posisi Keuangan Tahun 2021-2022 (jutaan Rupiah)
Table of Financial Position Summary in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Jumlah Aset Total Assets	8.221.136	10.011.247	1.790.111	21,77%
Jumlah Liabilitas Total Liabilities	1.313.662	2.542.220	1.228.558	93,52%
Jumlah Ekuitas Total Equality	6.907.475	7.469.026	561.551	8,13%



Aset

Aset tahun 2022 sebesar Rp10,01 triliun, meningkat 21,77% dibandingkan tahun 2021 sebesar Rp8,22 triliun. Peningkatan tersebut terutama dipengaruhi oleh meningkatnya komponen aset tidak lancar di tahun 2022. Pada tahun 2022 komposisi Aset perusahaan terdiri dari 16,95% Aset Lancar dan 83,05% Aset Tidak Lancar

Assets

Assets in 2022 amounted to IDR10.01 trillion, an increase of 21.77% compared to IDR8.22 trillion in 2021. The increase was mainly influenced by the increase in the non-current asset component in 2022. In 2022, the composition of company Assets consists of 16.95% Current Assets and 83.05% Non-Current Assets.

Tabel Aset Tahun 2021-2022 (jutaan Rupiah)
Table of Assets in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Jumlah Aset Lancar Total Current Assets	2.180.452	1.696.767	(483.685)	-22,18%
Jumlah Aset Tidak Lancar Total Non-Current Assets	6.040.684	8.314.480	2.273.796	37,64%
Jumlah Aset Total Assets	8.221.136	10.011.247	1.790.111	21,77%

Aset Lancar

Aset Lancar menunjukkan komponen Aset yang memiliki tingkat likuiditas dan manfaat kurang dari satu tahun. Aset Lancar perusahaan tahun 2022 sebesar Rp1,70 triliun, menurun 22,18% dibandingkan tahun 2021 sebesar Rp2,18 triliun. Hal tersebut terutama dipengaruhi oleh berkurangnya Kas dan Setara Kas dan Aset Keuangan Lancar Lainnya di tahun 2022.

Current Assets

Current Assets show the components of Assets that have a level of liquidity and benefits of less than one year. company's Current Assets in 2022 amounted to IDR1.70 trillion, a decrease of 22.18% compared to 2021 of IDR2.18 trillion. This was mainly influenced by the decrease in Cash and Cash Equivalents and Other Current Financial Assets in 2022.

Tabel Aset Lancar Tahun 2021-2022 (jutaan Rupiah)
Table of Current Assets 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Kas dan Setara Kas Cash and Cash Equivalent	1.858.784	1.341.491	(517.293)	-27,83%
Piutang Usaha Trade Receivables	32.482	31.837	(645)	-1,99%
Aset Keuangan Lancar Lainnya Other Current Financial Assets	71.860	54.531	(17.329)	-24,11%
Pendapatan Yang Masih Harus Diterima Accrued Income	66.249	75.623	9.374	14,15%
Persediaan Inventories	52.464	80.951	28.487	54,30%

Tabel Aset Lancar Tahun 2021-2022 (jutaan Rupiah)
Table of Current Assets 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Pajak Dibayar Dimuka Prepaid Taxes	64.482	64.698	216	0,33%
Uang Muka dan Biaya dibayar di Muka Advances and Prepaid Expenses	34.130	47.636	13.506	39,57%
Jumlah Aset Lancar Total Current Assets	2.180.452	1.696.767	(483.685)	-22,18%

Kas dan Setara Kas

Pada tahun 2022 Kas dan Setara Kas perusahaan sebesar Rp1.341.491 juta menurun 27,83% dibandingkan tahun 2021 Kas dan Setara Kas perusahaan sebesar Rp1.858.784 juta. Hal ini terutama dipengaruhi oleh berkurangnya nominal deposito berjangka sebesar Rp581.983 Juta atau sebesar 41,41% di tahun 2022

Cash and Cash Equivalents

In 2022 company's cash and cash equivalents amounted to IDR1,341,491 million, a decrease of 27.83% compared to 2021's cash and cash equivalents of IDR1,858,784 million. This was mainly due to a decrease in the nominal value of time deposits of IDR581,983 million or 41.41% in 2022.

Tabel Kas dan Setara Kas Tahun 2021-2022 (jutaan Rupiah)
Table of Cash and Cash Equivalents in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Kas Cash	5.395	6.857	1.462	27,10%
Kas Pada Bank Cash in Bank	448.101	511.329	63.228	14,11%
Deposito Berjangka Time Deposit	1.405.288	823.305	(581.983)	-41,41%
Jumlah Kas dan Setara Kas Total Cash and Cash Equivalent	1.858.784	1.341.491	(517.293)	-27,83%



Piutang Usaha

Piutang Usaha perusahaan tahun 2022 sebesar Rp31,84 miliar, menurun 25,21% dibandingkan tahun 2021 sebesar Rp32,48 miliar. Hal ini terutama dipengaruhi oleh piutang pihak berelasi yang menurun sebesar Rp3,62 miliar atau 52,14% dibandingkan tahun 2021.

Trade Receivables

Company's Trade Receivable in 2022 amounted to IDR31.84 billion, a decrease of 25.21% compared to 2021 of IDR32.48 billion. This was mainly influenced by receivables from related parties which decreased by IDR3.62 billion or 52.14% compared to 2021.

Tabel Piutang Usaha Tahun 2021-2022 (jutaan Rupiah)
Table of Trade Receivables for 2021 – 2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Pihak Berelasi Related Parties	6.933	3.318	(3.615)	-52,14%
Pihak Ketiga Third Parties	25.549	28.519	2.970	11,62%
Jumlah Piutang Usaha Total Trade Receivables	32.482	31.837	(645)	-1,99%

Aset Keuangan Lancar Lainnya

Aset Keuangan Lancar Lainnya terdiri dari bank garansi, dana yang dibatasi penggunaannya, kas kapal loket, deposito yang dijamin, dan lain-lain. Deposito yang dijamin merupakan jaminan deposito atas *cash collateral* PT Indonesia Ferry Properti (Entitas Anak) ke PT Bank Rakyat Indonesia (Persero) Tbk. Bank Garansi merupakan jaminan pekerjaan atas pengoperasian trip subsidi kapal pada lintasan perintis antara Direktorat Jenderal Perhubungan Darat dengan perusahaan. Dana yang dibatasi penggunaannya merupakan rekening penampungan pendapatan jasa pelabuhan Dermaga IV Merak-Bakauheni antara perusahaan dengan PT Infiniti Indosakti. Perusahaan juga mencatat utang atas rekening penampungan tersebut.

Other Current Financial Assets

Other Current Financial Assets consist of bank guarantees, restricted funds, ship cash counter, guaranteed deposits, and others. Guaranteed deposits are deposits guaranteed for cash collateral of PT Indonesia Ferry Properti (Subsidiary) to PT Bank Rakyat Indonesia (Persero) Tbk. Bank guarantee is work guarantee for the operation of vessels with subsidized trip over the pioneer line between the Directorate General of Land Transportation and the company. Restricted fund is an escrow account for Dock IV Merak-Bakauheni port service revenue between the company and PT Infiniti Indosakti. The Company also recorded the debt to the account.

Aset Keuangan Lancar Lainnya tahun 2022 sebesar Rp54,53 miliar, menurun 24,11% dibandingkan tahun 2021 sebesar Rp71,86 miliar. Hal ini terutama dipengaruhi oleh menurunnya nominal bank garansi sebesar Rp21,22 miliar atau 46% di tahun 2022.

Other Current Financial Assets in 2022 amounted to IDR54.53 billion, a decrease of 24.11% compared to 2021 of IDR71.86 billion. This was mainly influenced by the decrease in nominal of bank guarantee by IDR21.22 billion or 46% in 2022

Tabel Aset Keuangan Lancar Lainnya Tahun 2019- 2022 (jutaan Rupiah)
Table of Other Current Financial Assets in 2019-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Bank Garansi Bank Guarantee	46.131	24.912	(21.219)	-46,00%
Dana yang Dibatasi Penggunaannya Restricted Fund	20.649	20.649	-	0,00%

Tabel Aset Keuangan Lancar Lainnya Tahun 2019- 2022 (jutaan Rupiah)
Table of Other Current Financial Assets in 2019-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Kas Kapal Loket Ship Cash Counter	1.297	1.482	185	14,26%
Deposito yang Dijaminkan Guaranteed Deposits	-	-	-	-
Lain-lain Others	3.783	7.488	3.705	97,94%
Jumlah Aset Keuangan Lancar Lainnya Total Other Current Financial Assets	71.860	54.531	(17.329)	-24,11%

Pendapatan Yang Masih Harus Diterima

Pendapatan Yang Masih Harus Diterima perusahaan adalah Pendapatan yang masih harus diterima terutama merupakan penjualan bahan bakar minyak divisi aneka usaha kerja sama cabang Merak yang belum ditagihkan. Pendapatan Yang Masih Harus Diterima perusahaan tahun 2022 sebesar Rp75,62 miliar, meningkat 14,15% dibandingkan tahun 2021 sebesar Rp66,25 miliar. Hal ini terutama dipengaruhi oleh pendapatan yang masih harus diterima dari pihak ketiga yang meningkat sangat signifikan sebesar Rp8,52 miliar atau 38,21% dibandingkan tahun 2021.

Accrued Income

Company's Accrued Income is income that is due to be received, which mainly represents the unclaimed sale of fuel oil from the miscellaneous and collaborative services business division of the Merak branch. Company's Accrued Income in 2022 amounted to IDR75.62 billion, an increase of 14.15% compared to 2021 of IDR66.25 billion. This was mainly influenced by accrued income from third parties which increased significantly by IDR8.52 billion or 38.21% compared to 2021.

Tabel Pendapatan Yang Masih Harus Diterima Tahun 2019- 2022 (jutaan Rupiah)
Table of Accrued Income in 2019-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Pihak Berelasi Related Parties	43.945	44.796	851	1,94%
Pihak Ketiga Third-Parties	22.305	30.827	8.522	38,21%
Jumlah Pendapatan Yang Masih Harus Diterima Total Accrued Income	66.249	75.623	9.374	14,15%

Persediaan

Persediaan perusahaan tahun 2022 sebesar Rp80,95 miliar, meningkat 54,30% dibandingkan tahun 2021 sebesar Rp52,46 miliar. Peningkatan ini terutama dipengaruhi oleh bertambahnya nominal untuk persediaan suku cadang kapal sebesar Rp26,43 miliar atau 53,37% serta perlengkapan dan perabotan hotel sebesar Rp1,96 miliar atau 248,54% dibandingkan tahun 2021.

Inventories

Company inventories in 2022 amounted to IDR80.95 billion, an increase of 54.30% compared to 2021 of IDR52.46 billion. This increase was mainly influenced by the nominal increase in inventory for ship parts by IDR26.43 billion or 53.37% and hotel equipment and furniture by IDR1.96 billion or 248.54% compared to 2021.



Tabel Persediaan Tahun 2021-2022 (jutaan Rupiah)
Table of Inventories in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Suku Cadang dan Perlengkapan Kapal Ship Spare Parts and Equipment	49.519	75.945	26.426	53,37%
Bahan Bakar Fuel	2.158	2.263	105	4,87%
Perlengkapan dan Perabotan Hotel Hotel Equipment and Furnitures	787	2.743	1.956	248,54%
Lain-lain Others	-	-	-	
Jumlah Persediaan Total Inventories	52.464	80.951	28.487	54,30%

Uang Muka dan Biaya dibayar di Muka

Uang muka pembangunan merupakan uang muka kepada PT Industri Kapal Indonesia (Persero) terkait pembangunan kapal. Uang Muka dan Biaya Dibayar di Muka tahun 2022 sebesar Rp47,64 miliar meningkat 39,57% dibandingkan tahun 2021 sebesar Rp34,13 miliar. Hal ini terutama dipengaruhi oleh penerimaan uang muka dari pihak ketiga untuk pembangunan mengalami kenaikan sebesar Rp17,45 miliar atau 247,83% dibandingkan tahun 2021.

Aset Tidak Lancar

Aset Tidak Lancar menunjukkan komponen Aset yang memiliki tingkat likuiditas dan manfaat lebih dari satu tahun. Aset Tidak Lancar tahun 2022 sebesar Rp8,31 miliar, meningkat 37,64% dibandingkan tahun 2021 sebesar Rp6,04 miliar. Peningkatan ini terutama dipengaruhi oleh bertambahnya aset keuangan tidak lancar lainnya sebesar Rp274,19 miliar atau 8876,37% dibandingkan tahun 2021.

Advances and Prepaid Expenses

Advances for construction represent advances to PT Industri Kapal Indonesia (Persero) related to the construction of ships. Advances and Prepaid Expenses in 2022 amounted to IDR47.64 billion, an increase of 39.57% compared to 2021 of IDR34.13 billion. This was mainly influenced by the receipt of advances from third parties for construction, which increased by IDR17.45 billion or 247.83% compared to 2021.

Non-Current Assets

Non-Current Assets show components of assets that have a level of liquidity and benefits of more than one year. Non-Current Assets in 2022 amounted to IDR8.31 billion, an increase of 37.64% compared to 2021 of IDR6.04 billion. This increase was mainly influenced by an increase in other non-current financial assets of IDR274.19 billion or 8876.37% compared to 2021.

Tabel Aset Tidak Lancar Tahun 2021-2022 (Jutaan Rupiah)
Non-Current Assets in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Aset Keuangan Tidak Lancar Lainnya Other Non-Current Financial Assets	3.089	277.280	274.191	8876,37%
Uang Muka dan Biaya Dibayar Di muka Jangka Panjang Advances and Long Term Prepaid Expenses	521	488	(33)	-6,33%
Properti Investasi Investment Properties	677.534	665.537	(11.997)	-1,77%
Aset Tetap Fixed Assets	5.242.249	7.277.013	2.034.764	38,81%
Aset Hak Guna Right-of-Use Assets	100.189	76.258	(23.931)	-23,89%

Tabel Aset Tidak Lancar Tahun 2021-2022 (Jutaan Rupiah)
Non-Current Assets in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Aset Tak berwujud Intangible Assets	16.061	17.392	1.331	8,29%
Aset Pajak Tangguhan Deferred Tax Assets	1.042	512	(530)	-50,86%
Jumlah Aset Tidak Lancar Total Non-Current Assets	6.040.684	8.314.480	2.273.796	37,64%

Aset Keuangan Tidak Lancar Lainnya

Aset Keuangan Tidak Lancar Lainnya perusahaan tahun 2022 sebesar Rp277,28 miliar, meningkat secara signifikan sebesar 8.876,37% dibandingkan tahun 2021 sebesar Rp3,09 miliar. Kenaikan ini terutama dipengaruhi deposito yang dijaminan sebesar Rp275,00 miliar.

Uang Muka dan Biaya Dibayar Di muka Jangka Panjang

Uang Muka dan Biaya Dibayar Di muka Jangka Panjang tahun 2022 sebesar Rp488,18 juta, menurun 6,33% dibandingkan tahun 2021 sebesar Rp521,54 juta.

Properti Investasi

Properti Investasi perusahaan tahun 2022 sebesar Rp665,54 miliar, menurun 1,77% dibandingkan tahun 2021 sebesar Rp677,54 miliar. Penurunan ini disebabkan oleh adanya reklasifikasi nilai bangunan sebesar Rp21,69 miliar. Properti investasi perusahaan berupa bangunan Sasoro Mall Merak, Anjungan Mall Bakauheni dan Plaza Labuan Bajo, serta beberapa tanah yang tersebar di berbagai cabang di seluruh Indonesia.

Aset Tetap

Aset Tetap perusahaan tahun 2022 sebesar Rp7,28 triliun, meningkat 38,81% dibandingkan tahun 2021 sebesar Rp5,24 triliun. Kenaikan ini terutama dipengaruhi oleh bertambahnya perolehan aset tetap sebesar Rp72,44 miliar serta adanya peningkatan penjualan aset tetap sebesar Rp22,81 miliar.

Aset Hak Guna

Aset hak guna tahun 2022 sebesar Rp76,26 miliar, menurun 23,89% dibandingkan 2021 sebesar Rp100,19 miliar. Penurunan ini terutama dipengaruhi oleh adanya penurunan bunga aset hak guna sebesar Rp2,62 miliar.

Other Non-Current Financial Assets

Company Other Non-Current Financial Assets in 2022 amounted to IDR277.28 billion, a significant increase of 8,876.37% compared to 2021 of IDR3.09 billion. This increase was mainly influenced by guaranteed deposits of IDR275.00 billion.

Advances and Long Term Prepaid Expenses

Advances and Long Term Prepaid Expenses in 2022 amounted to IDR488.18 million, a decrease of 6.33% compared to 2021 of IDR521.54 million.

Investment Properties

Company Investment Properties in 2022 amounted to IDR665.54 billion, a decrease of 1.77% compared to 2021 of IDR677.54 billion. This decrease was due to the reclassification of building values of IDR21.69 billion. Company's investment property is in the form of Sasoro Mall Merak, Anjungan Mall Bakauheni and Plaza Labuan Bajo, as well as several pieces of land spread across various branches throughout Indonesia.

Fixed assets

Company Fixed Assets in 2022 amounted to IDR7.28 trillion, an increase of 38.81% compared to 2021 of IDR5.24 trillion. This increase was mainly influenced by an increase in the acquisition of fixed assets of IDR72.44 billion and an increase in sales of fixed assets of IDR22.81 billion.

Right-of-Use Asset

Right-of-Use Asset in 2022 amounted to IDR76.26 billion, a decrease of 23.89% compared to 2021 of IDR100.19 billion. This decrease was mainly influenced by a decrease in interest on Right-of-Use assets of IDR2.62 billion.



Aset Tak Berwujud

Aset Tak Berwujud tahun 2022 sebesar Rp17,39 miliar, meningkat 8,28% dibandingkan 2021 sebesar Rp16,06 miliar. Peningkatan ini terutama dipengaruhi oleh kegiatan operasional yang menggunakan *software* dan lisensi semakin bertambah seiring dengan transformasi digital perusahaan.

Liabilitas

Liabilitas tahun 2022 sebesar Rp2,54 triliun, meningkat 93,52% dibandingkan 2021 sebesar Rp1,31 triliun. Peningkatan tersebut terutama dipengaruhi oleh Liabilitas jangka panjang yang meningkat sebesar Rp980,86 miliar atau 152,87% dibandingkan tahun 2021. Pada tahun 2022 komposisi Liabilitas perusahaan terdiri dari 36,18% Liabilitas Jangka Pendek dan 63,82% Liabilitas Jangka Panjang.

Intangible Assets

Intangible Assets in 2022 amounted to IDR17.39 billion, an increase of 8.28% compared to 2021 of IDR16.06 billion. This increase was mainly influenced by operational activities using software and licenses which were increasing in line with company's digital transformation.

Liabilities

Liabilities in 2022 amounted to IDR2.54 trillion, an increase of 93.52% compared to 2021 of IDR1.31 trillion. This increase was mainly influenced by long-term liabilities which increased by IDR980.86 billion or 152.87% compared to 2021. In 2022 the composition of company liabilities consisted of 36.18% current liabilities and 63.82% non-current liabilities.

Tabel Liabilitas Tahun 2021-2022 (jutaan Rupiah)
Table of Liability in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Liabilitas Jangka Pendek Current Liabilities	672.049	919.747	247.698	36,86%
Liabilitas Jangka Panjang Non-Current Liabilities	641.613	1.622.473	980.860	152,87%
Jumlah Liabilitas Total Liabilities	1.313.662	2.542.220	1.228.558	93,52%

Liabilitas Jangka Pendek

Liabilitas Jangka Pendek perusahaan tahun 2022 sebesar Rp919,75 miliar, meningkat 36,86% dibandingkan tahun 2021 sebesar Rp672,05 miliar. Hal tersebut terutama dipengaruhi oleh bertambahnya bagian liabilitas jangka pendek yang bagian beban akrual sebesar Rp94,81 miliar atau sebesar 88,19% dibandingkan tahun 2021.

Current Liabilities

Company's Current Liabilities in 2022 amounted to IDR919.75 billion, an increase of 36.86% compared to 2021 of IDR672.05 billion. This was mainly due to the increase in the accrued portion of current liabilities by IDR94.81 billion or 88.19% compared to 2021.

Tabel Liabilitas Jangka Pendek Tahun 2021-2022 (jutaan Rupiah)
Table of Current Liabilities in 2021-2022 (Rp million)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Utang Bank Modal Kerja Working Capital Bank Loan	-	20.000	20.000	100,00%
Utang Usaha Trade Payables	265.324	305.124	39.800	15,00%
Utang Pajak Taxes Payables	23.705	33.688	9.983	42,11%
Utang Asuransi Insurance Payables	18.940	23.750	4.810	25,40%
Beban Akrua Accrued Expenses	107.504	202.315	94.811	88,19%
Liabilitas Jangka Pendek Lain Other Current Liabilities	164.123	194.561	30.438	18,55%
Bagian Liabilitas Jangka Panjang Yang Jatuh Tempo Dalam Satu Tahun Current Portion of Long Term Liabilities Due Within One Year				
Utang Bank Jangka Panjang Long-term Bank Loans	-	78.097	78.097	100,00%
Pinjaman Sindikasi Syndicated Loan	20.749	24.411	3.662	17,65%
Liabilitas Sewa Lease Liability	64.591	37.800	(26.791)	(41,48%)
Utang Pembiayaan Financing Liabilities	7.113	-	(7.113)	(100,00%)
Jumlah Liabilitas Jangka Pendek Total Current Liabilities	672.049	919.747	247.698	36,86%

Utang Bank Jangka Pendek

Pada tahun 2022 perusahaan memiliki utang bank jangka pendek sebesar Rp78,10 miliar.

Utang Usaha

Akun ini terutama merupakan utang terkait pengadaan barang dan jasa, serta utang kepada perusahaan pelayaran terkait penjualan tiket terpadu. Seluruh saldo utang usaha dalam mata uang Rupiah dan tidak ada jaminan yang diberikan yang diberikan oleh perusahaan atas perolehan utang ini. Utang Usaha perusahaan tahun 2022 sebesar Rp305,12 miliar meningkat 15% dibandingkan tahun 2021 sebesar Rp265,32 miliar. Hal tersebut terutama dipengaruhi oleh bertambahnya utang usaha kepada pihak ketiga sebesar Rp28,81 miliar atau sebesar 17,05% dan bertambahnya utang pihak berelasi Rp10,99 miliar atau sebesar 11,41%.

Short-Term Bank Loans

In 2022 company had Short-Term Bank Loans of IDR78.10 billion.

Trade Payable

This account mainly represents payables related to the procurement of goods and services, as well as payables to shipping companies related to integrated ticket sales. All balances of trade payables are denominated in Rupiah and there is no collateral provided by the acquisition of this payable. Company Trade Payables in 2022 amounted to IDR305.12 billion, an increase of 15% compared to 2021 of IDR265.32 billion. This was mainly influenced by an increase in trade payables to third parties of IDR28.81 billion or 17.05% and an increase in payables to related parties of IDR10.99 billion or 11.41%.



Tabel Utang Usaha Tahun 2021-2022 (jutaan Rupiah)
Table of Trade Payables in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Pihak Berelasi Related Parties	96.325	107.315	10.990	11,41%
Pihak Ketiga Third Parties	168.999	197.809	28.810	17,05%
Jumlah Utang Usaha Total Trade Payables	265.324	305.124	39.800	15,00%

Utang Pajak

Utang Pajak perusahaan tahun 2022 sebesar Rp33,69 miliar, meningkat 42,11% dibandingkan tahun 2021 sebesar Rp23,71 miliar. Peningkatan ini disebabkan oleh kenaikan pajak penghasilan, pajak pertambahan nilai masukan (PN Wapu) dan pajak pertambahan nilai keluaran.

Utang Asuransi

Utang Asuransi perusahaan tahun 2021 sebesar Rp23,75 miliar, meningkat 25,40% dibandingkan 2021 sebesar Rp18,94 miliar. Peningkatan ini disebabkan oleh kenaikan utang asuransi kepada pihak ketiga berupa utang kepada perusahaan asuransi terkait dengan asuransi kecelakaan penumpang, kendaraan bermotor dan barang-barang yang diseberangkan, serta barang lainnya yang dipertanggungjawabkan.

Beban Akrual dan Provisi

Beban Akrual perusahaan tahun 2022 sebesar Rp202,32 miliar, meningkat 88,19% dibandingkan 2021 sebesar Rp107,50 miliar. Hal tersebut dipengaruhi oleh meningkatnya beban umum sebesar Rp75,37 miliar atau 93,35% dibandingkan tahun 2021, dan adanya peningkatan bonus 2022 sebesar Rp21,51 miliar.

Tax Payable

Company taxes payable in 2022 amounted to IDR33.69 billion, an increase of 42.11% compared to 2021 of IDR23.71 billion. This increase was due to increases in income tax, input value added tax (PN Wapu) and output value added tax.

Insurance Payable

Company insurance payable in 2021 amounted to IDR23.75 billion, an increase of 25.40% compared to 2021 of IDR18.94 billion. This increase was due to an increase in insurance payables to third parties in the form of payables to insurance companies related to passenger accident insurance, motorized vehicles and freights, as well as other insured goods.

Accrued Expenses and Provisions

Company Accrued Expenses in 2022 amounted to IDR202.32 billion, an increase of 88.19% compared to 2021 of IDR107.50 billion. This was influenced by an increase in general expenses of IDR75.37 billion or 93.35% compared to 2021, and an increase in 2022 bonuses of IDR21.51 billion.

Tabel Beban Akrual dan Provisi Tahun 2021-2022 (jutaan Rupiah)
Table of Accrued Expense and Provision in 2019-2021 (Rp million)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Umum General	80.372	155.737	75.365	93,77%
Kepelabuhanan Ports	2.738	1.534	(1.204)	-43,97%
Bonus Bonus	2.051	23.560	21.509	1.048,71%
Lain-Lain Others	1.690	831	(859)	-50,83%

Tabel Beban AkruaI dan Provisi Tahun 2021-2022 (jutaan Rupiah)
Table of Accrued Expense and Provision in 2019-2021 (Rp million)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Subtotal	86.852	181.663	94.811	109,16%
Provisi Provision	20.652	20.652	-	0,00%
Jumlah Beban AkruaI Total Accrued Expense	107.504	202.315	94.811	88,19%

Liabilitas Jangka Pendek Lainnya

Liabilitas jangka pendek lainnya perusahaan tahun 2022 sebesar Rp194,56 miliar, meningkat 18,55% dibandingkan tahun 2021 sebesar Rp164,12 miliar. Peningkatan tersebut dipengaruhi oleh bertambahnya liabilitas jangka pendek lain dari pihak ketiga yaitu bagian *sales channel* yaitu meningkat sebesar Rp14,39 miliar atau 4.041,29% dibandingkan tahun 2021.

Bagian Liabilitas Jangka Pendek yang Jatuh Tempo Dalam Satu Tahun

Pada tahun 2022 terdapat bagian liabilitas jangka pendek yang jatuh tempo dalam satu tahun di antaranya utang bank jangka pendek, pinjaman sindikasi, dan liabilitas sewa. Utang bank jangka pendek, pinjaman sindikasi dan liabilitas sewa yang akan jatuh tempo dalam satu tahun masing-masing sebesar Rp78,10 miliar, Rp24,41 miliar dan Rp37,80 miliar.

Liabilitas Jangka Panjang

Liabilitas Jangka Panjang perusahaan tahun 2022 sebesar Rp1,62 triliun, meningkat 152,87% dibandingkan tahun 2021 sebesar Rp641,61 miliar. Peningkatan tersebut terutama dipengaruhi oleh bertambahnya liabilitas imbalan pasca kerja dan liabilitas pajak tangguhan.

Other Current Liabilities

Company's other current liabilities in 2022 amounted to IDR194.56 billion, an increase of 18.55% compared to 2021 of IDR164.12 billion. This increase was influenced by an increase in other current liabilities from third parties, namely the sales channel, which increased by IDR14.39 billion or 4,041.29% compared to 2021.

Proportion of Current Liabilities Due Within One Year

In 2022 there is a Proportion of Current Liabilities Due Within One Year including short-term bank loan, syndicated loans, and lease liabilities. Short-Term Bank Loan, syndicated loans and lease liabilities that will mature within one year amounted to IDR78.10 billion, IDR24.41 billion and IDR37.80 billion, respectively.

Non-Current Liabilities

Company Non-Current Liabilities in 2022 amounted to IDR1.62 trillion, an increase of 152.87% compared to 2021 of IDR641.61 billion. This increase was mainly due to an increase in post-employment benefit liabilities and deferred tax liabilities.

Tabel Liabilitas Jangka Panjang Tahun 2021-2022 (jutaan Rupiah)
Table of Non-Current Liabilities in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Utang bank jangka panjang Long-term bank loan	-	931.193	931.193	100,00%
Pinjaman Sindikasi Syndicated Loan	462.583	438.180	(24.403)	(5,28%)
Liabilitas Sewa Lease Liability	43.591	37.353	(6.238)	(14,31%)
Utang Pembiayaan Financing Liabilities	-	-	-	



Tabel Liabilitas Jangka Panjang Tahun 2021-2022 (jutaan Rupiah)
Table of Non-Current Liabilities in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Liabilitas Keuangan Jangka Panjang Lainnya Other Non-Current Liabilities	4.137	4.666	529	12,79%
Liabilitas Imbalan Pasca Kerja Post-Employment Benefit Liabilities	119.926	142.106	22.180	18,49%
Liabilitas Pajak Tangguhan Deffered Tax Liabilities	11.376	68.975	57.599	506,32%
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	641.613	1.622.473	980.860	152,87%

Pinjaman Sindikasi dan Liabilitas Sewa

Pinjaman sindikasi, liabilitas sewa, dan utang pembiayaan merupakan liabilitas jangka Panjang perusahaan. Pada tahun 2022 pinjaman sindikasi sebesar Rp438,18 miliar, menurun Rp24,40 miliar atau 5,28% dibandingkan tahun 2021 sebesar Rp438,58 miliar. Penurunan ini disebabkan karena adanya pembayaran atas pokok pinjaman dan bunga. Saldo liabilitas sewa sebesar Rp37,35 miliar berkurang Rp6,24 miliar atau sebesar 14,31% dibandingkan tahun 2021 sebesar Rp43,59 miliar. Pada tahun 2022 tidak terdapat utang pembiayaan.

Liabilitas Keuangan Jangka Panjang Lainnya

Liabilitas Keuangan Jangka Panjang Lainnya ASDP tahun 2022 sebesar Rp4,67 miliar, meningkat 12,79% dibandingkan tahun 2021 sebesar Rp4,14 miliar. Peningkatan tersebut terutama dipengaruhi oleh upaya ASDP dalam mengelola risiko likuiditas agar seluruh liabilitas dapat dibayar pada saat jatuh tempo.

Liabilitas Imbalan Pasca Kerja

Liabilitas Imbalan Pasca Kerja perusahaan tahun 2022 sebesar Rp142,11 miliar, meningkat 18,49% dibandingkan tahun 2021 sebesar Rp119,93 miliar. Peningkatan tersebut terutama dipengaruhi oleh imbalan pasca kerja meningkat sebesar Rp74,84 miliar atau 285,54% dibandingkan tahun 2021.

Liabilitas Pajak Tangguhan

Liabilitas Pajak Tangguhan perusahaan tahun 2022 sebesar Rp68,97 miliar, meningkat 506,23% dibandingkan tahun 2021 sebesar Rp11,38 miliar.

Ekuitas

Ekuitas perusahaan tahun 2022 sebesar Rp7,47 triliun, meningkat 8,13% dibandingkan tahun 2021 sebesar Rp6,91 triliun. Peningkatan tersebut terutama dipengaruhi oleh Saldo laba yang belum ditentukan penggunaannya meningkat sebesar Rp214,65 miliar atau 38,79% dibandingkan tahun 2021.

Syndicated Loans and Lease Liabilities

Syndicated loans, lease liabilities and financing liabilities are company's non-current liabilities. In 2022 syndicated loans amounted to IDR438.18 billion, a decrease of IDR24.40 billion or 5.28% compared to 2021 of IDR438.58 billion. This decrease was due to payments on loan principal and interest. The balance of lease liabilities of IDR37.35 billion decreased by IDR6.24 billion or 14.31% compared to 2021 of IDR43.59 billion. In 2022 there will be no financing liabilities.

Other Non-Current Liabilities

Company's Other Non-Current Liabilities in 2022 amounted to IDR4.67 billion, an increase of 12.79% compared to 2021 of IDR4.14 billion. This increase was mainly influenced by company's efforts to manage liquidity risk so that all liabilities can be settled by the due.

Post-Employment Benefits Liability

Company Post-Employment Benefits Liability in 2022 amounted to IDR142.11 billion, an increase of 18.49% compared to 2021 of IDR119.93 billion. This increase was mainly influenced by post-employment benefits which increased by IDR74.84 billion or 285.54% compared to 2021.

Deferred Tax Liabilities

Company Deferred Tax Liabilities in 2022 amounted to IDR68.97 billion, an increase of 506.23% compared to 2021 of IDR11.38 billion.

Equity

Company equity in 2022 is IDR 7.47 trillion, an increase of 8.13% compared to 2021 of IDR6.91 trillion. This increase was mainly influenced by the unappropriated retained earnings which increased by IDR214.65 billion or 38.79% compared to 2021.

Tabel Ekuitas Tahun 2021-2022 (jutaan Rupiah)
Table of Equity in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Modal Ditempatkan dan Disetor Penuh Issued and Paid-up Capital	5.173.195	5.173.195	-	0,00%
Tambahan Modal Disetor Additional Paid-up Capital	8.445	8.455	10	0,12%
Bantuan Pemerintah Yang Belum Ditetapkan Statusnya Undetermined Status Government Assistance	-	-	-	
Saldo Laba Telah Ditetapkan Penggunaannya Appropriated Retained Earnings	1.042.809	1.368.262	325.453	31,21%
Saldo Laba Belum Ditetapkan Penggunaannya Unappropriated Retained Earnings	553.419	768.066	214.647	38,79%
Ekuitas Yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Equity Attributable to Owners of the Parent Entity	6.777.869	7.317.968	540.099	7,97%
Ekuitas Yang Dapat Diatribusikan Kepada Kepentingan Non pengendali Equity Attributable to Non-Controlling Interest	129.606	151.058	21.452	16,55%
Jumlah Ekuitas Total Equity	6.907.475	7.469.026	561.551	8,13%

Modal Ditempatkan dan Disetor Penuh

Sesuai dengan Akta No. 9 tanggal 1 September 2021 yang dibuat oleh Notaris Johny Dwikora Aron, S.H., dan telah disahkan Menteri Hukum dan Hak Asasi Manusia sesuai Surat No. AHU- 005.0275.AH.01.02 tanggal 16 September 2021 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar Perusahaan, Perusahaan meningkatkan modal ditempatkan dan disetor penuh sebesar Rp1,14 triliun miliar yang berasal dari Bantuan Pemerintah Yang Belum Ditetapkan Statusnya dan Penggunaan Saldo Laba. Pada tahun 2022 modal ditempatkan dan disetor penuh perusahaan sebesar Rp5,17 triliun.

Tambahan Modal Disetor

Tambahan Modal Disetor perusahaan tahun 2022 sebesar Rp8,45 miliar tidak mengalami perubahan dari tahun 2021.

Saldo Laba

Saldo Laba terdiri dari saldo yang telah ditentukan penggunaannya dan saldo yang belum ditentukan penggunaannya. Pada tahun 2022 saldo laba yang telah ditentukan penggunaannya sebesar Rp1,37 triliun mengalami kenaikan sebesar 31,21% dibandingkan tahun 2021 sebesar Rp1,04 triliun.

Issued and Paid-Up Capital

In accordance with Deed No. 9 dated September 1, 2021 drawn up by Notary Johny Dwikora Aron, S.H., and approved by the Minister of Law and Human Rights in accordance with Letter No. AHU- 005.0275.AH.01.02 dated September 16, 2021 regarding the Receipt of Notification of Amendments to the Company's Articles of Association, the Company increased its issued and paid-up capital of IDR1.14 trillion, which came from Undetermined Status Government Assistance and the use of Retained Earnings. In 2022 the issued and paid-up company capital is IDR5.17 trillion.

Additional Paid-up Capital

There is no change in additional company Paid-up Capital in 2022 of IDR8.45 billion when compared to the Paid-up Capital in 2021.

Retained Earnings

Retained Earnings consist of appropriated and unappropriated balance. In 2022 the appropriated retained earnings amounted to IDR1.37 trillion, an increase of 31.21% compared to 2021 of IDR1.04 trillion.



Ekuitas Yang Dapat Diatribusikan

Ekuitas Yang Dapat Diatribusikan Kepada Pemilik Entitas Induk tahun 2022 sebesar Rp7,32 triliun, meningkat 7,97% dibandingkan tahun 2021 sebesar Rp6,78 triliun. Sedangkan Ekuitas Yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali tahun 2022 sebesar Rp151,06 miliar, meningkat 16,55% dibandingkan tahun 2021 sebesar Rp129,61 miliar.

Arus Kas Konsolidasian

Arus Kas terdiri dari aktivitas operasional, aktivitas investasi dan aktivitas pendanaan. Kas dan Setara Kas pada akhir tahun 2022 sebesar Rp1,86 triliun, menurun 27,83% dibandingkan tahun 2021 sebesar Rp1,33 triliun. Peningkatan tersebut terutama dipengaruhi oleh penerimaan kas bersih yang diperoleh dari aktivitas pendanaan, dan perolehan aset tetap pada kas bersih dari aktivitas investasi.

Attributable Equity

Equity Attributable to Owners of the Parent Entity in 2022 amounted to IDR7.32 trillion, an increase of 7.97% compared to 2021 of IDR6.78 trillion. Meanwhile, Equity Attributable to Non-Controlling Interests in 2022 was IDR151.06 billion, an increase of 16.55% compared to 2021 of IDR129.61 billion.

Consolidated Cash Flow

Cash Flow consists of operating activities, investing activities and financing activities. Cash and Cash Equivalents at the end of 2022 amounted to IDR1.86 trillion, a decrease of 27.83% compared to 2021 of IDR1.33 trillion. This increase was mainly influenced by net cash from financing activities, and the acquisition of fixed assets in net cash from investing activities.

Tabel Arus Kas Tahun 2021-2022 (jutaan Rupiah)
Table of Cash Flows in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	1.040.752	793.374	(247.378)	-23,77%
Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(529.208)	(1.692.870)	(1.163.662)	219,89%
Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities	18.011	382.196	364.185	2.022,01%
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net Increase (Decrease) of Cash and Cash Equivalent	529.555	517.299	(12.256)	-2,31%
Pengaruh Selisih Kurs Atas Kas dan Setara Kas Effects of Exchange Rate Fluctuation Upon Cash and Cash Equivalents	398	6	(392)	-98,49%
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of Year	1.328.830	1.858.784	529.954	39,88%
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of Year	1.858.784	1.341.491	(517.293)	-27,83%

Arus Kas dari Aktivitas Operasi

Kas Bersih Diperoleh dari Aktivitas Operasi pada tahun 2022 sebesar Rp793,37 miliar, menurun 23,77% dibandingkan tahun 2021 sebesar Rp1,04 triliun. Hal tersebut terutama dipengaruhi oleh pembayaran bunga pinjaman meningkat sebesar 270,04%, dibandingkan tahun 2021

Cash Flow from Operating Activities

Net Cash Provided by Operating Activities in 2022 amounted to IDR793.37 billion, a decrease of 23.77% compared to 2021 of IDR1.04 trillion. This was mainly influenced by loan interest payments increasing by 270.04%, compared to 2021

Tabel Arus Kas dari Aktivitas Operasi Tahun 2021-2022 (jutaan Rupiah)
Table of Cash Flows from Operating Activities in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Penerimaan dari pelanggan Received from Customers	3.498.051	4.322.807	824.756	23,58%
Pembayaran kas kepada pemasok Cash paid to suppliers	(1.412.294)	(2.069.281)	(656.987)	46,52%
Pembayaran kepada karyawan Cash Paid to Employee	(764.254)	(983.683)	(219.429)	28,71%
Pembayaran Beban Usaha Payment of Operating Expenses	(293.799)	(350.154)	(56.355)	19,18%
Penerimaan lain-lain Received from Others	74.994	49.246	(25.748)	-34,33%
Pembayaran Bunga Pinjaman Payment of Interest Loan	(28.958)	(107.155)	(78.197)	270,04%
Penerimaan Bunga Receipt from Interest Income	51.091	41.389	(9.702)	-18,99%
Pembayaran Pajak Payment of Income Tax	(84.078)	(109.814)	(25.736)	30,61%
Jumlah Kas Bersih Diperoleh dari Aktivitas Operasi Total Net Cash Provided by Operating Activities	1.040.752	793.374	(247.378)	-23,77%

Arus Kas dari Aktivitas Investasi

Kas Bersih yang Digunakan untuk Aktivitas Investasi pada tahun 2022 sebesar Rp1,70 triliun, meningkat 219,89% dibandingkan tahun 2021 sebesar Rp529,21 miliar. Hal tersebut terutama dipengaruhi oleh adanya pembayaran akuisisi entitas anak sebesar Rp837,87 miliar.

Cash Flow from Investing Activities

Net Cash Used in Investing Activities in 2022 amounted to IDR1.70 trillion, an increase of 219.89% compared to 2021 of IDR529.21 billion. This was mainly influenced by payments for acquisitions of subsidiaries amounting to IDR837.87 billion.

Tabel Arus Kas dari Aktivitas Investasi Tahun 2021-2022 (jutaan Rupiah)
Table of Cash Flows from Investing Activities in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Penerimaan Jaminan Usaha Receipt of Business Guarantees	88.252	20.004	(68.248)	(77,33%)
Pembayaran Jaminan Usaha Payment of Business Guarantees	(258.724)	(41.223)	217.501	(84,07%)
Perolehan Aset Tak Berwujud Intangible Assets Proceeds	(1.140)	(6.258)	(5.118)	449,01%
Perolehan Aset Tetap Acquisition of Fixed Assets	(370.567)	(819.456)	(448.889)	121,14%
Hasil Penjualan Aset Tetap Sales of Fixed Assets	25.068	-	(25.068)	(100,00%)



Tabel Arus Kas dari Aktivitas Investasi Tahun 2021-2022 (jutaan Rupiah)
Table of Cash Flows from Investing Activities in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Pembayaran Uang Muka Pembangunan Advances Payment for Development	(12.098)	(8.065)	4.033	(33,34%)
Pembayaran Akuisisi Entitas Anak Payment of Subsidiary Acquisition	-	(837.872)	(837.872)	100,00%
Jumlah Kas Bersih Digunakan untuk Aktivitas Investasi Total Net Cash Used in Investing Activities	(529.208)	(1.692.870)	(1.163.662)	219,89%

Arus Kas dari Aktivitas Pendanaan

Kas Bersih Diperoleh dari Aktivitas Pendanaan pada tahun 2022 sebesar Rp382,20 miliar, meningkat secara signifikan 2.022,01% dibandingkan tahun 2021 sebesar Rp18,01 miliar. Peningkatan tersebut dipengaruhi oleh adanya penerimaan pinjaman bank di tahun 2022 sebesar Rp600,00 miliar.

Cash Flow from Financing Activities

Net Cash Provided by Financing Activities in 2022 amounted to IDR382.20 billion, a significant increase of 2,022.01% compared to 2021 of IDR18.01 billion. This increase was influenced by the receipt of bank loans in 2022 of IDR600.00 billion.

Tabel Arus Kas dari Aktivitas Pendanaan Tahun 2021-2022 (jutaan Rupiah)
Table of Cash Flows from Financing Activities in 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
Pencairan Pinjaman Sindikasi Disbursement of syndicated loan	327.544	-	(327.544)	-100,00%
Pembayaran Pinjaman Sindikasi Repayment of Syndicated loans	(4.882)	(20.741)	(15.859)	324,85%
Pembayaran Dividen Dividend Payout	-	-	-	-
Pembayaran Utang Bank Jangka Pendek Repayment of Short Term Bank Loan	(347.000)	-	347.000	-100,00%
Pembayaran Pinjaman Bank Payment of Bank Loans	-	(120.132)	(120.132)	100,00%
Penerimaan Pinjaman Bank Receipt of Bank Loans	-	600.000	600.000	100,00%
Pencairan Pinjaman Pihak Berelasi Disbursement of loan from the Related Parties	109.000	2.720	(106.280)	-97,50%
Pembayaran Utang Pembiayaan Payment of Financing Liability	(15.776)	(26.005)	(10.229)	64,84%
Pembayaran Liabilitas Sewa Payment of Lease Liabilities	(50.874)	(53.645)	(2.771)	5,45%
Jumlah Kas Bersih Diperoleh dari Aktivitas Pendanaan Total Net Cash Flows from Financing Activities	18.011	382.196	364.185	2.022,01%

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG SERTA RASIO KEUANGAN LAINNYA

SOLVENCY, COLLECTIBILITY, AND OTHER FINANCIAL RATIOS

Perusahaan melakukan pemantauan terhadap rasio solvabilitas dan likuiditas yang menunjukkan kemampuan perusahaan dalam melunasi seluruh utang baik dalam jangka pendek maupun dalam jangka Panjang.

Company monitors the solvency and liquidity ratios which show the company's ability to pay off all debts both in the short term and in the long-term.

Kemampuan Membayar Utang Jangka Pendek (Rasio Likuiditas)

Kemampuan perusahaan menyelesaikan kewajiban jangka pendek dapat diukur dengan rasio likuiditas di antaranya rasio kas (*Cash Ratio*), rasio cepat (*Quick Ratio*), dan rasio lancar (*Current Ratio*). Rasio ini menunjukkan tingkat likuiditas suatu perusahaan, semakin tinggi nilai dari rasio-rasio tersebut maka perusahaan dianggap mampu memenuhi kewajiban-kewajibannya yang akan jatuh tempo.

Ability to Pay Short Term Debt (Liquidity Ratio)

The Company's ability to complete short-term obligations can be measured by liquidity ratios including the cash ratio, quick ratio, and current ratio. This ratio indicates a company's level of liquidity; the higher the ratio's value, the more likely it is that the company will be able to pay its obligations when they become due.

Tabel Rasio Likuiditas Tahun 2021-2022
 Table of Liquidity Ratio in 2021-2022

URAIAN Description	2021	2022	Δ Perubahan Δ Perubahan
Rasio Kas (%) Cash Ratio (%)	276,58	145,85	(130,73)
Rasio Cepat (%) Quick Ratio (%)	281,42	149,32	(132,10)
Rasio Lancar (%) Current Ratio (%)	324,45	184,48	(139,97)

1. Rasio Kas

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam membayar kewajiban yang harus segera dipenuhi dengan Kas. Pada tahun 2022 rasio kas sebesar 145,85% rendah dibandingkan tahun 2021 sebesar 276%. Hal ini terutama dipengaruhi oleh penurunan pada kas setara kas sebesar 27,83%, sedangkan liabilitas jangka pendek mengalami kenaikan sebesar 36,86% dibandingkan tahun 2021.

1. Cash Ratio

Cash ratio is used to measure the Company's ability to pay off its obligations using Cash. In 2022 the cash ratio is 145.85%, lower than in 2021 of 276%. This was mainly influenced by a decrease in cash equivalents of 27.83%, while current liabilities increased by 36.86% compared to 2021.

2. Rasio Cepat

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam memenuhi kewajiban jangka pendeknya melalui Aset Lancar Perusahaan di luar persediaan. Pada tahun 2022 rasio cepat sebesar 149,32% lebih rendah dibandingkan tahun 2021 sebesar 281,45%. Hal ini terutama dipengaruhi oleh aset lancar di luar persediaan dan liabilitas jangka pendek masing-masing mengalami penurunan dibandingkan tahun 2021

2. Quick Ratio

This ratio is used to measure a company's ability to meet its short-term obligations through the Company's Current Assets excluding inventories. In 2022 the quick ratio of 149.32% is lower than in 2021 of 281.45%. This was mainly influenced by current assets excluding inventories and short-term liabilities, each of which decreased compared to 2021

3. Rasio Lancar

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam memenuhi kewajiban jangka pendeknya melalui seluruh Aset Lancar yang dimiliki. Pada tahun 2022 rasio lancar sebesar 184,48% lebih

3. Current Ratio

This ratio is used to measure a company's ability to pay off its short-term debt through all of its Current Assets. In 2022 the current ratio is 184.48% lower than in 2021 of 324.45%. This was mainly influenced by a decrease



rendah dibandingkan tahun 2021 sebesar 324,45%. Hal ini terutama dipengaruhi oleh penurunan pada aset lancar sebesar 19,94% sedangkan liabilitas jangka pendek mengalami kenaikan sebesar 36,86% dibandingkan tahun 2021.

Kemampuan Membayar Utang Jangka Panjang

Kemampuan untuk membayar seluruh kewajiban jangka panjang dapat diukur dengan rasio solvabilitas. Rasio ini terdiri dari rasio utang terhadap aset (*Debt to Assets Ratio* (DAR)), rasio utang terhadap modal (*Debt to Equity Ratio* (DER)), dan rasio cakupan bunga (*Time Interest Earned*).

in current assets of 19.94%, while the current liabilities increased by 36.86% compared to 2021.

Ability to Pay Long-Term Debt (Solvency)

The ability to pay all long-term debt can be measured by the solvency ratio. This ratio consists of the debt to asset ratio (DAR), the debt-to-equity ratio (DER), and the Time Interest Earned.

Tabel Rasio Solvabilitas Tahun 2021-2022
Table of Solvency Ratio in 2021-2022

URAIAN Description	2021	2022	Δ Perubahan Δ Perubahan
Utang Terhadap Aset (%) Debt to Total Asset Ratio (%)	15,98	15,65	(0,33)
Utang Terhadap Modal (kali) Debt to Equity Ratio (times)	0,09	0,21	0,12
Rasio Cakupan Bunga (kali) Time Interest Earned (times)	8,19	4,47	3,72

1. Rasio Utang Terhadap Aset

Rasio ini digunakan untuk mengukur bagian aset yang dibiayai oleh utang atau bagian utang yang mempengaruhi pengelolaan aset. Pada tahun 2022 rasio utang terhadap aset sebesar 15,65% lebih rendah dibandingkan tahun 2021 sebesar 15,98%. Hal ini terutama dipengaruhi oleh jumlah liabilitas tahun 2022 lebih tinggi sebesar 93,52% dibandingkan tahun 2021, dan jumlah aset tahun 2022 lebih tinggi sebesar 21,77% dibandingkan tahun 2021.

1. Debt to Asset Ratio

This ratio is used to measure the portion of assets financed by debt or the portion of debt that affects asset management. In 2022 the ratio of debt to assets is 15.65% lower than in 2021 of 15.98%. This was mainly influenced by the total liabilities in 2022 which were 93.52% higher than in 2021, and the total assets in 2022 were higher by 21.77% compared to 2021.

2. Rasio Utang Terhadap Modal

Rasio ini menunjukkan kemampuan perusahaan untuk memenuhi seluruh utangnya dengan menggunakan modal yang dimiliki. Pada tahun 2022 rasio utang terhadap modal sebesar 0,21x lebih tinggi dibandingkan tahun 2021 sebesar 0,09x. Hal ini terutama dipengaruhi oleh peningkatan liabilitas dan ekuitas masing-masing sebesar 93,52% dan 8,13% dibandingkan tahun 2021.

2. Debt to Equity Ratio

This ratio shows the company's ability to fulfill all of its debts using its capital. In 2022 the debt-to-equity ratio is 0,21x higher than in 2021 which was 0.09x. This was mainly influenced by an increase in liabilities and equity of 93.52% and 8.13% respectively compared to 2021.

3. Rasio Cakupan Bunga

Rasio ini menunjukkan kemampuan perusahaan membayar bunga dari utang yang dimiliki. Pada tahun 2022 rasio cakupan bunga sebesar 4,47 kali lebih rendah dibandingkan tahun 2021 sebesar 8,19 kali. Hal ini terutama dipengaruhi oleh adanya peningkatan liabilitas Rp1.228.558 juta atau 93,52%.

3. Time Interest Earned Ratio

This ratio shows the company's ability to pay interest on its debt. In 2022 the time interest earned ratio is 4.47 times lower than in 2021 of 8.19 times. This was mainly influenced by an increase in liabilities of IDR1,228,558 million or 93.52%.

Kolektibilitas Piutang

Kemampuan perusahaan dalam mengumpulkan piutang dapat diukur dengan rasio tingkat kolektibilitas piutang (periode penagihan). Nilai periode penagihan yang semakin kecil menunjukkan kemampuan perusahaan dalam menagih piutang semakin baik. Pada tahun 2022 nilai periode penagihan sebesar 2,7 hari cepat dibandingkan tahun 2021 sebesar 3,4 hari. Hal ini terutama dipengaruhi oleh piutang usaha mengalami penurunan sebesar 1,99% dan pendapatan usaha mengalami penurunan sebesar 27,83% dibandingkan tahun 2021.

Rasio Keuangan Lainnya

Perusahaan memantau kemampuan perusahaan dalam menghasilkan laba dan tingkat efisiensi kegiatan operasional melalui penilaian rasio keuangan lainnya sebagai berikut.

1. Rasio Profitabilitas

Kemampuan perusahaan dalam menghasilkan laba diukur dengan rasio profitabilitas yang terdiri dari rasio tingkat pengembalian aset (ROA), tingkat pengembalian modal (ROE), tingkat pengembalian investasi (ROI), margin laba operasi (*Operating Profit Margin*), margin laba bersih (*Net Profit Margin*).

Receivables Collectability

The Company's ability to collect receivables can be measured by the ratio of the collectibility level of receivables (collection period). Smaller collection period represents better capability of the company in collecting receivables. In 2022 collection period was 2.7 days which was faster compared to 2021 of 3.4 days. This was mainly influenced by trade receivables which decreased by 1.99% and operating revenue decreased by 27.83% compared to 2021.

Other Financial Ratios

Company monitors the Company's ability to generate profits and the level of efficiency of operational activities through the assessment of other financial ratios as follows.

1. Profitability Ratios

The Company's ability to generate profit is measured by the profitability ratio which consists of the ratio of Return on Assets (ROA), Return on Equity (ROE), Return on Investment (ROI), Operating Profit Margin, Net Profit Margin.

Tabel Rasio Profitabilitas Tahun 2021-2022 (%)
 Table of Profitability Ratios in 2021-2022 (%)

Rasio Profitabilitas Profitability Ratio	2021	2022	Δ Perubahan
Tingkat Pengembalian Aset Return on Assets	3,97	5,85	1,88
Tingkat Pengembalian Modal Return on Equity	5,19	8,00	3,28
Tingkat Pengembalian Investasi Return on Investment	10,01	11,43	1,42
Margin Laba Operasi Operating Profit Margin	10,05	12,89	2,84
Margin Laba Bersih Net Profit Margin	9,19	13,54	4,35

Tingkat Pengembalian Aset

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam menghasilkan laba dari Aset yang dimiliki. Pada tahun 2022 nilai tingkat pengembalian aset sebesar 5,85% lebih tinggi dibandingkan tahun 2021 sebesar 3,97%. Hal ini terutama dipengaruhi oleh laba tahun berjalan mengalami peningkatan sebesar 79,34%, sementara aset meningkat 21,77% dibandingkan tahun 2021.

Return on Assets

This ratio is used to measure the company's ability to generate profits from its assets. In 2022, the return on assets is 5.85% higher than in 2021 of 3.97%. This was mainly influenced by income for the year which increased by 79.34%, while assets increased by 21.77% compared to 2021.



Tingkat Pengembalian Modal

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam memberikan keuntungan bagi pemegang saham atas modal yang diinvestasikannya di dalam perusahaan. Pada tahun 2022 nilai tingkat pengembalian sebesar 8,00% lebih tinggi dibandingkan tahun 2021 sebesar 5,19%. Hal ini terutama dipengaruhi oleh modal laba tahun berjalan mengalami peningkatan sebesar 79,34% dibandingkan tahun 2021.

Tingkat Pengembalian Investasi

Rasio ini digunakan untuk mengukur kemampuan perusahaan secara keseluruhan dalam memperoleh keuntungan dengan jumlah Aset yang tersedia. Pada tahun 2022 nilai tingkat pengembalian investasi sebesar 5,61 % lebih rendah dibandingkan tahun 2021 sebesar 10,01%.

Margin Laba Operasi

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam menghasilkan laba operasi dari penjualannya. Pada tahun 2022 margin laba operasi sebesar 12,89% lebih tinggi dibandingkan tahun 2021 sebesar 10,05%. Hal ini terutama dipengaruhi oleh laba sebelum pajak dan pendapatan usaha masing-masing mengalami peningkatan sebesar 71,46% dan 23,94% dibandingkan tahun 2021.

Margin Laba Bersih

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam menghasilkan laba bersih dari penjualannya. Pada tahun 2022 margin laba bersih sebesar 13,54% lebih tinggi dibandingkan tahun 2021 sebesar 9,19%. Hal ini terutama dipengaruhi oleh laba tahun berjalan dan pendapatan usaha masing-masing mengalami peningkatan sebesar 79,34% dan 23,94% dibandingkan tahun 2021.

2. Rasio Aktivitas

Rasio ini menunjukkan efektivitas perusahaan dalam memanfaatkan aset yang dimiliki. Rasio aktivitas terdiri dari perputaran total aset (*Total Asset Turn Over*), perputaran aset lancar (*Current Asset Turn Over*), perputaran aset tetap (*Fixed Asset Turn Over*) dan perputaran modal kerja (*Working Capital Turnover*).

Return On Equity

This ratio is used to measure the Company's ability to provide returns for shareholders on the capital invested in the company. In 2022 the return on equity is 8.00% higher than in 2021 of 5.19%. This was mainly influenced by the current year's profit capital which increased by 79.34% compared to 2021.

Return on Investment

This ratio is used to measure the ability of the company as a whole to earn profits with the amount of assets available. In 2022 the return on investment is 5.61% which was lower than in 2021 of 10.01%.

Operating Profit Margin

This ratio is used to measure a company's ability to generate operating profit from its sales. In 2022 the operating profit margin is 12.89%, higher than in 2021 of 10.05%. This was mainly influenced by income before tax and revenues which increased by 71.46% and 23.94% respectively compared to 2021.

Net Profit Margin

This ratio is used to measure a company's ability to generate net profit from its sales. In 2022 the net profit margin is 13.54% higher than in 2021 of 9.19%. This was mainly influenced by income for the year and revenues which increased by 79.34% and 23.94% respectively compared to 2021.

2. Activity Ratio

This ratio shows the Company's effectiveness in utilizing its assets. The activity ratio consists of Total Asset Turnover, Current Asset Turnover, Fixed Asset Turnover and Working Capital Turnover.

Tabel Rasio Aktivitas Tahun 2021-2022 (%)
Table of Activity Ratio in 2021-2022 (%)

Rasio Aktivitas Activities Ratio	2021	2022	Δ Perubahan
Perputaran Total Aset Total Asset Turnover	44,13	48,19	1,36
Perputaran Aset Lancar Current Asset Turnover	1,63	2,58	0,95
Perputaran Aset Tetap Fixed Asset Turnover	0,68	0,60	(0,08)
Perputaran Modal Kerja Working Capital Turnover	2,35	5,64	(3,29)

Perputaran Total Aset

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam menghasilkan penjualan dari seluruh aset yang dimiliki. Pada tahun 2022 perputaran total aset sebesar 48,19% lebih tinggi dibandingkan tahun 2021 sebesar 44,13%. Hal ini terutama dipengaruhi oleh pendapatan usaha mengalami peningkatan sebesar 23,94%, sedangkan aset lancar menurun 22,18% dibandingkan tahun 2021.

Perputaran Aset Lancar

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam menghasilkan penjualan dari Aset Lancar. Pada tahun 2022 perputaran aset lancar sebesar 2,58% lebih tinggi dibandingkan tahun 2021 sebesar 1,63%. Hal ini terutama dipengaruhi oleh penurunan aset lancar sebesar 22,18% lebih tinggi dari meningkatnya pendapatan sebesar 23,94% dibandingkan tahun 2021.

Perputaran Aset Tetap

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam menghasilkan penjualan dari Aset Tetap. Pada tahun 2022 perputaran aset tetap sebesar 60% lebih rendah dibandingkan tahun 2021 sebesar 68%. Hal ini terutama dipengaruhi oleh penurunan aset tetap sebesar 19,94% lebih rendah dibandingkan peningkatan pendapatan sebesar 23,94% dibandingkan tahun 2021.

Perputaran Modal Kerja

Rasio ini digunakan untuk mengukur kemampuan perusahaan dalam menghasilkan penjualan dengan modal kerja yang dimiliki. Pada tahun 2022 perputaran modal kerja sebesar 302% lebih rendah dibandingkan tahun 2021 sebesar 357%. Hal ini terutama dipengaruhi oleh meningkatnya pendapatan sebesar 23,94% dibandingkan tahun 2021.

Total Asset Turnover

This ratio is used to measure a company's ability to generate sales from all of its assets. In 2022 total asset turnover is 48.19% higher than in 2021 of 44.13%. This was mainly influenced by revenues which increased by 23.94%, while current assets decreased by 22.18% compared to 2021.

Current Asset Turnover

This ratio is used to measure a company's ability to generate sales from current assets. In 2022 current asset turnover is 2.58% higher than in 2021 of 1.63%. This was mainly influenced by a decrease in current assets of 22.18% which was higher than the increase in income of 23.94% compared to 2021.

Fixed Asset Turnover

This ratio is used to measure a company's ability to generate sales from Fixed Assets. In 2022 the turnover of fixed assets is 60% lower than in 2021 of 68%. This was mainly influenced by a decrease in fixed assets of 19.94%, lower than the increase in revenue of 23.94% compared to 2021.

Working Capital Turnover

This ratio is used to measure a company's ability to generate sales with its working capital. In 2022 working capital turnover is 302% lower than in 2021 of 357%. This was mainly influenced by an increase in revenue of 23.94% compared to 2021.



STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

Struktur Modal

Perusahaan mengelola struktur modal untuk menjamin keberlanjutan bisnis dan memaksimalkan imbalan bagi Pemegang Saham. Komposisi struktur modal perusahaan didominasi oleh Ekuitas dalam dua tahun terakhir. Berikut komposisi struktur modal perusahaan dalam dua tahun terakhir.

Capital Structure

Company manages the capital structure to ensure business continuity and maximize returns for Shareholders. Company's capital structure composition has been dominated by Equity in the last two years. The following is the composition of company's capital structure in the last two years.

Tabel Struktur Modal Tahun 2021-2022
Table of Capital Structure in 2021-2022

Uraian Description	2021		2022		Perubahan Changes	
	Nominal (jutaan Rupiah) Nominal (in million IDR)	Komposisi (%) Composition (%)	Nominal (jutaan Rupiah) Nominal (in million IDR)	Komposisi (%) Composition (%)	Nominal (jutaan Rupiah) Nominal (in million IDR)	Persentase (%) Percentage (%)
Liabilitas Liabilities	1.313.662	15,98	2.542.220	25,39	1.228.558	93,52
Liabilitas Jangka Pendek Current Liabilities	672.049	8,17	919.747	9,19	247.698	36,86
Liabilitas Jangka Panjang Non-Current Liabilities	641.613	7,80	1.622.473	16,21	980.860	152,87
Ekuitas Equity	6.907.475	84,02	7.469.026	74,61	561.551	8,13
Aset Assets	8.221.136	100,00	10.011.246	100,00	1.790.110	21,77

Kebijakan Manajemen atas Struktur Modal

Tujuan perusahaan dalam mengelola permodalan adalah untuk melindungi kemampuan dalam mempertahankan kelangsungan usaha, sehingga perusahaan dapat tetap memberikan imbal hasil bagi pemegang saham dan manfaat bagi pemangku kepentingan lainnya serta mengelola struktur modal yang optimal untuk meminimalisasi biaya modal yang efektif serta untuk memaksimalkan nilai Grup. Manajemen perusahaan secara berkala melakukan tinjauan struktur permodalan. Perusahaan berusaha untuk meminimalkan biaya modal sehingga dapat memaksimalkan nilai perusahaan. Oleh karena itu dalam mencari pendanaan, perusahaan akan selalu memperhitungkan risiko keuangan yang mungkin timbul di masa depan. Dalam mendesain struktur permodalan yang dapat meningkatkan nilai Grup, manajemen dapat melakukannya dengan cara menyesuaikan jumlah dividen, menerbitkan saham baru atau mengurangi maupun menambah jumlah. Pada tahun 2022, perusahaan telah mengambil kebijakan permodalan dengan melakukan penambahan pada utang jangka pendek sebesar 36,86% dan utang jangka Panjang sebesar 152,87%.

Management Policy on Capital Structure

The company's objective in managing capital is to protect its ability in business continuity, so that the company can continue to provide returns to shareholders and benefits to other stakeholders and to manage an optimal capital structure to minimize the effective cost of capital and to maximize the value of the Group. The Company's management periodically reviews its capital structure. Company strives to minimize the cost of capital so as to maximize the value of the company. Therefore, in seeking funding, company will always consider the financial risks that may arise in the future. In designing a capital structure that can increase the value of the Group, management can do so by adjusting the number of dividends, issuing new shares, or reducing or increasing the amount. In 2022, the Company has adopted a capital policy by increasing short-term debt by 36.86% and long-term debt by 152.87%.

Tingkat Likuiditas Perusahaan

Perusahaan senantiasa menjaga tingkat likuiditas untuk memastikan kemampuan perusahaan dalam memenuhi kewajiban jangka pendeknya. Pada tahun 2022, indikator rasio likuiditas di antaranya yaitu Rasio kas (*Cash Ratio*) sebesar 145,85%, rasio cepat (*Quick Ratio*) sebesar 149,32%, dan rasio lancar (*Current Ratio*) sebesar 184,48%.

Company Liquidity Level

Company always maintains its liquidity level to ensure the ability to meet its short-term obligations. In 2022, liquidity ratio indicators included Cash Ratio of 145.85%, Quick Ratio of 149.32%, and Current Ratio of 184.48%.

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL MATERIAL COMMITMENT FOR CAPITAL INVESTMENT

Ikatan material untuk investasi barang modal perusahaan dengan pihak ketiga atau dan pihak berelasi diantaranya sebagai berikut:

Material commitment for Company's capital investment with third parties or related parties include the following:

Tabel Ikatan Material Investasi Barang Modal Tahun 2022 (jutaan Rupiah)
Table of Material Commitment for Capital Investment in 2022 (in million IDR)

Pihak Ketiga/Berelasi Third Party/Related	Perikatan/Perjanjian Material Material Commitment/Agreements
PT Bank Rakyat Indonesia (Persero) Tbk	<p>Dasar Perikatan: Berdasarkan Akta Perjanjian Kredit No. 1-4 yang dibuat dihadapan Notaris Sriyani Burlian, S.H di Jakarta, tanggal 25 Mei 2022.</p> <p>Fasilitas Kredit Investasi Plafon Kredit: Rp975.000.000.000 Tingkat Bunga: 7% per tahun Jangka Waktu: lima tahun (termasuk <i>availability period</i> dan <i>grace period</i> selama 12 bulan setelah akad kredit) Tujuan:</p> <ul style="list-style-type: none"> • membiayai transaksi dengan PT Mahkota Pratama dan PT Indonesia VIP terkait akuisisi 100% saham PT Jembatan Nusantara, • pelunasan kapal afiliasi dan pengalihan kapal, dan • refinancing shareholder atas pelunasan pinjaman kepada PT Bank Oke Indonesia Tbk dan PT Chandra Sakti Utama. <p>Pinjaman ini dijamin dengan:</p> <ul style="list-style-type: none"> • Saham PT Jembatan Nusantara dengan nilai penjaminan Rp873.953.000 • Deposito giro yang dimiliki dalam bentuk jaminan gadai dengan nilai penjaminan Rp275.000.000.000. <p>Pada tanggal 31 Desember 2022, perusahaan telah memenuhi syarat dan kondisi pinjaman yang ditetapkan Bank. Saldo per 31 Desember 2022 adalah sebesar Rp600.000.000.000.</p> <p>Basis of Commitment: Based on Deed of Credit Agreement No. 1-4 made before Notary Sriyani Burlian, S.H in Jakarta, dated May 25, 2022</p> <p>Investment Credit Facility Credit Ceiling: IDR975,000,000,000 Interest Rate: 7% per annum Term: five years (including <i>availability period</i> and <i>grace period</i> for 12 months after the credit contract) Purposes:</p> <ul style="list-style-type: none"> • financing transactions with PT Mahkota Pratama and PT Indonesia VIP related to the acquisition of 100% shares of PT Jembatan Nusantara, • repayment of affiliated vessels and transfer of vessels, and • shareholder refinancing of loan repayments to PT Bank Oke Indonesia Tbk and PT Chandra Sakti Utama. <p>This loan is secured by:</p> <ul style="list-style-type: none"> • Shares of PT Jembatan Nusantara with a pledge value of IDR873,953,000 • Current account deposits held in the form of pledge with a collateral value of IDR275,000,000,000. <p>As of December 31, 2022, the Company has met the terms and conditions of the loan set by the Bank. The balance as of December 31, 2022, is IDR600,000,000,000.</p>



INVESTASI BARANG MODAL

CAPITAL INVESTMENT

Perusahaan melakukan investasi barang modal dalam bentuk aset tetap berupa tanah, bangunan rumah dinas dan kantor, bangunan pelabuhan, armada kapal, kendaraan, peralatan kantor, dan aset tetap dalam konstruksi.

Tujuan investasi tersebut adalah mendukung kinerja operasional, dan meningkatkan kualitas pelayanan jasa sehingga meningkatkan produktivitas dan kelancaran proses bisnis perusahaan. Pada tahun 2022 perusahaan melakukan penambahan investasi barang modal perusahaan sebesar Rp869,06 miliar, naik 58,92% dibandingkan tahun 2021 sebesar Rp546,86 miliar. Realisasi Investasi barang modal ASDP dalam Aset Tetap dalam tiga tahun terakhir diuraikan sebagai berikut:

For capital investment, company acquires fixed assets of lands, official residence and office, facility buildings, vessel fleets, vehicles, office equipment, and fixed assets under construction

The purpose of the investment is to support operational performance, and improve the quality of services so as to increase productivity and smoothen company's business processes. In 2022 company increased its capital investment to IDR869.06 billion, an increase of 58.92% compared to 2021 of IDR546.86 billion. The realization of ASDP's capital investment in Fixed Assets in the last three years is described as follows:

Tabel Investasi Barang Modal Dalam Aset Tetap Tahun 2021-2022 (jutaan Rupiah)
Table of Capital Investment in Fixed Assets for 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal	%
Total Investasi Internal Total Internal Investment				
Fasilitas, Akomodasi, Peralatan, dan Permesinan Alat Produksi Facilities, Accommodation, Equipment, and Machinery Production Equipment	478.836	597.570	118.734	24,80
Tanah, Bangunan, dan Peralatan Kerja Perkantoran Land, Buildings, and Office Equipment	64.254	248.491	184.237	286,73
Instalasi, Jaringan, dan Teknologi Installations, Networks, and Technology	3.768	22.998	19.230	510,35
Total Investasi Internal Total Internal Investment	546.858	869.059	322.201	58,92
PMN State Equity Participation				
Bangunan Fasilitas Pelabuhan Port Facility Building	10.098	-	(10.098)	-100,00
Alat Penunjang Supporting Devices	-	-	-	-
Total Investasi PMN Total State Equity Participation Investment	10.098	-	(10.098)	-100,00
Total Investasi PT ASDP Total Investment of PT ASDP	340.917	869.059	528.142	154,92

Perpajakan dan Kontribusi kepada Negara

Pada tahun 2022, perusahaan telah menyetorkan pajak ke kas Negara sebesar Rp127,18 miliar, naik 17,07% dibandingkan tahun 2021 sebesar Rp108,63 miliar. Ini merupakan kewajiban perusahaan sebagai BUMN untuk berkontribusi terhadap pembangunan nasional. Adanya peningkatan pembayaran pajak kepada Negara dipengaruhi oleh meningkatnya pendapatan perusahaan di tahun 2022. Untuk jelasnya dapat dilihat pada tabel di bawah ini:

Tax and Contribution to the Country

In 2022, Company's has deposited taxes to the State treasury of IDR127.18 billion, an increase of 17.07% compared to 2021 of IDR108.63 billion. This is the company's obligation as an SOE to contribute to national development. The increase in tax payments to the State is influenced by the increase in the company's revenue in 2022. For details can be seen in the table below:

Tabel Pembayaran Pajak Tahun 2021-2022 (jutaan Rupiah)
Table of Tax Payment for 2021-2022 (in million IDR)

Uraian Description	2021	2022	Pertumbuhan Growth	
			Nominal Nominal	Persentase Percentage
PPH Pasal 25/29 Income Tax Article 25/29	-	-	-	
PPH Pasal 21 Income Tax Article 21	30.439	39.088	8.649	28,41
PPH Pasal 22 Income Tax Article 22	-	-	-	
PPH Pasal 23 Income Tax Article 23	1.801	1.472	(329)	-18,27
PBB Land and Building Tax	3.850	4.675	825	21,43
Pajak Kendaraan Bermotor Motor Vehicle Tax	959	859	(100)	-10,43
Pajak Pelayaran Final Final Ferry Tax	25.444	33.559	8.115	31,89
PPH Pasal 04 Ayat 2 Income Tax Article 04 Paragraph 2	11.568	11.774	206	1,78
Koreksi Audit Fiskus Fiscal Audit Correction	-	-	-	
Pajak Daerah / Retribusi Regional Tax / Retribution	1.494	1.332	(162)	-10,84
Pajak Kini Tidak Final Non-final Current Tax	23.878	25.720	1.842	7,71
Pajak Tangguhan Deferred Tax	9.202	8.700	(502)	-5,46
Total	108.633	127.180	18.546	17,07



PROSPEK USAHA BUSINESS OUTLOOK

Pertumbuhan ekonomi Indonesia tahun 2022 tetap kuat di tengah kondisi ekonomi global yang dalam tren melambat. Secara keseluruhan, pertumbuhan Indonesia tahun 2022 tercatat di angka 5,31% (yoy). Kondisi ini menjadi modal bagi pemerintah dan pelaku usaha untuk optimis menghadapi tantangan di tahun 2023. Optimisme ini sejalan dengan beberapa Lembaga yang telah memproyeksi pertumbuhan ekonomi 2023 tetap kuat. Bank Indonesia telah memperkirakan pertumbuhan ekonomi 2023 pada kisaran 4,8-5,6%, didorong oleh peningkatan permintaan domestik, baik konsumsi rumah tangga maupun investasi. Prakiraan tersebut sejalan dengan telah berakhirnya pandemi COVID-19, keberhasilan program pemulihan ekonomi, membaiknya prospek bisnis, meningkatnya aliran masuk Penanaman Modal Asing (PMA), serta berlanjutnya penyelesaian Proyek Strategis Nasional (PSN).

Indonesia's economic growth in 2022 remains strong amidst global economic conditions that are on a slowing trend. Overall, Indonesia's growth in 2022 was recorded at 5.31% (yoy). This condition is an asset for the government and business actors to be optimistic in facing challenges in 2023. This optimism is in line with several institutions that have projected 2023 economic growth to remain strong. Bank Indonesia has forecast 2023 economic growth in the range of 4.8-5.6%, driven by increased domestic demand, both household consumption and investment. The forecast is in line with the end of the COVID-19 pandemic, the success of the economic recovery program, improving business prospects, increasing inflows of Foreign Direct Investment (FDI), and the continued completion of the National Strategic Project (PSN).

Proyeksi Laju Pertumbuhan Ekonomi dan Laju Inflasi Indonesia, 2022-2023
Indonesia's Projected Economic Growth Rate and Inflation Rate, 2022-2023

Indikator Indicator	Hasil Proyeksi Projection Result	2022	2023
Pertumbuhan Ekonomi Economic Growth	BI	4,7-5,5	4,8-5,6
	IMF	5,4	6,0
	ADB	5,0	5,2
Inflasi Inflation	BI	3±1	3±1
	IMF	3,3	3,3
	ADB	3,6	3,0

Sumber: 1) Publikasi Laporan Perekonomian Indonesia 2021, Bank Indonesia; 2) Publikasi World Economic Outlook Database April 2022, International Monetary Fund (IMF); 3) Publikasi Asian Development Outlook (ADO) 2022, Asian Development Bank (ADB); 4) Publikasi Laporan Perekonomian Indonesia 2022, Badan Pusat Statistik.
Sources: 1) Publication of Indonesia Economic Report 2021, Bank Indonesia; 2) Publication of World Economic Outlook Database April 2022, International Monetary Fund (IMF); 3) Publication of Asian Development Outlook (ADO) 2022, Asian Development Bank (ADB); 4) Publication of Indonesia Economic Report 2022, Statistics Indonesia.

Prospek perbaikan perekonomian nasional diprakirakan terus berlanjut dalam jangka menengah dengan struktur ekonomi yang berdaya tahan sehingga mendukung transformasi ekonomi nasional menuju Indonesia Maju. Prakiraan tersebut juga didorong oleh prospek ekonomi global yang membaik serta kenaikan investasi dan produktivitas dari implementasi kebijakan reformasi struktural baik di sektor riil maupun akselerasi ekonomi dan keuangan digital nasional.

The prospect of improvement in the national economy is predicted to continue in the medium term with a resilient economic structure that supports the transformation of the national economy towards Advanced Indonesia (Indonesia Maju). The forecast is also driven by an improved global economic outlook and increased investment and productivity from the implementation of structural reform policies in both the real sector and the acceleration of the national digital economy and finance.

Prospek Industri Pelabuhan dan Penyeberangan

Pentingnya transportasi laut sebagai salah satu pilihan alat mobilitas masyarakat dengan biaya yang terjangkau, memberikan peluang yang besar bagi perusahaan untuk mengelola potensi tersebut mewujudkan visi, misi dan tujuan perusahaan. Hal ini terlihat dari peningkatan masyarakat dalam menggunakan angkutan kapal sebagai penyeberangan antar wilayah di Indonesia. Data BPS menunjukkan jumlah penumpang dengan transportasi laut tahun 2022 mencapai sekitar 3 juta orang, naik sebesar 130,13% dibandingkan tahun sebelumnya. Perusahaan meyakini, kondisi ini akan terus

Port and Ferry Industry Outlook

The importance of sea transportation as one of the choices of community mobility tools at an affordable cost provides a great opportunity for company to manage this potential to realize the company's vision, mission, and objectives. This can be seen from the increase in people travel between regions of Indonesia by ship. The data from Statistics Indonesia (BPS) shows that the number of passengers by sea transportation in 2022 reached around 3 million people, an increase of 130.13% compared to the previous year. The Company believes that this condition will continue to increase along with the growth

meningkat seiring dengan pertumbuhan ekonomi nasional of the national economy and between regions in Indonesia. dan antar wilayah di Indonesia.

Total Penumpang Pelayaran di Pelabuhan Utama (Orang)
Total Shipping Passengers at Major Ports (People)

Pelabuhan Utama Major Ports	2021	2022	Pertumbuhan Growth
Belawan	73.872	178.804	142,05%
Tanjung Priok	129.705	364.602	181,10%
Tanjung Perak	520.692	1.191.104	128,75%
Balikpapan	236.009	561.571	137,94%
Makassar	342.460	701.862	104,95%
Jumlah	1.302.738	2.997.943	130,13%

Sumber: BPS
 Source: Statistics Indonesia



PERBANDINGAN TARGET DAN REALISASI TAHUN 2022 SERTA PROYEKSI TAHUN 2023

COMPARISON OF TARGET AND REALIZATION IN 2022 AS WELL AS PROJECTION IN 2023

Target dan Realisasi 2022, dan Proyeksi 2023 atas Kinerja Operasional

Kinerja operasional perusahaan ditunjukkan oleh aktivitas produksi pada dua segmen usaha utama yaitu segmen penyeberangan dan segmen pelabuhan. Karena dari 2 segmen tersebut yang paling banyak berkontribusi kepada pendapatan usaha perusahaan. Sementara, segmen aneka jasa merupakan bisnis penunjang optimalisasi pemanfaatan sumber daya yang dimiliki untuk properti, periklanan, pergudangan, perkantoran, fasilitas pariwisata, penyewaan dan pengusahaan sarana dan prasarana yang terkait dengan angkutan sungai, danau dan penyeberangan. Uraian pencapaian terhadap target tahun 2022 dan proyeksi tahun 2023 untuk kinerja operasional sebagai berikut:

The 2022 Target and Realization, and 2023 Projection of Operational Performance

Company's operational performance is shown by production activities in two main business segments, namely the ferry segment and the port segment. These two segments contribute the most to the company's operating revenue. Meanwhile, the various services segment is a business supporting the utilization optimization of resources owned for property, advertising, warehousing, offices, tourism facilities, leasing and business of facilities and infrastructure related to river, lake, and ferry transportation. A description of the 2022 target and 2023 projection achievement for operational performance is as follows:

Tabel Perbandingan Target, Realisasi dan Proyeksi Kinerja Segmen Penyeberangan
Target, Realization and Projection Comparison Table of Ferry Segment Performance

Keterangan Description	Realisasi Tahun 2022 Realization in 2022	Target RKAP Tahun 2022 RKAP Target in 2022	Pencapaian (%) Achievement (%)	Proyeksi Tahun 2023 Projection in 2023	Target Pertumbuhan % Growth Target %
Trip	318.979	264.360	120,66	378.222	18,57
Penumpang (orang) Passengers (people)	7.622.313	5.866.250	129,93	1.756.063	8,77
Kendaraan Roda 2 dan 3 (unit) 2 and 3 Wheeled Vehicles (units)	4.079.129	2.812.594	145,03	4.737.016	16,13
Kendaraan Roda 4> (unit) More than 4-Wheeled Vehicle (units)	4.401.092	3.520.838	125,00	5.350.459	21,57
Barang (ton) Goods (tons)	2.308.536	1.029.268	224,29	1.983.898	-14,06

Realisasi trip penyeberangan tahun 2022 sebesar 318.979 trip dengan pencapaian 120,66% dari target RKAP tahun 2022 sebesar 264.360 trip. Jumlah penumpang kapal ASDP tahun 2022 sebesar 7.622.313 orang, sehingga mencapai 129,93% dari target RKAP tahun 2022 sebesar 5.866.250 orang. Jumlah kendaraan baik roda 2, 3, 4 atau lebih yang melakukan penyeberangan tahun 2022 sebesar 8.480.221 unit sehingga mencapai 133,90% dari target RKAP tahun 2022 sebesar 6.333.432 unit. Jumlah barang yang diangkut oleh kapal ASDP tahun 2022 sebesar 2.308.536 ton, sehingga mencapai 224,29% dari target RKAP tahun 2022 sebesar 1.029.268 ton.

The realization of ferry trips in 2022 amounted to 318.979 trips with an achievement of 120.66% of the 2022 RKAP target of 264,360 trips. The number of ASDP ship passengers in 2022 amounted to 7,622,313 people, thus reaching 129.93% of the 2022 RKAP target of 5,866,250 people. The number of vehicles with either 2, 3, 4 or more wheels that crossed in 2022 amounted to 8,480,221 units, therefore, it is reaching 133.90% of the 2022 RKAP target of 6,333,432 units. The number of goods transported by ASDP vessels in 2022 amounted to 2,308,536 tons, thus reaching 224.29% of the 2022 RKAP target of 1,029,268 tons.

Tabel Perbandingan Target, Realisasi dan Proyeksi Kinerja Segmen Pelabuhan
Target, Realization and Projection Comparison Table of Port Segment Performance

Keterangan Description	Realisasi Tahun 2022 Realization in 2022	Target RKAP Tahun 2022 RKAP Target in 2022	Pencapaian (%) Achievement (%)	Proyeksi Tahun 2023 Projection in 2023	Target Pertumbuhan % Growth Target %
Jasa Sandar (GTR-Call) Docking Services (GTR-Call)	949.820.444	964.053.647	98,89	1.095.908.890	15,38
Pas Pelabuhan Penumpang (orang) Passenger Pass (people)	4.541.042	4.542.681	99,82	5.938.180	30,77
Pas Pelabuhan Kendaraan (unit) Vehicle Pass (units)	12.343.696	12.696.566	97,13	15.476.662	25,38
Pas Pelabuhan Jasa Parkir (unit) Parking Service Pass (units)	247.154	265.574	80,85	-	-
Jasa Pemeliharaan Dermaga (unit) Dock Maintenance Services (units)	12.342.656	11.471.506	107,49	15.476.662	25,39

Realisasi jasa sandar tahun 2022 sebesar 949.820.444 GRT Call dengan pencapaian 98,52% dari target RKAP tahun 2022 sebesar 964.053.647 GRT Call. Jumlah pas pelabuhan penumpang tahun 2022 sebesar 4.541.042 orang, sehingga mencapai 99,96% dari target RKAP tahun 2022 sebesar 4.542.681 orang. Jumlah pas pelabuhan kendaraan tahun 2022 sebesar 12.343.696 unit, sehingga mencapai 97,22% dari target RKAP tahun 2022 sebesar 12.696.566 unit. Jumlah pas pelabuhan jasa parkir tahun 2022 sebesar 247.154 unit, sehingga mencapai 93,06% dari target RKAP tahun 2022 sebesar 265.574 unit. Jumlah jasa Pemeliharaan Dermaga sebesar 12.342.656 unit, sehingga mencapai 107,59% dari target RKAP tahun 2022 sebesar 11.471.506 unit.

The realization of docking services in 2022 was 949,820,444 GRT Call with an achievement of 98.52% of the 2022 RKAP target of 964.053.647 GRT Call. The number of passengers passes in 2022 amounted to 4,541,042 people, thus achieving 99,96% of the 2022 RKAP target of 4,542,681 people. The number of vehicles passes in 2022 amounted to 12,343,696 units, thus reaching 97.22% of the 2022 RKAP target of 12,696,566 units. The number of parking service passes in 2022 amounted to 247,154 units, thus reaching 93.06% of the 2022 RKAP target of 265,574 units. The number of Dock Maintenance services amounted to 12.342.656 units, thus reaching 107.59% of the 2022 RKAP target of 11,471,506 units.

Target, Realisasi, dan Proyeksi Aspek Pemasaran

Pencapaian aspek pemasaran ditunjukkan dengan pemenuhan target pangsa pasar untuk jasa penyeberangan dan pelabuhan yang diberikan perusahaan. Pangsa Pasar (*Market Share*) di 5 Pelabuhan menjadi KPI Tahun 2022. Uraian pencapaian terhadap target tahun 2022 dan proyeksi tahun 2023 untuk pangsa pasar sebagai berikut.

Target, Realization, and Projection of Marketing Aspects

The achievement of the marketing aspect is indicated by the fulfillment of market share targets for ferry and port services provided by company. Market Share in 5 Ports became the KPI in 2022. The description of achievement against the 2022 target and 2023 projection for market share is as follows.

Tabel Perbandingan Target, Realisasi, dan Proyeksi Pangsa Pasar (%)
Market Share Target, Realization, and Projection Comparison Table (%)

Keterangan Description	Realisasi Tahun 2022 Realization in 2022	Target RKAP Tahun 2022 RKAP Target in 2022	Pencapaian (%) Achievement (%)	Proyeksi Tahun 2023 Projection in 2023
Pangsa Pasar (%) Market Share (%)	32,50%	29,10%	112,07%	29,00%

Realisasi pangsa pasar perusahaan tahun 2022 sebesar 32,50% dengan pencapaian 112,07% dari target RKAP tahun 2022 sebesar 29,00%. Proyeksi tersebut berdasarkan asumsi adanya peningkatan *market share* armada di lintasan komersial melalui upaya segmentasi pelanggan,

The realization of company's market share in 2022 was 32.50 % with the achievement of 112.07% of the 2022 RKAP target of 29.00%. The projection is based on the assumption of an increase in the fleet's market share on commercial routes through customer segmentation efforts, tariff adjustments,



penyesuaian tarif, dan kegiatan *marketing* lainnya baik *above the line* maupun *belowtheline*. Selain itu, upaya mengelola *corporate account* sebagai bentuk penetrasi pasar ke segmen pelanggan perusahaan BUMN dan non BUMN yang berpotensi menggunakan jasa perusahaan.

Target, Realisasi, dan Proyeksi Kinerja Keuangan

Perbandingan realisasi kinerja keuangan yang tercermin dari Laba Rugi, Posisi Keuangan, dan Struktur Modal tahun 2022 terhadap target RKAP 2022 serta proyeksi tahun 2023 diuraikan sebagai berikut.

and other marketing activities both above the line and below the line. In addition, efforts to manage corporate accounts as a form of market penetration to the customer segment of SOE and non-SOE companies that have the potential to use the company's services.

Target, Realization, and Projection of Financial Performance

A comparison of the realization of financial performance reflected in Profit and Loss, Financial Position, and Capital Structure in 2022 against the 2022 RKAP target and 2023 projections is described as follows.

Tabel Perbandingan Target, Realisasi, dan Proyeksi Laba Rugi (jutaan Rupiah)
Target, Realization, and Projection Comparison Table of Profit and Loss (in million IDR)

Keterangan Description	Realisasi Tahun 2022 Realization in 2022	Target RKAP Tahun 2022 RKAP Target in 2022	Pencapaian (%) Achievement (%)	Proyeksi Tahun 2023 Projection in 2023	Target Pertumbuhan % Growth Target %
Pendapatan Usaha Revenues	4.322.161	4.709.137	91,78	5.565.275	28,76
Beban Pokok Cost of Revenue	2.890.947	3.113.174	92,86	3.451.408	19,39
Laba Bruto Gross Profit	1.431.214	1.595.964	89,68	2.113.866	47,70
Beban Usaha Operating Expenses	840.689	1.180.201	71,23	1.222.051	45,36
Pendapatan Lain-lain Other Income	182.389	89.886	202,91	58.089	(68,15)
Beban Lain-lain Other Expenses	32.356	207.635	15,58	225.014	595,43
Laba Sebelum Pajak Income Before Tax	616.186	298.014	206,76	724.889	17,64
Beban Pajak Tax Expenses	31.012	33.140	93,58	31.382	1,19
Laba Tahun Berjalan Income for the Year	585.174	264.874	220,93	693.507	18,51

Realisasi Pendapatan Usaha Tahun 2022 sebesar Rp4,33 triliun dengan pencapaian 91,78% dari target RKAP tahun 2022 yaitu sebesar Rp4,71 triliun. Capaian tersebut berdasarkan asumsi adanya kenaikan produksi di segmen usaha penyeberangan melalui program-program kerja yang akan direalisasikan, dan peningkatan pendapatan segmen Pelabuhan melalui program penyesuaian tarif jasa pelabuhan (tarif non terpadu), serta kenaikan pendapatan Usaha Aneka Jasa dan Kerjasama antara lain bersumber dari pengembangan bisnis properti dan area komersil dikawasan Merak, Bakauheni, Waingapu, Ketapang dan Gilimanuk.

Realization of Revenues in 2022 amounted to IDR4.33 trillion with an achievement of 91.78% of the 2022 RKAP target of IDR4.71 trillion. The achievement is based on the assumption of an increase in production in the ferry business segment through work programs that will be realized, and an increase in Port segment income through the port service tariff adjustment program (non-integrated tariffs), as well as an increase in revenue for Various Services Business, among others, sourced from the development of property businesses and commercial areas in the Merak, Bakauheni, Waingapu, Ketapang and Gilimanuk areas.

Realisasi Beban Pokok Pendapatan Tahun 2022 sebesar Rp2,89 triliun dengan pencapaian 92,86% dari target RKAP tahun 2022 sebesar Rp3,11 triliun. Proyeksi tersebut berdasarkan

Realization of Cost of Revenue in 2022 amounted to IDR2.89 trillion with an achievement of 92.86% of the 2022 RKAP target of IDR3.11 trillion. The projection is based on the assumption

asumsi bahwa adanya kenaikan pada beban imbalan kerja dengan adanya perbaikan kesejahteraan karyawan sebagai upaya untuk meningkatkan produktivitas. Serta peningkatan beban bahan seiring dengan rencana penambahan kapal dan lintasan pada tahun 2022 beban bahan tersebut sudah termasuk beban bahan perusahaan yang pelayaran swasta yang diakuisisi. Selain itu beban pemeliharaan juga meningkat seiring dengan adanya program penguatan sistem manajemen pemeliharaan, peningkatan kapasitas dan kecepatan kapal, dan pengusulan sistem keselamatan kapal.

Realisasi Laba Tahun Berjalan 2022 sebesar Rp585,17 miliar dengan pencapaian 220,93% dari target RKAP tahun 2022 sebesar Rp264,87 miliar. Proyeksi tersebut berdasarkan asumsi bahwa adanya peningkatan pendapatan usaha di seluruh segmen usaha.

that there is an increase in employee benefits expense with improvements in employee welfare as an effort to increase productivity. As well as an increase in material expenses in line with the plan to add ships and routes in 2022, the material expenses include the material expenses of the acquired private shipping company. In addition, maintenance expenses also increased in line with the program to strengthen the maintenance management system, increase ship capacity and speed, and propose a ship safety system.

Realization of Income for the Year 2022 amounted to IDR585.17 billion with an achievement of 220.93% of the 2022 RKAP target of IDR264.87 billion. The projection is based on the assumption that there is an increase in revenues in all business segments.

Tabel Perbandingan Target, Realisasi, dan Proyeksi Posisi Keuangan (jutaan Rupiah)
Target, Realization, and Projection Comparison Table of Financial Position (in million IDR)

Keterangan Description	Realisasi Tahun 2022 Realization in 2022	Target RKAP Tahun 2022 RKAP Target in 2022	Pencapaian (%) Achievement (%)	Proyeksi Tahun 2023 Projection in 2023	Target Pertumbuhan % Growth Target %
Aset Lancar Current Assets	1.696.767	3.236.769	52,42	1.969.837	16,09
Aset Tidak Lancar Non-current Assets	8.314.480	9.486.470	87,65	9.965.236	19,85
Jumlah Aset Total Assets	10.011.247	12.723.240	78,68	11.935.073	19,22
Liabilitas Jangka Pendek Current Liabilities	919.747	855.686	107,49	927.113	0,80
Liabilitas Jangka Panjang Non-Current Liabilities	1.622.473	1.210.711	134,01	2.861.803	76,39
Jumlah Liabilitas Total Liabilities	2.542.220	2.066.397	123,03	3.788.916	49,04
Jumlah Ekuitas Total Equity	7.469.026	10.656.843	70,09	8.146.157	9,07

Realisasi Aset Tahun 2022 sebesar Rp10,01 triliun dengan pencapaian 78,68% dari meyakini, target RKAP tahun 2022 sebesar Rp12,72 triliun. Realisasi Liabilitas Tahun 2022 sebesar Rp2,54 triliun dengan pencapaian 123,03% dari target RKAP tahun 2022 sebesar Rp2,07 triliun. Realisasi Ekuitas Tahun 2022 sebesar Rp7,47 triliun dengan pencapaian 70,09% dari target RKAP tahun 2022 sebesar Rp10,66 triliun.

Asset Realization in 2022 amounted to IDR10.01 trillion with an achievement of 78.68% of the 2022 RKAP target of IDR12.72 trillion. Realization of Liabilities in 2022 amounted to IDR2.54 trillion with an achievement of 123.03% of the 2022 RKAP target of IDR2.07 trillion. Realization of Equity in 2022 amounted to IDR7.47 trillion with an achievement of 70.09% of the 2022 RKAP target of IDR10.66 trillion.



Tabel Perbandingan Target, Realisasi dan Proyeksi Struktur Modal
Target, Realization and Projection Comparison Table of Capital Structure

Uraian Description	Realisasi Tahun 2022 Realization in 2022		Target RKAP Tahun 2022 RKAP Target in 2022		Pencapaian (%) Achievement (%)	Proyeksi Tahun 2023 Projection in 2023	
	Nominal (jutaan Rupiah) Nominal (in million IDR)	Komposisi (%) Composition (%)	Nominal (jutaan Rupiah) Nominal (in million IDR)	Komposisi (%) Composition (%)		Nominal (jutaan Rupiah) Nominal (in million IDR)	Komposisi (%) Composition (%)
Liabilitas Liability	2.542.220	25,39	2.066.397	16,24	123,03	3.788.916	31,75
Ekuitas Equity	7.469.026	74,61	10.656.843	83,76	70,09	8.146.157	68,25
Aset Asset	10.011.247	100,00	12.723.240	100,00	78,68	11.935.073	100,00

Realisasi aset dibiayai oleh liabilitas tahun 2022 sebesar 25,39%, di atas target RKAP tahun 2022 sebesar 16,24%. Sementara, aset yang dibiayai oleh ekuitas sebesar 74,61%, di bawah target RKAP tahun 2022 sebesar 83,76%.

The realization of assets financed by liabilities in 2022 amounted to 25.39%, above the 2022 RKAP target of 16.24%. Meanwhile, assets financed by equity amounted to 74.61%, below the 2022 RKAP target of 83.76%.

Target, Realisasi, dan Proyeksi Pengembangan SDM

Pencapaian aspek pengembangan SDM ditunjukkan dengan capaian realisasi target biaya pendidikan dan pelatihan (Diklat) yang telah dianggarkan oleh perusahaan. Program Diklat perusahaan terbagi menjadi 3 kategori yaitu Diklat Darat, Diklat Laut, dan Pemagangan. Uraian pencapaian terhadap target tahun 2022 dan proyeksi tahun 2023 untuk biaya pelatihan sebagai berikut

Target, Realization, and Projection of HR Development

The achievement of HR development aspects is indicated by the realization achievement of education and training (Diklat) cost targets that have been budgeted by company. The Company Training Program is divided into 3 categories, namely Education and Training on Onshore Subject, Education and Training on Offshore Subject, and Internship. The description of achievements against the 2022 target and 2023 projection for training costs is as follows

Tabel Perbandingan Target, Realisasi, dan Proyeksi Biaya Pelatihan (jutaan Rupiah)
Target, Realization, and Projection Comparison Table of Training Costs (in million IDR)

Keterangan Description	Realisasi Tahun 2022 Realization in 2022	Target RKAP Tahun 2022 RKAP Target in 2022	Pencapaian (%) Achievement (%)	Proyeksi Tahun 2023 Projection in 2023	Target Pertumbuhan % Growth Target %
Diklat Darat Education and Training on Onshore Subject	9.329	9.500	98,20	11.034	18,28
Diklat Laut Education and Training on Offshore Subject	2.336	7.688	30,39	4.729	102,44
Pemagangan Internship	2.022	3.001	67,38	4.700	132,44
Total Anggaran Total Budget	13.687	20.189	67,79	20.463	49,51

ASPEK PEMASARAN MARKETING ASPECTS



Perusahaan sebagai pemilik sekaligus operator kapal ferry dan pelabuhan penyeberangan terbesar di Indonesia, berkomitmen memberikan pelayanan berkualitas kepada pelanggan yang meliputi penumpang kapal baik pejalan kaki maupun berkendaraan, operator kapal, dan tenant dengan mengutamakan keselamatan dan kesehatan kerja.

Perusahaan berupaya mewujudkan Standar-Praktisi-Terbaik (*best practice*) dalam industri kepelabuhanan dan penyeberangan, mampu menguasai pangsa pasar jasa penyeberangan dan kepelabuhanan, Skala usaha regional dalam produksi, pendapatan dan pemasaran serta kemampuan kerja sama dengan akses global. Dengan terus menciptakan dan mengoptimalkan nilai perusahaan dengan menghubungkan masyarakat dan pasar.

Perusahaan secara terus menerus berusaha untuk tanggap melihat kebutuhan dan peluang pasar serta meningkatkan kemampuan kapal khususnya ke peningkatan jumlah penumpang dan kehandalan armada. Perusahaan meningkatkan kinerja perusahaan salah satunya dengan melakukan digitalisasi dalam proses bisnis dengan

Company, as the owner and operator of the largest ferry and port in Indonesia, is committed to providing quality services to customers, including ship passengers both foot passengers and passengers with vehicles, ship operators, and tenants by prioritizing occupational safety and health.

The Company strives to realize Best Practice Standards in the port and ferry industry, able to control the market share of ferry and port services, regional business scale in production, revenue and marketing and the ability to cooperate with global access. By continuing to create and optimize corporate value by connecting the community and the market.

The Company continuously strives to be responsive to market needs and opportunities as well as to improve ship capabilities, especially to increase the number of passengers and fleet reliability. The company improves its performance, one of which is by digitizing business processes. This is conducted by strengthening the digitalization program through enhancing



memperkuat program digitalisasi melalui penyempurnaan sistem ERP, sistem tiket yang akuntabel melalui *ticketing online* dan pembayaran *cashless*, dan sistem perkantoran berbasis teknologi informasi.

ASDP terus meningkatkan mutu layanan baik di kapal maupun pelabuhan melalui penerapan standardisasi pelayanan minimum serta meningkatkan keunggulan operasional melalui program sterilisasi pelabuhan dan memastikan keselamatan kerja di seluruh area operasional perusahaan. Selain itu perusahaan juga memenuhi standar tingkat pelayanan di pelabuhan dan kapal dengan meningkatkan konsistensi *service culture* dalam operasional pelayanan pelanggan. Hal ini dipertahankan dan ditingkatkan secara konsisten untuk mempertahankan kepuasan Pelanggan.

Strategi Pemasaran

Strategi pemasaran disusun dan dievaluasi oleh Manajemen ASDP secara berkala untuk mendorong pertumbuhan pangsa pasar. Beberapa inisiatif strategis telah dimuat dalam RJPP sebagai upaya dalam memperluas pangsa pasar ASDP, di antaranya:

1. Melakukan komunikasi pemasaran
ASDP terus melakukan upaya untuk meningkatkan daya tarik kepada pengguna jasa dengan mengkomunikasikan layanan jasa melalui berbagai media seperti penjualan tiket melalui online *platform*, lintasan-lintasan baru, promo-promo yang menarik. Komunikasi dilakukan dengan berbagai saluran komunikasi baik media konvensional, media sosial, media digital, dan dengan berbagai aktivasi *offline*.
2. Menyesuaikan tarif
Perusahaan melakukan penyesuaian tarif yang telah dilakukan pada 16 Pelabuhan Penyeberangan yang melayani lintas dalam provinsi. Pelabuhan Penyeberangan Kayangan, Pototano, Batulicin, Tanjung Serdang, Telaga Punggur, Tanjung Uban, Panajam, Bastiong, Sidangole, Rum, Galala, Namlea, Hunimua, dan Waipirit. Penyesuaian tarif jasa angkutan antar Provinsi di 36 lintasan, Penyesuaian tarif jasa angkutan penyeberangan dalam provinsi di 186 Lintasan, dan jasa penunjang. Perhitungan tarif jasa kepelabuhan (Perhitungan HPP) terhadap 14 pelabuhan. Penyesuaian tarif penyeberangan juga ditujukan untuk peningkatan kualitas pelayanan dan modernisasi dermaga, area parkir, dan fasilitas penjualan tiket serta akomodasi penumpang.

the ERP system, an accountable ticketing system through online ticketing and cashless payments, and an information technology-based office system.

ASDP continues to improve the quality of services both at ships and ports through the implementation of minimum service standards as well as improving operational excellence through port sterilization programs and ensuring work safety in all operational areas of the company. In addition, the company also meets service level standards at ports and ships by improving service culture consistency in customer service operations. This is consistently maintained and improved to maintain customer satisfaction.

Marketing Strategies

Marketing strategies are developed and evaluated by ASDP Management on a regular basis to drive market share growth. Several strategic initiatives have been included in the RJPP as an effort to expand ASDP's market share, including:

1. Conducting marketing communications
ASDP is still working to make its services more appealing to service users by promoting them through a variety of media, including online ticket sales, new trajectories, and interesting promotions. There are many other ways to communicate, including through traditional media, social media, digital media, and numerous offline activations.
2. Adjusting tariffs
The Company made tariff adjustments that have been carried out at 16 ferry ports that serve within the province. Such as Kayangan, Pototano, Batulicin, Tanjung Serdang, Telaga Punggur, Tanjung Uban, Panajam, Bastiong, Sidangole, Rum, Galala, Namlea, Hunimua, and Waipirit ferry ports. Adjustment of inter-provincial transportation service tariffs on 36 routes, adjustment of ferry transportation service tariffs within the province on 186 routes, and supporting services. Port service tariff calculation (HPP calculation) for 14 ports. Adjustment of ferry tariffs is also aimed at improving the quality of service and modernization of docks, parking areas, and ticket sales facilities and passenger accommodation.

3. Meningkatkan layanan Pelanggan

Strategi yang dilakukan perusahaan sebagai bentuk untuk meningkatkan layanan kepada Pelanggan di antaranya penambahan layanan customer *service on site* pada empat pelabuhan utama (Merak, Bakauheni, Ketapang, Gilimanuk), penambahan layanan bagi pengguna jasa dengan kebutuhan khusus berupa layanan untuk sahabat tuli, pelaksanaan survei kepuasan Pelanggan, Implementasi Ferizy E-TIS di 15 pelabuhan/lintasan penyeberangan dan 2 pelabuhan terdigitalisasi *online*, penambahan *sales channel* pembelian tiket ferry *online* melalui agen Delima, BNI46 dan Alfamidi, pelaksanaan kegiatan posko pengendalian transportasi angkutan Lebaran 2022, Natal Tahun 2022 dan Tahun Baru 2023 di lingkungan perusahaan.

4. Pengelolaan Media Sosial ASDP

Perusahaan terus berupaya mengkomunikasikan produk dan layanan serta meningkatkan *engagement* dengan pengguna jasa melalui pengelolaan konten dan pengelolaan saran serta keluhan pelanggan yang masuk melalui *social media* perusahaan untuk meningkatkan citra perusahaan di masyarakat dan pelanggan sebagai moda transportasi pilihan dan operator penyeberangan terpercaya. Saluran komunikasi tersebut meliputi media sosial (Facebook, Twitter, Instagram, Youtube), *website* perusahaan dan media digital lainnya.

Pangsa Pasar

Implementasi strategi dan program pemasaran diharapkan dapat mendukung pertumbuhan kinerja operasional dengan jumlah pelanggan baru yang bertambah dan pelanggan eksisting yang dipertahankan loyalitasnya. Melalui penerapan strategi pemasaran yang tepat, perusahaan optimis dapat memperluas pangsa pasar. Berikut gambaran pangsa pasar perusahaan dalam tiga tahun terakhir.

3. Improving Customer Service

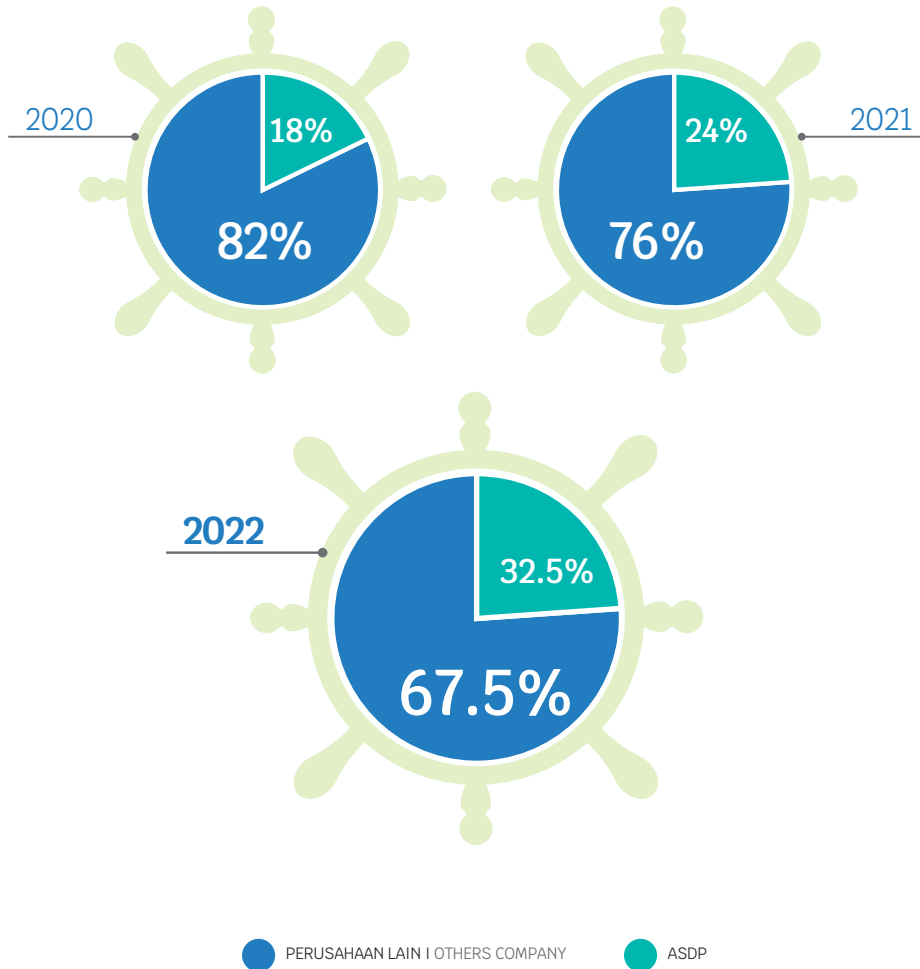
Strategies conducted by company as a form of improving services to customers include the addition of on-site customer service at four major ports (Merak, Bakauheni, Ketapang, Gilimanuk), the addition of services for users with specific requirements, such as those with hearing impaired, the implementation of customer satisfaction surveys, the implementation of Ferizy E-TIS in 15 ports/routes and 2 online digitized ports, the addition of online ferry ticket purchase sales channels through Delima, BNI46 and Alfamidi agents, the implementation of transportation control posts for Eid 2022, Christmas 2022 and New Year 2023 within the company.

4. ASDP Social Media Management

Company continues to promote its products and services as well as increase engagement with service users through content management and management of customer's suggestions and complaints submitted via company's social media to enhance the company's reputation as the go-to means of transportation and a trusted ferry operator in the eyes of the general public and consumers. Social media (Facebook, Twitter, Instagram, and Youtube) as well as the company's website and other digital media are used as communication channels.

Market Share

The implementation of marketing strategies and programs is expected to support the growth of operational performance by increasing the number of new customers and maintaining the loyalty of existing customers. Through the implementation of appropriate marketing strategies, company is optimistic that it can expand its market share. The following is an overview of company's market share in the last three years.



Dalam tiga tahun terakhir pangsa pasar perusahaan terus bertumbuh. Pada tahun 2022 pangsa pasar perusahaan sebesar 32,50% meningkat dibandingkan tahun-tahun sebelumnya. Pangsa pasar perusahaan diproyeksikan terus mengalami pertumbuhan seiring program dan inisiatif strategis yang diterapkan.

In the last three years company's market share has continued to grow. In 2022, company's market share of 32.50% increased compared to previous years. company's market share is projected to continue to grow in line with the strategic programs and initiatives implemented.

DIVIDEN DIVIDENDS

Kebijakan Dividen

Perusahaan membagikan dividen atas laba yang diperoleh dengan mengacu pada ketentuan yang diatur dalam Anggaran Dasar Pasal 26 tentang Penggunaan Laba. Beberapa ketentuan tersebut antara lain pembagian dividen diputuskan oleh Rapat Umum Pemegang Saham (RUPS); Dividen hanya boleh dibagikan apabila perusahaan mempunyai laba yang positif; Dividen yang tidak diambil dalam waktu lima tahun setelah disediakan untuk dibayarkan, dimasukkan dalam dana cadangan yang khusus diperuntukkan untuk itu; Dividen dalam dana cadangan khusus dapat diambil oleh Pemegang Saham yang berhak dengan menyampaikan bukti haknya atas dividen tersebut yang dapat diterima oleh Direksi dengan syarat pengambilannya tidak secara sekaligus dan dengan membayar biaya administrasi yang ditetapkan Direksi; Dividen dalam cadangan khusus dan tidak diambil dalam jangka waktu sepuluh tahun akan menjadi hak perusahaan; perusahaan dapat membagikan dividen interim sebelum tahun buku berakhir, dengan memperhatikan proyeksi perolehan laba dan kemampuan keuangan perusahaan; Pembagian dividen interim ditetapkan berdasarkan keputusan Direksi setelah memperoleh persetujuan Dewan Komisaris; Dalam hal perusahaan mengalami kerugian, dividen interim yang telah dibagikan harus dikembalikan oleh Pemegang Saham kepada perusahaan; Direksi dan Dewan Komisaris bertanggung jawab secara tanggung renteng atas kerugian perusahaan, dalam hal Pemegang Saham tidak dapat mengembalikan dividen interim.

Pembagian Dividen

Perusahaan telah menerapkan kebijakan dividen dalam proses pembagiannya. Pembagian jumlah dividen disesuaikan berdasarkan jumlah laba yang diperoleh dan untuk menjaga struktur permodalan. Berdasarkan RUPS, Pemegang Saham menetapkan penggunaan laba bersih tahun buku 2019, 2020 dan 2021 seluruhnya sebagai cadangan, sehingga perusahaan tidak membagikan dividen. Secara ringkas informasi pembagian dividen tahun buku 2018-2022 disajikan sebagai berikut:

Dividend Policy

Company shares dividend from the profits by referring to the following provisions set out in the Article 26 of Article of Association on the use of profit. The distribution of dividend is determined by the General Meeting of Shareholders (GMS); Dividend may only be distributed in the event of surplus; Dividend unclaimed within 5 years after distribution will be moved to a specific reserve fund; Dividend moved to the reserve fund can be withdrawn by the entitled shareholder after providing the proof of dividend ownership deemed valid by the Board of Directors, provided that the dividend must not be withdrawn altogether and needs to be accompanied with the payment of the administration fee specified by the Board of Directors; Dividend moved to the reserve fund and unclaimed for ten years will be claimed by company; Company may distribute interim dividend before the end of fiscal year, by taking into account the projected revenue and financial position of the Company; Distribution of interim dividend is specified by the decision made by the Board of Directors with the approval of the Board of Commissioners; In the event of loss, the interim dividend received by the shareholders must be returned to company; the Board of Directors and Board of Commissioners will be jointly held responsible if the shareholder is unable to return the interim dividend.

Dividends Distribution

Company has implemented a dividend policy in the distribution process. The distribution of dividends is adjusted based on the amount of profit earned and to maintain the capital structure. Based on the GMS, the Shareholders determined the use of net income for the 2019, 2020 and 2021 fiscal years entirely as reserves, so the Company did not distribute dividends. In summary, information on dividend distribution for the 2018-2022 fiscal year is presented as follows:

Tabel Pembagian Dividen atas Kinerja Tahun Buku 2018-2022
Dividend Distribution Table on the Performance of Financial Year 2018-2022

Keterangan Description	Tahun Buku Fiscal Year				
	2018	2019*	2020*	2021*	2022
Laba Bersih yang diatribusikan kepada entitas induk (Rp juta) Net Profit attributable to parent entity (IDR million)	263.536	351.335	162.397	325.453	563.765
Persentase Dividen Dividends Percentage	25%	-	-	-	17,92%
Dividen yang Dibagikan (Rp juta) Dividends Distributed (IDR million)	65.884	-	-	-	101.000



Tabel Pembagian Dividen atas Kinerja Tahun Buku 2018-2022
Dividend Distribution Table on the Performance of Financial Year 2018-2022

Keterangan Description	Tahun Buku Fiscal Year				
	2018	2019*	2020*	2021*	2022
Dividen per Lembar (Rp Juta) Dividend per Share (IDR million)	65.884	-	-	-	101.000
Pay Out Ratio	25%	-	-	-	17,92%
Tanggal Pengumuman Dividen Dividend Announcement Date	27 Mei 2019 May 27, 2019	-	-	-	26 Juni 2023 June 26, 2023
Tanggal Pembayaran Dividen Dividend Payment Date	25 Juni 2019 June 25, 2019	-	-	-	20 Juli 2023 July 20, 2023

*) Perusahaan tidak membagikan Dividen untuk kinerja tahun buku 2019, 2020, dan 2021

*) The Company does not distribute Dividends for the 2019, 2020, and 2021 fiscal year performance

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

MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER, ACQUISITION, DEBT/CAPITAL RESTRUCTURING, MATERIAL TRANSACTIONS, AFFILIATED TRANSACTIONS, AND CONFLICT OF INTEREST TRANSACTIONS

Investasi

Pada tahun 2022, perusahaan melakukan beberapa kegiatan investasi untuk mendukung operasional diantaranya dalam bentuk tanah, bangunan dan fasilitas, jalan, sarana, dan prasarana, konstruksi dan perbaikan kapal, alat-alat fasilitas, dan instalasi fasilitas.

Kegiatan investasi tahun 2022 terealisasi dalam program-program sesuai dengan RKAP tahun 2022. Total realisasi cash out investasi tahun 2022 sebesar Rp249,18 miliar atau terealisasi sebesar 11,84% dari rencana investasi tahun 2022. Berikut uraian dan tabel realisasi investasi:

Investment

In 2022, company conducted several investment activities to support operations including in the form of land, buildings and facilities, roads, facilities, and infrastructure, ship construction and repair, facility equipment, and facility installations.

Investment activities in 2022 were realized in programs in accordance with the 2022 RKAP. The total realization of cash out investment in 2022 amounted to IDR249.18 billion or realized by 11.84% of the investment plan in 2022. The following is a description and table of investment realization:

Tabel Investasi Perusahaan Tahun 2022 (jutaan Rupiah)
Company Investment Table in 2022 (in million IDR)

Uraian Description	RKAP 2022 Work Plan and Budget in 2022	Realisasi 2022 Realization in 2022	Pencapaian Achievement
Fasilitas, Akomodasi, Peralatan, dan Permesinan Alat Produksi Facilities, Accommodation, Equipment, and Machinery Production Tools	1.815.976	597.570	32,91%
Tanah, Bangunan, dan Peralatan Kerja Perkantoran Land, Building and Office Equipment	204.647	248.491	121,42%
Instalasi, Jaringan, dan Teknologi Installation, Networking, and Technology	83.136	22.998	27,66%
Total Investasi Total Investment	2.103.759	869.059	41,31%

Adapun serapan investasi terhadap program-program RKAP tahun 2022 di antaranya:

1. Bangunan Fasilitas Pelabuhan senilai Rp125,06 Miliar;
2. Bangunan Gedung Kantor sebesar Rp247,30 Miliar;
3. Investasi Kapal, Akomodasi serta Permesinan dan Kelistrikan kapal sebesar Rp472,51 Miliar;
4. Peralatan dan Perlengkapan diantaranya alat kerja perkantoran, peralatan teknologi dan komunikasi serta lisensi sebesar Rp22,99 Miliar;
5. Investasi Kendaraan di antaranya kendaraan roda 2 dan roda 3 sebesar Rp1,19 Miliar.

The investment absorption of the 2022 Work Plan and Budget (RKAP) programs include:

1. Port Facility Building amounting to IDR125.06 billion;
2. Office Building amounting to IDR247.30 billion;
3. Investment in Ships, Accommodation and Ship Machinery and Electricity amounting to IDR472.51 billion;
4. Equipment and Supplies including office work equipment, technology and communication equipment and licenses amounting to IDR22.99 billion;
5. Investment in Vehicles including 2-wheeled and 3-wheeled vehicles amounting to IDR1.19 billion.

Akuisisi

Pada tahun 2022, perusahaan secara resmi telah melakukan akuisisi terhadap PT Jembatan Nusantara (JN) sesuai dengan Akta Notaris Jose Dima Satria S.H., M.Kn. nomor: 140 tanggal 22 Februari 2022 dan telah disetujui oleh Menteri Badan Usaha Milik Negara Republik Indonesia berdasarkan surat

Acquisition

In 2022, the company officially acquired PT Jembatan Nusantara (JN) in accordance with Notarial Deed Jose Dima Satria S.H., M.Kn. number: 140 dated February 22, 2022, and was approved by the Minister of State-Owned Enterprises of the Republic of Indonesia based on letter



No. S- 87/MBU/02/2022 tanggal 2 Februari 2022. Dengan demikian PT Jembatan Nusantara adalah anak perusahaan PT ASDP Indonesia Ferry (Persero) yang merupakan BUMN yang menyelenggarakan jasa penyeberangan dan jasa pelabuhan. Bisnis utama perusahaan yaitu bidang usaha angkutan penyeberangan dan pelayaran dengan total kapal penyeberangan sebanyak 53 kapal, di mana 21 lintasan merupakan lintasan jarak dekat (*Short Distance Ferry*) dan 3 lintasan jarak jauh (*Long Distance Ferry*), yang dikendalikan oleh 23 kantor cabang.

Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan Restrukturisasi Utang

Pada tahun 2022, perusahaan tidak memiliki/melakukan kegiatan korporasi terkait dengan ekspansi, divestasi, penggabungan usaha, dan Restrukturisasi Utang, sehingga tidak terdapat informasi yang tersebut.

Transaksi Material yang Mengandung Benturan Kepentingan

Selama tahun 2022, tidak terdapat transaksi yang mengandung benturan kepentingan, sehingga tidak terdapat informasi yang tersebut.

Transaksi dengan Pihak Afiliasi/Berelasi

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

1. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - a. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor,
 - b. Memiliki pengaruh signifikan atas pelapor atau entitas pelapor, atau
 - c. Merupakan personel manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
2. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
 - a. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain),
 - b. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya),
 - c. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama,

No. S- 87/MBU/02/2022 dated February 2, 2022. Thus, PT Jembatan Nusantara is a subsidiary of PT ASDP Indonesia Ferry (Persero) which is an SOE that organizes ferry services and port services. The Company's main business is in the sector of ferry transportation and operator with a total of 53 ferry ships, of which 21 routes are short distance routes (*Short Distance Ferry*) and 3 long distance routes (*Long Distance Ferry*), which are controlled by 23 branch offices.

Expansion, Divestment, Merger, Acquisition, and Debt Restructuring

In 2022, company did not have/conduct any corporate activities related to expansion, divestment, merger, and debt restructuring, so there is no such information.

Material Transactions Containing Conflict of Interest

During 2022, there were no transactions containing conflicts of interest, so there is no such information.

Transactions with Affiliated/Related Parties

A related party is a person or entity related to the reporting entity:

1. A person or their close family member is related to the reporting entity if that person:
 - a. Has control or joint control over the reporting entity,
 - b. Have significant influence over the reporting person or reporting entity, or
 - c. Is a key management personnel of the reporting entity or a parent of the reporting entity.
2. An entity is related to the reporting entity if it meets any of the following:
 - a. The entity and the reporting entity are members of the same group (meaning that the parent entity, subsidiaries, and subsequent subsidiaries are related to each other),
 - b. One entity is an associate or joint venture of another entity (or an associate or joint venture that is a member of a group of which the other entity is a member),
 - c. Both entities are joint ventures of the same third party,

- d. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga,
 - e. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor,
 - f. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (1), atau
 - g. Orang yang diidentifikasi dalam huruf (1) angka (i) memiliki pengaruh signifikan atas entitas atau personel manajemen kunci entitas (atau entitas induk dari entitas).
 - h. Entitas atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personel manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.
- d. One entity is a joint venture of a third entity, and the other entity is an associate of a third entity,
 - e. The entity is a post-employment benefit plan for employee benefits of either the reporting entity or an entity related to the reporting entity. If the reporting entity is the entity that administers the plan, the sponsoring entity is also related to the reporting entity,
 - f. An entity controlled or jointly controlled by a person identified in (1), or
 - g. The person identified in (1) item (i) has significant influence over the entity or key management personnel of the entity (or a parent of the entity).
 - h. The entity or a member of a group of which the entity is a part, provides key management personnel services to the reporting entity or to a parent of the reporting entity.

Entitas yang berelasi dengan Pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh Pemerintah. Pemerintah mengacu kepada instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

Entities related to the Government are entities that are controlled, jointly controlled, or influenced by the Government. Government refers to government agencies and similar bodies whether local, national or international.

Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian Negara BUMN sebagai kuasa pemegang saham.

Entities related to the Government can be entities controlled or significantly influenced by the Ministry of Finance, which is the entity's Shareholder, or entities controlled by the Government of the Republic of Indonesia through the Ministry of SOEs as the shareholder power.

Seluruh transaksi dan saldo yang signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan konsolidasian dalam catatan yang relevan.

All significant balances and transactions with related parties, whether or not made under terms and conditions with third parties, are disclosed in the consolidated financial statements, in relevant notes.

Sifat Hubungan Berelasi

Dalam kegiatan usahanya, Grup melakukan transaksi dengan pihak berelasi. Kebijakan perusahaan mengatur bahwa penetapan harga atas transaksi-transaksi tersebut sama dengan transaksi – transaksi yang dilakukan dengan pihak ketiga. Berikut adalah penjelasan mengenai sifat hubungan berelasi yang dimiliki oleh perusahaan:

Nature of Relationship

In its business activities, the Group engages in transactions with related parties. The company policy specifies that the pricing of these transactions shall be the same with transactions made with third parties. Here is the elaboration of the nature of relations made by company:



1. Hubungan sebagai Pemegang Saham – Pemerintah Republik Indonesia
Perusahaan mempunyai aset tetap berupa kapal dan dermaga pelabuhan yang berasal dari Pemerintah, dalam hal ini adalah Direktorat Jenderal Perhubungan Darat, antara lain aset yang sudah diterbitkan Peraturan Pemerintah (PP) mengenai Penyertaan Modal Negara Republik Indonesia (PMN) dan Aset Yang Belum Ditentukan Statusnya (BPYBDS).

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 52 tahun 2021 tanggal 4 Maret 2021, Pemerintah Republik Indonesia melakukan penambahan penyertaan modal kepada perusahaan melalui bantuan pemerintah yang belum ditetapkan statusnya sebesar Rp598.579.637.032 dan kemudian ditetapkan menjadi modal saham melalui Akta No. 9 tanggal 1 September 2021.

2. Hubungan kepemilikan dan atau kepengurusan Transaksi dengan seluruh BUMN dan lainnya yang mempunyai hubungan kepemilikan dan atau kepengurusan diperlakukan sebagai transaksi dengan pihak berelasi. Hubungan dan jenis akun atau transaksi dengan pihak- pihak berelasi adalah sebagai berikut:

1. Relationship as Shareholder – Government of the Republic of Indonesia
Company has fixed assets in the form of ships and port docks originating from the Government, in this case the Directorate General of Land Transportation, including assets that have been issued Government Regulations (PP) regarding State Equity Participation of the Republic of Indonesia (PMN) and Undefined Assets (BPYBDS).

Based on Government Regulation of the Republic of Indonesia No. 52 of 2021 dated March 4, 2021, the Government of the Republic of Indonesia made additional capital investment in the company through undefined government assistance in the amount of IDR598,579,637,032 and then defined as share capital through Deed No. 9 dated September 1, 2021.

2. Ownership and/or management relationships
Transactions with all SOEs and others that have ownership and or management relationships are treated as transactions with related parties. The relationships and types of accounts or transactions with related parties are as follows:

Tabel Pihak Berelasi Tahun 2022
Related Parties Table in 2022

No.	Pihak-pihak Berelasi Related Parties	Hubungan Relation	Jenis Akun atau Transaksi Types of Accounts or Transactions
1	PT Bank Rakyat Indonesia (Persero) Tbk	Entitas Sepengendali Entity under the same Control	Kas dan Setara Kas, Piutang Usaha, Utang Bank, Pinjaman Sindikasi Cash and Cash Equivalents, Trade Receivables, Bank Loan, Syndicated Loan
2	PT Bank Mandiri (Persero) Tbk	Entitas Sepengendali Entity under the same Control	Kas dan Setara Kas Cash and Cash Equivalents
3	PT Bank Tabungan Negara (Persero) Tbk	Entitas Sepengendali Entity under the same Control	Kas dan Setara Kas Cash and Cash Equivalents
4	PT Bank Negara Indonesia (Persero) Tbk	Entitas Sepengendali Entity under the same Control	Kas dan Setara Kas Cash and Cash Equivalents
5	PT Bank Raya Indonesia Tbk	Entitas Sepengendali Entity under the same Control	Kas dan Setara Kas Cash and Cash Equivalents
6	PT Bank Syariah Indonesia Tbk	Entitas Sepengendali Entity under the same Control	Kas dan Setara Kas Cash and Cash Equivalents
7	KSO IFPRO – ISS	Kerja sama Operasi Joint Operation	Piutang Usaha, Pendapatan Yang Masih Harus Diterima, Utang Usaha Trade Receivables, Accrued Income, Trade Payables
8	PT Jasa Raharja (Persero) Tbk	Entitas Sepengendali Entity under the same Control	Piutang Usaha, Pendapatan Yang Masih Harus Diterima, Utang Asuransi Trade Receivables, Accrued Income, Insurance Payables

Tabel Pihak Berelasi Tahun 2022
Related Parties Table in 2022

No.	Pihak-pihak Berelasi Related Parties	Hubungan Relation	Jenis Akun atau Transaksi Types of Accounts or Transactions
9	Kementerian Perhubungan	Entitas Sepengendali Entity under the same Control	Piutang Usaha, Pendapatan Yang Masih Harus Diterima, Liabilitas Jangka Pendek Lainnya Trade Receivables, Accrued Income, Other Current Liabilities
10	PT Asuransi Jasa Indonesia (Persero)	Entitas Sepengendali Entity under the same Control	Pendapatan Yang Masih Harus Diterima Accrued Income
11	PT Jasa Raharja Putera	Entitas Sepengendali Entity under the same Control	Pendapatan Yang Masih Harus Diterima, Utang Asuransi Accrued Income, Insurance Payables
12	PT Jembatan Nusantara	Entitas Sepengendali Entity under the same Control	Pendapatan Yang Masih Harus Diterima Accrued Income
13	PERUM DAMRI	Entitas Sepengendali Entity under the same Control	Pendapatan Yang Masih Harus Diterima Accrued Income
14	PT Pos Indonesia (Persero)	Entitas Sepengendali Entity under the same Control	Pendapatan Yang Masih Harus Diterima, Utang Usaha Accrued Income, Trade Payable
15	PT Pembangunan Perumahan (Persero) Tbk	Entitas Sepengendali Entity under the same Control	Uang Muka, Utang Usaha, Liabilitas Jangka Pendek Lainnya Advances, Trade Payables, Other Current Liabilities
16	PT Industri Kapal Indonesia (Persero)	Entitas Sepengendali Entity under the same Control	Uang Muka, Utang Usaha, Advances, Trade Payables,
17	PT Sarana Multi Infrastruktur (Persero)	Entitas Sepengendali Entity under the same Control	Pinjaman Sindikasi Syndicated Loan
18	PT PANN Pembiayaan Maritim (Persero)	Entitas Sepengendali Entity under the same Control	Utang Pembiayaan Financing Payables
19	PT Pelabuhan Indonesia III (Persero)	Entitas Sepengendali Entity under the same Control	Utang Lain-lain Other Payables
20	PT Amarta Karya (Persero)	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables
21	PT Dok & Perkapalan Kodja Bahari	Entitas Sepengendali Entity under the same Control	Utang Usaha, Pembelian Trade Payables, Purchasing
22	PT Pelayaran Nasional Indonesia (Pelni)	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables
23	PT Biro Klasifikasi Indonesia (Persero)	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables
24	PT Asuransi Jiwa Inhealth Indonesia	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables
25	PT Surveyor Indonesia	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables
26	PT Sucofindo (Persero)	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables
27	PT Pertamina (Persero)	Entitas Sepengendali Entity under the same Control	Utang Usaha, Pembelian Trade Payables, Purchasing
28	PT Yoda Karya (Persero)	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables
29	PT Pelabuhan Indonesia IV (Persero)	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables



Tabel Pihak Berelasi Tahun 2022
Related Parties Table in 2022

No.	Pihak-pihak Berelasi Related Parties	Hubungan Relation	Jenis Akun atau Transaksi Types of Accounts or Transactions
30	Direktorat Jenderal Perhubungan Darat	Entitas Sepengendali Entity under the same Control	Utang Usaha Trade Payables
31	Dewan Komisaris dan Dewan Direksi	Personel Manajemen Kunci Key Management Personnel	Kompensasi dan Remunerasi Compensation and Remuneration

3. Hubungan manajemen kunci perusahaan Manajemen kunci mencakup Dewan Komisaris dan Direksi. Kompensasi yang diberikan pada manajemen kunci dalam hubungan dengan pemberian jasa adalah sebagai berikut:

3. Company key management relationships
Key management includes the Board of Commissioners and the Board of Directors. Compensation provided to key management in connection with the provision of services is as follows:

Tabel Kompensasi Dewan Komisaris dan Direksi Tahun 2021-2022 (jutaan Rupiah)
Compensation Table of the Board of Commissioners and Board of Directors in 2021-2022 (in million IDR)

Uraian Description	2021	2022
Dewan Komisaris Board of Commissioners		
Gaji dan Imbalan Jangka Pendek Salary and Short-term Benefits	8.942	8.942
Dewan Direksi Board of Directors		
Gaji dan Imbalan Jangka Pendek Salary and Short-term Benefits	13.761	13.761

Nilai Transaksi dengan Pihak Berelasi

Berikut adalah saldo dan transaksi dengan pihak berelasi tahun 2021 dan 2022 (Persentase Terhadap Jumlah Aset/Liabilitas/Pendapatan dan Beban yang Bersangkutan):

Value of Transactions with Related Parties

The following are balances and transactions with related parties in 2021 and 2022 (Percentage of Related Total Assets/Liabilities/Revenue and Expenses):

Tabel Nilai Transaksi dengan Pihak Berelasi Tahun 2021-2022 (jutaan Rupiah)
Table of Transaction Value with Related Parties in 2021-2022 (in million IDR)

Jenis Transaksi Type of Transaction	Pihak Yang Bertransaksi Party under Transaction	2021		2022	
		Rp juta million IDR	%	Rp juta million IDR	%
Bank	Rupiah IDR				
	PT Bank Rakyat Indonesia (Persero) Tbk	268.800	3,27	191.257	1,91
	PT Bank Tabungan Negara (Persero) Tbk	104.325	1,27	100.323	1,00
	PT Bank Mandiri (Persero) Tbk	13.451	0,16	51.511	0,51
	PT Bank Syariah Indonesia	2.662	0,03	14.332	0,14
	PT Bank Negara Indonesia (Persero) Tbk	21.034	0,26	6.022	0,6
	Dollar AS				
	PT Bank Rakyat Indonesia (Persero) Tbk	32.779	0,40	65.908	0,00
	Euro				
	PT Bank Rakyat Indonesia (Persero) Tbk	13.669	0,00	12.191	0,00
Total	440.402	5,35	363.524	3,62	
Deposito Time Deposits	PT Bank Rakyat Indonesia (Persero) Tbk	755.288	9,19	248.305	2,48
	PT Bank Mandiri (Persero) Tbk	150.000	1,82	150.000	1,50
	PT Bank Tabungan Negara (Persero) Tbk	250.000	3,04	225.000	2,25
	PT Bank Negara Indonesia (Persero) Tbk	100.000	1,22	150.000	1,50
	PT Bank Raya Indonesia Tbk (d/h PT Bank Rakyat Indonesia Agroniaga Tbk)	150.000	1,82	50.000	0,50
	Total	1.405.288	17,09	823.305	8,23
Piutang Usaha Trade Receivables	KSO IFPRO – ISS	5.509	0,07	2.578	0,03
	Kementerian Perhubungan	1.011	0,01	-	-
	PT Jasa Raharja (Persero) Tbk	448	0,01	633	0,01
	PT Bank Rakyat Indonesia (Persero) Tbk	3	0,00	143	0,00
	Lain-lain <i>Others</i>	197	0,00	256	0,00
	Sub Total	7.169	0,09	3.610	0,04
	Cadangan Kerugian Penurunan Nilai Allowance for Impairment Losses	(235)	(0,00)	(292)	(0,00)
	Total	6.933	0,08	3.318	0,04



Tabel Nilai Transaksi dengan Pihak Berelasi Tahun 2021-2022 (jutaan Rupiah)
Table of Transaction Value with Related Parties in 2021-2022 (in million IDR)

Jenis Transaksi Type of Transaction	Pihak Yang Bertransaksi Party under Transaction	2021		2022	
		Rp juta million IDR	%	Rp juta million IDR	%
Pendapatan Yang Masih Harus Diterima Accrued Income	PT Bank Rakyat Indonesia (Persero) Tbk	5.541	0,07	21.478	0,21
	Kementerian Perhubungan Ministry of Transportation	20.977	0,26	20.977	0,21
	PT Asuransi Jasa Indonesia (Persero)	7.454	0,09	1.830	0,02
	PT Jasa Raharja (Persero) Tbk	173	0,00	87	0,00
	PT Bank Mandiri (Persero) Tbk	168	0,00	170	0,00
	Perum DAMRI	135	0,00	174	0,00
	KSO IFPRO – ISS	8.665	0,11	-	0,00
	PT Bank Negara Indonesia (Persero) Tbk	59	0,00	-	0,00
	PT Pos Indonesia	10	0,00	-	0,00
	PT Jasa Raharja Putera	-	-	-	-
Lain-lain Others	763	0,01	80	0,00	
Total		43.945	0,53	44.796	0,44
Uang Muka Advances	PT Industri Kapal Indonesia (Persero)	12.098	0,92	8.065	0,32
	PT BRI Asuransi Indonesia	1.650	0,13	-	-
	PT Pembangunan Perumahan (Persero) Tbk	-	-	-	-
	Lain-lain Others	4.087	0,31	-	-
Total		17.835	0,44	8.065	0,32

Tabel Nilai Transaksi dengan Pihak Berelasi Tahun 2021-2022 (jutaan Rupiah)
Table of Transaction Value with Related Parties in 2021-2022 (in million IDR)

Jenis Transaksi Type of Transaction	Pihak Yang Bertransaksi Party under Transaction	2021		2022	
		Rp juta million IDR	%	Rp juta million IDR	%
Utang Usaha Trade Payables	PT Pembangunan Perumahan (Persero) Tbk	39.590	3,01	80.057	3,15
	PT Amarta Karya (Persero)	-	-	8.782	0,35
	PT Dok & Perkapalan Kodja Bahari	936	0,07	4.760	0,19
	PT Pelayaran Nasional (Pelni)	-	-	2.754	0,11
	PT Biro Klasifikasi Indonesia (Persero)	2.642	0,20	2.394	0,09
	PT Industri Kapal Indonesia (Persero)	897	0,07	2.360	0,09
	PT Asuransi Jiwa Inhealth Indonesia	-	-	1.994	0,08
	PT Jasa Raharja Putera	3.910	0,30	555	0,02
	PT Surveyor Indonesia	783	0,06	953	0,04
	PT Pos Indonesia (Persero)	777	0,06	370	0,01
	PT Sucofindo (Persero)	390	0,03	273	0,01
	PT Pertamina (Persero)	356	0,03	238	0,01
	PT Yoda Karya (Persero)	172	0,01	172	0,01
	PT Pelabuhan Indonesia IV (Persero)	170	0,01	573	0,02
	PT Asuransi Jasa Indonesia (Persero)	10.695	0,81	-	-
	KSO IFPRO – ISS	20.723	1,58	-	-
	PT Bank Rakyat Indonesia (Persero) Tbk	9.066	0,69	-	-
Lain-lain Others	5.217	0,40	1.080	0,04	
	Total	96.325	7,34	107.315	4,22
Utang Asuransi Insurance Payables	PT Jasa Raharja Putera	15.486	1,18	18.935	0,74
	PT Jasa Raharja (Persero) Tbk	3.454	0,26	4.815	0,19
	Total	18.940	0,26	23.750	0,93
Utang Bank Jangka Pendek Short-term Loan	PT Bank Rakyat Indonesia (Persero) Tbk	-	-	-	-
	Total	-	-	-	-
Liabilitas Jangka Pendek Lainnya Other Current Liabilities	PT Pembangunan Perumahan (Persero) Tbk*	114.718	3,29	109.000	2,52
	PT Bank Rakyat Indonesia (Persero) Tbk	-	-	15.900	0,37
	PT Pelabuhan Indonesia (Persero)	-	-	252	0,01
	Kemntrian Perhubungan	2.660	0,08	-	-
	Lain-lain Others	5.714	0,16	660	0,02
	Total	123.091	3,53	125.811	2,92



Tabel Nilai Transaksi dengan Pihak Berelasi Tahun 2021-2022 (jutaan Rupiah)
Table of Transaction Value with Related Parties in 2021-2022 (in million IDR)

Jenis Transaksi Type of Transaction	Pihak Yang Bertransaksi Party under Transaction	2021		2022	
		Rp juta million IDR	%	Rp juta million IDR	%
Pinjaman Sindikasi Syndicated Loans	PT Bank Rakyat Indonesia (Persero) Tbk	152.560	11,61	146.012	5,74
	PT Sarana Multi Infrastruktur (Persero)	112.571	8,57	107.741	4,24
	PT Bank Raya Indonesia Tbk (d/h PT Bank Rakyat Indonesia Agroniaga Tbk)	81.069	6,17	77.591	3,05
	Total	346.201	26,35	331.344	13,03
Utang Pembiayaan Financing Liabilities	PT PANN Pembiayaan Maritim (Persero)	7.113	0,54	-	-
	Total	7.113	0,54	-	-
Liabilitas Jangka Panjang Lainnya Other Non- Current Liabilities	PT. Pelabuhan Indonesia III (Persero)	1.543	0,12	1.543	0,06
	PT Bank Rakyat Indonesia (Persero) Tbk	-	-	242	0,01
	PT Bank Mandiri Indonesia (Persero) Tbk	-	-	46	0,00
	Total	1.543	0,12	1.831	0,07
Gaji dan Tunjangan Salary and Benefits	Dewan Komisaris Board of Commissioners	8.942	1,32	8.942	1,02
	Dewan Direksi Board of Directors	13.761	2,03	13.761	1,57
	Total	22.703	3,35	22.703	2,59
Pendapatan Usaha Revenues	Direktorat Jenderal Perhubungan Darat Directorate General of Land Transportation	449.750	12,90	405.954	9,39
	PT Asuransi Jasa Indonesia (Persero)	8.766	0,25	2.783	0,06
	Total	458.516	13,15	408.737	9,45
Pembelian Purchasing	PT Pertamina (Persero)	244.005	7,00	853.620	19,75
	Stasiun Pengisian Bahan Bakar Khusus (SPPBK) Dedicated Refueling Station	528.620	15,16	-	-
	PT Dok Kodja Bahari	7.694	0,22	8.523	0,20
	PT Industri Kapal Indonesia (Persero)	10.772	0,31	14.440	0,33
	Total	791.092	22,69	876.583	20,28

Kewajaran Transaksi

Seluruh transaksi dengan pihak berelasi telah sesuai dengan kebijakan dan syarat yang telah disepakati kedua belah pihak, sehingga perusahaan menganggap bahwa semua transaksi masih dalam batas wajar sesuai dengan PSAK No.7 tentang Pengungkapan pihak-pihak Berelasi. Hal ini mengindikasikan bahwa perusahaan telah melakukan transaksi dengan pihak yang berelasi secara wajar.

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Nilai wajar aset dan liabilitas

Fairness of Transaction

All transactions with related parties have been in accordance with the policies and terms agreed by both parties, so that the Company considers that all transactions are still within reasonable limits in accordance with PSAK No.7 concerning Disclosure of Related Parties. This indicates that the Company has conducted transactions with related parties in a reasonable manner.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value of financial assets and financial liabilities must be estimated

keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan. Nilai wajar dikategorikan dalam level yang berbeda dalam suatu hirarki nilai wajar berdasarkan pada apakah input suatu pengukuran dapat diobservasi dan signifikansi input terhadap keseluruhan pengukuran nilai wajar:

1. Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran (Level 1);
2. Input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung maupun tidak langsung (Level 2);
3. Input yang tidak dapat diobservasi untuk aset atau liabilitas (Level 3).

Dalam mengukur nilai wajar aset atau liabilitas, Grup sebisa mungkin menggunakan data pasar yang dapat diobservasi. Apabila nilai wajar aset atau liabilitas tidak dapat diobservasi secara langsung, Grup menggunakan teknik penilaian yang sesuai dengan keadaannya dan memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi. Perpindahan antara level hirarki nilai wajar diakui oleh Grup pada akhir periode pelaporan dimana perpindahan terjadi.

Tujuan Transaksi Pihak Berelasi

Perusahaan melakukan transaksi dengan pihak berelasi dengan tujuan untuk saling mendukung kelancaran bisnis kedua belah pihak secara profesional dan menguntungkan.

Kebijakan Perusahaan Terkait dengan Tentang Mekanisme Review atas Transaksi

Mekanisme review atas transaksi dengan pihak berelasi melalui proses audit baik yang dilakukan oleh auditor internal maupun auditor eksternal. Sebagai upaya untuk memastikan tingkat kewajaran transaksi dan kesesuaian dengan standar akuntansi yang berlaku umum di Indonesia, laporan transaksi afiliasi di atas telah diaudit oleh Auditor.

Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan

Tidak terdapat informasi dan fakta material setelah tanggal laporan akuntan.

for recognition and measurement or for disclosure purposes. Fair values are categorized into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

1. Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date (Level 1);
2. Inputs other than quoted prices included in Level 1 that are observable for the assets or liabilities, either directly or indirectly (Level 2);
3. Unobservable inputs for the assets or liabilities (Level 3).

When measuring the fair value of an asset or a liability, the Group uses market observable data to the extent possible. If the fair value of an asset or a liability is not directly observable, the Group uses valuation techniques that appropriate in the circumstances and maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs. Transfers between levels of the fair value hierarchy are recognized by the Group at the end of the reporting period during which the change occurred.

Purpose of Related Party Transactions

Company conducts transactions with related parties with the aim of mutually supporting the smooth business of both parties in a professional and profitable manner.

Company Policy on Transactions Review Mechanism

The review mechanism for transactions with related parties is through an audit process conducted by both internal and external auditors. As an effort to ensure the level of fairness of transactions and conformity with generally accepted accounting standards in Indonesia, the above related party transaction reports have been audited by the Auditor.

Material Information and Facts After Accountant's Report Date

There is no material information or facts after the date of the accountant's report.



PERUBAHAN KETENTUAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP PERUSAHAAN DAN DAMPAKNYA ATAS LAPORAN KEUANGAN

CHANGES IN LAWS AND REGULATIONS THAT SIGNIFICANTLY AFFECT THE COMPANY AND ITS IMPACT ON FINANCIAL STATEMENTS

Perubahan Ketentuan Peraturan Perundang-Undangan

Pada tahun 2022, terdapat perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap perusahaan dan dampaknya atas laporan keuangan yaitu:

1. Peraturan Pemerintah Pengganti Undang-Undang (Perppu) Nomor 2 Tahun 2022 tentang Cipta Kerja pada tanggal 30 Desember 2022, sebagai pengganti UU No. 11 tahun 2020 tentang Cipta Kerja yang dinyatakan “Inkonstitusional Bersyarat”.

Dampak:

Perusahaan melakukan penyesuaian terhadap penghitungan imbalan pascakerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Perppu No.2/2022 untuk tahun 2022 dan Peraturan Pemerintah No. 35 Tahun 2021 serta Undang-Undang Cipta Kerja No. 11/2020 untuk tahun 2021.

Perusahaan mengakui jumlah liabilitas imbalan pasti neto sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program yang dihitung oleh aktuaris *independent* dengan menggunakan metode *Projected Unit Credit*. Nilai kini kewajiban imbalan imbalan pasti ditentukan dengan mendiskontokan imbalan tersebut. Perusahaan mencatat tidak hanya kewajiban hukum berdasarkan persyaratan formal program imbalan pasti, tetapi juga kewajiban konstruktif yang timbul dari praktik informal entitas.

Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian atas penyelesaian, serta bunga neto atas liabilitas (aset) imbalan pasti neto diakui dalam laba rugi. Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang terdiri dari keuntungan dan kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

Perusahaan mengakui pesangon sebagai liabilitas dan beban pada tanggal yang lebih awal di antara:

1. Ketika Grup tidak dapat lagi menarik tawaran atas imbalan tersebut; dan
2. Ketika Grup mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 57 dan melibatkan pembayaran pesangon.

Perusahaan mengukur pesangon pada saat pengakuan awal dan mengukur serta mengakui perubahan selanjutnya sesuai dengan sifat imbalan kerja.

Changes in laws and regulations

In 2022, there are changes in laws and regulations that have a significant effect on the company and its impact on the financial statements, namely:

1. Government Regulation in Lieu of Law (Perppu) Number 2 of 2022 on Job Creation on December 30, 2022, as a replacement for Law No. 11 of 2020 on Job Creation which was declared “Conditionally Unconstitutional”.

Impact:

The Company adjusted the calculation of post-employment benefits such as pensions, separation pay and reward pay calculated based on Government Regulation in Lieu of Law No.2/2022 for 2022 and Government Regulation No. 35 of 2021 and Job Creation Law No. 11/2020 for 2021.

The Company recognizes a net defined benefit liability as the present value of the defined benefit obligation at the end of the reporting period subtracted by the fair value of plan assets calculated by an independent actuary using the Projected Unit Credit method. The present value of the defined benefit obligation is determined by discounting the benefit. The Company records not only legal obligations based on the formal terms of the defined benefit plan, but also constructive obligations arising from the entity’s informal practices.

Current service cost, past service cost and gain or loss on settlement, and net interest on the net defined benefit liability (asset) are recognized in profit or loss. Remeasurements of the net defined benefit liability (asset) consisting of actuarial gains and losses, return on plan assets and any changes in the impact of the asset ceiling are recognized in other comprehensive income.

The Company recognizes severance pay as a liability and expense at the earlier of:

1. When the Group can no longer withdraw its offer of the consideration; and
2. When the Group recognizes costs for restructurings that are within the scope of PSAK 57 and involve severance payments.

The Company measures severance benefits on initial recognition and measures and recognizes subsequent changes in accordance with the nature of the employee benefits.

REALISASI CAPAIAN KPI KPI ACHIEVEMENT REALIZATION

Kelima perspektif yang ada dalam Kontrak Manajemen, berisi hasil yang hendak dicapai dalam bentuk Target dan Bobot, juga bagaimana mencapai Target dan Bobot tersebut (tertuang dalam Kamus Indikator). Realisasi target KPI pada masing-masing perspektif dan masing-masing indikatornya, disajikan pada tabel berikut:

The five perspectives in the Management Contract contain results to be achieved in the form of Targets and Weights, as well as how to achieve these Targets and Weights (contained in the Indicator Dictionary). The realization of KPI targets in each perspective and each indicator is presented in the following table:

Tabel Capaian Key Performance Indicator (KPI) Korporat Tahun 2022
Corporate Key Performance Indicator (KPI) Achievement Table 2022

Indikator Indicator	Satuan KPI KPI Unit	2022		Bobot Weight	Capaian % Achievement	Keterangan Description
		Target	Realisasi Realization			
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia						
EBITDA Margin EBITDA Margin	Rupiah Rupiah	923,19 M	1.100,92 M	7,00	119,25	Tercapai Achieved
Perbandingan ROIC Terhadap WACC ROIC-WACC Comparison	%	-5,77	2,09	7,00	236,22	Tercapai Achieved
<i>Interest Bearing Debt to Invested Capital</i>	%	10,70	18,95	7,00	177,10	Tercapai Achieved
<i>Interest Bearing Debt to EBITDA</i>	Kali Times	1,38	1,42	7,00	97,10	Belum Tercapai Not Achieved
Operasional Operational						
Produksi Kendaraan Vehicle Production	Unit	1.750.591	2.224.788	7,00	127,09	Tercapai Achieved
Penataan Pelabuhan (zonasi dan sterilisasi) Port Arrangement (zoning and sterilization)	Zonasi Zoning	5	5	7,00	111,11	Tercapai Achieved
	Sterilisasi Sterilization	4	5			
Sosial Social						
Penugasan Pemerintah (Trip Subsidi) Government Assignment (Subsidized Trip)	Trip	91.327	97.064	6,00	106,00	Tercapai Achieved
Inovasi Model Bisnis Business Model Innovation						
Optimalisasi Kerjasama Korporat Corporate Cooperation Optimization	Rupiah (Miliar) IDR (billion)	275	505,19	6,00	183,71	Tercapai Achieved
Market Share di 5 Pelabuhan Market Share in 5 Port	%	29,00	32,50	6,00	112,07	Tercapai Achieved
Kepemimpinan dan Teknologi Technology Leadership						
Digitalisasi Tiket Ticket Digitalization	Pelabuhan Port	8	10	5,00	125	Tercapai Achieved



Tabel Capaian *Key Performance Indicator* (KPI) Korporat Tahun 2022
Corporate Key Performance Indicator (KPI) Achievement Table 2022

Indikator Indicator	Satuan KPI KPI Unit	2022		Bobot Weight	Capaian % Achievement	Keterangan Description
		Target	Realisasi Realization			
Implementasi <i>Big Data</i> Big Data Implementation	Waktu Time	Go live Nov 2022	105,99	5,00	105,99	Tercapai Achieved
Pengembangan Investasi Investment Development						
Investasi Rehabilitasi atau Revitalisasi Kapal Vessel Rehabilitation or Revitalization Investment	Kapal Vessel	3	4	6,00	133,33	Tercapai Achieved
Investasi Rehabilitasi atau Revitalisasi Pelabuhan Port Rehabilitation or Revitalization Investment	Dermaga Dock	3	4	6,00	133,33	Tercapai Achieved
<i>Initial Public Offering</i> (IPO)	%	100	100	7,00	100	Tercapai Achieved
Akuisisi Perusahaan Penyeberangan Acquisition of a Ferry Company	%	100	110	7,00	110	Tercapai Achieved
Pengembangan Talenta Talent Development						
Rasio Perempuan dalam <i>Nominated Talent</i> Ratio of Women in Nominated Talent	%	16	28,57	5,00	178,57	Tercapai Achieved
Rasio Milenial (≤ 42 Tahun) dalam <i>Nominated Talent</i> Millennial Ratio (≤ 42 Years) in Nominated Talent	%	27	28,57	5,00	105,82	Tercapai Achieved
Total Skor Score Total				100	107,76	





Tata Kelola Perusahaan

Good Corporate Governance



PERNYATAAN KOMITMEN PENERAPAN TATA KELOLA PERUSAHAAN

COMMITMENT STATEMENT FOR THE IMPLEMENTATION OF CORPORATE GOVERNANCE



Perusahaan menyadari pentingnya penerapan praktik bisnis sehat yang berlandaskan pada prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada setiap aspek bisnis dan tingkatan organisasi. Dalam konteks keberlanjutan, perusahaan melihat komitmen terhadap GCG mutlak diperlukan agar dapat tercipta landasan pengelolaan bisnis yang kokoh dan lingkungan kerja yang profesional.

Komitmen perusahaan terhadap implementasi prinsip-prinsip GCG pada setiap sendi-sendi operasional bisnis tidak hanya dilakukan dalam rangka pemenuhan kewajiban terhadap peraturan dan regulasi yang berlaku, akan tetapi lebih dalam daripada itu, yakni sebagai budaya kerja dan merupakan tindakan sukarela yang dilakukan dengan penuh kesadaran oleh seluruh insan perusahaan.

Komitmen perusahaan dan kesungguhan seluruh insan perusahaan terhadap penerapan prinsip-prinsip GCG tertuang di dalam Pakta Integritas yang setiap tahunnya wajib ditandatangani oleh Dewan Komisaris, Direksi dan semua karyawan. Selaras dengan upaya perusahaan dalam meningkatkan pencapaiannya, perusahaan juga secara terus menerus berusaha memperkuat dan meningkatkan kualitas penerapan GCG di lingkungan perusahaan sebagai landasan dalam menciptakan nilai tambah yang berkelanjutan demi kepentingan Pemegang Saham, masyarakat secara luas, dan segenap Pemangku Kepentingan lainnya.

Company realizes the importance of implementing sound business practices based on the principles of Good Corporate Governance at every aspect of the business and level of the organization. In the context of sustainability, company sees that commitment to GCG is absolutely necessary in order to create a solid business management foundation and a professional work environment.

Company's commitment to the implementation of GCG principles in every aspect of business operations is not only done in order to fulfill obligations to applicable rules and regulations, but deeper than that, namely as a work culture and a voluntary action carried out with full awareness by all ASDP personnel.

The company's commitment and the sincerity of all company personnel towards the implementation of GCG principles is contained in the Integrity Pact, which must be signed annually by the Board of Commissioners, Board of Directors and all employees. In line with the company's efforts to improve its business achievements, the company also continuously strives to strengthen and improve the quality of GCG implementation in the corporate environment as a foundation in creating sustainable added value for the benefit of Shareholders, the community at large, and all other Stakeholders.

PENERAPAN TATA KELOLA PERUSAHAAN SECARA BERKELANJUTAN

SUSTAINABLE IMPLEMENTATION OF CORPORATE GOVERNANCE

Penerapan prinsip-prinsip *Good Corporate Governance* (GCG) sangat penting bagi perusahaan dalam menjalankan arah pengembangan strategis serta mewujudkan visi dan misi serta menjaga kepatuhan terhadap peraturan perundang-undangan yang berlaku.

Perusahaan meyakini penerapan *Good Corporate Governance* (GCG) secara konsisten dapat meningkatkan kinerja jasa penyeberangan terintegrasi untuk menghubungkan masyarakat, industri dan pasar dalam rangka mendukung perekonomian nasional. Sebagai bentuk komitmen perusahaan dalam penerapan tata kelola perusahaan yang baik (*Good Corporate Governance*) perusahaan senantiasa berpegang-teguh pada prinsip-prinsip Tata Kelola Perusahaan yang Baik dalam setiap tindakan dan kegiatan.

DASAR PENERAPAN GCG

Penerapan Tata Kelola Perusahaan yang Baik oleh perusahaan didasarkan berbagai peraturan perundang-undangan yang berlaku di Indonesia, antara lain:

1. Undang-Undang No. 19 tahun 2003 tentang BUMN (Pasal 5 ayat 3);
2. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara juncto Nomor PER-09/MBU/2012 tanggal 12 Juli 2012 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-01/MBU/2011.
4. Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tertanggal 6 Juni 2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
5. Keputusan Bersama Dewan Komisaris dan Direksi Nomor 807/HK.102/ASDP-2020 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*); dan
6. Pedoman Umum Governansi Korporat Indonesia dari Komite Kebijakan *Governance* (KNKG).

TUJUAN PENERAPAN GCG

Komitmen Penerapan Tata Kelola Perusahaan yang Baik dalam jangka panjang secara umum diharapkan dapat memenuhi tuntutan bisnis agar tetap bisa tumbuh dan berkembang dalam iklim persaingan yang semakin kompetitif. Tujuan penerapan GCG di lingkungan perusahaan secara spesifik adalah sebagai berikut:

The implementation of the principles of *Good Corporate Governance* (GCG) is very important for the company in carrying out the direction of strategic development and realizing the vision and mission as well as maintaining compliance with applicable laws and regulations.

Company believes that consistent implementation of *Good Corporate Governance* (GCG) can improve the performance of integrated crossing services to connect communities, industries, and markets in order to support the national economy. As a form of company's commitment in implementing *Good Corporate Governance*, company always adheres to the principles of *Good Corporate Governance* in every action and activity.

BASIS OF GCG IMPLEMENTATION

Company's implementation of *Good Corporate Governance* is based on various laws and regulations applicable in Indonesia, among others:

1. Law No. 19 of 2003 concerning SOEs (Article 5 paragraph 3);
2. Law No. 40 of 2007 concerning Limited Liability Company;
3. Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of *Good Corporate Governance* in State-Owned Enterprises in conjunction with Number PER-09/MBU/2012 dated July 12, 2012 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011.
4. Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of *Good Corporate Governance* in State-Owned Enterprises;
5. Joint Decree of the Board of Commissioners and Directors Number 807/HK.102/ASDP-2020 concerning *Good Corporate Governance* Guidelines; and
6. General Guidelines for Indonesian Corporate Governance from the Governance Policy Committee (KNKG).

PURPOSE OF GCG IMPLEMENTATION

Commitment to the implementation of *Good Corporate Governance* in the long term is generally expected to meet business demands in order to continue to grow and develop in an increasingly competitive climate. The specific objectives of GCG implementation within company are as follows:



1. Mengendalikan dan mengarahkan hubungan antara Organ Perusahaan (Pemegang Saham, Dewan Komisaris, Direksi), karyawan, pelanggan, mitra kerja, serta masyarakat dan lingkungan sehingga dapat berjalan baik dan memenuhi kepentingan semua pihak;
 2. Mendorong dan mendukung pengembangan perusahaan;
 3. Mengelola sumber daya secara lebih amanah;
 4. Mengelola risiko secara lebih baik;
 5. Meningkatkan pertanggungjawaban kepada pemangku kepentingan;
 6. Mencegah terjadinya penyimpangan dalam pengelolaan perusahaan;
 7. Memperbaiki budaya kerja perusahaan; dan
 8. Meningkatkan citra (*image*) perusahaan.
1. Controlling and directing the relationship between the Company's organs (Shareholders, Board of Commissioners, Board of Directors), employees, customers, partners, as well as the community and the environment so that it can run well and fulfill the interests of all parties;
 2. Encouraging and supporting the development of the company;
 3. Managing resources in a more trustworthy manner;
 4. Managing risk better;
 5. Increasing accountability to stakeholders;
 6. Preventing misconduct in the management of the company;
 7. Improving the company's work culture; and
 8. Improving the company's image.

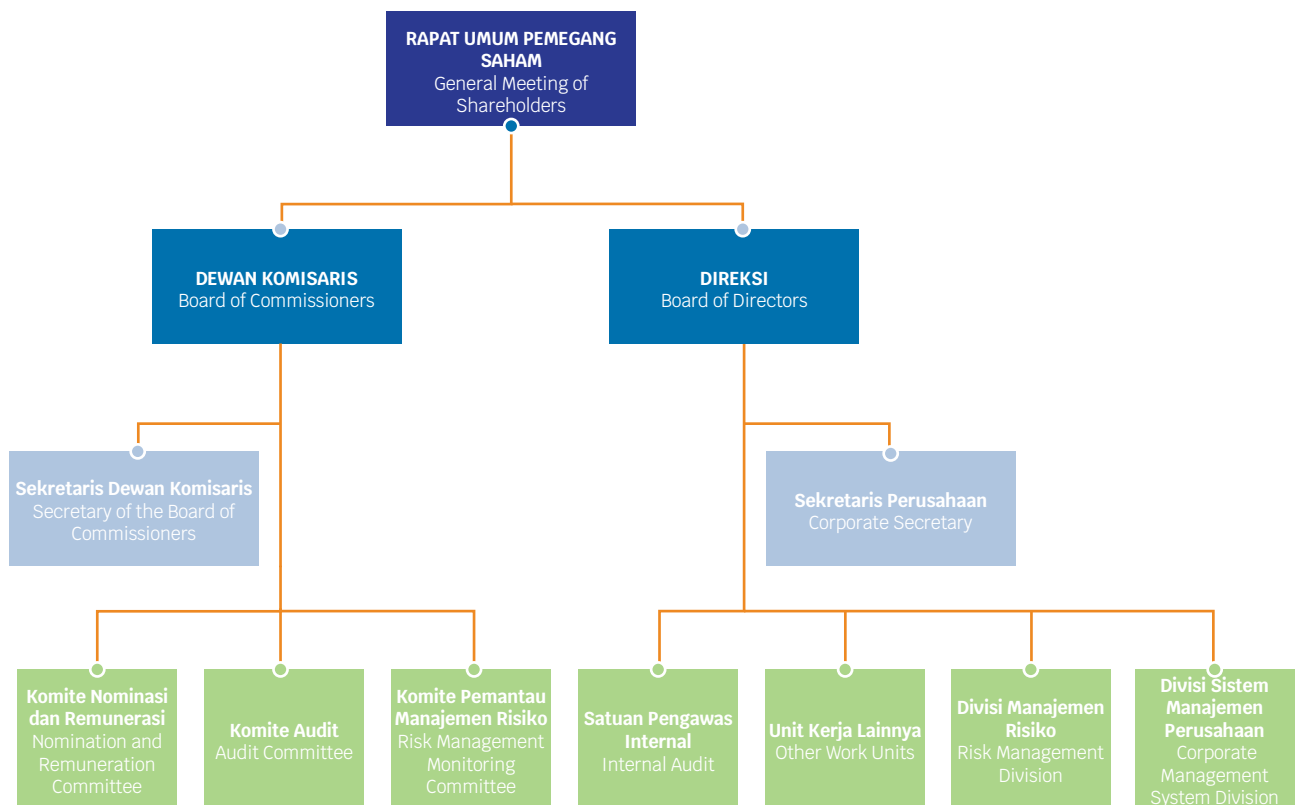
STRUKTUR ORGAN TATA KELOLA PERUSAHAAN CORPORATE GOVERNANCE ORGAN STRUCTURE

Organ perusahaan terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi, yang mempunyai peran penting dalam pelaksanaan GCG (*Good Corporate Governance*). Organ perusahaan tersebut mempunyai tanggung-jawab untuk memelihara kesinambungan usaha perusahaan dalam jangka panjang.

The Company's organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, which have an important role in the implementation of GCG (*Good Corporate Governance*). These organs have the responsibility to maintain the sustainability of the company's business in the long term.

Organ perusahaan ASDP telah ditetapkan berdasarkan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara juncto Nomor PER-09/MBU/2012 tanggal 12 Juli 2012 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-01/MBU/2011.

ASDP's corporate organs have been established based on the Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises in conjunction with Number PER-09/MBU/2012 dated July 12, 2012 concerning Amendments Based on Minister of State-Owned Enterprises Regulation Number PER-01/MBU/2011.



KEBIJAKAN GCG

Dalam menjalankan Tata Kelola Perusahaan yang Baik, perusahaan memandang diperlukannya kebijakan yang dapat dijadikan sebagai pedoman bagi setiap struktur organ perusahaan. Kebijakan mengenai penerapan Tata Kelola Perusahaan yang Baik dapat ditemukan pada beberapa pedoman yang berlaku di perusahaan, antara lain: *Good Corporate Governance*, *Code of Conduct*, *Board Manual*, *Pedoman Pengendalian Gratifikasi*, *Pedoman Sistem Pengaduan Pelanggaran (Whistleblowing System)*, *Komite Audit Charter*, *Internal Audit Charter*, serta kebijakan dan prosedur lain.

GCG POLICY

In implementing Good Corporate Governance, company considers the need for policies that can serve as guidelines for each organ structure of the company. Policies regarding the implementation of Good Corporate Governance can be found in several guidelines applicable in company, among others: *Good Corporate Governance*, *Code of Conduct*, *Board Manual*, *Gratification Control Guidelines*, *Whistleblowing System Guidelines*, *Audit Committee Charter*, *Internal Audit Charter*, and other policies and procedures.



PETA JALAN TATA KELOLA PERUSAHAAN

Perusahaan telah menetapkan arah penerapan GCG (*roadmap*) yang diharapkan dapat menjadi panduan bagi segenap insan ASDP di seluruh tingkatan. Peta jalan ini juga menjadi pedoman dalam setiap aktivitas operasional perusahaan untuk meningkatkan dan mempertahankan kinerja yang berkesinambungan menuju status *Good Corporate Citizen*.

CORPORATE GOVERNANCE ROADMAP

Company has set the direction of GCG implementation (*roadmap*) which is expected to be a guide for all ASDP employee at all organizational levels. This roadmap also serves as a guideline in every operational activity of the company to improve and maintain sustainable performance towards Good Corporate Citizen status.

PROSES VALUE CREATION

2015	2016	2017	2018
<ul style="list-style-type: none"> Pembangunan Aplikasi <i>Whistleblowing System</i> Penyediaan Nomor <i>Handphone Whistleblowing System</i> Pengesahan Pedoman <i>Whistleblowing System</i> Pelatihan CRMO (<i>Certified Risk Management Officer</i>) untuk PIC manajemen risiko 	<ul style="list-style-type: none"> Pembangunan Aplikasi <i>Whistleblowing System</i> Penyediaan nomor <i>Handphone Whistleblowing System</i> Pengesahan Pedoman <i>Whistleblowing System</i> Pelatihan CRMO (<i>Certified Risk Management Officer</i>) untuk PIC manajemen risiko Publikasi Komitmen Larangan Pemberian dan Penerimaan Hadiah Kepada Insan PT ASDP Indonesia Ferry pada harian Kompas Asesmen GCG dan tindak lanjut rekomendasi 	<ul style="list-style-type: none"> Sosialisasi Video dan Poster <i>Whistleblowing System</i> Sosialisasi Asesmen GCG Parameter Kementerian BUMN Pemutakhiran <i>SPI Charter</i> Sosialisasi Pedoman Etika Perusahaan (<i>Code of Conduct</i>) Asesmen GCG dan tindak lanjut rekomendasi 	<ul style="list-style-type: none"> Sosialisasi Video dan Poster <i>Whistleblowing System</i> Sosialisasi Asesmen GCG Parameter Kementerian BUMN Pemutakhiran <i>SPI Charter</i> Pelatihan Legal dan <i>Compliance Risk Management</i> Sosialisasi kebijakan pengendalian gratifikasi Pemutakhiran GCG <i>Code, Board Manual</i> dan <i>Code of Conduct</i> Pemutakhiran Pakta Integritas Bersama Direksi dan Dewan Komisaris Pelatihan QRM untuk Pejabat 1 tingkat dibawah Direksi Pemutakhiran <i>IT Master Plan</i> dan Kebijakan TI Asesmen GCG dan tindak lanjut rekomendasi

Good Corporate Governance

Memenuhi Ketentuan dan peraturan (mandatory maupun voluntary) dalam tata kelola perusahaan
Comply with the provisions and regulations (mandatory and voluntary) in corporate governance

Good Governed Company

Dapat mengendalikan operasi bisnis terutama aspek risiko usaha secara efektif
Can effectively control business operations, especially business risk aspects

Good Corporate Citizen

Menjadi Warga Industri maupun masyarakat sosial yang etikal dan bertanggung jawab
To be ethical and responsible citizens of industry and social society

	2019	2020	2021	2022
	<ul style="list-style-type: none"> • Pemutakhiran Pedoman Tata Kelola, <i>Board Manual, Code of Conduct</i> dan <i>Whistleblowing System</i> • Pembangunan Aplikasi Integritas • Survei Pemahaman atas Pedoman Tata Kelola, <i>Code of Conduct</i>, Pengendalian Gratifikasi dan <i>Whistleblowing System</i> • Sosialisasi Prosedur Pengendalian Gratifikasi • Pengesahan Pedoman Pengendalian Intern • Sosialisasi kebijakan Pengelolaan BUMN yang Bersih Melalui Implementasi Pencegahan Korupsi, Kolusi dan Nepotisme dan Pelaksanaan Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>) • Pemutakhiran SOP GCG • Pemutakhiran Pedoman Manajemen Risiko • Pengesahan Kebijakan PMO • Penyusunan Kebijakan perusahaan Anak • Asesmen GCG dan tindak lanjut rekomendasi 	<ul style="list-style-type: none"> • Pemutakhiran Pedoman Tata Kelola, <i>Board Manual, Code of Conduct</i> dan <i>Whistleblowing System</i> • Survei Pemahaman atas Pedoman Tata Kelola, <i>Code of Conduct</i>, Pengendalian Gratifikasi dan <i>Whistleblowing System</i> dan Sistem Manajemen Anti Suap (SMAP) • Pembangunan SMAP ISO 37001 dan Sosialisasi • Penyusunan indikator Kinerja SMAP dan <i>Monitoring</i> • Rapat Tinjauan Manajemen SMAP • Internal audit dan Audit sertifikasi SMAP ISO 37001:2016 dan Tindak lanjut temuan audit. • Pemutakhiran SOP GCG • Pemutakhiran Pedoman Manajemen Risiko • Asesmen GCG dan tindak lanjut rekomendasi 	<ul style="list-style-type: none"> • <i>Review</i> dan sosialisasi Pedoman Tata Kelola, <i>Board Manual</i>, Pedoman Etika (<i>Code of Conduct</i>), Pedoman <i>Whistleblowing System</i>, Pedoman Benturan Kepentingan, Pedoman Pemberian Hadiah dan pencegahan penyuapan dan Pengendalian Gratifikasi. • Survei Pemahaman atas Pedoman Tata Kelola, <i>Code of Conduct</i>, Pengendalian Gratifikasi dan <i>Whistleblowing System</i> dan Sistem Manajemen Anti Suap (SMAP) • <i>Review</i> dan sosialisasi Prosedur Penyusunan KPI, Prosedur Pemantauan Pencapaian Kinerja perusahaan, Prosedur Pelaporan Kinerja Berbasis KPKU, Prosedur Asesmen GCG, Prosedur <i>Monitoring</i> Rekomendasi GCG, Prosedur <i>Whistleblowing System</i>, Prosedur Internalisasi Pedoman Etika perusahaan, Pengendalian Gratifikasi, Prosedur Internal Audit SMAP, Prosedur Tinjauan Manajemen SMAP, Prosedur Ketidaksesuaian, Tindakan Perbaikan dan Pencegahan SMAP, Prosedur Manajemen Risiko SMAP dan Prosedur Kinerja SMAP. • Survei Pemahaman atas Pedoman Tata Kelola, <i>Code of Conduct</i>, Pengendalian Gratifikasi dan <i>Whistleblowing System</i> dan Sistem Manajemen Anti Suap (SMAP) • Rapat Tinjauan Manajemen SMAP • Internal audit dan Audit sertifikasi SMAP ISO 37001:2016 dan Tindak lanjut temuan audit. • Pemutakhiran SOP GCG • Pemutakhiran Pedoman Manajemen Risiko • Asesmen GCG dan tindak lanjut rekomendasi 	<ul style="list-style-type: none"> • Sosialisasi Pedoman Tata Kelola, Pedoman Etika, Pedoman Benturan Kepentingan, Pedoman Penerimaan dan Pemberian Hadiah serta Pencegahan Penyuapan, Kebijakan Pengendalian Gratifikasi, Pedoman Sistem Manajemen Anti Penyuapan, • Survei Pemahaman atas Pedoman Tata Kelola, <i>Code of Conduct</i>, Pengendalian Gratifikasi dan <i>Whistleblowing System</i> dan Sistem Manajemen Anti Suap (SMAP) • <i>Update</i> Pedoman Etika perusahaan • Rapat Tinjauan Manajemen SMAP • Internal audit dan <i>Audit surveillance</i> SMAP ISO 37001:2016 dan Tindak lanjut temuan audit. • Pemutakhiran Pedoman Manajemen Risiko • Asesmen GCG dan tindak lanjut rekomendasi • Pengembangan Aplikasi e-RM • Pemutakhiran Kebijakan Manajemen Risiko dan Penyusunan Pedoman Sistem Manajemen Keberlangsungan Usaha (SMKU) • Asesmen tingkat kematangan pengelolaan risiko (<i>risk management maturity</i>) • Pembentukan <i>Risk Management Steering Committee</i> • Penyusunan, <i>monitoring</i> dan evaluasi risiko utama • <i>Monitoring</i> dan evaluasi manajemen risiko Unit Kerja Kantor Pusat, Regional, dan Cabang • Asistensi penyusunan profil risiko Unit Kerja Kantor Pusat, Regional, dan Cabang • Asistensi dan <i>monitoring</i> pengelolaan risiko proyek • Membangun <i>awareness</i> risiko terhadap karyawan melalui beberapa kegiatan (<i>Training</i> dan Sertifikasi QRMO, QRMP, QCRO, <i>Executive Briefing, Workshop, Poster, Risk Agent, Risk Champion</i>) • Pendidikan dan Pelatihan Karyawan Divisi Manajemen Risiko (QRMO, QRMA, BCM, KRI, RAT, GRC, Project Risk, RBB, Audit Integration) • Pelaksanaan rekomendasi perbaikan <i>IT Maturity</i> • Melaksanakan <i>assessment</i> INDI 4.0 • Digitalisasi Sistem Manajemen Audit Internal • Audit berbasis risiko • Pengukuran Kapabilitas SPI oleh BPKP



PROSES VALUE CREATION

2015	2016	2017	2018
<ul style="list-style-type: none"> Development of Whistleblowing System Application Provision of Whistleblowing System Mobile Number Ratification of Whistleblowing System Guidelines CRMO (Certified Risk Management Officer) training for risk management PICs 	<ul style="list-style-type: none"> Development of Whistleblowing System Application Provision of Whistleblowing System Mobile Number Ratification of Whistleblowing System Guidelines CRMO (Certified Risk Management Officer) training for risk management PICs Publishing Commitment to Prohibiting Giving and Receiving Gifts to PT ASDP Indonesia Ferry's Personnel at Kompas newspaper GCG assessment and follow-up recommendations 	<ul style="list-style-type: none"> Whistleblowing System Video and Poster Dissemination of GCG Assessment Parameters of the Ministry of SOEs Update of Internal Audit Unit (SPI) Charter Dissemination of the Company's Code of Conduct GCG assessment and follow-up recommendations 	<ul style="list-style-type: none"> Dissemination of Whistleblowing System Video and Poster Dissemination of GCG Assessment Parameters of the Ministry of SOEs Update of Internal Audit Unit (SPI) Charter Legal and Compliance Risk Management Training Dissemination of gratification control policy Update of GCG Code, Board Manual and Code of Conduct Update the Integrity Pact with the Board of Directors and Board of Commissioners QRMO Training for Officers 1 level below the Board of Directors IT Master Plan and IT Policy Update GCG assessment and follow-up recommendations

PENERAPAN PRINSIP DASAR GCG

Perusahaan berupaya memastikan bahwa prinsip GCG diterapkan pada setiap aspek bisnis dan di semua jajaran perusahaan. Berdasarkan pada Peraturan Menteri BUMN Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance) Pada Badan Usaha Milik Negara juncto Nomor PER-09/MBU/2012 tanggal 12 Juli 2012 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-01/MBU/2011, prinsip dasar GCG terdiri dari 5 (lima) atau disebut sebagai "TARIF". Berikut uraian prinsip-prinsip GCG yang berlaku:

1. **Transparansi** (*Transparency*) adalah keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan. Pelaksanaannya meliputi:

IMPLEMENTATION OF BASIC GCG PRINCIPLES

Company strives to ensure that GCG principles are applied to every aspect of the business and at all levels of the company. Based on the Regulation of the Minister of SOEs Number PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises in conjunction with Number PER-09/MBU/2012 dated July 12, 2012 concerning Amendments Based on Minister of State-Owned Enterprises Regulation Number PER-01/MBU/2011, the basic principles of GCG consist of 5 (five) or referred to as "TARIF". The following is a description of the applicable GCG principles:

1. **Transparency** is openness in carrying out the decision-making process and openness in disclosing material and relevant information about the company. The implementation includes:

	2019	2020	2021	2022
	<ul style="list-style-type: none"> Update of Governance Guidelines, Board Manual, Code of Conduct and Whistleblowing System Integrity Application Development Survey on Understanding of Governance Guidelines, Code of Conduct, Gratification Control and Whistleblowing System Gratification Control Procedure Dissemination Ratification of Internal Control Guidelines Dissemination of Clean SOE Management policies through the Prevention of Corruption, Collusion, and Nepotism, and the Good Corporate Governance GCG SOP Update Risk Management Guidelines Update Ratification of PMO Policy Preparation of Subsidiary Management Policy GCG assessment and follow-up recommendations 	<ul style="list-style-type: none"> Update of Governance Guidelines, Board Manual, Code of Conduct and Whistleblowing System Survey on Understanding of the Governance Guidelines, Code of Conduct, Gratification Control and Whistleblowing System and Anti-Bribery Management System (SMAP) ISO 37001 SMAP Development and Dissemination Development of SMAP Performance indicators and Monitoring SMAP Management Review Meeting Internal audit and SMAP ISO 37001:2016 certification audit and follow-up of audit findings. GCG SOP Update Risk Management Guidelines Update GCG assessment and follow-up recommendations 	<ul style="list-style-type: none"> Review and Dissemination of Governance Guidelines, Board Manual, Code of Conduct, Whistleblowing System Guidelines, Conflict of Interest Guidelines, Guidelines on receiving/giving gifts and prevention of bribery and Gratification Control. Survey on Understanding of the Governance Guidelines, Code of Conduct, Gratification Control and Whistleblowing System and Anti-Bribery Management System (SMAP) review and dissemination of KPI Preparation Procedure, Company Performance Achievement Monitoring Procedure, KPKU Based Performance Reporting Procedure, GCG Assessment Procedure, GCG Recommendation Monitoring Procedure, Whistleblowing System Procedure, Corporate Ethics Code Internalization Procedure, Gratification Control, SMAP Internal Audit Procedure, SMAP Management Review Procedure, SMAP Non-conformance, Corrective Action and Prevention Procedure, SMAP Risk Management Procedure and SMAP Performance Procedure. Survey on Understanding of the Governance Guidelines, Code of Conduct, Gratification Control and Whistleblowing System and Anti-Bribery Management System (SMAP) SMAP Management Review Meeting Internal audit and SMAP ISO 37001:2016 certification audit and follow-up of audit findings. GCG SOP Update Risk Management Guidelines Update GCG assessment and follow-up recommendations 	<ul style="list-style-type: none"> Socialization of Governance Guidelines, Code of Conduct, Conflict of Interest Guidelines, Guidelines for Acceptance and Gifting and Prevention of Bribery, Gratification Control Policy, Anti-Bribery Management System Guidelines, Survey on Understanding of Governance Guidelines, Code of Conduct, Gratification Control and Whistleblowing System and Anti-Bribery Management System (SMAP)-Corporate Ethics Code Update SMAP Management Review Meeting Internal audit and SMAP surveillance audit ISO 37001:2016 and follow-up of audit findings. Risk Management Guidelines Update GCG assessment and follow-up recommendation e-RM Application Development Risk Management Policy Update and Development of Business Continuity Management System (SMKU) Guidelines Assessment of risk management maturity level Establishment of Risk Management Steering Committee Preparation, monitoring and evaluation of main risks Monitoring and evaluation of risk management of Head Office, Regional, and Branch Work Units Assistance in the preparation of risk profiles for Head Office, Regional, and Branch Work Units Assistance and monitoring of project risk management Building risk awareness to employees through several activities (Training and Certification of QRMO, QRMP, QCRO, Executive Briefing, Workshop, Poster, Risk Agent, Risk Champion) Education and Training of Risk Management Division Employees (QRMO, QRMA, BCM, KRI, RAT, GRC, Project Risk, RBB, Audit Integration) Implementation of IT Maturity improvement recommendations Implementing INDI 4.0 assessment Digitization of Internal Audit Management System Risk-based audit SPI Capability Measurement by BPKP

- a. Membuat pedoman pengungkapan keterbukaan informasi;
 - b. Membentuk struktur penanggung jawab pengungkapan keterbukaan informasi yang dikelola oleh Sekretaris Perusahaan; dan
 - c. Mengembangkan sistem serta mekanisme penyusunan laporan keuangan dan laporan pengelolaan, penyampaian informasi ke publik melalui media yang dapat diakses oleh para pemangku kepentingan.
2. Akuntabilitas (*Accountability*) adalah kejelasan fungsi, pelaksanaan, dan pertanggungjawaban setiap Organ agar pengelolaan perusahaan dapat terlaksana secara efektif. Pelaksanaannya meliputi:
 - a. Memiliki pedoman mengenai SOP Organ perusahaan;
 - b. Memiliki pedoman dan kebijakan mengenai pengendalian, pengawasan, dan sistem check balances terkait tugas dan kewenangan Organ dan manajemen;
 - c. Mengembangkan sistem serta mekanisme pertanggung-jawaban terkait tugas Organ dan manajemen;
- a. Creating guidelines for disclosure of information disclosure;
 - b. Establishing a structure responsible for the disclosure of information disclosure managed by the Corporate Secretary; and
 - c. Developing systems and mechanisms for the preparation of financial reports and management reports, submission of information to the public through media that can be accessed by stakeholders.
2. Accountability is the clarity of functions, implementation, and accountability of each organ so that the management of the company can be carried out effectively. The implementation includes:
 - a. Having guidelines regarding the SOP of the Company's Organs;
 - b. Having guidelines and policies regarding control, supervision, and a system of checks and balances related to the duties and authority of the Organs and management;
 - c. Developing systems and mechanisms of accountability related to the duties of organs and management;



- d. Mengembangkan sistem dan mekanisme pengendalian internal maupun eksternal; dan
 - e. Mengembangkan sistem manajemen *check balances* terkait tugas dan kewenangan Organ serta manajemen.
3. Pertanggungjawaban (*Responsibility*) adalah kesesuaian di dalam pengelolaan perusahaan terhadap peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat. Pelaksanaannya meliputi:
 - a. Memiliki kebijakan mengenai *Corporate Social Responsibility* (CSR);
 - b. Menjamin kepatuhan perusahaan terhadap peraturan perundang-undangan yang berlaku;
 - c. Menjamin kepatuhan perusahaan terhadap perjanjian dengan pihak ketiga;
 - d. Memiliki struktur penanggung jawab kepatuhan aturan dan perjanjian;
 - e. Memiliki penanggung jawab pengelolaan CSR;
 - f. Mengembangkan sistem dan mekanisme yang menjamin kepatuhan perusahaan terhadap aturan, perjanjian, serta program CSR secara berkelanjutan.
 4. Kemandirian (*Independency*) adalah keadaan perusahaan saat dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat. Pelaksanaannya meliputi:
 - a. Memiliki kebijakan, penanggung jawab, sistem, dan mekanisme mengenai Pengelolaan Benturan kepentingan pada Organ serta manajemen;
 - b. Memiliki kebijakan, penanggung jawab, sistem, dan mekanisme mengenai mengenai Rapat Umum Pemegang Saham (RUPS), Organ, dan Manajemen; dan
 - c. Mengembangkan sistem serta mekanisme pengambilan keputusan pada RUPS.
 5. Kewajaran (*Fairness*) adalah keadilan dan kesetaraan dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan. Pelaksanaannya meliputi:
 - a. Memiliki kebijakan, pedoman, dan sistem mengenai hubungan yang berkeadilan secara berkelanjutan bagi pemegang saham, karyawan, pemasok, pelanggan, dan pemangku kepentingan lainnya;
 - b. Melakukan sosialisasi GCG melalui surat dan *digital library* kepada seluruh karyawan dan melalui situs web kepada seluruh pemangku kepentingan;
 - c. Melakukan penandatanganan Pakta Integritas dan diketahui oleh seluruh Direksi;
 - d. Pengisian Daftar Khusus tentang Kepemilikan Saham Pribadi dan Keluarga yang dimutakhirkan setiap tahunnya;
- d. Developing internal and external control systems and mechanisms; and
 - e. Developing a management system of checks and balances related to the duties and authorities of organs and management.
3. Responsibility is the conformity in the management of the company to the laws and regulations and sound corporate principles. The implementation includes:
 - a. Having a policy on Corporate Social Responsibility (CSR);
 - b. Ensuring the company's compliance with applicable laws and regulations;
 - c. Ensuring the company's compliance with agreements with third parties;
 - d. Having a structure responsible for compliance with rules and agreements;
 - e. Having a person in charge of CSR management;
 - f. Developing systems and mechanisms that ensure the company's compliance with rules, agreements, and CSR programs on an ongoing basis.
 4. Independency is the state of the company when managed professionally without conflict of interest and influence/pressure from any party that is not in accordance with laws and regulations and sound corporate principles. The implementation includes:
 - a. Having a policy, person in charge, system, and mechanism regarding Conflict of Interest Management in Organs and management;
 - b. Having policies, persons in charge, systems, and mechanisms regarding the General Meeting of Shareholders (GMS), Organs, and Management; and
 - c. Developing a system and mechanism for decision-making at the GMS.
 5. Fairness is the fairness and equality in fulfilling the rights of stakeholders arising from agreements and laws and regulations. The implementation includes:
 - a. Having policies, guidelines, and systems regarding sustainable equitable relationships for shareholders, employees, suppliers, customers, and other stakeholders;
 - b. Conducting GCG Dissemination through letters and digital library to all employees and through the website to all stakeholders;
 - c. Signing the Integrity Pact and acknowledged by all Directors;
 - d. Filling in the Special Register on Personal and Family Share Ownership which is updated annually;

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| <ul style="list-style-type: none"> e. Penandatanganan Surat Pernyataan Komitmen Penerapan Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>) oleh segenap Dewan Komisaris, Direksi, dan Karyawan; dan f. Keikutsertaan dalam <i>Annual Report Award</i> (ARA) sebagai bagian dari transparansi dan akuntabilitas atas pelaksanaan kegiatan usaha perusahaan kepada pemangku kepentingan. | <ul style="list-style-type: none"> e. Signing of a Statement of Commitment to Implement Good Corporate Governance by all Board of Commissioners, Directors, and Employees; and f. Participation in the Annual Report Award (ARA) as part of transparency and accountability for the implementation of the company's business activities to stakeholders. |
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PENILAIAN IMPLEMENTASI GCG

Penilaian atas implementasi GCG dilaksanakan sesuai dengan Surat Keputusan Sekretaris Menteri BUMN Nomor 16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Pada tahun 2022 telah dilaksanakan penilaian terhadap tahun buku 2021 yang dilakukan oleh *assessor independent* PT Multi Utama Indojasa. Dari hasil penilaian, Perusahaan telah memperoleh skor sebesar 95,348% dengan kategori "Sangat Baik". Nilai tersebut mengalami peningkatan sebesar 0,72% jika dibandingkan pada tahun buku sebelumnya. Hal ini menjadikan cermin atas komitmen perusahaan dalam menerapkan Tata Kelola Perusahaan yang Baik secara berkelanjutan. Berikut hasil penilaian atas tiap-tiap aspek yang telah diuji oleh *assessor independent*.

ASSESSMENT OF GCG IMPLEMENTATION

Assessment of GCG implementation is carried out in accordance with the Decree of the Secretary of the Minister of SOEs Number 16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

In 2022, an assessment of the 2021 fiscal year was carried out by independent PT Multi Utama Indojasa. From the assessment results, company has obtained a score of 95.348% in the "Very Good" category. This value has increased by 0.72% when compared to the previous fiscal year. This reflects company's commitment to implementing Good Corporate Governance on an ongoing basis. The following are the results of the assessment of each aspect that has been tested by independent assessor.

No	Aspek Penilaian Assessment Aspect	Bobot Weight	Capaian Tahun Buku 2021 Achievement of 2021 Fiscal Year		Keterangan Description
			Skor Score	Capaian Achievement	
1.	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,000	7,000	100,00	Sangat Baik Very Good
2.	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owner	9,000	8,611	95,675	Sangat Baik Very Good
3.	Dewan Komisaris Board of Commissioners	35,000	33,486	95,673	Sangat Baik Very Good
4.	Direksi Board of Directors	35,000	33,970	97,058	Sangat Baik Very Good

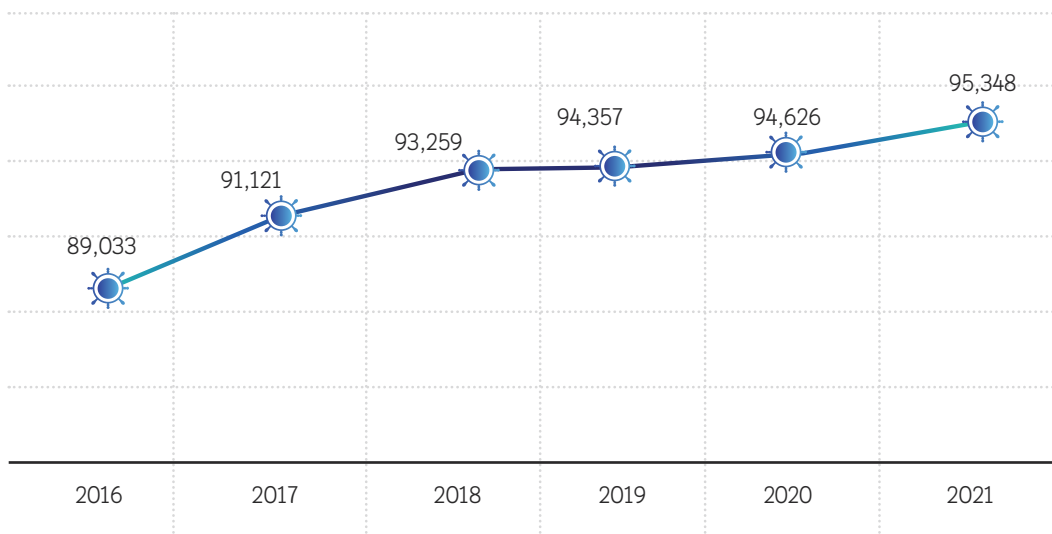


No	Aspek Penilaian Assessment Aspect	Bobot Weight	Capaian Tahun Buku 2021 Achievement of 2021 Fiscal Year		Keterangan Description
			Skor Score	Capaian Achievement	
5.	Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	9,000	8,407	93,409	Sangat Baik Very Good
6.	Aspek Lainnya Other Aspects	5,000	3,875	77,500	Baik Good
Skor Keseluruhan Overall Score		100,000	95,348	95,348%	Sangat Baik Very Good
Kualifikasi Kualitas Penerapan GCG Quality Qualification of CGC Implementation					Sangat Baik Very Good

Peningkatan skor atas penilaian penerapan Tata Kelola Perusahaan yang Baik tidak hanya terjadi pada tahun buku sebelumnya namun jika dilihat 5 (lima) tahun kebelakang, peningkatan skor ters dialami oleh perusahaan.

Company witnessed a continual gain in score for the assessment of the good corporate governance implementation not only in the most recent fiscal year but also when the growth in score was reflected 5 (five) years back.

Skor Penilaian GCG
GCG Assessment Score



Keterangan: Pada tahun 2015, perusahaan tidak melakukan penerapan GCG
Note: In 2015, the Company did not implement GCG

RAPAT UMUM PEMEGANG SAHAM (RUPS) GENERAL MEETING OF SHAREHOLDERS(GMS)

Rapat Umum Pemegang Saham sebagai organ perusahaan merupakan wadah para pemegang saham untuk mengambil keputusan penting dengan tetap memperhatikan ketentuan anggaran dasar dan peraturan perundang-undangan.

Penyelenggaraan RUPS merupakan tanggung jawab Direksi. Untuk itu Direksi harus mempersiapkan dan menyelenggarakan RUPS dengan baik. Dalam hal Direksi berhalangan, maka penyelenggaraan RUPS harus diselenggarakan sesuai dengan kepentingan perusahaan dan dengan tetap memperhatikan anggaran dasar dan peraturan perundang-undangan, serta dengan persiapan yang memadai.

Penyelenggaraan RUPS Perusahaan dilakukan dengan mengacu pada ketentuan, sebagai berikut:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tanggal 20 April 2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
3. Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tanggal 20 April 2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik.
4. Anggaran Dasar Perusahaan.

Pengambilan keputusan harus dilakukan secara wajar dan transparan dengan memperhatikan hal-hal yang diperlukan untuk menjaga kepentingan perusahaan dalam jangka panjang dan atau pemegang saham tidak dapat melakukan intervensi terhadap tugas, fungsi dan wewenang Dewan Komisaris, dan Direksi dengan tidak mengurangi wewenang RUPS untuk menjalankan haknya sesuai dengan anggaran dasar dan peraturan perundang-undangan.

Adapun wewenang RUPS mencakup namun tidak terbatas pada meminta pertanggungjawaban Dewan Komisaris dan Direksi terkait pengelolaan perusahaan; mengubah Anggaran Dasar; mengangkat dan memberhentikan Direktur serta Anggota Dewan Komisaris; serta memutuskan pembagian tugas dan wewenang kepengurusan di antara Direktur.

PENYELENGGARAAN RUPS TAHUN 2022 DAN 2021 BESERTA KEPUTUSAN DAN REALISASINYA

RUPS merupakan wadah bagi para pemegang saham untuk mengambil keputusan yang berkaitan dengan modal yang ditanamkan di dalam perusahaan. RUPS juga berfungsi sebagai forum pertanggungjawaban kepengurusan Direksi dan pengawasan Dewan Komisaris atas kinerjanya dalam satu tahun buku.

The General Meeting of Shareholders as an organ of the company is a forum for shareholders to make important decisions while taking into account the provisions of the articles of association and laws and regulations.

The organization of the GMS is the responsibility of the Board of Directors. Therefore, the Board of Directors must prepare and organize the GMS properly. In the event that the Board of Directors is absent, the GMS must be held in accordance with the interests of the company and with due regard to the articles of association and laws and regulations, as well as with adequate preparation.

The organization of the Company's GMS is carried out with reference to the following provisions:

1. Law No. 40 of 2007 concerning Limited Liability Company.
2. Financial Services Authority Regulation No. 15/POJK.04/2020 dated April 20, 2020 concerning the Plan and Implementation of General Meeting of Shareholders of Public Companies.
3. Financial Services Authority Regulation No. 16/POJK.04/2020 dated April 20, 2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Companies.
4. The company's Articles of Association.

Decision making must be carried out reasonably and transparently with due regard to matters necessary to safeguard the interests of the company in the long term and or shareholders cannot intervene in the duties, functions and authorities of the Board of Commissioners, and the Board of Directors without prejudice to the authority of the GMS to implement its rights in accordance with the articles of association and laws and regulations.

The authority of the GMS includes but is not limited to holding the Board of Commissioners and the Board of Directors accountable for the management of the company; amending the Articles of Association; appointing and dismissing Directors and Members of the Board of Commissioners; and deciding on the division of duties and management authority among Directors.

GMS IMPLEMENTATION IN 2022 AND 2021 ALONG WITH RESOLUTIONS AND REALIZATIONS

GMS is a forum for shareholders to make resolution related to the capital invested in the company. The GMS also serves as a forum for accountability of the management of the Board of Directors and supervision of the Board of Commissioners for their performance in one fiscal year.



RUPS terdiri dari RUPS Tahunan (RUPST) dan RUPS Luar Biasa (RUPSLB). RUPST wajib diadakan paling lambat 6 (enam) bulan setelah tahun buku perusahaan berakhir. Sedangkan RUPSLB dapat diadakan sewaktu-waktu berdasarkan kebutuhan dengan memperhatikan peraturan perundang-undangan serta anggaran dasar perusahaan.

Rapat Umum Pemegang Saham Tahun 2022

Sesuai dengan ketentuan Anggaran Dasar, perusahaan telah menyelenggarakan 2 kali Rapat Umum Pemegang Saham (RUPS) dengan detail sebagai berikut:

1. Rapat Umum Pemegang Saham (RUPS) tentang Pengajuan Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Kerja & Anggaran Program Tanggung Jawab Sosial & Lingkungan (RKA TJSL) Tahun 2022 pada hari Kamis tanggal 27 Januari 2022 melalui *virtual zoom meeting*, rapat berlangsung mulai pukul 14.35 hingga 15.30 WIB.
2. Rapat Umum Pemegang Saham (RUPS) tentang Laporan Keuangan (*Audited*) Konsolidasian PT ASDP Indonesia Ferry (Persero) Tahun 2021 pada hari Senin tanggal 13 Juni 2022 yang dilaksanakan di Hotel Pullman Thamrin CBD Jakarta Pusat. Rapat berlangsung mulai pukul 10.00 hingga 12.00 WIB.

Kehadiran pada RUPS Tahun 2022

Dalam penyelenggaraan RUPS, Dewan Komisaris maupun Direksi turut hadir sebagai bentuk realisasi atas program kerja yang dimiliki, baik dalam Rapat Umum Pemegang Saham Tahunan membahas Laporan Tahunan maupun pembahasan Rencana Kerja dan Anggaran Perusahaan. Anggota Dewan Komisaris dan Direksi yang hadir secara fisik maupun melalui video konferensi dalam RUPS Tahunan tahun 2022 adalah sebagai berikut:

Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Saiful Haq Manan	Ira Puspadewi
Hendar Ristriawan	Djunia Satriawan
Iwan Hari Sugianto	Muhammad Yusuf Hadi
Susi Meyrista Tarigan	Kusnadi Chandra Wijaya
Edmil Nurjamil	Harry Muhammad Adhi Caksono
Umar Aris	Wahyu Wibowo
Budi Setiyadi	

GMS consists of Annual GMS (AGMS) and Extraordinary GMS (EGMS). The AGMS must be held no later than 6 (six) months after the company's fiscal year ends. Meanwhile, the EGMS can be held at any time based on the need by taking into account the laws and regulations and the company's articles of association.

General Meeting of Shareholders in 2022

In accordance with the provisions of the Articles of Association, the company has held 2 General Meetings of Shareholders (GMS) with details as follows:

1. General Meeting of Shareholders (GMS) regarding the Submission of the Company's Budget Work Plan (RKAP) and the Work Plan & Budget for the Social & Environmental Responsibility Program (RKA TJSL) for 2022 on Thursday, January 27, 2022 through a virtual zoom meeting, the meeting took place from 2.35 PM to 3.30 PM WIB.
2. General Meeting of Shareholders (GMS) on the Consolidated Financial Statements (Audited) of PT ASDP Indonesia Ferry (Persero) for 2021 on Monday, June 13, 2022 held at Pullman Thamrin CBD Hotel, Central Jakarta. The meeting took place from 10:00 to 12:00 WIB.

Attendance of Annual GMS in 2022

In organizing the GMS, the Board of Commissioners and the Board of Directors were present as a form of realization of their work programs, both in the Annual General Meeting of Shareholders to discuss the Annual Report and the discussion of the Company's Work Plan and Budget. Members of the Board of Commissioners and Board of Directors who attended physically or through video conferences at the 2022 Annual GMS are as follows:

Keputusan RUPS RKAP Tahunan 2022

Resolution of the 2022 Annual RKAP GMS

Hasil Keputusan RUPS RKAP Tahunan 2022 sebagai berikut:

The results of the 2022 Annual RKAP GMS are as follows:

No	Keputusan RUPS GMS Resolutions	Realisasi Keputusan RUPS Realization of GMS Resolution
1.	Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 Termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2022 PT ASDP Indonesia Ferry (Persero). To approve the Company's Work Plan and Budget (RKAP) for 2022, including the Work Plan and Budget of the Board of Commissioners for 2022 of PT ASDP Indonesia Ferry (Persero).	Telah direalisasikan Has been Realized
2.	Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022 PT ASDP Indonesia Ferry (Persero). To ratify the Work Plan and Budget for the Social and Environmental Responsibility Program (RKA-TJSL) for 2022 of PT ASDP Indonesia Ferry (Persero).	Telah direalisasikan Has been Realized
3.	Menetapkan Kontrak Manajemen Tahunan yang memuat target <i>Key Performance Indicators</i> (KPI) Direksi secara kolegal Tahun 2022. To establish an Annual Management Contract that contains the Key Performance Indicators (KPI) targets of the Board of Directors collegially in 2022.	Telah direalisasikan Has been Realized
4.	Menetapkan Kontrak Manajemen Tahunan (<i>Key Performance Indicators</i>) Dewan Komisaris Tahun 2022. To establish the Annual Management Contract (<i>Key Performance Indicators</i>) of the Board of Commissioners in 2022.	Telah direalisasikan Has been Realized
5.	Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak merubah total nilai investasi. To approve the delegation of authority to the Board of Commissioners and give approval if there are actions that result in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program as long as it does not change the total investment value.	Telah direalisasikan Has been Realized

Keputusan dan Realisasi RUPS Tahunan 2022

Annual GMS Resolutions and Realization in 2022

Hasil Keputusan RUPS Tahunan 2022 sebagai berikut:

The resolutions of the 2022 Annual General Meeting of Shareholders are as follows:

No	Keputusan RUPS GMS Resolutions	Realisasi Keputusan RUPS Realization of GMS Resolution
1.	Menyetujui Laporan Tahunan Tahun Buku 2021 termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan perusahaan untuk Tahun Buku 2021 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan, sebagaimana dimuat dalam laporannya Nomor: 00149/2.1030/AU.1/06/1155-2/1/III/2022 tanggal 1 Maret 2022 dengan pendapat "wajar, dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris perusahaan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2021 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan perusahaan. To approve the Annual Report for the 2021 Fiscal Year including the Board of Commissioners' Supervisory Report and ratified the company's Financial Statements for the 2021 Fiscal Year audited by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners, as stated in its report Number: 00149/2.1030/AU.1/06/1155-2/1/III/2022 dated March 1, 2022 with the opinion of "fair, in all material respects", as well as granting full release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the company for the management and supervisory actions that have been carried out in the Fiscal Year ended December 31, 2021 as long as such actions are not criminal acts and are reflected in the Company's report books.	Telah direalisasikan Has been Realized



No	Keputusan RUPS GMS Resolutions	Realisasi Keputusan RUPS Realization of GMS Resolution
2.	<p>Menyetujui Laporan Tahunan TJSL Tahun Buku 2021 dan mengesahkan Laporan Keuangan Program PUMK Tahun 2021 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan sebagaimana dimuat dalam laporannya Nomor: 00235/2.1030/AU.2/12/1155-2/1/III/2022 tanggal 1 Maret 2022 dengan pendapat “wajar dalam semua hal yang material”, serta memberikan pelunasan dan pembebasan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris perusahaan atas tindakan pengurusan dan pengawasan TJSL Tahun Buku 2021, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin di dalam laporan tersebut.</p> <p>To approve the Corporate Social and Environmental Responsibilities (TJSL) Annual Report for the 2021 Fiscal Year and ratify the Financial Statements of the PUMK Program for 2021 which have been audited by the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners as stated in its report Number: 00235/2.1030/AU.2 /12/1155-2/1/III/2022 dated March 1, 2022 with the opinion of “fair in all material respects”, as well as granting release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the Company for the management and supervision of TJSL for the 2021 Fiscal Year, as long as such actions are not a criminal offense and are reflected in the report.</p>	Telah direalisasikan Has been Realized
3.	<p>Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2021 sebesar Rp325.452.616.764,- seluruhnya sebagai Cadangan.</p> <p>To determine the use of Net Income Attribution to Owners of the Company's Parent Entity for the 2021 Fiscal Year amounting to IDR325,452,616,764,- entirely as Reserves.</p>	Telah direalisasikan Has been Realized
4.	<p>Besaran Tantiem Tahun Buku 2021, Gaji untuk Direksi dan Honorarium Untuk Dewan Komisaris berikut Fasilitas dan Tunjangan Lainnya untuk Tahun 2022, akan ditetapkan secara tersendiri.</p> <p>The amount of Tantiem for the 2021 Fiscal Year, Salary for the Board of Directors and Honorarium for the Board of Commissioners along with other facilities and benefits for the Year 2022, will be determined separately.</p>	Telah direalisasikan Has been Realized
5.	<p>1. Menetapkan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan untuk melakukan audit umum atas Laporan Keuangan Konsolidasian perusahaan Tahun Buku 2022 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) perusahaan untuk Tahun Buku 2022;</p> <p>2. Memberikan pelimpahan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi KAP tersebut.</p> <p>1. To assign Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners to conduct a general audit of the Company's Consolidated Financial Statements for the 2022 Fiscal Year and the Financial Statements of the Company's Micro and Small Business Funding Program (PUMK) for the 2022 Fiscal Year;</p> <p>2. Delegation of authority to the Board of Commissioners to determine the amount of audit fees, additional scope of work required and other reasonable requirements for the Public Accounting Firm (KAP).</p>	Telah direalisasikan Has been Realized
6.	<p>1. Mengesahkan Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara (PMN) yang berasal dari APBN Tahun Anggaran 2015 untuk periode Tahun Buku 2021.</p> <p>2. Direksi diminta melakukan upaya-upaya untuk mendorong realisasi PMN secara penuh dan tepat waktu antara lain melalui koordinasi dengan BPN terkait penyelesaian pengurusan sertifikat dan percepatan penyelesaian pekerjaan oleh kontraktor/konsultan.</p> <p>1. To ratify the Realization Report on the Use of Additional State Equity Participation Funds (PMN) originating from the State Budget for 2015 Fiscal Year for the period of 2021 Fiscal Year.</p> <p>2. The Board of Directors is requested to make efforts to encourage the full and timely realization of PMN, among others, through coordination with BPN regarding the completion of certificate processing and acceleration of work completion by contractors / consultants.</p>	Telah direalisasikan Has been Realized

Penggunaan Pihak Independen dalam RUPS

Pada tahun 2022, perusahaan menggunakan pihak independen dalam RUPS yakni Notaris Ibu Aryanti Artisari, SH, MKn pada Rapat Umum Pemegang Saham (RUPS) tentang Laporan Keuangan (*Audited*) Konsolidasian PT ASDP Indonesia Ferry (Persero) Tahun 2021.

Use of Independent Party in GMS

In 2022, the company used an independent party in the GMS, namely Notary Mrs. Aryanti Artisari, SH, MKn at the General Meeting of Shareholders (GMS) regarding the Consolidated Financial Statements (*Audited*) of PT ASDP Indonesia Ferry (Persero) for 2021.

DEWAN KOMISARIS BOARD OF COMMISSIONERS

Dewan Komisaris sebagai organ perusahaan bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi mencakup tindakan pencegahan, perbaikan, sampai kepada pemberhentian sementara, serta memastikan bahwa perusahaan melaksanakan GCG. Namun demikian, Dewan Komisaris tidak dapat turut serta dalam mengambil keputusan operasional.

Dalam menjalankan fungsi, tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh organ pendukung Dewan Komisaris berdasarkan ketentuan Undang-undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.

Komposisi Dewan Komisaris

Anggota Dewan Komisaris diangkat dan diberhentikan oleh Rapat Umum Pemegang Saham (RUPS) melalui proses transparan. Setiap anggota Dewan Komisaris yang diangkat dalam RUPS harus terdiri dari orang-orang yang patut dan layak (*fit and proper*) bagi perusahaan guna memastikan calon anggota Dewan Komisaris memiliki Integritas dan kompetensi dalam menjalankan fungsi, tugas, dan tanggung jawabnya. Dewan Komisaris Perusahaan berjumlah 6 (enam) orang dan terdapat perubahan komposisi dewan komisaris berdasarkan dan terdapat perubahan komposisi Dewan Komisaris pada Tahun 2022 berdasarkan Keputusan Menteri BUMN Nomor: SK-208/MBU/09/2022 tanggal 20 September 2022 yakni memberhentikan dengan hormat Bapak Umar Aris selaku Komisaris dan mengangkat Bapak Budi Setiyadi menjadi Komisaris ASDP berdasarkan Keputusan Menteri BUMN Nomor: SK-208/MBU/09/2022 tanggal 20 September 2022.

The Board of Commissioners as an organ of the company is collectively responsible for supervising and advising the Board of Directors, including preventive, corrective, and temporary dismissal actions, as well as ensuring that the company implements GCG. However, the Board of Commissioners cannot participate in making operational decisions.

In carrying out its functions, duties and responsibilities, the Board of Commissioners is assisted by supporting organs of the Board of Commissioners based on the provisions of Law Number 40 of 2007 concerning Limited Liability Companies.

Composition of the Board of Commissioners

Members of the BOC are appointed and dismissed by the General Meeting of Shareholders (GMS) through a transparent process. Each member of the Board of Commissioners appointed in the GMS must consist of people who are fit and proper for the company to ensure that prospective members of the Board of Commissioners have integrity and competence in carrying out their functions, duties, and responsibilities. The Company's Board of Commissioners amounts to 6 (six) people and there are changes in the composition of the Board of Commissioners based on and there are changes in the composition of the Board of Commissioners in 2022 based on Decree of the Minister of SOEs Number: SK-208/MBU/09/2022 dated September 20, 2022, which is to respectfully dismiss Mr. Umar Aris as Commissioner and appoint Mr. Budi Setiyadi as Commissioner of ASDP based on Decree of the Minister of SOEs Number: SK-208/MBU/09/2022 dated September 20, 2022.

Nama Name	Jabatan Jabatan	Dasar Pengangkatan Dasar Pengangkatan	Masa Jabatan masa Jabatan
Saiful Haq Manan	Komisaris Utama (Independen) President (Independent) Commissioner	Keputusan Menteri BUMN Nomor: SK-124/MBU/04/2020 tanggal 21 April 2020 jns SK-124/MBU/05/2018 tanggal 9 Mei 2018, SK-25/MBU/01/2018 tanggal 22 Januari 2018. Decree of the Minister of State-Owned Enterprises Number: SK-124/MBU/04/2020 dated April 21, 2020 in conjunction with SK-124/MBU/05/2018 dated May 9, 2018, SK-25/MBU/01/2018 dated January 22, 2018.	April 2020 – April 2023 April 2020 – April 2023
Hendar Ristriawan	Komisaris Independen Independent Commissioner	Keputusan Menteri BUMN Nomor: SK-124/MBU/05/2018 tanggal 9 Mei 2018. Decree of the Minister of SOEs Number: SK-124/MBU/05/2018 dated May 9, 2018.	Mei 2018 – Mei 2023 May 2018–May 2023
Iwan Hari Sugianto	Komisaris Independen Komisaris	Keputusan Menteri BUMN Nomor: SK-321/MBU/10/2020 tanggal 09 Oktober 2020. Decree of the Minister of State-Owned Enterprises Number: SK-321/MBU/10/2020 dated October 09, 2020.	Oktober 2020 – Oktober 2025 October 2020–October 2025
Susi Meyrista Tarigan	Komisaris Commissioner	Keputusan Menteri BUMN Nomor: SK-233/MBU/10/2019 tanggal 17 Oktober 2019. Decree of the Minister of State-Owned Enterprises Number: SK-233/MBU/10/2019 dated October 17, 2019.	Oktober 2019 – Oktober 2024 October 2019–October 2024



Nama Name	Jabatan Jabatan	Dasar Pengangkatan Dasar Pengangkatan	Masa Jabatan masa Jabatan
Edmil Nurjamil	Komisaris Commissioner	Keputusan Menteri BUMN Nomor: SK-124/MBU/04/2020 tanggal 21 April 2020. Decree of the Minister of State-Owned Enterprises Number: SK-124/MBU/04/2020 dated April 21, 2020.	April 2020 – April 2025 April 2020 – April 2025
Umar Aris	Komisaris (sampai dengan Juni 2022) Commissioner (until June 2022)	Keputusan Menteri Negara BUMN Nomor: SK-115/MBU/6/2017 Tanggal 21 Juni 2017. Decree of the Minister of State-Owned Enterprises Number: SK-115/MBU/6/2017 dated June 21, 2017	Juni 2017 – Juni 2022 June 2017–June 2022
Budi Setiyadi	Komisaris Commissioner	Keputusan Menteri BUMN Nomor: SK-208/MBU/09/2022 tanggal 20 September 2022 Decree of the Minister of State-Owned Enterprises Number: SK-208/MBU/09/2022 dated September 20, 2022	September 2022 – September 2027 September 2022 – September 2027

KRITERIA KOMISARIS INDEPENDEN

Komisaris Independen adalah Anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Anggota Dewan Komisaris lainnya, Anggota Direksi dan/atau Pemegang Saham pengendali atau hubungan dengan perusahaan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Komisaris Independen mengacu pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 Tanggal 1 Agustus 2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 Tanggal 6 Juli 2012 Tentang Perubahan Atas Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada BUMN.

Adapun kriteria Komisaris Independen adalah sebagai berikut:

1. Tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan BUMN yang bersangkutan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.
2. Tidak menjabat sebagai Direksi di perusahaan yang terafiliasi dengan perusahaan.
3. Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Dewan Komisaris untuk bertindak atau berpikir secara bebas di lingkup perusahaan.
4. Tidak bekerja pada pemerintah termasuk departemen, lembaga dan kemiliteran dalam kurun waktu 3 (tiga) tahun terakhir.

INDEPENDENT COMMISSIONER CRITERIA

An Independent Commissioner is a member of the Board of Commissioners who has no financial relationship, management relationship, share ownership and/or familial relationship with other members of the Board of Commissioners, members of the Board of Directors and/or Controlling Shareholders or any relationship with the company, which may affect his/her ability to act independently.

Independent Commissioner refers to Law Number 40 of 2007 concerning Limited Liability Companies and Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 Dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOEs as last amended through the Regulation of the Minister of SOEs Number: PER-09/MBU/2012 Dated July 6, 2012 concerning the Amendments to the Regulation of the Minister of SOEs Number: PER-01/MBU/2011 on the Implementation of Good Corporate Governance in SOEs.

The criteria for Independent Commissioners are as follows:

1. Has no financial, management, share ownership and/or family relationship with other members of the Board of Commissioners, members of the Board of Directors and/or Controlling Shareholders or relationship with the SOE concerned, which may affect his/her ability to act independently.
2. Has no position as Directors in companies affiliated with the company.
3. Free from any interest and business activities or any other relations that may hinder or compromise the Board of Commissioners' capacity to act and think freely within the company.
4. Not working for the governmental/military departments and/or agencies within the last three (3) years.

5. Tidak bekerja di perusahaan atau afiliasinya dalam kurun waktu 3 (tiga) tahun terakhir.
6. Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung, dengan Perusahaan atau perusahaan yang menyediakan jasa dan produk kepada Perusahaan dan afiliasinya.

Komisaris Independen

Jumlah Komisaris Independen harus dapat menjamin agar mekanisme pengawasan berjalan secara efektif dan sesuai dengan peraturan perundang-undangan, sehingga sepanjang tahun 2022, terdapat 3 (tiga) orang Komisaris Independen atau 50% dari total 6 (enam) anggota Dewan Komisaris Perusahaan.

Anggota Dewan Komisaris Independen Perusahaan yang menjabat sampai dengan akhir tahun 2022 adalah Saiful Haq Manan, Hendar Ristriawan dan Iwan Hari Sugiarto.

Pernyataan Independensi dan Potensi Benturan Kepentingan

Pernyataan Independensi Anggota Dewan Komisaris dalam menjalankan fungsi, tugas dan tanggung jawabnya dilaksanakan guna menghindari intervensi maupun dominasi oleh pihak lain guna mencegah terjadinya benturan kepentingan (*conflict of interest*) sehingga Dewan Komisaris dalam menjalankan tugasnya tetap mendahulukan kepentingan perusahaan dengan memperhatikan anggaran dasar dan peraturan perundang-undangan. Pernyataan ini dibuat secara bertahap setiap tahunnya.

Anggota Dewan Komisaris ASDP telah menandatangani pernyataan untuk bersikap independen dan bebas benturan kepentingan dalam menjalankan fungsi dan tugasnya, sebagai berikut:

1. Saya tidak memiliki benturan kepentingan dan/atau terlibat dalam transaksi yang memiliki benturan kepentingan dengan PT ASDP Indonesia Ferry (Persero) dan/atau anak perusahaan yang terkonsolidasi.
2. Saya tidak memegang jabatan rangkap sebagai:
 - Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah dan Badan Usaha Milik Swasta.
 - Anggota Dewan Komisaris pada Badan Usaha Milik Negara.
 - Anggota Pengurus Partai Politik dan/atau anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah.
 - Jabatan lain yang dapat menimbulkan benturan kepentingan.

5. Not working for the company or its affiliates within the last three (3) years.
6. No financial relations, either directly or indirectly, with the Company or any companies providing goods and services to the Company and its affiliates.

Independent Commissioner

The number of Independent Commissioners must be able to ensure that the supervisory mechanism runs effectively and in accordance with the laws and regulations, thus, throughout 2022, there were 3 (three) Independent Commissioners or 50% of the total 6 (six) members of the Company's Board of Commissioners.

The company Independent Board of Commissioners members who served until the end of 2022 are Saiful Haq Manan, Hendar Ristriawan and Iwan Hari Sugiarto.

Independence Statement and Potential Conflict of Interest

The Independence Statement of Members of the Board of Commissioners in carrying out their functions, duties and responsibilities is carried out to avoid intervention or domination by other parties in order to prevent conflicts of interest so that the Board of Commissioners in carrying out its duties continues to prioritize the interests of the company with due regard to the articles of association and laws and regulations. This statement is made in stages every year.

Members of the ASDP Board of Commissioners have signed a statement to be independent and free of conflicts of interest in carrying out their functions and duties, as follows:

1. I have no conflict of interest and/or am involved in transactions that have a conflict of interest with PT ASDP Indonesia Ferry (Persero) and/or its consolidated subsidiaries.
2. I do not hold concurrent positions as:
 - Member of the Board of Directors at State-Owned Enterprises, Regionally-Owned Enterprises and Privately-Owned Enterprises.
 - Member of the Board of Commissioners at a State-Owned Enterprise.
 - Member of Political Party management and/or the member of legislative body and/or candidate for head/ deputy head of any region
 - Other positions that may cause a conflict of interest.



3. Saya tidak memiliki hubungan sedarah sampai dengan derajat kedua, baik menurut garis lurus maupun garis kesamping atau hubungan semenda dengan anggota Direksi maupun dengan anggota Dewan Komisaris PT ASDP Indonesia Ferry (Persero).

3. I have no familial relationship to the second degree, either vertically or horizontally, or by marriage, with any members of the Board of Directors and Board of Commissioners of PT ASDP Indonesia Ferry (Persero).

Program Pengenalan Bagi Dewan Komisaris Baru

Perusahaan memiliki kebijakan dan program orientasi atau pengenalan bagi anggota Dewan Komisaris yang baru diangkat. Pelaksanaan program ini dimaksudkan agar semua anggota Dewan Komisaris dapat lebih memahami tugas dan tanggung jawabnya dalam mendukung kemajuan perusahaan.

Sekretaris Dewan Komisaris bertanggung jawab atas pelaksanaan program pengenalan bagi Anggota Dewan Komisaris Baru. Pelaksanaan program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan perusahaan.

On-boarding Program for New Commissioners

The Company has a policy and orientation or introduction program for newly appointed members of the BOC. The implementation of this program is intended to enable all members of the BOC to better understand their duties and responsibilities in supporting the Company's progress.

The Secretary of the Board of Commissioners is responsible for the implementation of the introduction program for new members of the Board of Commissioners. The implementation of the introduction program can be in the form of presentations, meetings, visits to the company and review of documents or other programs deemed appropriate to the company.

Informasi Information	Materi Materials
Company Profile dan GCG Company Profile and GCG	Company Profile dan Sasaran Strategis Perusahaan Materi Presentasi GCG Pedoman Tata Kelola Perusahaan Pedoman Dewan Komisaris dan Direksi Pedoman Etika Perusahaan Pedoman Whistleblowing System Pedoman Sistem Manajemen Anti Penyuapan (SMAP) Company Profile and Strategic Objectives GCG Presentation Material Corporate Governance Guidelines Board Manual Code of Conduct Whistleblowing System Guidelines Anti-Bribery Management System (ABMS) Guidelines
SPI dan Sistem Pengendalian Intern Internal Audit Unit (SPI) Charter and Internal Control System	Fungsi SPI dan Sistem Pengendalian Intern Internal Audit Unit Function and Internal Control System
Informasi Penggajian/ Remunerasi dan SDM Payroll/ Remuneration and HR Information	Pengelolaan SDM ASDP Internal Audit Unit Function and Internal Control System
Manajemen Risiko perusahaan Company Risk Management	Manajemen Risiko ASDP ASDP Risk Management

Selama tahun 2022 telah terdapat perubahan struktur Anggota Dewan Komisaris berdasarkan SK-208/MBU/09/2022 Program pengenalan Anggota Dewan Komisaris Baru untuk Bapak Budi Setiyadi telah dilaksanakan pada 03 Oktober 2022. Berikut ini adalah ringkasan pelaksanaan Program Pengenalan Anggota Dewan Komisaris Baru Tahun 2022:

During 2022, there have been changes in the structure of the Board of Commissioners based on SK-208/MBU/09/2022 . The introduction program for the New Board of Commissioners for Mr. Budi Setiyadi was held on October 3, 2022. The following is a summary of the implementation of the Introduction Program for New Board of Commissioners Members in 2022:

Peserta Participants	Topik Topic	Penyelenggara Organizer	Waktu dan Tempat Time and Place	Durasi Duration	Status Status
Budi Setiyadi	Familiarisasi Dewan Komisaris Baru Familiarization of the Newest Board of Commissioners	Corporate Secretary Corporate Secretary	Senin, 03 Oktober 2022 melalui media <i>Zoom Meeting</i> Monday, October 3, 2022 via Zoom Meeting	09.00 sd Selesai 09.00 AM until finish	Sudah dilakukan Implemented

Pedoman Kerja (*Charter*) Dewan Komisaris

Dalam menjalankan tugas dan fungsinya, Dewan Komisaris mengacu pada Anggaran Dasar dan *Board Manual* yang mengatur terkait Tata Tertib dan Tata Cara Menjalankan Pekerjaan Dewan Komisaris yang disusun berdasarkan peraturan dan perundang-undangan yang berlaku. Hal-hal yang diatur dalam pedoman tersebut diantaranya:

1. Pengertian Dewan Komisaris
2. Persyaratan, Pengangkatan dan Pemberhentian Dewan Komisaris
3. Komposisi Dewan Komisaris
4. Masa Jabatan Dewan Komisaris
5. Pengaturan Rangkap Jabatan
6. Program Pengenalan dan Pelatihan Dewan Komisaris
7. Tugas Dewan Komisaris
8. Wewenang Dewan Komisaris
9. Tanggung Jawab Dewan Komisaris
10. Pembagian Tugas, Wewenang dan Tanggung Jawab Diantara Anggota Dewan Komisaris
11. Rencana Kerja dan Anggaran Dewan komisaris
12. Rapat Dewan Komisaris
13. Pengambilan Keputusan di Luar Rapat Dewan Komisaris
14. Kebijakan Pengawasan Perusahaan
15. Etika Jabatan
16. Pelaporan dan Pertanggungjawaban Dewan Komisaris
17. Pengukuran dan Penilaian Kinerja Dewan Komisaris
18. Remunerasi Dewan Komisaris
19. Organ Pendukung Dewan Komisaris

Perusahaan secara berkala melakukan kaji ulang atas *Board Manual* dan melakukan pemutakhiran apabila dipandang perlu. *Board Manual* telah ditetapkan berdasarkan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor: SK.801/HK.002/ASDP-2020 tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*) PT ASDP Indonesia Ferry (Persero) pada tanggal 22 Juni 2020 yang merupakan pemutakhiran dari edisi sebelumnya berdasarkan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor : SK. 732/HK.102/ASDP-2018 tentang Pedoman Tata Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT ASDP Indonesia Ferry (Persero) pada tanggal 24 Mei 2018.

Board of Commissioners Charter

In carrying out its duties and functions, the Board of Commissioners refers to the Articles of Association and Board Manual which regulates the Code of Conduct and Procedures for the Work of the Board of Commissioners prepared based on applicable laws and regulations. Matters regulated in the guidelines include:

1. Definition of the Board of Commissioners
2. Requirements, Appointment and Dismissal of the Board of Commissioners
3. Composition of the Board of Commissioners
4. Term of Office of the Board of Commissioners
5. Concurrent Position Arrangement
6. Introduction and Training Program for the Board of Commissioners
7. Duties of the Board of Commissioners
8. Authority of the Board of Commissioners
9. Responsibility of the Board of Commissioners
10. Division of Duties, Authorities and Responsibilities Among Members of the Board of Commissioners
11. Work Plan and Budget of the Board of Commissioners
12. Meeting of the Board of Commissioners
13. Decision Making Outside the Board of Commissioners Meeting
14. Company Supervision Policy
15. Ethics of Position
16. Reporting and Accountability of the Board of Commissioners
17. Board of Commissioners Performance Measurement and Assessment
18. Remuneration for the Board of Commissioners
19. Supporting Organs for the Board of Commissioners

Periodically, the Board Manual is reviewed and upgraded whenever necessary. The Board Manual was stipulated under Joint Decree of the Board of Commissioners and the Board of Directors No: SK.801/HK.002/ASDP-2020 dated June 22, 2020 concerning PT ASDP Indonesia Ferry (Persero) Board Manual, which was an upgraded version of the previous issue stipulated under Joint Decree of the Board of Commissioners and Board of Directors No: SK. 732/HK.102/ASDP-2018 May 24, 2018 concerning PT ASDP Indonesia Ferry (Persero) Board Manual.



Tugas dan Tanggung Jawab Dewan Komisaris

Dewan Komisaris bertanggung jawab penuh atas pengawasan BUMN untuk kepentingan perusahaan dan sesuai dengan maksud dan tujuan perusahaan. Sesuai Undang-undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas, sangat jelas disebutkan pentingnya peran Dewan Komisaris dalam pengelolaan perusahaan. Dewan Komisaris memiliki tugas dan tanggung jawab yang tidak lagi sekedar aksesoris dan ikut menanggung risiko secara pribadi apabila dalam menjalankan tugas dan tanggung jawab tersebut, terbukti Dewan Komisaris lalai dalam menjalankan tugas dan tanggung jawabnya.

Pembagian Tugas dan Tanggung Jawab Anggota Dewan Komisaris

Pembagian Tugas Dewan Komisaris PT ASDP Indonesia Ferry (Persero) sebagaimana ditetapkan dalam keputusan Dewan Komisaris Nomor: 07/KOM/IV/2020 tanggal 21 April 2020 tentang Pembagian Tugas Dewan Komisaris perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry sebagai berikut :

Duties and Responsibilities of the Board of Commissioners

The Board of Commissioners is fully responsible for the supervision of SOEs for the benefit of the company and in accordance with the purposes and objectives of the company. In accordance with the Law of the Republic of Indonesia No. 40 Year 2007 on Limited Liability Companies, it is very clear that the role of the Board of Commissioners is very important in the management of the company. The Board of Commissioners has duties and responsibilities that are no longer just accessories and bears the risk personally if in carrying out these duties and responsibilities, it is proven that the Board of Commissioners is negligent in carrying out its duties and responsibilities.

Division of Duties and Responsibilities of Members of the Board of Commissioners

The Division of Duties of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero) as stipulated in the decision of the Board of Commissioners Number: 07/KOM/IV/2020 dated April 21, 2020 concerning the Division of Duties of the Board of Commissioners of the Company (Persero) PT ASDP Indonesia Ferry as follows:

Nama Name	Tugas Pengawasan Supervisory Duty
Saiful Haq Manan	<ul style="list-style-type: none"> • Melakukan koordinasi dan memberikan pengarahan kepada seluruh Komisaris; • Mengkoordinasikan pengawasan yang dilakukan oleh para Komisaris sesuai dengan bidangnya masing-masing, • Bertanggung jawab untuk sewaktu-waktu diperlukan menyelenggarakan dan memimpin rapat, Menjabat sebagai Ketua Komite Nominasi dan Remunerasi, • Memberikan tugas lain kepada setiap Komisaris, dan • Memimpin RUPS Tahunan maupun RUPS Luar Biasa. • Coordinating and providing directives to all Commissioners; Coordinating the supervision by the Commissioners according to their area expertise, Taking responsibility whenever needed to organize and lead a meeting; Holding a position as the Chair of Nomination and Remuneration Committee; Assigning other duties to each Commissioner, and Chairing Annual and Extraordinary GMSS.
Hendar Ristriawan	<ul style="list-style-type: none"> • Menjabat sebagai Ketua Komite Audit. • Membidangi pengawasan dalam segala aspek yang berkaitan dengan akuntansi dan keuangan, termasuk investasi dan aset, serta strategis pengembangan bisnis dan pemasaran, serta perencanaan strategis dan transformasi bidang organisasi/kelembagaan, serta Nominasi dan Remunerasi. • Holding a position as the Head of Audit Committee Supervising every aspect relevant to accounting and finance, including investment and assets, strategic development of business and marketing, strategic planning and transformation of organization/agency, and Nomination and Remuneration.
Iwan Hari Sugiarto	<ul style="list-style-type: none"> • Menjabat sebagai Wakil Ketua Komite Pemantau Manajemen Risiko, • Menjabat sebagai anggota Komite Audit, Membidangi pengawasan dalam segala aspek yang berkaitan dengan pengelolaan/pembinaan dan pengembangan SDM perusahaan, penerapan <i>Good Corporate Governance</i>, manajemen risiko, akuntansi dan keuangan. • Holding a position as the Deputy Head of Risk Management Monitoring Committee; Holding a position as the member of Audit Committee, Supervising every aspect relevant to management and development of Company Human Resources, GCG implementation, risk management, accounting, and finance

Nama Name	Tugas Pengawasan Supervisory Duty
Susi Meyrista Tarigan	<ul style="list-style-type: none"> • Menjabat sebagai Ketua Komite Pemantau Manajemen Risiko, • Membidangi pengawasan dalam segala aspek yang berkaitan dengan penerapan <i>Good Corporate Governance</i>, manajemen risiko, proses bisnis, mutu dan pengembangan IT perusahaan. • Holding a position as the Head of Risk Management Monitoring Committee; Supervising every aspect relevant to GCG implementation, risk management, business process, quality and development of Company IT
Edmil Nurjamil	<ul style="list-style-type: none"> • Menjabat sebagai Wakil Ketua Komite Audit, • Membidangi pengawasan dalam segala aspek yang berkaitan dengan akuntansi dan keuangan, termasuk investasi dan aset, serta strategis pengembangan bisnis dan pemasaran, serta perencanaan strategis dan transformasi bidang organisasi/kelembagaan. • Holding a position as the Deputy Head of Audit Committee; • Supervising every aspect relevant to accounting and finance, including investment and assets, strategic development of business and marketing, and strategic planning and transformation of organization/agency.
Budi Setiyadi	<ul style="list-style-type: none"> • Menjabat sebagai Sekretaris Komite Nominasi dan Remunerasi, • Menjabat sebagai Anggota Komite Pemantau Manajemen Risiko; • Membidangi pengawasan dalam segala aspek yang berkaitan dengan ketaatan terhadap regulasi sektoral, kepatuhan prosedur dan hukum, pelayanan, fasilitas, kelestarian lingkungan, keamanan, dan manajemen armada perusahaan, serta Nominasi dan Remunerasi. • Holding a position as the Secretary to Nomination and Remuneration Committee; • Holding a position as as the Member of Risk Management Monitoring Committee; • Supervising every aspect relevant to compliance with sectoral regulations, compliance with procedures and the law, services, facilities, environmental preservation, security, and management of Company fleets, and Nomination and Remuneration..

Tugas dan Tanggung jawab Komisaris Utama

Berdasarkan pembagian tugas Dewan Komisaris yang telah dijelaskan sebelumnya, maka Tugas Komisaris Utama adalah sebagai berikut:

1. Melakukan koordinasi dan memberikan pengarahan kepada seluruh Komisaris;
2. Mengkoordinasikan pengawasan yang dilakukan oleh para Komisaris sesuai dengan bidangnya masing-masing,
3. Bertanggung jawab untuk sewaktu-waktu diperlukan menyelenggarakan dan memimpin rapat,
4. Menjabat sebagai Ketua Komite Nominasi dan Remunerasi,
5. Memberikan tugas lain kepada setiap Komisaris, dan Memimpin RUPS Tahunan maupun RUPS Luar Biasa.

Pelaksanaan Tugas Dewan Komisaris

Dewan Komisaris melaksanakan tugasnya diantaranya melalui forum pembahasan baik secara internal maupun bersama Direksi sebagai bentuk pengawasan dan memberikan nasihat kepada Direksi terkait pengelolaan perusahaan dalam beberapa aspek. Pelaksanaan tugas Dewan Komisaris tahun 2022 secara garis besar meliputi:

1. Komposisi, Pengangkatan dan Pemberhentian Anggota Dewan Komisaris
2. Kemampuan dan Integritas Anggota Dewan Komisaris
3. Tugas dan Tanggung Jawab Komisaris

Duties and Responsibilities of President Commissioner

Based on the division of duties of the Board of Commissioners previously described, the duties of the President Commissioner are as follows:

1. Coordinating and providing direction to all Commissioners;
2. Coordinating the supervision carried out by the Commissioners in accordance with their respective sectors,
3. Responsible for organizing and chairing meetings, when necessary,
4. Holding a position as Chairperson of the Nomination and Remuneration Committee,
5. Providing other duties to each Commissioner, and Chairing the Annual GMS and Extraordinary GMS.

Implementation of Board of Commissioners Duties

The Board of Commissioners carries out its duties, among others, through discussion forums both internally and with the Board of Directors as a form of supervision and providing advice to the Board of Directors regarding the management of the company in several aspects The implementation of the duties of the Board of Commissioners in 2022 broadly includes:

1. Composition, Appointment and Dismissal of Members of the Board of Commissioners
2. Capability and Integrity of Members of the Board of Commissioners
3. Duties and Responsibilities of Commissioners



Jenis Keputusan yang Perlu Mendapatkan Persetujuan Dewan Komisaris

Sebagaimana termuat dalam Anggaran Dasar perusahaan, batasan kewenangan/hal-hal yang memerlukan persetujuan Dewan Komisaris sebagai berikut:

1. Persetujuan atas Transaksi atau Tindakan dalam Lingkup Kewenangan Dewan Komisaris
2. Pengajuan Calon Auditor Eksternal
3. Kebijakan Seleksi dan Pengusulan Calon Direksi kepada Pemegang Saham

Rapat Dewan Komisaris

Dewan Komisaris secara rutin mengadakan rapat, baik secara internal maupun rapat gabungan dengan Direksi dalam rangka mengkoordinasikan seluruh kegiatan perusahaan, mengawasi dan mengantisipasi hal-hal yang mempengaruhi kinerja perusahaan sebagaimana diatur dalam *Board Manual*.

Dewan Komisaris mengadakan rapat paling sedikit setiap bulan sekali, dan dalam rapat tersebut Dewan Komisaris dapat mengundang Direksi. Dewan Komisaris mengacu pada pedoman atau tata tertib Rapat Dewan Komisaris yang mengatur etika rapat, tata penyusunan risalah rapat, pelaksanaan evaluasi tindak lanjut rapat sebelumnya, pembahasan/telaah atas usulan Direksi dan arahan/keputusan RUPS terkait dengan usulan Direksi. Keputusan rapat diambil berdasarkan musyawarah untuk mufakat. Keputusan yang diambil dalam rapat Dewan Komisaris telah dicatat dan didokumentasikan dengan baik dalam risalah rapat Dewan Komisaris. Risalah rapat ditandatangani oleh ketua rapat dan didistribusikan kepada semua anggota Dewan Komisaris yang menghadiri rapat maupun tidak. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat telah dicatat dalam risalah rapat.

Jumlah dan agenda rencana rapat Dewan Komisaris disusun sebelum tahun buku berjalan dan ditetapkan dalam RKA Dewan Komisaris. Agenda rapat pengawasan/konsultasi secara umum meliputi Laporan Kinerja, pembahasan hal-hal Strategis terkait usulan Direksi dan tindak lanjut rapat sebelumnya. Sepanjang tahun 2022, Dewan Komisaris telah melaksanakan 12 (dua belas) kali Rapat Internal Dewan Komisaris serta Rapat Gabungan Dewan Komisaris dan Direksi sebanyak 12 (dua belas) kali. Adapun tingkat kehadiran rapat gabungan Dewan Komisaris dan Direksi sebagai berikut:

Types of Decisions Requiring Board of Commissioners Approval

As stated in the company's Articles of Association, the limits of authority/matters requiring the approval of the Board of Commissioners are as follows:

1. Approval of Transactions or Actions Within the Scope of Authority of the Board of Commissioners
2. Submission of External Auditor Candidates
3. Selection Policy and Proposal of Board of Directors Candidates to Shareholders

Meeting of the Board of Commissioners

The Board of Commissioners regularly holds meetings, both internally and joint meetings with the Board of Directors in order to coordinate all activities of the company, supervise and anticipate matters affecting the company's performance as stipulated in the Board Manual

The Board of Commissioners holds meetings at least once a month, and in such meetings the Board of Commissioners with the possibility of inviting the Board of Directors. The Board of Commissioners refers to the guidelines or rules of the Board of Commissioners Meeting which regulates the ethics of the meeting, the procedure for preparing the minutes of the meeting, the implementation of the evaluation for the follow-up of the previous meeting, the discussion/review of the Board of Directors' proposal and GMS' direction/resolutions related to the proposal of the Board of Directors. Meeting decisions are made based on deliberation for consensus. Decisions made in the Board of Commissioners' meetings have been recorded and well documented in the minutes of the Board of Commissioners' meetings. The minutes are signed by the chairperson of the meeting and distributed to all members of the Board of Commissioners who attend the meeting or not. Dissenting opinions that occur in the meeting have been recorded in the minutes of the meeting.

The number and agenda of the Board of Commissioners' meetings are prepared prior to the current fiscal year and stipulated in the Work Plan & Budget of the Board of Commissioners. The agenda for supervisory/consultation meetings generally includes performance reports, discussion of strategic matters related to the Board of Directors' proposals and follow-up of previous meetings. Throughout 2022, the Board of Commissioners has conducted 12 (twelve) Internal Meetings of the Board of Commissioners and 12 (twelve) joint meetings of the Board of Commissioners and the Board of Directors. The agenda and attendance of the joint meeting of the Board of Commissioners and the Board of Directors are as follows:

Frekuensi Rapat Internal Dewan Komisaris
Frequency of Internal Meetings of the Board of Commissioners

No.	Tanggal Date	Peserta Participant
1	31 Januari 2022 January 31, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil
2	14 Februari 2022 February 14, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil
3	18 Februari 2022 February 18, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil
4	2 Maret 2022 March 2, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil
5	31 Mei 2022 May 31, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil
6	28 Juni 2022 June 28, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil
7	28 Juli 2022 July 28, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Edmil Nurjamil
8	30 Agustus 2022 August 30, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Edmil Nurjamil
9	27 September 2022 September 27, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Edmil Nurjamil
10	27 Oktober 2022 October 27, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Budi Setiyadi, Edmil Nurjamil
11	24 November 2022 November 24, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Budi Setiyadi, Edmil Nurjamil
12	22 Desember 2022 December 22, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Budi Setiyadi, Edmil Nurjamil

Frekuensi Rapat Gabungan Dewan Komisaris dan Direksi
Frequency of Joint Meetings of the Board of Commissioners and Board of Directors

No.	Tanggal Date	Peserta Participant
1	31 Januari 2022 January 31, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil, Ira Puspawati, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya
2	27 Maret 2022 March 27, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya
3	31 Mei 2022 May 31, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Umar Aris, Iwan Hari Sugiarto, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya
4	28 Juni 2022 June 28, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya
5	28 Juli 2022 July 28, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya
6	30 Agustus 2022 August 30, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya
7	1 September 2022 September 1, 2022	Hendar Ristriawan, Iwan Hari Sugiarto, Yusuf Hadi, Djunia Satriawan, Kusnadi C Wijaya
8	22 September 2022 September 22, 2022	Hendar Ristriawan, Iwan Hari Sugiarto, Susi Meyrista Tarigan, Harry MAC
9	27 September 2022 September 27, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Budi Setiyadi, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya



Frekuensi Rapat Gabungan Dewan Komisaris dan Direksi Frequency of Joint Meetings of the Board of Commissioners and Board of Directors

No.	Tanggal Date	Peserta Participant
10	27 Oktober 2022 October 27, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Budi Setiyadi, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya
11	24 November 2022 November 24, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Budi Setiyadi, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya
12	22 Desember 2022 December 22, 2022	Saiful Haq Manan, Hendar Ristriawan, Susi Meyrista Tarigan, Iwan Hari Sugiarto, Budi Setiyadi, Edmil Nurjamil, Ira Puspawati, Djunia Satriawan, Yusuf Hadi, Wahyu Wibowo, Harry MAC, Kusnadi C Wijaya

Tingkat Kehadiran Dewan Komisaris dalam Rapat Internal Dewan Komisaris Attendance Rate of the Board of Commissioners in Internal Meetings of the Board of Commissioners

Nama Name	Frekuensi Rapat Frequency	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Saiful Haq Manan	12	12	100%
Umar Aris	12	6	50%
Hendar Ristriawan	12	12	100%
Iwan Hari Sugiarto	12	12	100%
Susi Meyrista Tarigan	12	12	100%
Edmil Nurjamil	12	12	100%
Budi Setiyadi	12	3	25%

*Bpk. Umar Aris menjabat sejak Juni 2017 sampai dengan Juni 2022

*Bpk. Budi mulai menjabat sejak September 2022 sampai dengan sekarang

*Mr. Umar Aris served from June 2017 to June 2022

*Mr. Budi has been serving since September 2022 until now

Tingkat Kehadiran Dewan Komisaris dalam Rapat Gabungan Attendance Rate of the Board of Commissioners in Joint Meetings

Nama Name	Frekuensi Rapat Frequency	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Saiful Haq Manan	12	10	83,33%
Umar Aris	12	3	25%
Hendar Ristriawan	12	10	100%
Iwan Hari Sugiarto	12	12	100%
Susi Meyrista Tarigan	12	12	91,66%
Edmil Nurjamil	12	11	83,33%
Budi Setiyadi	12	4	33,33%

*Bpk. Umar Aris menjabat sejak Juni 2017 sampai dengan Juni 2022

*Bpk. Budi mulai menjabat sejak September 2022 sampai dengan sekarang

*Bpk. Umar Aris menjabat sejak Juni 2017 sampai dengan Juni 2022

*Bpk. Budi mulai menjabat sejak September 2022 sampai dengan sekarang

Program Pengembangan Kompetensi Dewan Komisaris

Program pengembangan kompetensi Dewan Komisaris dilaksanakan guna mengembangkan kompetensi yang relevan dengan bisnis perusahaan dalam rangka menunjang pelaksanaan tugas pengawasan Dewan Komisaris sebagaimana diatur dalam *Board Manual*.

Informasi lebih lanjut mengenai daftar pelatihan dan pengembangan kompetensi yang sudah diikuti oleh seluruh Komisaris perusahaan selama tahun 2022 dapat dilihat pada Bab Profil Perusahaan, dalam laporan tahunan ini.

Penilaian Kinerja Komite-Komite di Bawah Dewan Komisaris

Dewan Komisaris melakukan penilaian kinerja terhadap organ-organ pendukung di bawahnya sebagai bagian dari pelaksanaan prinsip-prinsip GCG. Hasil evaluasi tersebut selanjutnya digunakan sebagai bahan perbaikan untuk mendorong peningkatan kinerja komite-komite kedepannya. Evaluasi terhadap kinerja komite-komite dilakukan setiap satu tahun sekali dengan menggunakan metode yang telah ditetapkan oleh Dewan Komisaris.

Sepanjang tahun 2022, Dewan Komisaris memiliki tiga komite pendukung, yaitu Komite Audit, Komite Pemantau Manajemen Risiko serta Komite Nominasi dan Remunerasi. Dewan Komisaris secara berkala melakukan penilaian atas kinerja Komite Audit, Komite Pemantau Manajemen Risiko serta Komite Nominasi dan Remunerasi sebagai organ dibawah Dewan Komisaris berdasarkan kriteria berupa pencapaian target-target yang telah ditetapkan dalam Rencana Kerja Tahunan Komite. Uraian lebih lanjut mengenai penilaian kinerja komite dibawah Dewan Komisaris dapat dilihat pada bagian Komite Audit, dan Komite Pemantau Manajemen Risiko.

Penilaian Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris perusahaan dilakukan oleh Pemegang Saham berdasarkan kriteria aspek yang menjadi parameter pencapaian Indikator Pencapaian Kinerja (*Key Performance Indicator*) Dewan Komisaris yang telah ditetapkan RUPS berdasarkan usulan Dewan Komisaris.

Board of Commissioners Competency Development Program

The Board of Commissioners competency development program is implemented to develop competencies that are relevant to the company's business in order to support the implementation of the Board of Commissioners' supervisory duties as stipulated in the Board Manual.

Further information regarding the list of training and competency development that has been attended by all Commissioners of the company during 2022 can be seen in the Company Profile Chapter, in this annual report.

Performance Assessment of Committees under the Board of Commissioners

The Board of Commissioners conducts performance assessment of the supporting organs under it as part of the implementation of GCG principles. The results of the evaluation are then used as improvement materials to encourage the improvement of the performance of the committees in the future. Evaluation of the performance of the committees is carried out once a year using a method determined by the Board of Commissioners.

Throughout 2022, the Board of Commissioners had three supporting committees, namely the Audit Committee, Risk Management Monitoring Committee and Nomination and Remuneration Committee. The Board of Commissioners regularly assesses the performance of the Audit Committee, Risk Management Monitoring Committee and Nomination and Remuneration Committee as organs under the Board of Commissioners based on criteria such as the achievement of targets set in the Committee's Annual Work Plan. Further description of the performance assessment of committees under the Board of Commissioners can be seen in the Audit Committee, and Risk Management Monitoring Committee sections.

Performance Assessment of the Board of Commissioners

The performance assessment of the Company's Board of Commissioners is carried out by the Shareholders based on the criteria aspects that become parameters for the achievement of the Board of Commissioners' Key Performance Indicators that have been determined by the GMS based on the proposal of the Board of Commissioners.



Realisasi Key Performance Indicator Dewan Komisaris Tahun 2022
Realization of the Board of Commissioners Key Performance Indicator in 2022

No	Indikator Indicators	Uraian Description	Output Output	Kuantitas Quantity	Bobot Weight	Realisasi Realization	Skor Score
A. Aspek Perencanaan Planning Aspect							
1.	Menyusun Rencana Kerja dan Anggaran serta KPI Dewan Komisaris tahun 2023 Develop Work Plan and Budget and KPIs for the Board of Commissioners in 2023	Program Kerja Tahunan meliputi Kegiatan dan Anggaran tahun 2023 Annual Work Program including Activities and Budget in 2023	Dokumen Document	1 kali 1 time	10	10	10
B. Aspek Pengawasan & Nasihat Supervisory & Advisory Aspects							
1.	Memberikan tanggapan/ Rekomendasi kepada Pemegang Saham yaitu: Providing response/ recommendation to Shareholder, such as:						
	Rencana Kerja dan Anggaran Perusahaan (RKAP) Company's Work Plan and Budget (RKAP)	Tahunan Annually	Surat Letter	1 Kali 1 time	5	1 kali 1 time	5
	Kinerja Triwulan Quarterly performance	Triwulan Quarterly	Surat Letter	4 Kali 4 time	10	4 Kali 4 time	10
	Kinerja Tahunan Annual Performance	Tahunan Annually	Surat Letter	1 Kali 1 time	5	1 Kali 1 time	5
	Pengusulan Eksternal Auditor /KAP kepada Pemegang Saham Nomination of External Auditor/ Public Accounting Firm to Shareholder	Tahunan Annually	Surat Letter	1 Kali 1 time	5	1 Kali 1 time	5
2.	Rapat Dewan Komisaris (memberi Saran/Nasihat kepada Direksi) Rapat Dewan Komisaris (memberi Meetings of the Board of Commissioners (providing advices/ suggestions to the Board of Directors)	Minimal rapat 1 kali dalam sebulan Minimum 1 meeting in a month					
	Jumlah Rapat Total Meeting	Bulanan Monthly	Kali time	12 Kali 12 Times	5	12 Kali 12 Times	5
	Kehadiran Rapat Meeting Attendance	Bulanan Monthly	%	100% 100%	10	100%	10
	Risalah Minutes	Bulanan Monthly	Risalah Minutes	12 Risalah 12 Minutes	5	12 Risalah 12 Minutes	10
3.	Rapat Dewan Komisaris dengan Komite Meeting of the Board of Commissioners with the Committee	Setahun Annually	Risalah Minutes	12 Risalah 12 Minutes	10	12 Risalah 12 Minutes	10
4.	Monitoring/Pengawasan Dewan Komisaris ke divisi bisnis & kantor cabang Monitoring/Supervision of the Board of Commissioners to business divisions & branch offices	Setahun Annually	Laporan Monitoring/ Surat Monitoring Report/Letter	2 Laporan 2 Reports	10	>2 Laporan (8 Kunjungan) >2 Reports (8 Visits)	10

Realisasi Key Performance Indicator Dewan Komisaris Tahun 2022
Realization of the Board of Commissioners Key Performance Indicator in 2022

No	Indikator Indicators	Uraian Description	Output Output	Kuantitas Quantity	Bobot Weight	Realisasi Realization	Skor Score
5.	Pemberian persetujuan tertulis Dewan Komisaris atas pembuatan-perbuatan Direksi sesuai dengan Anggaran Dasar PT ASDP Indonesia Ferry (Persero) dalam waktu 14 Hari kalender sejak surat usulan atau dokumen secara lengkap diterima oleh Dewan Komisaris. Granting of BOC's written approval for BOD's actions according to PT ASDP Indonesia Ferry (Persero) Articles of Association within 14 calendar days upon BOC's complete acceptance of the proposal letter or documents	Pemberian persetujuan atas Surat Permohonan Direksi tepat waktu Approval of the Board of Directors' Application Letter on time	%	100% 100%	5	100%	5
6.	Pemberian tanggapan tertulis Dewan Komisaris atas pembuatan-perbuatan Direksi sesuai dengan Anggaran Dasar PT ASDP Indonesia Ferry (Persero) dalam waktu 14 Hari kalender sejak surat usulan atau dokumen secara lengkap diterima oleh Dewan Komisaris Granting of BOC's written response for BOD's actions according to PT ASDP Indonesia Ferry (Persero) Articles of Association within 14 calendar days upon BOC's complete acceptance of the proposal letter or documents.	Penyampaian tanggapan sejak Surat Permohonan Direksi tepat waktu Approval of the Board of Directors' Application Letter on time	%	100% 100%	5	100%	5
C. Aspek Pelaporan Reporting Aspect							
1.	Menyampaikan laporan tahunan tentang Tugas Pengawasan dan Realisasi pelaksanaan KPI Dewan Komisaris Submission of annual report on the Board of Commissioners' Supervisory Duty and KPI Realization	Laporan tugas pengawasan tahun buku 2021 Report on supervisory duties for the 2021 fiscal year	Surat Letter	1 Surat 1 letter	10	1 Surat 1 Letter	10
D. Aspek Dinamis/Lain Dynamic/ Other Aspects							
	Peningkatan kompetensi melalui kegiatan Seminar dan <i>Workshop</i> Competency improvement through seminars and workshops	Tahunan Annually	Surat/ Laporan Letter/Report	2 Laporan 2 Reports	5	2 Laporan 2 Reports	5



DIREKSI

BOARD OF DIRECTORS

Direksi sebagai organ perusahaan bertugas dan bertanggung jawab secara kolegal dalam mengelola perusahaan. Masing-masing anggota Direksi dapat melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan wewenangnya semata-mata demi kepentingan perusahaan sesuai dengan prinsip-prinsip tata kelola perusahaan yang baik dengan memperhatikan peraturan perundang-undangan yang berlaku. Direksi mempertanggungjawabkan kepengurusannya dalam RUPS sesuai dengan peraturan perundang-undangan yang berlaku.

Komposisi Direksi

Pengangkatan dan pemberhentian Direksi diputuskan oleh Rapat Umum Pemegang Saham (RUPS) dengan alasan wajar dan setelah kepada yang bersangkutan diberi kesempatan untuk membela diri. Anggota Direksi perusahaan yang menjabat telah melalui uji kelayakan dan kepatutan (*fit and proper test*) oleh Pemegang Saham untuk memastikan calon anggota Direksi memiliki integritas dan kompetensi yang dibutuhkan perusahaan dalam menjalankan fungsi pengelolaan perusahaan.

Sepanjang tahun 2022, Direksi perusahaan berjumlah 6 (enam) orang dan tidak terdapat perubahan komposisi Direksi sepanjang tahun 2022.

The Board of Directors as an organ of the company is tasked and responsible collegially in managing the company. Each member of the Board of Directors may carry out duties and make decisions in accordance with the division of duties and authority solely for the benefit of the Company in accordance with the principles of good corporate governance with due observance of applicable laws and regulations. The Board of Directors is responsible for its management in the GMS in accordance with the prevailing laws and regulations.

Composition of the Board of Directors

The appointment and dismissal of the Board of Directors is decided by the General Meeting of Shareholders (GMS) with reasonable grounds and after the person concerned is given the opportunity to defend him/herself. The incumbent members of the Company's Board of Directors have undergone a fit and proper test by the Shareholders to ensure that the prospective members of the Board of Directors have the integrity and competence required by the company in carrying out its management functions.

Throughout 2022, the Company's Board of Directors composed of 6 (six) people and there were no changes in the composition of the Board of Directors throughout 2022.

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office
Ira Puspawati	Direktur Utama President Director	Keputusan Menteri BUMN No. SK-290/ MBU/12/2017 tanggal 22 Desember 2017 Decree of the Minister of SOEs No. SK-290/ MBU/12/2017 dated December 22, 2017	Desember 2022 – Desember 2027 December 2022 – December 2027
M. Yusuf Hadi	Direktur Komersial dan Pelayanan Director of Commercial and Services	Keputusan Menteri BUMN No. SK-72/ MBU/4/2017 tanggal 12 April 2017 Decree of the Minister of SOEs No. SK-72/ MBU/4/2017 dated April 12, 2017	April 2022 – April 2027 April 2022 – April 2027
Djunia Satriawan	Direktur Keuangan dan IT Director of Finance, IT & Risk Management	Keputusan Menteri BUMN No. SK-217/ MBU/9/2016 tanggal 5 September 2016 Decree of the Minister of SOEs No. SK-217/ MBU/9/2016 dated September 05, 2016	Agustus 2021 – Agustus 2026 August 2021 – August 2026
Kusnadi C. Wijaya	Direktur Teknik dan Fasilitas Director of Engineering and Facilities	Keputusan Menteri BUMN No. SK-338/ MBU/12/2019 tanggal 27 Desember 2019 Decree of the Minister of SOEs No. SK-338/ MBU/12/2019 dated December 27, 2019	Desember 2019 – Desember 2024 December 2019 – December 2024
Harry Muhammad Adhi Caksono	Direktur Perencanaan dan Pengembangan Director of Planning and Development	Keputusan Menteri BUMN No. SK-215/ MBU/06/2020 tanggal 24 Juni 2020 Decree of the Minister of SOEs No. SK-215/ MBU/06/2020 dated June 24, 2020	Juni 2020 – Juni 2025 June 2020 – June 2025
Wahyu Wibowo	Direktur SDM dan Layanan Korporasi Director of Human Resources and Corporate Services	Keputusan Menteri BUMN No. SK-338/ MBU/12/2019 tanggal 27 Desember 2019 Decree of the Minister of SOEs No. SK-338/ MBU/12/2019 dated December 27, 2019	Desember 2019 – Desember 2024 December 2019 – December 2024

Pedoman Kerja Direksi

Dalam menjalankan tugas dan fungsinya, Direksi mengacu pada Anggaran Dasar dan *Board Manual* yang mengatur terkait Tata Tertib dan Tata Cara Menjalankan Pekerjaan Direksi yang disusun berdasarkan peraturan dan perundang-undangan yang berlaku. Hal-hal yang diatur dalam pedoman tersebut diantaranya:

1. Prinsip Dasar
2. Persyaratan, Pengangkatan dan Pemberhentian Direksi
3. Komposisi Direksi
4. Masa Jabatan Direksi
5. Pengaturan Rangkap Jabatan
6. Program Pengenalan dan Pelatihan
7. Tugas Direksi
8. Wewenang Direksi
9. Kewajiban Direksi
10. Tanggung Jawab Direksi
11. Pembagian Tugas, Wewenang dan Tanggung Jawab Direksi
12. Rencana Kerja Direksi
13. Rapat Direksi
14. Pengambilan Keputusan Di Luar Rapat Direksi
15. Kebijakan Pengelolaan Perusahaan
16. Etika Jabatan
17. Pelaporan dan Pertanggungjawaban Direksi
18. Pengukuran dan Penilaian Kinerja Direksi
19. Remunerasi Direksi
20. Penggunaan Waktu dan Perjalanan Dinas Direksi
21. Organ Pendukung Direksi

Perusahaan secara berkala melakukan kaji ulang atas *Board Manual* dan melakukan pemutakhiran apabila dipandang perlu. *Board Manual* telah ditetapkan kembali berdasarkan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor: SK.801/HK.002/ASDP-2020 tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*) PT ASDP Indonesia Ferry (Persero) pada tanggal 22 Juni 2020 yang merupakan pemutakhiran dari edisi sebelumnya berdasarkan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor : SK. 732/HK.102/ASDP-2018 tentang Pedoman Tata Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT ASDP Indonesia Ferry (Persero) pada tanggal 24 Mei 2018.

Program Pengenalan Direksi

Perusahaan memiliki kebijakan dan program orientasi atau pengenalan bagi anggota Direksi yang baru bergabung. Pelaksanaan program ini dimaksudkan agar semua anggota

Working Guidelines for the Board of Directors

In carrying out its duties and functions, the Board of Commissioners refers to the Articles of Association and Board Manual which regulates the Code of Conduct and Procedures for the Work of the Board of Commissioners prepared based on applicable laws and regulations. Matters regulated in the guidelines include:

1. Basic Principles
2. Requirements, Appointment, and Dismissal of the Board of Directors
3. Composition of the Board of Directors
4. Board of Directors Term of Office
5. Provision on Concurrent Positions
6. On-boarding and Training Programs
7. Duties of the Board of Directors
8. Authorities of the Board of Directors
9. Obligations of the Board of Directors
10. Responsibilities of the Board of Directors
11. Description of Duties, Authorities, and Responsibilities of the Board of Directors
12. Board of Directors Work Plan
13. Board of Directors Meetings
14. Decision Making outside Board of Directors Meetings
15. Company Management Policy
16. Ethics of Position
17. Board of Directors Reporting and Accountability
18. Board of Directors Performance Measurement and Assessment
19. Remuneration for the Board of Directors
20. Time Scheduling and Business Travels for the Board of Directors
21. The Board of Directors Supporting Organs

Decision Making Outside the Board of Commissioners Meeting
The Board Manual was re-stipulated under Joint Decree of the Board of Commissioners and the Board of Directors No: SK.801/HK.002/ASDP-2020 dated June 22, 2020 concerning PT ASDP Indonesia Ferry (Persero) Board Manual, which was an upgraded version of the previous issue stipulated under Joint Decree of the Board of Commissioners and Board of Directors No: SK. 732/HK.102/ASDP-2018 dated May 24, 2018 concerning PT ASDP Indonesia Ferry (Persero) Board Manual.

On-Boarding Program for the Board of Directors

The company has a policy and orientation or on-boarding program for newly appointed members of the BOD. The implementation of this program is intended to enable all



Direksi dapat lebih memahami tugas dan tanggung jawabnya dalam mendukung kemajuan perusahaan.

Program pengenalan perusahaan dapat berupa presentasi, pertemuan, kunjungan ke perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan perusahaan. Sekretaris perusahaan sebagai pelaksana program pengenalan berkoordinasi dengan fungsi Manajemen Risiko, Satuan Pengawasan Intern, Perencanaan Korporasi dan Pengelolaan SDM mempersiapkan materi program pengenalan.

Kebijakan Mengenai Suksesi Direksi

Kebijakan suksesi Direksi diantaranya mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-11/MBU/07/2021 Tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara. Hal tersebut dikarenakan, status perusahaan sebagai Badan Usaha Milik Negara (BUMN). Penunjukan calon anggota Direksi dilakukan melalui serangkaian proses yaitu penjangkaran, penilaian calon Direksi dan penetapan. Bakal Calon Direksi harus memenuhi persyaratan formal, persyaratan materiil dan persyaratan lain yang telah ditetapkan. Sumber bakal calon Direksi BUMN dapat berasal dari Direksi BUMN, Dewan Komisaris BUMN, Talenta BUMN, Talenta Kementerian BUMN, Pejabat BUMN lain dan sumber lainnya.

Pernyataan Independensi dan Potensi Benturan Kepentingan

Pernyataan Independensi Anggota Direksi dalam menjalankan fungsi, tugas dan tanggung jawabnya dilaksanakan guna menghindari intervensi maupun dominasi oleh pihak lain guna mencegah terjadinya benturan kepentingan (*conflict of interest*) sehingga Anggota Direksi dalam menjalankan tugasnya tetap mendahulukan kepentingan perusahaan dengan memperhatikan anggaran dasar dan peraturan perundang-undangan. Pernyataan ini dibuat secara bertahap setiap tahunnya.

Anggota Direksi ASDP telah menandatangani pernyataan untuk bersikap independen dan bebas benturan kepentingan dalam menjalankan fungsi dan tugasnya, sebagai berikut:

1. Saya tidak memiliki benturan kepentingan dan/atau terlibat dalam transaksi yang memiliki benturan kepentingan dengan PT ASDP Indonesia Ferry (Persero) dan/atau anak perusahaan yang terkonsolidasi.
2. Saya tidak memegang jabatan rangkap sebagai:
 - a. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah dan Badan Usaha Milik Swasta.

members of the BOD to better understand their duties and responsibilities in supporting the company's progress.

The on-boarding program can be in the form of presentations, meetings, visits to the company and review of documents or other programs deemed appropriate to the company. The Corporate Secretary as the executor of the on-boarding program coordinates with the Risk Management function, Internal Audit, Corporate Planning and HR Management to prepare the introduction program materials.

Policy on Board of Directors Succession

The Board of Directors succession policy refers to the Regulation of the Minister of State-Owned Enterprises Number PER-11/MBU/07/2021 concerning Requirements, Appointment Procedures, and Dismissal of Members of the Board of Directors of State-Owned Enterprises. This is due to the company's status as a State-Owned Enterprise (SOE). Prior to being nominated, the Board of Directors (BOD) candidates must undergo selection, assessment, and determination process. Potential candidates must meet formal, material, and other requirements as stipulated. Potential BOD candidates may be pooled from BOD at SOEs, BOC at SOEs, Talents from SOEs, Talents from the Ministry of SOEs, other SOE Officials, and other sources.

Independence Statement and Potential Conflict of Interest

The Independence Statement of Members of the Board of Directors in carrying out their functions, duties and responsibilities is done to avoid intervention or domination by other parties in order to prevent conflicts of interest so that the Board of Directors in carrying out its duties continues to prioritize the interests of the company with due regard to the articles of association and laws and regulations. This statement is made in stages every year.

Members of the ASDP Board of Directors have signed a statement to be independent and free of conflicts of interest in carrying out their functions and duties, as follows:

1. I have no conflict of interest and/or am involved in transactions that have a conflict of interest with PT ASDP Indonesia Ferry (Persero) and/or its consolidated subsidiaries.
2. I do not hold concurrent positions as:
 - a. Member of the Board of Directors at State-Owned Enterprises, Regionally-Owned Enterprises and Privately-Owned Enterprises.

- b. Anggota Dewan Komisaris pada Badan Usaha Milik Negara
 - c. Anggota Pengurus Partai Politik dan/ atau anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah.
 - d. Jabatan lain yang dapat menimbulkan benturan kepentingan.
3. Saya tidak memiliki hubungan sedarah sampai dengan derajat kedua, baik menurut garis lurus maupun garis kesamping atau hubungan semenda dengan anggota Direksi lainnya maupun dengan anggota Dewan Komisaris PT ASDP Indonesia Ferry (Persero).

TUGAS DAN TANGGUNG JAWAB DIREKSI

Sebagai organ utama tata kelola perusahaan yang baik, Direksi harus mematuhi peraturan perundang-undangan dan atau Anggaran Dasar dalam melaksanakan tugasnya serta memastikan bahwa perusahaan melaksanakan tata kelola perusahaan yang baik. Tugas utama Direksi adalah memimpin dan mengurus perusahaan sesuai dengan maksud dan tujuan perusahaan. Selain itu, Direksi juga bertanggung jawab dalam meningkatkan efisiensi dan efektivitas keberlangsungan usaha perusahaan, menguasai, memelihara serta mengurus aset perusahaan.

Pembagian Tugas Diantara Anggota Direksi

Guna mendorong efektivitas pelaksanaan fungsi pengelolaan perusahaan, namun demikian Direksi berwenang dan bertanggung jawab secara kolektif kolegial dalam pengambilan keputusan dan akuntabilitas pelaksanaan fungsi pengelolaan perusahaan sebagaimana diatur dalam Pedoman Kerja Direksi, maka Direksi dapat menetapkan masing-masing Direktur untuk melakukan pengelolaan perusahaan secara individu pada bidang-bidang yang berbeda sesuai dengan pembagian tugas yang telah ditetapkan. Masing-masing anggota Direksi dapat melaksanakan tugas dan wewenangnya. Namun, pelaksanaan tugas oleh masing-masing anggota Direksi tetap merupakan tanggung jawab bersama. Pembagian tugas diantara Direktur adalah sebagai berikut:

- b. Member of the Board of Commissioners at a State-Owned Enterprise
- c. Member of Political Party management and/or the member of legislative body and/or candidate for head/ deputy head of any region.
- d. Other positions that may cause a conflict of interest.

3. I have no familial relationship to the second degree, either vertically or horizontally, or by marriage, with other members of the Board of Directors and any members of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero).

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

As the main organ of good corporate governance, the Board of Directors must comply with laws and regulations and/or the Articles of Association in performing its duties and ensuring that the Company implements good corporate governance. The main duty of the Board of Directors is to lead and manage the company in accordance with the purposes and objectives of the company. In addition, the BOD is also responsible for improving the efficiency and effectiveness of the company's business continuity, controlling, maintaining and managing the company's assets.

Division of Duties Among Members of the Board of Directors

In order to encourage the effective implementation of the company's management function, however, the Board of Directors is authorized and responsible collectively collegially in decision making and accountability for the implementation of the company's management function as stipulated in the Board of Directors Charter, the Board of Directors may assign each Director to manage the company individually in different fields in accordance with the division of duties that has been determined. Each member of the Board of Directors may carry out their duties and authorities. However, the implementation of duties by each member of the Board of Directors remains a shared responsibility. The division of duties among the Directors is as follows:



Nama Name	Tugas Pengelolaan Management Tasks
<p>Direktur Utama President Director</p>	<p>Memimpin perusahaan dengan 5 (lima) orang Direktur. Direktur Utama juga memimpin Direktorat Utama yang mempunyai tugas dan tanggung jawab dengan garis besar sebagai berikut:</p> <ol style="list-style-type: none"> 1. Menetapkan visi, misi, rencana jangka panjang, dan jangka menengah perusahaan sesuai dengan ketentuan yang berlaku; 2. Menetapkan arah, kebijakan, strategi, dan rencana strategis perusahaan; 3. Membangun dan menjalin hubungan strategis beserta melaksanakan komunikasi dengan seluruh pemangku kepentingan perusahaan (termasuk regulator, pemerintah daerah, masyarakat, beserta pemegang saham); 4. Mengarahkan dan mengoordinasikan seluruh Direksi dalam memimpin Direktoratinya masing-masing untuk memastikan tercapainya rencana strategis perusahaan; 5. Menetapkan keputusan terkait kegiatan investasi perusahaan yang menggunakan permodalan negara untuk meningkatkan pendapatan dan profitabilitas perusahaan dan memberikan nilai tambah kepada pemegang saham; 6. Memastikan pelaksanaan tata kelola, sistem manajemen perusahaan, <i>quality assurance</i> manajemen <i>project</i> serta kepatuhan perusahaan. <p>Leading the company along with five (5) other Directors. The President Director also heads the Main Directorate, with the following duties and responsibilities in general:</p> <ol style="list-style-type: none"> 1. Establishing the vision, mission, long-term plan, and medium-term plan of the company according to applicable provisions; 2. Determining the company's directions, policies, strategies, and strategic plans; 3. Building and maintaining strategic relations and communicating with all stakeholders (including regulator, regional governments, public, and shareholder); 4. Directing and coordinating the Directors in leading their respective Directorate to ensure the achievement of company strategic plans; 5. Making decisions for the company's investing activities using state capital to increase company income and profit and add values for the shareholder; 6. Ensuring proper implementation of governance, company management system, project management quality assurance, and Company compliance.
<p>Direktur Perencanaan & Pengembangan Director of Planning & Development</p>	<p>Memimpin Direktorat Perencanaan & Pengembangan yang mempunyai tugas dan tanggung jawab dengan garis besar sebagai berikut:</p> <ol style="list-style-type: none"> 1. Mengarahkan dan mengawasi pelaksanaan kegiatan perencanaan korporasi, pengembangan strategi bisnis, dan inovasi strategis sesuai dengan rencana strategis jangka panjang perusahaan maupun anak perusahaan; 2. Menetapkan strategi pengembangan usaha untuk pencapaian pertumbuhan perusahaan melalui kajian atas program perusahaan yang telah disusun; 3. Mengevaluasi implementasi strategi dan melakukan penyesuaian terhadap pelaksanaan program perusahaan; 4. Mengarahkan dan mengawasi pelaksanaan riset dan pengembangan yang dapat dijadikan sebagai suatu ide dalam pengembangan usaha perusahaan; 5. Menetapkan keputusan terkait rencana strategis pengembangan bisnis perusahaan sesuai dengan arahan strategis perusahaan, hasil kajian laporan survei/database serta studi kelayakan dan Rencana Jangka Panjang Perusahaan (RJPP); 6. Menyelesaikan tantangan dan kendala strategis yang dihadapi dalam perencanaan dan pengembangan bisnis perusahaan. <p>Leading the Directorate of Planning and Development, with the following duties and responsibilities in general:</p> <ol style="list-style-type: none"> 1. Directing and supervising corporate planning, business strategy development, and strategic innovations according to company and subsidiary's strategic long-term plans; 2. Determining business development strategies to achieve company growth by reviewing the formulated programs; 3. Evaluating the implemented strategies and aligning with the implementation of the company's programs; 4. Directing and supervising research and development in order to generate ideas for business development; 5. Making decisions for the company's business development strategic plan according to the company's strategic directives, survey/database report reviews, feasibility studies, and the Company Long-Term Plan; 6. Overcoming strategic challenges and issues faced during the business planning and development

Nama Name	Tugas Pengelolaan Management Tasks
<p>Direktur Teknik & Fasilitas Director of Engineering & Facilities</p>	<p>Memimpin Direktorat Teknik & Fasilitas yang mempunyai tugas dan tanggung jawab dengan garis besar sebagai berikut:</p> <ol style="list-style-type: none"> 1. Mengarahkan dan mengawasi pelaksanaan kegiatan perencanaan, pengembangan dan pembangunan infrastruktur dan fasilitas perusahaan sesuai dengan rencana strategis jangka panjang perusahaan; 2. Mengarahkan dan mengawasi strategi pelaksanaan operasional armada dan pelabuhan, termasuk aspek manajemen teknik armada dan pelabuhan, manajemen keselamatan dan kesehatan lingkungan (K2L), dan pengadaan armada; 3. Melakukan pengawasan aset-aset produksi termasuk dalam permintaan, perawatan, perpindahan, penghapusan, asuransi dan dokumentasi serta sertifikasi aset; 4. Melakukan pengawasan terhadap seluruh kegiatan manajemen armada dan pelabuhan sesuai dengan pemenuhan standar yang ditetapkan; 5. Menetapkan keputusan terkait rencana strategis jangka menengah sesuai dengan Rencana Jangka Panjang Perusahaan (RJPP); dan 6. Menyelesaikan tantangan dan kendala strategis yang dihadapi dalam teknik dan fasilitas perusahaan. <p>Leading the Directorate of Engineering and Facilities, with the following duties and responsibilities in general:</p> <ol style="list-style-type: none"> 1. Directing and supervising the planning, development, and construction of company infrastructure and facilities according to Company long-term strategic plans. 2. Directing and supervising the strategies for fleet and port operations, including the management of fleets and ports, health, safety, and environmental management, and fleet procurement; 3. Supervising productive assets, including during the demand, maintenance, transport, write-off, insurance, documentation, and certification of assets; 4. Supervising all fleet and port management activities according to the established standards; 5. Making decisions for medium-term strategic plan according to the company's Long-Term Plan; and 6. Overcoming strategic challenges and issues faced in relation to engineering and facilities.
<p>Direktur Komersial & Pelayanan Director of Commerce & Service</p>	<p>Memimpin Direktorat Komersial & Pelayanan yang mempunyai tugas dan tanggung jawab dengan garis besar sebagai berikut:</p> <ol style="list-style-type: none"> 1. Menetapkan strategi dan kebijakan komersial, operasional, pelayanan, dukungan usaha, dan keperintisan di Kantor Regional dan Kantor Cabang sesuai dengan perencanaan pengembangan yang telah ditetapkan; 2. Melakukan pengawasan dan evaluasi kinerja kegiatan komersial, operasional, pelayanan, dukungan usaha, dan keperintisan di Kantor Regional dan Kantor Cabang; 3. Menyelesaikan tantangan dan kendala strategis yang dihadapi dalam pelaksanaan kegiatan komersial, operasional, pelayanan, dukungan usaha, dan keperintisan di Kantor Regional dan Kantor Cabang. <p>Leading the Directorate of Commerce & Services, with the following duties and responsibilities in general:</p> <ol style="list-style-type: none"> 1. Establishing strategies and policies for commerce, operations, services, business support, and pioneering at the Regional and Branch Offices according to the established development plan; 2. Supervising and evaluating the performance of commercial, operational, servicing, business support, and pioneering activities in Regional and Branch Offices; 3. Overcoming strategic challenges and issues in the performance of commercial, operational, servicing, business support, and pioneering activities in Regional and Branch Offices.
<p>Direktur Sumber Daya Manusia & Layanan Korporasi Director of Human Resources & Corporate Services</p>	<p>Memimpin Direktorat Sumber Daya Manusia & Layanan Korporasi yang mempunyai tugas dan tanggung jawab dengan garis besar sebagai berikut:</p> <ol style="list-style-type: none"> 1. Menetapkan strategi dan kebijakan pelaksanaan proses pengelolaan sumber daya manusia dan umum dan mengawasi implementasi strategi untuk memastikan tingkat daya saing organisasi; 2. Mengarahkan dan mengawasi pelaksanaan pengadaan barang dan jasa serta logistik agar dilaksanakan sesuai ketentuan perusahaan yang berlaku, efisien, efektif, adil dan wajar; 3. Menyelesaikan tantangan dan kendala strategis yang dihadapi dalam pelaksanaan proses pengelolaan sumber daya manusia dan umum; 4. Memberikan arahan terkait dengan penanganan permasalahan hukum dan peraturan perundang-undangan. <p>Leading the Directorate of Human Capital and Corporate Services, with the following duties and responsibilities in general:</p> <ol style="list-style-type: none"> 1. Establishing strategies and policies for human capital management and general affairs and monitoring the implemented strategies to ensure organizational competitiveness; 2. Directing and supervising goods and services procurement and logistics activities so that they are efficient, effective, fair, and reasonable, and complying with applicable company provisions; 3. Overcoming strategic challenges and issues in the management of human resources and general affairs; 4. Providing directives in addressing legal issues and regulatory issues.



Nama Name	Tugas Pengelolaan Management Tasks
<p>Direktur Keuangan, Teknologi Informasi & Manajemen Risiko Director of Finance, IT, and Risk Management</p>	<p>Memimpin Direktorat Keuangan, Teknologi Informasi, dan Manajemen Risiko mempunyai tugas dan tanggung jawab dengan garis besar sebagai berikut:</p> <ol style="list-style-type: none"> 1. Menetapkan strategi dan kebijakan serta mengkoordinasi dan mengevaluasi penyusunan rencana kerja dan anggaran perusahaan sesuai Rencana Jangka Panjang Perusahaan (RJPP), menyediakan informasi keuangan dan KPI, pengendalian risiko keuangan, pengoptimalisasian keuangan, pemenuhan kewajiban terhadap pihak eksternal serta internal, penyelesaian laporan keuangan, proses pencatatan aset, pengelolaan teknologi informasi; 2. Menetapkan keputusan terkait Rencana Kerja Anggaran Perusahaan (RKAP) dan informasi sesuai dengan RJPP; 3. Menyelesaikan tantangan dan kendala strategis yang dihadapi dalam pelaksanaan proses pengelolaan keuangan dan informasi perusahaan. <p>Leading the Directorate of Finance, IT, and Risk Management, with the following duties and responsibilities in general:</p> <ol style="list-style-type: none"> 1. Establishing strategies and policies and coordinating and evaluating the preparation of Company WP&B according to Company Long-Term Plan, providing information on finance and KPIs, financial risk control, financial optimization, compliance of obligation to external and internal parties, financial statements finalization, asset listing, IT management; 2. Making decisions for Company WP&B and information according to Company Long-Term Plan; 3. Overcoming strategic challenges and issues in the management of finance and information.

Pelaksanaan Tugas dan Tanggung Jawab Direksi

Perusahaan melanjutkan strategi-strategi pengelolaan usaha tahun sebelumnya, dimana pada tahun 2022 masih mengusung tema sebagai realisasi atas *Strategic Framework* yang tertuang dalam RJPP tahun 2020 -2024. Sasaran perusahaan yang akan dicapai oleh PT ASDP Indonesia Ferry (Persero) pada tahun 2022 merupakan momentum perusahaan untuk meningkatkan nilai perusahaan (*corporate value*) secara signifikan melalui inisiatif-inisiatif strategis untuk mencapai *strategic objectives*, yang ditandai dengan realisasi atas peluang bisnis yang telah dirintis perusahaan, peningkatan layanan dan fasilitas, peningkatan kinerja operasional. Perusahaan memperkuat eksistensi dalam ekosistem bisnis jasa kepelabuhanan dan penyeberangan, termasuk pada sektor logistik dan pariwisata.

Kebijakan perusahaan yang dikeluarkan oleh manajemen dimaksudkan sebagai pedoman atau acuan untuk lebih mengarahkan dan memudahkan implementasi strategi. Secara umum arah kebijakan yang menjadi fokus perusahaan di tahun 2022 sebagai berikut:

1. Meningkatkan keunggulan operasional melalui program sterilisasi pelabuhan dan memastikan keselamatan kerja di seluruh area operasional perusahaan;
2. Memenuhi standar tingkat pelayanan di pelabuhan dan kapal dengan meningkatkan konsistensi *service culture* dalam operasional pelayanan pelanggan;
3. Memperkuat program digitalisasi melalui penyempurnaan sistem ERP, sistem tiket yang akuntabel melalui *ticketing online* dan pembayaran *cashless*, dan sistem perkantoran berbasis teknologi informasi;
4. Memperkuat sistem *monitoring* konsumsi Bahan Bakar Minyak (BBM) agar lebih efektif dan efisien;

Implementation of Duties and Responsibilities of the Board of Directors

The Company continues the previous year's business management strategies, which in 2022 still carries the theme as a realization of the Strategic Framework contained in the Company's Long-Term Plan (RJPP) 2020-2024. The Company's goals that will be achieved by PT ASDP Indonesia Ferry (Persero) in 2022 is the company's momentum to significantly increase corporate value through strategic initiatives to achieve strategic objectives, which are marked by the realization of business opportunities that the company has pioneered, improving services and facilities, improving operational performance. The Company strengthens its presence in the port and ferry services business ecosystem, including in the logistics and tourism sectors.

Company policies issued by management are intended as guidelines or references to further direct and facilitate strategy implementation. In general, the policy direction that the company will focus on in 2022 is as follows:

1. Improving operational excellence through port sterilization programs and ensuring work safety in all operational areas of the company;
2. Meeting minimum service standard at ports and vessels by increasing service culture consistency in customer service;
3. Strengthening the digitalization program by enhancing ERP system, accountable online ticketing and cashless payment system, and IT-based office system;
4. Improving the effectiveness and efficiency of the fuel consumption monitoring system;

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| <ol style="list-style-type: none"> 5. Memastikan program rencana Kerja Sama Usaha dengan PT. Jembatan Nusantara (JN) dapat berjalan dengan pemilihan model skema bisnis yang paling optimal, dengan tetap memperhatikan prinsip kehati-hatian (<i>Good Corporate Governance</i>) dan sesuai dengan Undang Undang peraturan dan ketentuan yang berlaku; 6. Melakukan rejuvenasi & optimalisasi pengembangan aset produktif yang dimiliki perusahaan; 7. Meningkatkan kualitas penyelenggaraan Angkutan Lebaran (ANGLEB) dan Natal & Tahun Baru (NATARU) yang fokus pada penyelarasan <i>online ticketing</i> dengan <i>capacity planning back-end system</i> yang dimiliki oleh Perusahaan; 8. Menjamin proteksi terhadap seluruh alat produksi (baik kapal maupun dermaga) melalui program asuransi kapal dan dermaga; 9. Memastikan program pengadaan kapal (baru/ bukan baru) berjalan sesuai dengan rencana; 10. Memperkuat fundamental anak usaha PT. Indonesia Ferry Property; 11. Memastikan rencana investasi yang akan dilakukan merupakan investasi yang produktif berdasarkan skala prioritas dan kemampuan pendanaan yang dimiliki oleh perusahaan serta melakukan pengendalian biaya dengan prinsip <i>cost effectiveness</i>; 12. Menciptakan <i>agile culture</i> melalui serangkaian program <i>engagement</i> dan internalisasi budaya perusahaan | <ol style="list-style-type: none"> 5. Ensuring that business collaboration with PT Jembatan Nusantara (JN) runs properly by selecting optimized business scheme, with regards to prudential principles and the applicable laws and regulations; 6. Rejuvenating and optimizing Company-owned productive assets development; 7. Improving the quality of Eid al-Fitr and Christmas & New Year's transport management by focusing on aligning the online ticketing with the capacity planning backend system owned by the Company; 8. Assuring protection to all productive instruments (both vessels and docks) by insuring vessels and docks;. 9. Ensuring the (new/non-new) vessels procurement runs according to plan; 10. Strengthening the foundation for subsidiary, PT. Indonesia Ferry Property; 11. Ensuring the investment plan generates productive outcome based on the Company's priority scale and funding capacity, while capable of maintaining cost effectiveness; 12. Creating an agile culture through culture engagement and internalization programs |
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RAPAT DIREKSI

Direksi mengadakan rapat yang berkenaan dengan tugas dan fungsi pengelolaan perusahaan sebagaimana diatur dalam *Board Manual*. Direksi mengadakan rapat secara berkala, sekurang-kurangnya sekali dalam setiap bulan, dan dalam rapat tersebut Direksi dapat mengundang Dewan Komisaris. Direksi mengacu pada pedoman atau tata tertib Rapat Direksi yang mengatur etika rapat dan penyusunan risalah rapat, pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya, serta pembahasan atas arahan/usulan dan/atau keputusan Dewan Komisaris terkait dengan usulan Direksi.

Direksi memiliki rencana penyelenggaraan rapat Direksi dengan jumlah dan waktu penyelenggaraan rapat sesuai ketentuan yang berlaku. Jumlah dan agenda rencana rapat Direksi disusun sebelum tahun buku berjalan, paling sedikit satu kali dalam setiap bulan dan ditetapkan dalam RKAT. Agenda rutin terdiri dari Laporan Kegiatan Operasional dan tindak lanjut rapat sebelumnya. Agenda non rutin (lain-lain) adalah hal-hal diluar agenda rutin yang perlu dibahas sebagai laporan kepada Direksi maupun memerlukan persetujuan

BOARD OF DIRECTORS MEETINGS

The Board of Directors holds meetings related to the duties and functions of managing the company as stipulated in the Board Manual. The Board of Directors holds regular meetings, at least once every month, and in such meetings the Board of Directors may invite the Board of Commissioners. The Board of Directors refers to the guidelines or rules of the Board of Directors Meeting which regulates the ethics of the meeting and the preparation of meeting minutes, the implementation of follow-up evaluation of the results of the previous meeting, as well as discussion of the direction/proposal and/or decision of the Board of Commissioners related to the proposal of the Board of Directors.

The Board of Directors has a plan for organizing Board of Directors meetings with the number and time of meetings in accordance with applicable regulations. The number and agenda of the Board of Directors meeting plan are prepared prior to the current fiscal year, at least once in every month and stipulated in the RKAT. The routine agenda consists of the Operational Activity Report and follow-up of the previous meeting. Non-routine agenda (others) are matters outside the routine agenda that need to be discussed as a report



Direksi atau pembahasan atas arahan/keputusan Dewan Komisaris dan/atau RUPS. Sepanjang tahun 2022, Direksi telah melaksanakan Rapat Internal Direksi sebanyak 56 (lima puluh enam) serta Rapat gabungan Direksi dan Komisaris sebanyak 12 (dua belas) kali. Rekapitulasi kehadiran Direksi dalam rapat Direksi selama tahun 2022 sebagai berikut:

to the Board of Directors or require approval of the Board of Directors or discussion of the direction/decision of the Board of Commissioners and/or GMS. Throughout 2022, the Board of Directors has conducted Internal Board of Directors Meetings as many as 56 (fifty six) and joint Board of Directors and Commissioners Meetings as many as 12 (twelve) times. Recapitulation of the attendance of the Board of Directors in the Board of Directors meetings during 2022 are as follows:

Tingkat Kehadiran Direksi dalam Rapat Internal Direksi
Attendance of Directors in Internal Board of Directors Meetings

Nama Name	Frekuensi Rapat Meeting Frequency	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Ira Puspawati	56	56	100%
M. Yusuf Hadi	56	56	100%
Djunia Satriawan	56	56	100%
Kusnadi C. Wijaya	56	56	100%
Harry Muhammad Adhi Caksono	56	56	100%
Wahyu Wibowo	56	56	100%

Tingkat Kehadiran Direksi dalam Rapat Gabungan
Attendance of Directors in Joint Meetings

Nama Name	Frekuensi Rapat Frequency	Jumlah Kehadiran Total	Tingkat Kehadiran Attendance Rate
Ira Puspawati	12	10	83,33%
M. Yusuf Hadi	12	10	83,33%
Djunia Satriawan	12	10	83,33%
Kusnadi C. Wijaya	12	11	91,66%
Harry Muhammad Adhi Caksono	12	11	91,66%
Wahyu Wibowo	12	10	83,33%

Setiap rapat Direksi didokumentasikan dalam risalah rapat Direksi yang berisi hal-hal yang dibicarakan (termasuk pendapat berbeda/*dissenting opinion* anggota Direksi, jika ada) dan hal-hal yang diputuskan. Risalah rapat ditandatangani oleh ketua rapat serta seluruh anggota Direksi yang hadir dalam rapat dan didistribusikan kepada semua anggota Direksi yang menghadiri rapat maupun tidak.

Each meeting of the Board of Directors is documented in the minutes of the meeting of the Board of Directors which contains the matters discussed (including dissenting opinions of members of the Board of Directors, if any) and the matters decided. The minutes of the meeting are signed by the chairman of the meeting as well as all members of the Board of Directors present at the meeting and distributed to all members of the Board of Directors who attend the meeting or not.

PROGRAM PENGEMBANGAN KOMPETENSI DIREKSI

Program pengembangan kompetensi Dewan Komisaris dilaksanakan guna mengembangkan kompetensi yang relevan dengan bisnis perusahaan dalam rangka menunjang pelaksanaan tugas pengawasan Dewan Komisaris sebagaimana diatur dalam *Board Manual*.

Informasi lebih lanjut mengenai daftar pelatihan dan pengembangan kompetensi yang sudah diikuti oleh seluruh Komisaris perusahaan selama tahun 2022 dapat dilihat pada Bab Profil Perusahaan, dalam laporan tahunan ini.

PENILAIAN KINERJA KOMITE-KOMITE DAN ORGAN DI BAWAH DIREKSI

Sampai dengan akhir tahun 2022, perusahaan belum memiliki Komite di bawah Direksi. Sehingga, tidak terdapat penilaian kinerja komite dibawah Direksi.

Direksi telah didukung organ Sekretaris perusahaan. Terkait pengendalian internal Direksi telah didukung organ Satuan Pengawasan Intern dan Divisi Manajemen Risiko. Pelaksanaan tugas organ pendukung tersebut dituangkan ke dalam *key performance indicator* yang disepakati sebagai kriteria dan ukuran pencapaian target pelaksanaan tugas

Penilaian kinerja Satuan Pengawasan Intern dan Satuan Manajemen Risiko & Kepatuhan dilakukan oleh Direktur Utama dengan berdasarkan parameter kriteria Kelengkapan dan Pelaksanaan Tugas. Penilaian dilakukan 2 (dua) kali dalam setahun.

PENILAIAN KINERJA DIREKSI

Direksi secara berkala melakukan evaluasi atas kinerja fungsi pengelolaan perusahaan secara mandiri baik kinerja kolejal maupun individu. Selain itu, Dewan Komisaris dan Pemegang saham juga melakukan evaluasi atas pelaksanaan tugas Direksi. Penilaian kinerja Direksi perusahaan dilakukan oleh Pemegang Saham berdasarkan kriteria aspek yang menjadi parameter pencapaian Indikator Pencapaian Kinerja (*Key Performance Indicator*) Direksi yang telah ditetapkan RUPS berdasarkan usulan Direksi. Direksi wajib menyampaikan Laporan Triwulanan terkait perkembangan realisasi *Key Performance Indicator* kepada Pemegang Saham.

BOARD OF DIRECTORS COMPETENCY DEVELOPMENT PROGRAM

The Board of Commissioners competency development program is implemented to develop competencies that are relevant to the company's business in order to support the implementation of the Board of Commissioners' supervisory duties as stipulated in the Board Manual.

Further information regarding the list of training and competency development that has been attended by all Commissioners of the company during 2022 can be seen in the Company Profile Chapter, in this annual report.

PERFORMANCE ASSESSMENT OF COMMITTEES AND ORGANS UNDER THE BOARD OF DIRECTORS

As of the end of 2022, the company does not have any Committee under the Board of Directors. Therefore, there is no performance assessment of committees under the Board of Directors.

The Board of Directors has been supported by the corporate Secretary organ. Regarding internal control, the Board of Directors is supported by the Internal Audit Unit and Risk Management Division. The implementation of the duties of these supporting organs is outlined in the key performance indicators agreed upon as criteria and measures for achieving targets for task implementation.

The performances of the Internal Audit Unit and Risk Management and Compliance Unit are assessed by the President Director, based on the parameters of Duty Completion and Implementation. Such assessment is carried out biannually.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The Board of Directors continually evaluates the performance of the Company's management function independently, both collegial and individual performance. In addition, the Board of Commissioners and shareholders also evaluate the implementation of the duties of the Board of Directors. The performance assessment of the Board of Directors of the Company is carried out by the Shareholders based on the criteria aspects that become parameters for the achievement of the Key Performance Indicators of the Board of Directors that have been determined by the GMS based on the proposal of the Board of Directors. The Board of Directors is required to submit a Quarterly Report regarding the progress of Key Performance Indicator realization to the Shareholders.



Realisasi Capaian Key Performance Indicators Direksi Tahun 2022
Realization of Key Performance Indicators of the Board of Directors in 2022

No	Indikator Indicators	Satuan Unit	Target Target	Bobot Value	Realisasi Realization 2022	Capaian Achievement (%)	Nilai Score KPI
I NILAI EKONOMI DAN SOSIAL INDONESIA SOCIAL AND ECONOMIC VALUES FOR INDONESIA							
FINANSIAL FINANCIAL				48	51,93		
1.	EBITDA EBITDA	Rupiah (Miliar) IDR (million)	923,19	7	1.125,13	110,00%	7,70
2	Perbandingan ROIC Terhadap WACC Ratio of ROIC to WACC	Persentase Percentage	-5,77%	7	-1,46%	110,00%	7,70
3a	Interest Bearing Debt To Invested Capital Interest Bearing Debt To Invested Capital	Persentase Percentage	10,70%	7	18,94%	110,00%	7,70
3b	Interest Bearing Deb To EBITDA Interest Bearing Deb To EBITDA	Kali Time(s)	1,38	7	1,37	100,72%	7,05
OPERASIONAL OPERATIONAL							
4	Produksi Kendaraan Vehicle Production	Unit Unit	1.750.591	7	127,09%	110,00%	7,70
5	Penataan Pelabuhan (Zonasi dan Sterilisasi) Port Arrangement (Zoning and Sterilization)	Zonasi Zoning	5	7	111,11%	110,00%	7,70
		Sterilisasi Sterilization	4				
SOSIAL SOCIAL							
6	Penugasan Pemerintah (Trip Subsidi) Government Assignment (Subsidized Trip)	Trip Trip	91.327	6	106,28%	106%	6,38
II INOVASI MODEL BISNIS BUSINESS MODEL INNOVATION				12	13,20		
7	Optimalisasi Kerja Sama Korporat (Sinergi/BUM/UMD/BUMS/Lembaga/Instansi Pemerintah) Corporate Cooperation Optimization (Synergy between SOEs/Regional-owned Enterprises/Private-Owned Enterprises/Agencies/Government Agencies)	Rupiah (Miliar) IDR (Million)	275	6	505,19	110,00%	6,60
8	Market Share	%	29%	6	32,50%	110,00%	6,60
III KEPEMIMPINAN DAN TEKNOLOGI BUSINESS MODEL INNOVATION				10	10,41		
9	Digitalisasi Tiket Ticket Digitalization	Pelabuhan Port	8	5	10	110,00%	5,50
10	Implementasi Big Data Big Data Implementation	Waktu Time	Go Live Nov 2022	5	98,18%	98,18%	4,91
IV PENGEMBANGAN INVESTASI INVESTMENT DEVELOPMENT				20	21,30		
11	Investasi Rehabilitasi atau Revitalisasi Kapal dan Pelabuhan Investment in Vessel and Port Rehabilitation or Revitalization	Kapal Vessel	3	6	4	110,00%	6,60
		Dermaga Dock	3		4		
12	Initial Public Offering (IPO)	Persentase Percentage	100%	7	100%	100,00%	100,00%

Realisasi Capaian *Key Performance Indicators* Direksi Tahun 2022
 Realization of Key Performance Indicators of the Board of Directors in 2022

No	Indikator Indicators	Satuan Unit	Target Target	Bobot Value	Realisasi Realization 2022	Capaian Achievement (%)	Nilai Score KPI
13	Akuisisi Perusahaan Penyeberangan Acquisition of Ferry Company	Persentase Percentage	100%	7	110%	110,00%	110,00%
V	PENGEMBANGAN TALENTA TALENT DEVELOPMENT			10			10,79
14	Rasio Perempuan dalam <i>Nominated Talent</i> Female Ratio in Nominated Talent	Persentase Percentage	16%	5	28,57%	110,00%	5,50
15	Rasio Milenial (≤ 42 Tahun) dalam <i>Nominated Talent</i> Millennial Ratio (≤ 42 Years) in Nominated Talent	Persentase Percentage	27%	5	28,57%	105,82%	5,29
TOTAL SKOR TOTAL SCORE				100			107,63

KEBIJAKAN KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

SHARE OWNERSHIP POLICY OF THE BOARD OF
COMMISSIONERS AND DIRECTORS

Kepemilikan saham ASDP 100% dimiliki oleh Negara Republik Indonesia, sehingga tidak terdapat kepemilikan saham oleh Dewan Komisaris dan Direksi.

ASDP's share ownership is 100% owned by the Republic of Indonesia, so there is no share ownership by the Board of Commissioners and Directors.



KEBIJAKAN KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

POLICY ON COMPOSITION DIVERSITY OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Kebijakan keberagaman komposisi Dewan Komisaris dan Direksi perusahaan mengacu ketentuan Pemegang Saham dan peraturan perundang-undangan yang berlaku dengan mempertimbangkan unsur keberagaman dari sisi jenis kelamin, usia, pendidikan dan pengalaman kerja. Keberagaman komposisi Dewan Komisaris dan Direksi perusahaan tahun 2022 adalah sebagai berikut:

The diversity policy of the Company's Board of Commissioners and Directors refers to the provisions of the Shareholders and prevailing laws and regulations by considering the elements of diversity in terms of gender, age, education, and work experience. The diversity of the composition of the Company's Board of Commissioners and Directors in 2022 is as follows:

Keberagaman Komposisi Dewan Komisaris Diversity in Board of Commissioners Composition

Nama Name	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Pengalaman Kerja Work Experience
Saiful Haq Manan	Laki-laki Male	64 Tahun 64 years old	<ul style="list-style-type: none"> Bachelor of Science in Business Administration Master of Business Administration 	<ul style="list-style-type: none"> Komisaris Utama PT ASDP Indonesia (Persero) Direktur dan Presiden Direktur di PT PPA (Persero) Senior Tax Partner, Deputy Director Tax dan Anggota Management Executive Team di Price Waterhouse Cooper Indonesia Senior Tax Partner, Deputy Director Tax and Legal Division, Director Transaction Advisory Division, serta Anggota Management Committee di Price Waterhouse Cooper Indonesia Senior Partner dan Founder PT Prime Services International President Commissioner PT ASDP Indonesia (Persero) Director and President Director at PT PPA (Persero) Senior Tax Partner, Deputy Director Tax and Anggota Management Executive Team at Price Waterhouse Cooper Indonesia Senior Tax Partner, Deputy Director Tax and Legal Division, Director Transaction Advisory Division, as well as the member of Management Committee at Price Waterhouse Cooper Indonesia Senior Partner and Founder at PT Prime Services International
Hendar Ristriawan	Laki-laki Male	63 tahun 63 years old	<ul style="list-style-type: none"> Sarjana Hukum Magister Hukum Doktorat Hukum Bachelor of Law Master of Law Doctorate of Law 	<ul style="list-style-type: none"> Komisaris PT ASDP Indonesia (Persero) BPK RI sebagai Kasubbag Hukum dan Perundang-undangan Kepala Subauditorat Kepala Perwakilan BPK RI di Banjarmasin Inspektur Utama Pengawasan Internal dan Khusus Kepala Direktorat Utama Pembinaan dan Pengembangan Hukum Pemeriksaan Keuangan Negara Sekretaris Jenderal Pembinaan dan Pengembangan Hukum Pemeriksaan Keuangan Negara Commissioner PT ASDP Indonesia (Persero) BPK RI as Head of Legal and Legislation Subdivision Head of Subauditorate Head of BPK RI Representative in Banjarmasin Chief Inspector of Internal and Specific Supervisory Head of Main Directorate of Law Management and Development of State Financial Audit General Secretary of of Law Management and Development of State Financial Audit
Iwan Hari Sugiarto	Laki-laki Male	61 tahun 61 years old	Akademi Polri Indonesian Police Academy	<ul style="list-style-type: none"> Komisaris PT ASDP Indonesia (Persero) Beberapa jabatan di Kepolisian Negara Republik Indonesia diantaranya Kapolsek, Kapolres, Wakapolda. Pembantu Deputi Bidang Politik Nasional Setjen Wantannas Deputi Staf Ahli Bidang Hukum Setjen Wantannas Commissioner PT ASDP Indonesia (Persero) Some positions in the National Police of the Republic of Indonesia including chief of sectoral police, chief of city police, and deputy chief of police. Deputy Assistant for National Politics, General Secretariate of National Defence Board Deputy Staff for Political and Legal Affairs, General Secretariate of National Defence Board

Keberagaman Komposisi Dewan Komisaris
Diversity in Board of Commissioners Composition

Nama Name	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Pengalaman Kerja Work Experience
Susi Meyrista Tarigan	Perempuan Female	45 tahun 45 years old	<ul style="list-style-type: none"> • Sarjana Muda Akuntansi • Sarjana Akuntansi • Magister Akuntansi • Diploma of Accounting • Bachelor of Accounting • Master of Accounting 	<ul style="list-style-type: none"> • Komisaris PT ASDP Indonesia (Persero) • Kepala Bidang Sistem Informasi Kementerian Keuangan Republik Indonesia • Kepala Bagian Administrasi dan Keuangan Kementerian Keuangan Republik Indonesia • Sekretaris Dewan Komisaris PT Biro Klasifikasi Indonesia (Persero) • Sekretaris Dewan Komisaris PT Pelabuhan Indonesia I (Persero) • Komisaris PT Surveyor Indonesia (Persero) • Commissioner PT ASDP Indonesia (Persero) • Head of Information Systems Division of the Ministry of Finance of the Republic of Indonesia • Head of Administration and Finance Department of the Ministry of Finance of the Republic of Indonesia • Secretary of the Board of Commissioners of PT Biro Klasifikasi Indonesia (Persero) • Secretary of the Board of Commissioners of PT Pelabuhan Indonesia I (Persero) • Commissioner of PT Surveyor Indonesia (Persero)
Edmil Nurjamil	Laki-laki Male	54 tahun 54 years old	<ul style="list-style-type: none"> • Sarjana Ekonomi bidang Manajemen • Magister Manajemen • Bachelor of Economics in Management • Master in Management 	<ul style="list-style-type: none"> • Komisaris PT ASDP Indonesia (Persero) • Kepala Biro Kepegawaian Badan Intelijen Negara (BIN) • Direktur Kontra Separatisme Badan Intelijen Negara (BIN) • Kabinda Sumatera Selatan Badan Intelijen Negara (BIN) • Agen Madya Badan Intelijen Negara (BIN) • Commissioner PT ASDP Indonesia (Persero) • Head of Staffing Bureau of the State Intelligence Agency (BIN) • Director of Counter Separatism of the State Intelligence Agency (BIN) • Head of South Sumatra's State Intelligence Agency (BIN) • Senior Agent of the State Intelligence Agency (BIN)
Umar Aris	Laki-laki Male	58 tahun 58 years old	<ul style="list-style-type: none"> • Sarjana Hukum • Magister Manajemen • Doktorat di bidang Ilmu Hukum • Bachelor of Law • Master in Management • Doctoral in Law 	<ul style="list-style-type: none"> • Komisaris PT ASDP Indonesia (Persero) • Kepala Biro Hukum & KSLN Setjen • Komisaris PT Pelindo I (Persero) • Staf Ahli Menteri Perhubungan Bidang Hukum dan Reformasi Birokrasi • Pelaksana Tugas Dirjen Perhubungan Laut • Commissioner PT ASDP Indonesia (Persero) • Head of Legal Bureau & KSLN General Secretary • Commissioner at PT Pelindo I (Persero) • Assistant for the Minister of Transport, Division of Law and Bureaucracy Reform • Acting Director General of Sea Transportation
Budi Setiyadi	Laki-laki Male	60 Tahun 60 years old	<p>Pendidikan Militer</p> <ul style="list-style-type: none"> • AKPOL (1985) • PTIK (1993) • SESPI (2000) • SESPATI (2008) • LEMHANNAS RI (2012) <p>Pendidikan Umum</p> <ul style="list-style-type: none"> • Sarjana di UNSWAGATI Cirebon • Sarjana di UNSWAGATI Cirebon <p>Military Education</p> <ul style="list-style-type: none"> • National Police Academy (AKPOL) (1985) • Police Academy (PTIK) • Staff and Leadership School of the Indonesian Police Education and Training Institute (SESPI) (2000) 	<ul style="list-style-type: none"> • Komisaris PT ASDP Indonesia (Persero) • Waka Polres Nganjuk Polwil Kediri Polda Jawa Timur • Kapolres Lahat Polda Sumatera Selatan • Kapolres Ogan Komering Ulu Polda Sumatera Selatan • Dirlantas Polda Maluku • Dirlantas Polda Riau • Dirlantas Polda Sulawesi Selatan • Kabag Renmin Korlantas • Kepala Biro Umum LEMHANNAS RI • Tenaga Pengkaji Bidang II Pengtek • LEMHANNAS RI • Direktur Jenderal Perhubungan Darat • Staf Utama Menteri Perhubungan RI • Commissioner PT ASDP Indonesia (Persero) • Police Deputy Chief in Nganjuk Kediri Regional Police of East Java • Chief of Police in Lahat Regional Police of South Sumatera



Keberagaman Komposisi Dewan Komisaris Diversity in Board of Commissioners Composition

Nama Name	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Pengalaman Kerja Work Experience
			<ul style="list-style-type: none"> School of Staff and Higher Leadership (SESPATI) (2008) National Defense Institute of the Republic of Indonesia (LEMHANNAS RI) (2012) General Education <ul style="list-style-type: none"> Bachelor degree at UNSWAGATI Cirebon Bachelor degree at UNSWAGATI Cirebon 	<ul style="list-style-type: none"> Chief of Police in Ogan Komering Ulu Regional Police of South Sumatera Directorate of Traffic of the Maluku Police Directorate of Traffic of the Riau Police Directorate of Traffic of South Sulawesi Police Head of Planning and Administration of the Traffic Corps Head of General Affairs Bureau of National Defense Institute of the Republic of Indonesia Science and Technology Analyst II National Defense Institute of the Republic of Indonesia Director General of Land Transportation Principal Staff of the Indonesian Minister of Transportation

Keberagaman Komposisi Direksi Diversity in Board of Directors Composition

Nama Name	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Pengalaman Kerja Experiences
Ira Puspawati	Perempuan Female	55 tahun 55 years old	<ul style="list-style-type: none"> Doktor Manajemen Strategik di Universitas Indonesia Magister Manajemen Pembangunan di Asian Institute of Management Sarjana Sosial Ekonomi Peternakan dari Universitas Brawijaya Doctorate in Strategic Management at University of Indonesia Master of Development Management at Asian Institute of Management Bachelor of Social Economics in Animal Husbandry from Brawijaya University 	<ul style="list-style-type: none"> Direktur Utama PT ASDP Indonesia Ferry (Persero) Direktur Global Initiative Wilayah Asia di Gap Inc (2006-2014) Direktur Utama PT Sarinah (Persero) (2014-2016) Direktur Ritel, Jaringan dan SDM PT Pos Indonesia (Persero) (2016-2017) President Director PT ASDP Indonesia Ferry (Persero) Director of Global Initiative Asia Region at Gap Inc (2006-2014) President Director of PT Sarinah (Persero) (2014-2016) Director of Retail, Network and Human Resources of PT Pos Indonesia (Persero) (2016-2017)
M. Yusuf Hadi	Laki-laki Male	53 tahun 53 years old	Sarjana Ilmu Manajemen Bachelor of Management Science	<ul style="list-style-type: none"> Direktur Komersial dan Pelayanan PT ASDP Indonesia Ferry (Persero) Senior Manager PT ASDP Indonesia Ferry (Persero) Staf Ahli Direksi PT ASDP Indonesia Ferry (Persero) General Manager Cabang PT ASDP Indonesia Ferry (Persero) Director of Commercial and Services PT ASDP Indonesia Ferry (Persero) Senior Manager of PT ASDP Indonesia Ferry (Persero) Assistant to the Board of Directors of PT ASDP Indonesia Ferry (Persero) General Manager of PT ASDP Indonesia Ferry (Persero) branches
Djunia Satriawan	Laki-laki Male	58 tahun 58 years old	Sarjana Ekonomi di bidang Akuntansi Bachelor of Economics in Accounting	<ul style="list-style-type: none"> Direktur Keuangan dan TI PT ASDP Indonesia Ferry (Persero) Kepala Divisi Kepatuhan Bank Rakyat Indonesia (BRI) Kepala Divisi Pengadaan Barang dan Jasa Kantor Pusat Bank Rakyat Indonesia (BRI) Kepala Audit TI Bank Rakyat Indonesia (BRI) Director of Finance and IT PT ASDP Indonesia Ferry (Persero) Head of Compliance Division of Bank Rakyat Indonesia (BRI) Head of Procurement of Goods and Services Division at Bank Rakyat Indonesia (BRI) Head Office Head of IT Audit of Bank Rakyat Indonesia (BRI)

Keberagaman Komposisi Direksi
Diversity in Board of Directors Composition

Nama Name	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Pengalaman Kerja Experiences
Kusnadi C. Wijaya	Laki-laki Male	44 Tahun 44 years old	<ul style="list-style-type: none"> Magister Akuntansi Sektor Publik di Universitas Padjadjaran Sarjana Akuntansi di Universitas Padjadjaran Master of Public Sector Accounting at Padjadjaran University Bachelor of Accounting at Padjadjaran University 	<ul style="list-style-type: none"> Direktur Teknik dan Fasilitas PT ASDP Indonesia Ferry (Persero) Internal Auditor PT Asuransi Central Asia tahun (2005-2008) SPI/Accounting PT Perikanan Nusantara (Persero) (2008-2009) Inspektur Bidang Keuangan Divisi SPI PT ASDP Indonesia Ferry (Persero) (2009- 2014) General Manager Cabang Tual PT ASDP Indonesia Ferry (Persero) (2014-2017) PLT Corporate Secretary PT ASDP Indonesia Ferry (Persero) April 2017 hingga Juli 2017 Vice President Divisi SDM PT ASDP Indonesia Ferry (Persero) (2017-2018) Vice President Divisi Management Aset dan Asuransi PT ASDP Indonesia Ferry (Persero) (2018-2019) Kepala Satuan Pengawas Internal Oktober 2019 hingga Desember 2019 Director of Engineering & Facilities PT ASDP Indonesia Ferry (Persero) Internal Auditor of PT Asuransi Central Asia (2005-2008) Internal Audit Unit/Accounting of PT Perikanan Nusantara (Persero) (2008-2009) Inspector of Finance, Internal Audit Division PT ASDP Indonesia Ferry (Persero) (2009- 2014) General Manager of Tual Branch of PT ASDP Indonesia Ferry (Persero) (2014-2017) Acting Corporate Secretary of PT ASDP Indonesia Ferry (Persero) April 2017 to July 2017 Vice President of HR Division of PT ASDP Indonesia Ferry (Persero) (2017-2018) Vice President of Asset Management and Insurance Division of PT ASDP Indonesia Ferry (Persero) (2018-2019) Head of Internal Audit Unit October 2019 to December 2019
Harry Muhammad Adhi Caksono	Laki-laki Male	43 Tahun 43 years old	<ul style="list-style-type: none"> Magister MBA di Institut Teknologi Bandung Sarjana Teknik Gas Petrokimia di Universitas Indonesia MBA at Bandung Institute of Technology Bachelor of Petrochemical Gas Engineering at University of Indonesia 	<ul style="list-style-type: none"> Direktur Perencanaan dan Pengembangan PT ASDP Indonesia Ferry (Persero) Plt Direktur Utama Indonesia Ferry Properti (2019-2020) Vice President Divisi Perencanaan Strategis Perusahaan dan Transformasi PT ASDP Indonesia Ferry (Persero) (2017-2019) Advisor Direktur Utama PT ASDP Indonesia Ferry (Persero) (2016-2017) Advisor Direksi PT Angkasa Pura II (2015-2016) Deputy Head of Aerotropolis Development PT Angkasa Pura II (2014-2015) GM Business Development PT Cikarang Inland Port (2013-2014) Director of Planning & Development PT ASDP Indonesia Ferry (Persero) Acting President Director of Indonesia Ferry Properti (2019-2020) Vice President of Corporate Strategic Planning and Transformation Division of PT ASDP Indonesia Ferry (Persero) (2017-2019) Advisor to the President Director of PT ASDP Indonesia Ferry (Persero) (2016-2017) Advisor to the Board of Directors of PT Angkasa Pura II (2015-2016) Deputy Head of Aerotropolis Development of PT Angkasa Pura II (2014-2015) Business Development General Manager of PT Cikarang Inland
Wahyu Wibowo	Laki-laki Male	50 tahun 50 years old	<ul style="list-style-type: none"> Sarjana Teknik Mesin Magister Manajemen Keuangan Bachelor of Mechanical Engineering Master in Financial Management 	<ul style="list-style-type: none"> Direktur SDM dan Layanan Korporasi Kepala Biro Umum & Humas Kementerian Badan Usaha Milik Negara Komisaris PT Pegadaian (Persero) Director of HR & Corporate Services Head of General Bureau & Public Relations of the Ministry of State-Owned Enterprises Commissioner of PT Pegadaian (Persero)



HUBUNGAN AFILIASI SERTA HUBUNGAN KERJA DEWAN KOMISARIS DAN DIREKSI

AFFILIATION AND WORK RELATIONSHIP BETWEEN THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Direksi, Dewan Komisaris, dan Pemegang Saham Pengendali sebagai salah satu kriteria yang digunakan untuk mengukur independensi Dewan Komisaris dan Direksi dapat dilihat pada tabel di bawah ini, yang meliputi:

Hubungan Afiliasi Antara Anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau Pengendali

Sepanjang tahun 2022, seluruh anggota Dewan Komisaris yang menjabat tidak memiliki hubungan afiliasi baik dari sisi keluarga ataupun keuangan dengan sesama anggota Dewan Komisaris dan/atau anggota Direksi serta Pemegang Saham perusahaan.

Directors, Board of Commissioners, and Controlling Shareholders as one of the criteria used to measure the independence of the Board of Commissioners and Board of Directors can be seen in the table below, which includes:

Affiliation among Members of the Board of Directors, the Board of Commissioners and Major and/or Controlling Shareholders

Throughout 2022, all members of the Board of Commissioners who served had no affiliation either in terms of family or finance with fellow members of the Board of Commissioners and / or members of the Board of Directors and Shareholders of the Company.

Nama Name	Hubungan Keluarga Dengan Familial Relationship with			Hubungan Keuangan Dengan Financial Relationship with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders
Saiful Haq Manan	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Hendar Ristriawan	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Iwan Hari Sugjarto	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Susi Meyrista Tarigan	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Edmil Nurjamil	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Umar Aris	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Budi Setiyadi	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No

Hubungan Kerja Dewan Komisaris dan Direksi

Dewan Komisaris dan Direksi menjalankan peran sesuai dengan tanggung jawab dan wewenang masing-masing dan membangun hubungan kerja yang efektif demi kemajuan bisnis perusahaan. Hubungan kerja Dewan Komisaris dan Direksi perusahaan dilaksanakan sebagai implementasi atas pelaksanaan tata kelola perusahaan yang baik sebagai organ utama yang menjalankan fungsi pengawasan dan fungsi pengelolaan. Segala keputusan strategis yang diambil

Work Relationship between the Board of Commissioners and Board of Directors

The Board of Commissioners and the Board of Directors carry out their roles in accordance with their respective responsibilities and authorities and build effective working relationships for the advancement of the company's business. The working relationship between the Board of Commissioners and the Board of Directors of the Company is carried out as an implementation of good corporate governance as the main organ that carries out the supervisory function and

oleh Direksi telah mempertimbangkan saran, nasihat dan rekomendasi dari Dewan Komisaris. Hubungan kerja Dewan Komisaris dan Direksi diuraikan dalam *Board Manual* bagian Hubungan Kerja Dewan Komisaris dan Direksi yang mencakup aspek diantaranya :

1. Perbuatan Direksi yang Harus Mendapat Persetujuan Tertulis Dewan Komisaris;
2. Perbuatan Direksi yang Harus Mendapat Tanggapan Tertulis Dari Dewan Komisaris dan Persetujuan RUPS;
3. Pertemuan Formal Dewan Komisaris dan Direksi;
4. Pertemuan Informal;
5. Komunikasi Formal;
6. Komunikasi Informal.

Pertemuan formal yang dimaksud dalam hal ini adalah forum-forum Rapat Dewan Komisaris dan Direksi yang diselenggarakan oleh masing-masing organ tersebut. Pertemuan formal diselenggarakan berdasarkan undangan salah satu diantara kedua organ baik Dewan Komisaris atau Direksi. Pelaksanaan rapat baik Direksi maupun Dewan Komisaris harus memenuhi ketentuan sebagaimana diatur dalam *Board Manual*. Pertemuan informal adalah pertemuan anggota Dewan Komisaris dan anggota Direksi di luar forum rapat-rapat formal. Pertemuan ini dapat dihadiri pula oleh anggota atau anggota dari organ lainnya, atau anggota kedua organ secara lengkap, untuk membicarakan atau mendiskusikan suatu permasalahan dalam suasana informal. Komunikasi formal adalah komunikasi yang terjadi antar organ yang berkaitan dengan pemenuhan ketentuan formal seperti diatur dalam Anggaran Dasar dan atau kelaziman berdasarkan praktik-praktik terbaik (*best practices*), berupa penyampaian laporan dan atau pertukaran data, informasi dan analisis pendukungnya. Komunikasi informal adalah komunikasi antar organ Dewan Komisaris dan Direksi, antar anggota organ satu dengan yang lainnya, di luar dari ketentuan komunikasi formal yang diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

management function. All strategic decisions taken by the Board of Directors have considered the advice, counsel and recommendations of the Board of Commissioners. The work relationship between the Board of Commissioners and the Board of Directors is outlined in the Board Manual section on Work Relationship between the Board of Commissioners and the Board of Directors which covers aspects such as:

1. Actions of the Board of Directors that must obtain written approval from the Board of Commissioners;
2. Actions of the Board of Directors that must receive a written response from the Board of Commissioners and GMS approval;
3. Formal Meetings of the Board of Commissioners and Board of Directors;
4. Informal Meetings;
5. Formal Communication;
6. Informal Communication.

Formal meetings referred to in this case are forums for the Board of Commissioners and Board of Directors Meetings held by each of these organs. Formal meetings are held based on the invitation of one of the two organs, either the Board of Commissioners or the Board of Directors. The implementation of meetings of both the Board of Directors and the Board of Commissioners must fulfill the provisions as stipulated in the Board Manual. Informal meetings are meetings of members of the Board of Commissioners and members of the Board of Directors outside the formal meetings forum. In these meetings, some board members or members of other organs, or all members of both organs, might present to discuss certain issues in informal setting. Formal communication is communication that occurs between organs related to the fulfillment of formal provisions as stipulated in the Articles of Association and or prevalence based on best practices, in the form of submitting reports and or exchanging data, information and supporting analysis. Informal communication is communication between organs of the Board of Commissioners and the Board of Directors, between members of one organ and another, outside of the formal communication provisions stipulated in the Articles of Association and applicable laws and regulations.



KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

REMUNERATION POLICY OF THE BOARD OF COMMISSIONERS AND DIRECTORS

Atas pelaksanaan tugas dan fungsinya, Dewan Komisaris dan Direksi berhak untuk memperoleh remunerasi yang layak sebagai bentuk imbal jasa dan kontribusinya terhadap kemajuan perusahaan mencakup segala bentuk manfaat finansial baik berupa gaji atau honorarium, bonus, dan insentif serta fasilitas lainnya yang ditetapkan oleh RUPS sesuai dengan kebijakan perusahaan.

Kebijakan remunerasi bagi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara sebagaimana terakhir diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-13/MBU/09/2021 tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara.

PROSEDUR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Penetapan usulan remunerasi Dewan Komisaris dan Direksi dilakukan melalui beberapa tahap termasuk penelaahan di level fungsi pengawasan yang dilakukan oleh Dewan Komisaris yang dibantu oleh Komite Nominasi dan Remunerasi sampai kemudian ditetapkan dalam RUPS. Mekanisme pemberian remunerasi bagi Dewan Komisaris dan Direksi perusahaan adalah sebagai berikut:

Usulan Remunerasi oleh Direksi

Remuneration Proposal by the Board of Directors

Direksi mengajukan usulan remunerasi kepada Dewan Komisaris untuk ditelaah sebelum diajukan dalam RUPS.

The Board of Directors submits the remuneration proposal to the Board of Commissioners for review before it is submitted to the GMS.

Pembahasan dengan Komite Dewan Komisaris

Discussion with the Board of Commissioners Committee

Komite Dewan Komisaris melakukan penelaahan atas kompensasi yang diberikan di pasar untuk pekerjaan yang bersangkutan pada perusahaan lainnya dengan bidang usaha dan status yang sama. Dengan memperhitungkan kinerja usaha perusahaan dan kontribusi masing-masing individu, kemudian dilakukan pembahasan oleh Komite Dewan Komisaris untuk menyiapkan rekomendasi.

The BOC Committee reviews the market compensation for the job in question in other companies with the same line of business and status. By taking into account the company's business performance and each individual's contribution, the Board of Commissioners Committee discusses and prepares recommendations.

For the implementation of their duties and functions, the Board of Commissioners and the Board of Directors are entitled to receive appropriate remuneration as a form of reward and contribution to the progress of the company, including all forms of financial benefits in the form of salary or honorarium, bonuses, and incentives and other facilities determined by the GMS in accordance with company policy.

The remuneration policy for the Board of Commissioners and Directors refers to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises as last amended by the Regulation of the Minister of State-Owned Enterprises Number PER-13/MBU/09/2021 on the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises.

PROCEDURE FOR DETERMINING THE REMUNERATION OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The determination of the proposed remuneration of the Board of Commissioners and Board of Directors is carried out through several stages including a review at the level of the supervisory function carried out by the Board of Commissioners assisted by the Nomination and Remuneration Committee until it is determined in the GMS. The remuneration mechanism for the Company's Board of Commissioners and Board of Directors is as follows

Pembahasan dan Persetujuan oleh Dewan Komisaris
Discussion and Approval by the Board of Commissioners

Dewan Komisaris melakukan pembahasan lanjutan dan persetujuan atas usulan remunerasi yang diajukan.
The Board of Commissioners conducts further discussion and approval of the proposed remuneration.

Penyampaian Usulan
Submission of Proposal

Dewan Komisaris melakukan pembahasan lanjutan dan persetujuan atas usulan remunerasi yang diajukan.
The Board of Commissioners conducts further discussion and approval of the proposed remuneration.

Persetujuan dan Penetapan Remunerasi
Approval and Determination of Remuneration

Pemegang Saham memberikan persetujuan dan menetapkan remunerasi melalui RUPS.
Shareholders approve and determine remuneration through the GMS.

INDIKATOR USULAN PENETAPAN REMUNERASI BAGI DEWAN KOMISARIS DAN DIREKS

Remunerasi Dewan Komisaris dan Direksi perusahaan ditetapkan berdasarkan indikator sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara sebagaimana terakhir diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-13/MBU/09/2021 tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, Dan Dewan Pengawas Badan Usaha Milik Negara. sebagai berikut:

1. Faktor skala usaha.
2. Faktor kompleksitas usaha.
3. Tingkat inflasi.
4. Kondisi dan kemampuan keuangan perusahaan.
5. Faktor-faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan.

INDICATORS OF PROPOSED REMUNERATION DETERMINATION FOR THE BOARD OF COMMISSIONERS AND DIRECTORS

The remuneration of the Company's Board of Commissioners and Directors is determined based on indicators in accordance with the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises as last amended by the Regulation of the Minister of State-Owned Enterprises Number PER-13/MBU/09/2021 on the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises. as follows:

1. Business scale factor.
2. Business complexity factor.
3. Inflation rate.
4. The company's financial condition and capability.
5. Other relevant factors, and must not conflict with laws and regulations.



STRUKTUR REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Struktur Remunerasi Dewan Komisaris dan Direksi perusahaan mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara sebagaimana terakhir diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-13/MBU/09/2021 tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, Dan Dewan Pengawas Badan Usaha Milik Negara. Rincian struktur remunerasi untuk masing-masing anggota Dewan Komisaris dan anggota Direksi sebagai berikut:

REMUNERATION STRUCTURE OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The Remuneration Structure of the Company's Board of Commissioners and Directors refers to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises as last amended by the Regulation of the Minister of State-Owned Enterprises Number PER-13/MBU/09/2021 on the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises. Details of the remuneration structure for each member of the Board of Commissioners and members of the Board of Directors are as follows:

Struktur Remunerasi Dewan Komisaris Remuneration Structure of The Board of Commissioners

Jabatan Position	Komponen Remunerasi Remuneration Components	Penetapan Ratification
Komisaris Utama President Commissioner	Honorarium Honorarium	Honorarium Komisaris Utama ditetapkan sebesar 45% (empat puluh lima persen) dari Gaji Direktur Utama. The honorarium of the President Commissioner is set at 45% (forty-five percent) of the salary of the President Director.
	Tunjangan Hari Raya Religious Holiday Allowance	Tunjangan hari raya diberikan sebesar 1 (satu) kali Honorarium. Holiday allowance is given in the amount of 1 (one) time Honorarium.
Komisaris Commissioner	Honorarium Honorarium	Honorarium Komisaris ditetapkan sebesar 90% (sembilan puluh persen) dari Honorarium Komisaris Utama. The honorarium of the Commissioner is set at 90% (ninety percent) of the honorarium of the President Commissioner
	Tunjangan Hari Raya Religious Holiday Allowance	Tunjangan hari raya diberikan sebesar 1 (satu) kali Honorarium. Holiday allowance is given in the amount of 1 (one) time Honorarium.
Komisaris Utama dan Anggota Dewan Komisaris President Commissioner and Members of the Board of Commissioners	Tunjangan Lainnya Other Allowances	

Struktur Remunerasi Dewan Komisaris
Remuneration Structure of The Board of Commissioners

Jabatan Position	Komponen Remunerasi Remuneration Components	Penetapan Ratification
	Tunjangan Transportasi Transportation Allowance	Tunjangan transportasi diberikan sebesar 20% (dua puluh persen) dari Honorarium masing-masing anggota Dewan Komisaris. Transportation allowance is provided at 20% (twenty percent) of the Honorarium of each member of the Board of Commissioners.
	Asuransi Purna Jabatan Retirement Insurance	Asuransi purna jabatan diberikan dengan ketentuan sebagai berikut: 1. Asuransi purna jabatan diberikan selama menjabat (mulai diangkat sampai berhenti). 2. Premi yang ditanggung oleh perusahaan paling banyak 25% (dua puluh lima persen) dari Gaji dalam satu tahun. 3. Pemilihan program untuk asuransi purna jabatan ditetapkan oleh masing-masing anggota Direksi dan Dewan Komisaris BUMN. 4. Pemberian premi, iuran atau istilah lain yang relevan untuk asuransi purna jabatan, sudah termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. The Company provides retirement Insurance with the provision that: 1. Retirement Insurance is provided during one's term of office (from their appointment to departure) 2. The Company covers insurance premium at maximum 25% (twenty-five percent) of annual Salary 3. The retirement plan is determined by each member of the Board of Directors and Board of Commissioners of the SOEs. 4. The premium invested covers for both accident and life insurance.
Komisaris Utama dan Anggota Dewan Komisaris President Commissioner and Members of the Board of Commissioners dan Dewan	Fasilitas Benefits	
	Fasilitas Kesehatan Healthcare Benefits	BUMN wajib memberikan Fasilitas kesehatan dalam bentuk asuransi kesehatan atau Penggantian biaya pengobatan. Fasilitas kesehatan diberikan kepada anggota Dewan Komisaris beserta seorang istri/suami dan maksimal 3 (tiga) orang anak yang belum mencapai usia 25 tahun dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan Fasilitas kesehatan. Fasilitas kesehatan diberikan berupa : 1. Rawat jalan dan obat; 2. Rawat inap dan obat; dan 3. <i>Medical check up</i> . State-owned Enterprises are obliged to provide healthcare Benefits that include health insurance or healthcare reimbursement. The Company provides healthcare benefit for each member of the Board of Commissioners, their spouses and a maximum of 3 (three) children under the age of 25 who will no longer be eligible for this healthcare benefit once they are married or work. Healthcare benefits include: 1. Outpatient services and medication; 2. Inpatient services and medication; and 3. Medical check-up
	Fasilitas Bantuan Hukum Legal Assistance	Fasilitas bantuan hukum diberikan dalam bentuk pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka, dan terdakwa di lembaga peradilan. As to legal assistance, the Company covers fees incurred by lawyer/legal consultant's services which include examination process as witness, suspect, and defendant in court.
Komisaris Utama, Wakil Komisaris Utama dan Anggota Dewan Komisaris President Commissioner, Vice President Commissioner and Members of the Board of Commissioners	Tantiem/Insentif Kinerja Tantiem/ Performance Incentives	Komisaris Utama 45% (empat puluh lima persen) dari Direktur Utama. Wakil Komisaris Utama 42,5% (empat puluh dua koma lima persen) dari Direktur Utama. Anggota Dewan Komisaris 90% (sembilan puluh persen) dari Komisaris Utama President Commissioner receives 45% (forty-five percent) of President Director's. Vice President Commissioner receives 42.5% (forty two point five percent) of President Director's. Members of the Board of Commissioners receive 90% (ninety percent) of the President Commissioner's



Struktur Remunerasi Direksi Remuneration Structure of The Board of Directors

Jabatan Jabatan	Komponen Remunerasi Komponen	Penetapan Penetapan
Direktur Utama President Director	Gaji Salary	Gaji Direktur Utama ditetapkan dengan menggunakan pedoman internal yang ditetapkan oleh Pemegang Saham. The President Director's salary is set using internal guidelines set by the Shareholders.
	Tunjangan Hari Raya Religious Holiday Allowance	Tunjangan hari raya diberikan sebesar 1 (satu) kali Gaji. Holiday allowance is given in the amount of 1 (one) time salary.
Direktur yang membidangi Sumber Daya Manusia Director of Human Resources		Direktur yang membidangi Sumber Daya Manusia: 90% (sembilan puluh persen) dari Gaji Direktur Utama Director of Human Resources: 90% (ninety percent) of the salary of the President Director.
		Tunjangan hari raya diberikan sebesar 1 (satu) kali Gaji. Religious holiday allowance amounts to one month's Salary
Anggota Direksi lainnya Other members of the Board of Directors		Anggota Direksi lainnya: 85% (delapan puluh lima persen) dari Gaji Direktur Utama. Other members of the Board of Directors: 85% (eighty five percent) of the Salary of the President Director.
		Tunjangan hari raya diberikan sebesar 1 (satu) kali Gaji. Holiday allowance is given in the amount of 1 (one) time salary.
Direktur Utama, Direktur yang membidangi Sumber Daya Manusia dan Anggota Direksi lainnya President Director, Director of Human Resources and other members of the Board of Directors	Tunjangan Lainnya Other Allowances	
	Tunjangan Perumahan Housing Allowance	Tunjangan perumahan termasuk biaya utilitas diberikan secara bulanan sebesar 40% (empat puluh persen) dari Gaji, dengan ketentuan paling banyak sebesar: <ul style="list-style-type: none"> 1. Rp27.500.000 (dua puluh tujuh juta lima ratus ribu rupiah) untuk wilayah Ibu Kota Negara. 2. Rp25.000.000 (dua puluh lima juta rupiah) untuk wilayah Ibu Kota Provinsi. 3. Rp22.500.000 (dua puluh dua juta lima ratus ribu rupiah) untuk wilayah Kabupaten dan Kota. Tunjangan Perumahan diberikan apabila BUMN tidak menyediakan fasilitas Rumah Jabatan Direksi. Housing allowance including utility costs is provided on a monthly basis amounting to 40% (forty percent) of Salary, with a maximum provision of: <ul style="list-style-type: none"> 1. IDR27,500,000 (twenty seven million five hundred thousand rupiah) for the National Capital Region. 2. IDR25,000,000 (twenty-five million rupiah) for the Provincial Capital Region. 3. IDR22,500,000 (twenty-two million five hundred thousand rupiah) for Regency and City areas. Housing allowance is provided if the SOE does not provide housing facilities for the Board of Directors.

Struktur Remunerasi Direksi
Remuneration Structure of The Board of Directors

Jabatan Jabatan	Komponen Remunerasi Komponen	Penetapan Penetapan
	Asuransi Purna Jabatan Retirement Insurance	<p>Asuransi purna jabatan diberikan dengan ketentuan sebagai berikut:</p> <ol style="list-style-type: none"> Asuransi purna jabatan diberikan selama menjabat (mulai diangkat sampai berhenti). Premi yang ditanggung oleh perusahaan paling banyak 25% (dua puluh lima persen) dari Gaji dalam satu tahun. Pemilihan program untuk asuransi purna jabatan ditetapkan oleh masing-masing anggota Direksi dan Dewan Komisaris BUMN. Pemberian premi, iuran atau istilah lain yang relevan untuk asuransi purna jabatan, sudah termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. <p>The Company provides retirement Insurance with the provision that:</p> <ol style="list-style-type: none"> Retirement Insurance is provided during one's term of office (from their appointment to departure) The Company covers insurance premium at maximum 25% (twenty-five percent) of annual Salary The retirement plan is determined by each member of the Board of Directors and Board of Commissioners of the SOEs. The provision of premiums, contributions or other relevant terms for retirement insurance includes premiums for accident and death insurance.
Direktur Utama, Direktur yang membidangi Sumber Daya Manusia dan Anggota Direksi lainnya President Director, Director of Human Resources and other members of the Board of Directors	Fasilitas Benefit	
	Fasilitas Kendaraan Vehicle benefits	<p>Anggota Direksi hanya berhak atas 1 (satu) Fasilitas kendaraan dari perusahaan. Fasilitas kendaraan termasuk di dalamnya biaya pemeliharaan dan operasional diberikan dengan memperhatikan kondisi keuangan perusahaan. Spesifikasi dan standar kendaraan ditetapkan oleh RUPS/Menteri.</p> <p>Members of the Board of Directors are only entitled to 1 (one) vehicle from the Company. Vehicle facilities including maintenance and operational costs are provided by taking into account the Company's financial condition. Vehicle specifications and standards are set by the GMS/Minister.</p>
	Fasilitas Kesehatan Healthcare Benefits	<p>BUMN wajib memberikan Fasilitas kesehatan dalam bentuk asuransi kesehatan atau Penggantian biaya pengobatan. Fasilitas kesehatan diberikan kepada anggota Direksi beserta seorang istri/suami dan maksimal 3 (tiga) orang anak yang belum mencapai usia 25 tahun dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan Fasilitas kesehatan. Fasilitas kesehatan diberikan berupa :</p> <ol style="list-style-type: none"> Rawat jalan dan obat; Rawat inap dan obat; dan Medical check up <p>State-owned Enterprises are obliged to provide healthcare Benefits that include health insurance or healthcare reimbursement. The Company provides healthcare benefit for each member of the Board of Directors, their spouses and a maximum of 3 (three) children under the age of 25 who will no longer be eligible for this healthcare benefit once they are married or work. Healthcare benefits include:</p> <ol style="list-style-type: none"> Outpatient services and medication; Inpatient services and medication; and Medical check-up
	Fasilitas Bantuan Hukum Legal Assistance	<p>Fasilitas bantuan hukum diberikan dalam bentuk pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka, dan terdakwa di lembaga peradilan</p> <p>As to legal assistance, the Company covers fees incurred by lawyer/legal consultant's services which include examination process as witness, suspect, and defendant in court</p>
	Tantiem/Insentif Kinerja Tantiem/ Performance Incentives	<p>Wakil Direktur Utama 95% (sembilan puluh lima persen) dan Direktur Utama, Direktur yang membidangi Sumber Daya Manusia 90% (sembilan puluh persen) dari Direktur Utama. Anggota Direksi lainnya 85% (delapan puluh lima persen) dari Direktur Utama.</p> <p>Vice President Director receives 95% (forty-five percent) of President Director's. Director in charge of Human Resources 90% (ninety percent) of the President Director. Other members of the Board of Directors 85% (eighty five percent) of the President Director.</p>



Besaran Remunerasi Dewan Komisaris dan Direksi

Remunerasi bagi Dewan Komisaris dan Direksi perusahaan tahun 2022 ditetapkan berdasarkan Surat Keputusan Pemegang Saham Nomor SR-48/Wk.2MBU.E/08/2022, tentang Penetapan Penghasilan Direksi dan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) Tahun 2022. Rincian remunerasi untuk masing-masing anggota Dewan Komisaris dan anggota Direksi sebagai berikut :

Organ Organs	Honorarium/Gaji Honorarium/Salary	Tunjangan Hari Raya Religious Holiday Allowance	Tantiem Tantiem	Purna Jabatan Retirement
Dewan Komisaris Board of Commissioners	Rp6.652.800.000	Rp499.950.000	Rp 3.940.328.153	Rp 1.663.200.000
Direksi Board of Directors	Rp 14.112.000.000	Rp 1.060.500.000	Rp 8.115.173.450	Rp 3.528.000.000

Bonus Non Kinerja dan Opsi Saham Dewan Komisaris dan Direksi

Sepanjang tahun 2022, tidak terdapat bonus non kinerja dan opsi saham yang diberikan kepada setiap anggota Dewan Komisaris dan Direksi.

Amount of Remuneration for the Board of Commissioners and Board of Directors

Remuneration for the Company's Board of Commissioners and Board of Directors in 2022 is determined based on Shareholder Decree Number SR-48/Wk.2MBU.E/08/2022, concerning Determination of Income of the Board of Directors and Board of Commissioners of PT ASDP Indonesia Ferry (Persero) in 2022. Details of remuneration for each member of the Board of Commissioners and members of the Board of Directors are as follows:

Non-performance Bonus and Stock Options for Board of Commissioners and Directors

Throughout 2022, there were no non-performance bonuses and stock options granted to any member of the Board of Commissioners and Board of Directors.

PROFIL SEKRETARIS DEWAN KOMISARIS

SECRETARY OF THE BOARD OF COMMISSIONERS PROFILE



WITA PUSPITARINI

Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners

Umur Age	39 tahun 39 years old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta Jakarta
Pendidikan Education	<ul style="list-style-type: none"> • Magister Teknologi Informasi di Universitas Indonesia – 2018 • Sarjana Teknik Informatika di Sekolah Tinggi Teknologi Telkom Bandung – 2007 • Master of Information Technology at University of Indonesia – 2018 • Bachelor of Information Technology at Telkom College of Technology Bandung – 2007
Riwayat Pekerjaan Employment History	<ul style="list-style-type: none"> • Sekretaris Dewan Komisaris PT ASDP Indonesia Ferry (2022-Sekarang) • Pranata Komputer Muda pada Asisten Deputy Bidang Teknologi dan Informasi (01 April 2021 – Sekarang) • Subkoordinator (09 Juni 2020 – 31 Maret 2021) • Kepala Subbidang Infrastruktur dan Pemeliharaan Teknologi Informasi (07 Juli 2017 – 08 Juni 2020) • Kepala Subbidang Pengadaan Sumber Daya Manusia dan Manajemen Jabatan Fungsional (22 Oktober 2015 – 06 Juli 2017) • Secretary of the Board of Commissioners of PT ASDP Indonesia Ferry (2022-Present) • Junior Computer Officer at the Assistant Deputy for Technology and Information (April 01, 2021 - Present) • Subcoordinator (June 09, 2020 - March 31, 2021) • Head of Information Technology Infrastructure and Maintenance Subdivision (July 07, 2017 - June 08, 2020) • Subdivision Head of Human Resources Procurement and Functional Position Management (October 22, 2015 - July 06, 2017)
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK Dewan Komisaris Nomor: 01/KOM/VIII/2022 tanggal 01 September 2022 Decree of the Board of Commissioners Number: 01/KOM/VIII/2022 dated September 1, 2022
Periode Jabatan Term of Office	3 Tahun (01 September 2022 – Sekarang) 3 years (September 1, 2022 - Present)



TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris dalam menjalankan tugas membantu Dewan Komisaris melaksanakan tugasnya berpedoman pada *Board Manual*. Tugas dan fungsi Sekretaris Dewan Komisaris paling sedikit mencakup:

1. Menyelenggarakan kegiatan administrasi kesekretariatan di lingkungan Dewan Komisaris;
2. Menyelenggarakan rapat Dewan Komisaris dan rapat/pertemuan antara Dewan Komisaris dengan Pemegang Saham, Direksi maupun pihak-pihak terkait lainnya;
3. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan komite-komite di lingkungan Dewan Komisaris yang berkaitan dengan: *monitoring* tindak lanjut hasil keputusan, rekomendasi dan arahan Dewan Komisaris; Bahan/materi yang bersifat administrasi mengenai laporan/kegiatan Direksi dalam mengelola perusahaan; Dukungan administrasi serta *monitoring* berkaitan dengan hal-hal yang harus mendapatkan persetujuan atau rekomendasi dari Dewan Komisaris sehubungan dengan kegiatan pengelolaan perusahaan yang dilakukan oleh Direksi;
4. Mengumpulkan data-data teknis yang berasal dari komite-komite di lingkungan Dewan Komisaris dan tenaga ahli Dewan Komisaris untuk keperluan Dewan Komisaris.

Sekretaris Dewan Komisaris wajib memastikan dokumen penyelenggaraan diatas tersimpan dengan baik di perusahaan dalam rangka tertib administrasi dan pelaksanaan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

REMUNERASI SEKRETARIS DEWAN KOMISARIS

Remunerasi Sekretaris Dewan Komisaris dapat terdiri dari honorarium, fasilitas, tunjangan, dan/atau tantiem atau insentif kerja yang besarnya ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan perusahaan dan tetap mengingat peraturan perundang-undangan yang berlaku.

DUTIES AND RESPONSIBILITIES OF THE SECRETARY OF THE BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners in carrying out its duties to assist the Board of Commissioners in carrying out its duties is guided by the Board Manual. The duties and functions of the Secretary of the Board of Commissioners include at least:

1. Organizing secretarial administration activities within the Board of Commissioners;
2. Organizing Board of Commissioners meetings and meetings between the Board of Commissioners and Shareholders, Directors and other related parties;
3. Providing data/information required by the Board of Commissioners and committees within the Board of Commissioners relating to (a) monitoring the follow-up of the results of decisions, recommendations and directions of the Board of Commissioners; (b) administrative materials regarding reports/activities of the Board of Directors in managing the company; (c) administrative support and monitoring relating to matters that must obtain approval or recommendations from the Board of Commissioners in connection with the company management activities carried out by the Board of Directors;
4. Collecting technical data from committees within the Board of Commissioners and specialists of the Board of Commissioners for the needs of the Board of Commissioners.

The Secretary of the Board of Commissioners shall ensure that the above organizing documents are properly stored in the company in the context of orderly administration and implementation of Good Corporate Governance.

REMUNERATION OF THE SECRETARY OF THE BOARD OF COMMISSIONERS

The remuneration of the Secretary of the Board of Commissioners may consist of honorarium, facilities, allowances, and/or tantiem or work incentives, the amount of which is determined by the Board of Commissioners by taking into account the Company's ability and keeping in mind the applicable laws and regulations.

PELAKSANAAN TUGAS SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris tidak hanya bertugas membantu Dewan Komisaris dalam menjalankan tugasnya namun turut mendukung pelaksanaan fungsi pengawasan Dewan Komisaris sesuai dengan prinsip tata kelola perusahaan yang baik dalam melaksanakan fungsi dan tugasnya. Sepanjang tahun 2022, Sekretaris Dewan Komisaris telah melaksanakan tugas secara umum meliputi hal-hal sebagai berikut:

1. Mengelola, menyimpan dan mengadministrasikan dokumen/surat-menyurat Dewan Komisaris termasuk mempersiapkan surat-surat persetujuan serta masukan/saran Dewan Komisaris yang bersifat strategis yang disampaikan kepada Direksi.
2. Menyusun Laporan Realisasi Rencana Kerja atau Pelaksanaan Tugas Dewan Komisaris 2021.
3. Mengkoordinasikan dan menyelenggarakan rapat Dewan Komisaris termasuk mempersiapkan jadwal rapat, materi rapat, menyusun dan mengadministrasikan risalah rapat Dewan Komisaris serta melakukan pemantauan terhadap tindak lanjut saran dan pendapat Dewan Komisaris.
4. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan komite-komite di lingkungan Dewan Komisaris.
5. Mendampingi Dewan Komisaris dalam melakukan *monitoring* dan evaluasi kinerja cabang;
6. Membantu dan mendukung pelaksanaan tugas Komite-komite di bawah Dewan Komisaris sebagai bagian dari tugas Dewan Komisaris berdasarkan peraturan yang berlaku, antara lain:
 - a. Memantau pelaksanaan Rencana Kerja komite-komite di bawah Dewan Komisaris.
 - b. Memastikan penyelesaian Laporan komite-komite di bawah Dewan Komisaris;
7. Menyusun Rencana Kerja Dewan Komisaris Tahun 2023.

PENILAIAN KINERJA SEKRETARIS DEWAN KOMISARIS

Evaluasi terhadap kinerja Sekretariat Dewan Komisaris dilakukan setiap 1 (satu) tahun dengan metode yang ditetapkan oleh Dewan Komisaris. Evaluasi tersebut dilakukan secara berkala berdasarkan realisasi pelaksanaan tugas dan tanggung jawab Sekretaris Dewan Komisaris. Penilaian kinerja Sekretaris Dewan Komisaris dilaksanakan dalam rangka guna mendorong efektivitas pelaksanaan fungsinya dalam mendukung Dewan Komisaris.

IMPLEMENTATION OF THE DUTIES OF THE SECRETARY OF THE BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners is not only tasked with assisting the Board of Commissioners in carrying out its duties but also supporting the implementation of the Board of Commissioners' supervisory function in accordance with the principles of good corporate governance in carrying out its functions and duties. Throughout 2022, the Secretary of the Board of Commissioners has carried out general duties including the following:

1. Managing, storing and administering documents/ correspondence of the Board of Commissioners including preparing approval letters and strategic inputs/suggestions of the Board of Commissioners submitted to the Board of Directors
2. Preparing the 2021 Board of Commissioners Work Plan Realization or Task Implementation Report.
3. Coordinating and organizing meetings of the Board of Commissioners including preparing meeting schedules, meeting materials, compiling and administering minutes of meetings of the Board of Commissioners and monitoring the follow-up of suggestions and opinions of the Board of Commissioners.
4. Providing data/information required by the Board of Commissioners and committees within the Board of Commissioners.
5. Assisting the Board of Commissioners in monitoring and evaluating performance in branch offices;
6. Assisting and supporting the implementation of the duties of the Committees under the Board of Commissioners as part of the duties of the Board of Commissioners based on applicable regulations, among others
 - a. Monitoring the implementation of the Work Plans of the committees under the Board of Commissioners.
 - b. Ensuring the completion of the Reports of the committees under the BOC;
7. Developing the Board of Commissioners Work Plan for 2023.

PERFORMANCE ASSESSMENT OF THE SECRETARY OF THE BOARD OF COMMISSIONERS

Evaluation of the performance of the Board of Commissioners Secretariat is carried out every 1 (one) year with a method determined by the Board of Commissioners. The evaluation is carried out periodically based on the realization of the implementation of the duties and responsibilities of the Secretary of the Board of Commissioners. The performance assessment of the Secretary of the Board of Commissioners is carried out in order to encourage the effectiveness of the implementation of its functions in supporting the Board of Commissioners.



ORGAN PENDUKUNG DEWAN KOMISARIS

SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS

KOMITE AUDIT

Komite Audit adalah komite yang dibentuk oleh Dewan Komisaris dalam rangka membantu melaksanakan tugas dan fungsi Dewan Komisaris. Pengangkatan dan pemberhentian anggota Komite Audit dilakukan oleh Dewan Komisaris dan dilaporkan kepada Rapat Umum Pemegang Saham (RUPS). Komite Audit berfungsi untuk melakukan pengawasan terhadap laporan keuangan serta meningkatkan efektivitas fungsi Internal Audit maupun Eksternal Audit sehingga dapat menciptakan pengendalian yang dapat mengurangi terjadinya penyimpangan atas pengelolaan perusahaan.

Dasar Pembentukan Komite Audit

Komite Audit dibentuk berdasarkan Peraturan Menteri Nomor BUMN Nomor: PER-12/ MBU/2012 tanggal 24 Agustus 2012 untuk selanjutnya diputuskan dalam Surat Keputusan Dewan Komisaris.

Susunan Komite Audit

Komite Audit terdiri dari Ketua Komite Audit dan paling sedikit 2 (dua) orang Anggota Komite Audit yang merupakan anggota ahli yang bukan berasal dari pegawai perusahaan. Ketua Komite Audit adalah Anggota Dewan Komisaris yang merupakan Anggota Dewan Komisaris Independen atau Anggota Dewan Komisaris yang dapat bertindak Independen. Dalam hal terdapat Anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Audit berhenti sebagai Anggota Dewan Komisaris, maka Ketua Komite Audit wajib diganti oleh Anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 (tiga puluh) hari. Sedangkan Anggota Komite Audit dapat berasal dari anggota Dewan Komisaris atau dari luar perusahaan.

Dewan Komisaris terakhir kali menetapkan Surat Keputusan Dewan Komisaris Nomor: 09/KOM/VI/2020 tentang Pengangkatan dan Pemberhentian Anggota-Anggota Komite Audit. Berikut susunan Anggota Komite Audit sepanjang tahun 2022:

Nama Name	Jabatan Position	Keahlian Expertise	Periode Jabatan Term of Office
Hendar Ristriawan	Ketua (Komisaris Independen) Head (Independent Commissioner)	Hukum dan Keuangan Legal and Finance	Agustus 2018 – Sekarang August 2018 - Present
Edmil Nurjamil	Wakil Ketua (Komisaris) Deputy Head (Commissioner)	Manajemen Keuangan Financial Management	April 2020–sekarang April 2020-present
Triandi	Anggota (Pihak Independen) Member (Independent Party)	Akuntansi Auditing Accounting & Auditing	Januari 2020–sekarang January 2020-present
Made Sumadi Arta	Anggota (Pihak Independen) Member (Independent Party)	Akuntansi Manajemen Keuangan Accounting & Financial Management	Juni 2020–sekarang June 2020-present

AUDIT COMMITTEE

The Audit Committee is a committee formed by the Board of Commissioners in order to help carry out the duties and functions of the Board of Commissioners. The appointment and dismissal of Audit Committee members is carried out by the Board of Commissioners and reported to the General Meeting of Shareholders (GMS). The Audit Committee functions to supervise the financial statements and improve the effectiveness of the Internal Audit and External Audit functions so as to create controls that can reduce the occurrence of irregularities in the management of the company.

Basis for the Establishment of the Audit Committee

The Audit Committee was established based on the Regulation of the Minister of SOE Number: PER-12/ MBU/2012 dated August 24, 2012 to be further decided in the Decree of the Board of Commissioners.

Composition of the Audit Committee

The Audit Committee consists of the Chairperson of the Audit Committee and at least 2 (two) Audit Committee Members who are expert members who are not employees of the company. The Chairperson of the Audit Committee is a Member of the Board of Commissioners who is an Independent Member of the Board of Commissioners or a Member of the Board of Commissioners who can act Independently. In the event that a Member of the Board of Commissioners who serves as Chairperson of the Audit Committee ceases to be a Member of the Board of Commissioners, the Chairperson of the Audit Committee shall be replaced by another Member of the Board of Commissioners no later than 30 (thirty) days. Meanwhile, Audit Committee members may come from members of the Board of Commissioners or from outside the company.

The Board of Commissioners last stipulated the Decree of the Board of Commissioners Number: 09/KOM/VI/2020 on the Appointment and Dismissal of Audit Committee Members. The following is the composition of the Audit Committee Members throughout 2022:

PROFIL ANGGOTA KOMITE AUDIT

PROFILE OF AUDIT COMMITTEE MEMBERS



HENDAR RISTRIAWAN

Ketua Komite Audit
 Head of Audit Committee

Profil dapat dilihat pada bagian Profil Dewan Komisaris.
 Profile is available in Profile of the Board of Commissioners section



EDMIL NURJAMIL

Wakil Ketua Komite Audit
 Deputy Head of Audit Committee

Profil dapat dilihat pada bagian Profil Dewan Komisaris.
 Profile is available in Profile of the Board of Commissioners section



TRIANDI

Anggota Komite Audit
 Audit Committee Member

Umur Age	61 tahun 61 years old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Bogor
Pendidikan Education	<ul style="list-style-type: none"> • Magister Akuntansi di Universitas Pancasila (2015) • Diploma IV Akuntansi di STAN (1991) • Diploma III Akuntansi di STAN (1985) • Master of Accounting at Pancasila University (2015) • Diploma IV Accounting at STAN (1991) • Diploma III Accounting at STAN (1985)



Riwayat Pekerjaan Employment History

Komite Audit

- 2020-Sekarang: Anggota Komite Audit pada PT ASDP Indonesia Ferry
- 2014-2019: Anggota Komite Audit pada PT Surveyor Indonesia (Persero)
- 2009-2014 : Anggota Komite Audit pada PT Dahana (Persero)
- 2009-2013: Anggota Komite Audit pada PT Bahana (Persero)

Internal Auditor

- 2020-Present: Member of Audit Committee at PT ASDP Indonesia Ferry
- 2014-2019: Member of Audit Committee at PT Surveyor Indonesia (Persero)
- 2009-2014: Member of Audit Committee at PT Dahana (Persero)
- 2009-2013: Member of Audit Committee at PT Bahana (Persero)

Dosen (Tersertifikasi Kementerian Ristek dan Dikti)

Tahun 1996-sekarang, dosen Mata Kuliah Akuntansi Keuangan, Auditing dan Komputer Akuntansi pada Institut Bisnis dan Informatika Kesatuan, Bogor

Lecturer (Certified by the Ministry of Research, Technology and Higher Education)

1996-present, lecturer in Financial Accounting, Auditing and Computer Accounting at the Unitary Institute of Business and Informatics, Bogor.

Internal Auditor

Tahun 2006-2017, Internal Auditor pada Yayasan Kesatuan, Bogor

Internal Auditor

2006-2017, Internal Auditor at Kesatuan Foundation, Bogor

Akuntan Publik:

Tahun 2001-2010: berprofesi sebagai auditor pada KAP, melakukan General Audit dan Spesial Audit.

Public Accountant:

2001-2010: worked as an auditor at Public Accounting Firm, conducting General Audit and Special Audit.

Akuntan Pemerintah:

Tahun 1985-2000: auditor pemerintah.

Government Accountant:

1985-2000: government auditor

Instruktur/Narasumber Pelatihan Audit dan Komputer Akuntansi

- Pemateri pada Seminar Hasil Penelitian dan Pengabdian Masyarakat dengan judul Pengaruh Leverage dan Ukuran perusahaan terhadap Keputusan Revaluasi Aset, Bogor, Des 2018
- Presenter pada The International Conference on Accounting and Management Science 2018, Bogor, Agustus 2018
- Pemakalah pada 1st Seminar on Small Medium Enterprises, Bogor 2017
- Penyelenggara Pelatihan Pengadaan Barang dan Jasa, 2011.
- Pelatihan IFRS, bekerjasama dengan Prospero Consulting, 2009
- Pelatihan Fraud Audit, bekerja sama dengan Prospero Consulting, 2009
- Pelatihan Activity Based Costing, bekerja sama dengan Be Professional The Club, 2009
- Pelatihan Fixed Asset Accounting pada PT Banpu, bekerja sama dengan Be Professional The Club, 2008
- Pelatihan Special Audit dalam rangka Peningkatan PAD Kabupaten Bogor, Juni 2008
- Pelatihan Manajemen Inventory pada Bakosurtanal, April 2008
- Pelatihan Penyusunan Lapkeu Org Nirlaba
- Penyusun materi Pelatihan Risk Based Audit untuk Internal Auditor
- Instruktur / Speaker for Audit and Computer Accounting Training
- Presenters at the Research and Community Service Seminar entitled The Effect of Leverage and Company Size on Asset Revaluation Decisions, Bogor, Dec 2018
- Presenter at The International Conference on Accounting and Management Science 2018, Bogor, August 2018
- Presenter at the 1st Seminar on Small Medium Enterprises, Bogor 2017
- Organizer of Goods and Services Procurement Training, 2011.
- IFRS Training, in collaboration with Prospero Consulting, 2009
- Fraud Audit Training, in collaboration with Prospero Consulting, 2009
- Activity Based Costing Training, in cooperation with Be Professional The Club, 2009
- Fixed Asset Accounting Training at PT Banpu, in cooperation with Be Professional the Club, 2008
- Special Audit Training in order to Increase Bogor Regency PAD, June 2008
- Inventory Management Training at Bakosurtanal, April 2008
- Training on Financial Report Preparation of Non-Profit Organization
- Material compiler for Risk Based Audit Training for Internal

Dasar Hukum Pengangkatan Legal Basis of Appointment

Keputusan Dewan Komisaris Nomor: 03/KOM/I/2020 tanggal 23 Januari 2020

Decree of the Board of Commissioners Number: 03/KOM/ I/2020 dated January 23, 2020

Periode Jabatan Term of Office

2 (dua) tahun

2 (two) years



MADE SUMADI ARTA

Anggota Komite Audit
 Audit Committee Member

Umur Age	62 tahun 62 years
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta Jakarta
Pendidikan Education	<ul style="list-style-type: none"> • Magister Manajemen di STIE IBII (1997) • Diploma on Governmental Audit di Modbury Collage of TAFE (1993) • Diploma III dan Diploma IV di STAN (1989) • Master of Management at STIE IBII (1997) • Diploma on Governmental Audit at Modbury Collage of TAFE (1993) • Diploma III and Diploma IV at STAN (1989)
Riwayat Pekerjaan Employment History	<ul style="list-style-type: none"> • Anggota Komite Audit pada PT ASDP Indonesia Ferry (2020-Sekarang) • Unit Head s/d General Manager Internal Audit / Kepala SPI di PT Perusahaan Pengelola Aset (Persero) (2004 – 2017) • Senior Manager s/d Assistant Vice President Internal Audit & Risk Management di Badan Penyehatan Perbankan Nasional (BPPN) (1999 – 2004) • Ketua Tim s/d Pengawas di Badan Pengawasan Keuangan dan Pembangunan (BPKP) (1989 – 1998) • Team Leader General Audit perusahaan public di Kantor Akuntan Publik Paul Lembong & co (1987-1989) • Member of Audit Committee at PT ASDP Indonesia Ferry (2020-Present) • Senior Manager to Assistant Vice President Internal Audit & Risk Management at the National Banking Restructuring Agency (IBRA) (1999 - 2004) • Team Leader to Supervisor at the Financial and Development Supervisory Agency (BPKP) (1989 - 1998) • Team Leader General Audit of public companies at Paul Lembong & co Public Accounting Firm (1987-1989)
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Dewan Komisaris Nomor: 09/KOM/VI/2020 tanggal 23 Juni 2020 Decree of the Board of Commissioners Number: 09/KOM/VI/2020 dated June 23, 2020
Periode Jabatan Term of Office	3 (tiga) tahun 3 (three) years



Independensi Komite Audit

Dalam menjalankan tugas maupun pelaporan, Anggota Komite Audit wajib bersikap independensi dan bertanggung jawab langsung kepada Dewan Komisaris guna menghindari terjadinya benturan kepentingan (*conflict of interest*). Untuk memastikan independensi Anggota Komite Audit berikut kriteria independensi Komite Audit ASDP:

Kriteria Independensi Independence Criteria	Hendar Ristriawan	Edmi Nurjamil	Triandi	Made Sumadi Arta
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, Entitas Anak, maupun perusahaan Afiliasi Has no management relationship in the company, Subsidiaries, or Affiliated companies.	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Has no shareholding in the company	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Audit No familial relationship with members of the Board of Commissioners, Board of Directors, and/or other members of the Audit Committee	√	√	√	√
Tidak menjabat sebagai pengurus partai politik dan pejabat pemerintah daerah Not serving as the member of a political party management or as regional government official	√	√	√	√

Pedoman Kerja Komite Audit

Komite Audit dalam melaksanakan tugasnya berpedoman pada Piagam Komite Audit (*Internal Audit Charter*). Komite Audit secara berkala mengkaji ulang Piagam Komite Audit guna memastikan muatan pedoman tersebut masih relevan dan sesuai dengan kebutuhan serta sejalan dengan peraturan perundang-undangan yang berlaku. Piagam Komite Audit ditetapkan berdasarkan keputusan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) Nomor: SK.07/KOM/IX/2021 tentang Piagam Komite Audit perusahaan yang memuat:

1. Tugas, Tanggung Jawab, serta Wewenang;
2. Komposisi, Struktur, dan Persyaratan Keanggotaan;
3. Tata Cara dan Prosedur Kerja;
4. Kebijakan Penyelenggaraan Rapat;
5. Sistem Pelaporan;
6. Penanganan Pengaduan;
7. Masa Tugas; dan
8. Kode Etik Komite Audit.

Independence of Audit Committee

In carrying out their duties and reporting, Audit Committee Members must be independent and directly responsible to the Board of Commissioners to avoid conflict of interest. To ensure the independence of Audit Committee Members, the following are the independence criteria of the ASDP Audit Committee:

Audit Committee Charter

The Audit Committee in carrying out its duties is guided by the Internal Audit Charter. The Audit Committee periodically reviews the Internal Audit Charter to ensure that the content of the guidelines is still relevant and in accordance with the needs and in line with applicable laws and regulations. The Internal Audit Charter was established based on the decision of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero) Number: SK.07/KOM/IX/2021 on the company's Internal Audit Charter which contains:

1. Duties, Responsibilities, and Authorities;
2. Composition, Structure, and Membership Requirements;
3. Work Codes and Procedures;
4. Policy for Organizing Meetings;
5. Reporting System;
6. Complaint Handling;
7. Term of Service; and
8. Code of Conduct of the Audit Committee.

Tugas dan Tanggung Jawab Komite Audit

Komite Audit membantu Dewan Komisaris dalam memeriksa proses pelaporan keuangan, pengendalian intern, proses audit, dan tingkat kepatuhan perusahaan terhadap hukum dan peraturan yang berlaku.

Secara rinci, berdasarkan Surat Keputusan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) Nomor: SK.07/KOM/IX/2021 tentang Piagam Komite Audit perusahaan, Komite Audit memiliki tugas dan tanggung jawab sebagai berikut:

1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan perusahaan kepada publik/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan perusahaan;
2. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan perusahaan;
3. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntansi atas jasa yang diberikan;
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa;
5. Melakukan penelaahan atas pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal;
6. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan perusahaan;
7. Menelaah dan memberikan saran kepada Dewan Komisaris terkait adanya potensi benturan kepentingan perusahaan; dan
8. Menjaga kerahasiaan dokumen, data dan informasi perusahaan.

Wewenang Komite Audit

Dalam melaksanakan tugasnya, Komite Audit mempunyai wewenang dan mekanisme kerja sebagai berikut:

1. Mengakses dokumen, data, dan informasi perusahaan tentang karyawan, dana, asset, dan sumber daya perusahaan yang diperlukan;
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan akuntansi terkait tugas dan tanggung jawab Komite Audit;
3. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan); dan
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Duties and Responsibilities of the Audit Committee

The Audit Committee assists the Board of Commissioners in examining the financial reporting process, internal control, audit process, and the company's level of compliance with applicable laws and regulations.

In detail, based on the Decree of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero) Number: SK.07/KOM/IX/2021 on the company's Internal Audit Charter, the Audit Committee has the following duties and responsibilities:

1. Reviewing financial information that will be issued by the company to the public/or authorities, including financial reports, projections, and other reports related to the company's financial information;
2. Reviewing the compliance with laws and regulations related to the company's activities;
3. Providing an independent opinion in the event of a difference of opinion between management and Accounting on the services provided;
4. Providing recommendations to the Board of Commissioners regarding the appointment of accountants based on independence, scope of assignment, and service fees;
5. Reviewing the examination by the internal auditor and supervising the implementation of follow-up by the Board of Directors on the findings of the internal auditor;
6. Reviewing complaints relating to the accounting process and financial reporting of the company;
7. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest of the company; and
8. Maintaining the confidentiality of the company's documents, data and information.

Authority of the Audit Committee

In carrying out its duties, the Audit Committee has the following authority and working mechanism:

1. Access the company's documents, data, and information about employees, funds, assets, and company resources as needed;
2. Communicate directly with employees, including the Board of Directors and those who carry out internal audit, risk management, and accounting functions related to the duties and responsibilities of the Audit Committee;
3. Involve independent parties outside the Audit Committee members as needed to assist in carrying out their duties (if needed); and
4. Perform other authorities granted by the Board of Commissioners.



Pelaksanaan Tugas Komite Audit

Sepanjang tahun 2022, Komite Audit telah melaksanakan tugas dan tanggung jawabnya dalam mendukung tugas Dewan Komisaris sesuai dengan Piagam Komite Audit. Realisasi program kerja Komite Audit sepanjang tahun 2022 dilaporkan kepada Dewan Komisaris dengan pokok-pokok realisasi program kerja tahunan sebagai berikut:

1. Evaluasi atas Pelaporan Keuangan Perusahaan
2. Penilaian Sistem Pengendalian serta Kepatuhan pada Peraturan yang Berlaku
3. Penilaian Audit Internal
4. Seleksi Auditor Eksternal
5. Penilaian Audit Eksternal
6. Penilaian Terhadap Prosedur yang Dilaksanakan Manajemen dalam Menyampaikan Informasi Keuangan dan atau Kebijakan
7. Evaluasi Temuan Audit yang Belum Ditindaklanjuti
8. Identifikasi Hal-hal yang Memerlukan Perhatian Dewan Komisaris
9. Pemantauan Tindak Lanjut Saran/Rekomendasi serta Masukan-Masukan Dewan Komisaris kepada Direksi
10. Penugasan Lainnya Dari Dewan Komisaris

Rapat Komite Audit

Rapat Komite Audit telah diatur di dalam Piagam Internal Audit. Rapat Komite Audit dilaksanakan dengan ketentuan sebagai berikut:

1. Rapat dilaksanakan secara berkala paling kurang 1 (satu) kali dalam 3 (tiga) bulan.
2. Rapat Komite Audit hanya dapat dilaksanakan apabila dihadiri oleh lebih dari ½ (satu per dua) jumlah anggota.
3. Keputusan rapat Komite Audit diambil berdasarkan musyawarah mufakat;
4. Setiap rapat Komite Audit dituangkan dalam risalah rapat, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*), yang ditandatangani oleh seluruh anggota Komite Audit yang hadir dan disampaikan kepada Dewan Komisaris.

Sepanjang tahun 2022, Komite Audit telah melaksanakan rapat sebanyak 4 (empat) kali dengan uraian sebagai berikut:

Nama Name	Frekuensi Rapat Meeting Frequency	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Hendar Ristriawan	4	4	4
Edmil Nurjamil	4	4	4
Triandi	4	4	4

Implementation of Audit Committee Duties

Throughout 2022, the Audit Committee has carried out its duties and responsibilities in supporting the duties of the Board of Commissioners in accordance with the Audit Committee Charter. The realization of the Audit Committee work program throughout 2022 was reported to the Board of Commissioners with the following points of realization of the annual work program:

1. Evaluation of the Company's Financial Reporting
2. Assessment of Control System and Compliance with Applicable Regulations
3. Internal Audit Assessment
4. External Auditor Selection
5. External Audit Assessment
6. Assessment of Procedures Implemented by Management in Conveying Financial Information and/or Policies
7. Evaluation of Audit Findings that Have Not Been Followed Up
8. Identification of Matters Requiring the Attention of the Board of Commissioners
9. Monitoring the Follow-up of Suggestions/ Recommendations and Inputs of the Board of Commissioners to the Board of Directors
10. Other Assignments from the Board of Commissioners

Audit Committee Meeting

Audit Committee meetings have been regulated in the Internal Audit Charter. Audit Committee meetings are held with the following provisions:

1. Meetings are held periodically at least 1 (one) time in 3 (three) months.
2. Audit Committee meetings can only be held if attended by more than ½ (half) of the members.
3. Audit Committee meeting decisions are made based on deliberation to reach consensus;
4. Each meeting of the Audit Committee is set forth in the minutes of the meeting, including any dissenting opinions, signed by all members of the Audit Committee present and submitted to the Board of Commissioners.

Throughout 2022, the Audit Committee has held as many meetings as 4 (four) times with the following description:

Nama Name	Frekuensi Rapat Meeting Frequency	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Made Sumadi Arta	4	4	4

Program Pengembangan Kompetensi Komite Audit

Program pengembangan anggota Komite Audit dilaksanakan guna meningkatkan kompetensi Anggota Komite Audit dalam menjalankan tugasnya. Program pengembangan kompetensi Anggota Komite Audit perusahaan sepanjang tahun 2022 dapat dilihat pada uraian terkait Pendidikan dan Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris perusahaan, dan Kepala SPI.

Evaluasi Kinerja Komite Audit

Evaluasi terhadap kinerja Komite Audit dilakukan oleh Dewan Komisaris secara berkala, sekurang-kurangnya 1 (satu) tahun sekali dengan mengacu kepada Kinerja Komite Audit serta kinerja masing-masing anggota Komite Audit dievaluasi berdasarkan kriteria berupa pencapaian target-target pelaksanaan tugas yang telah ditetapkan dalam Rencana Kerja Tahunan Komite Audit. Hasil Evaluasi tersebut selanjutnya digunakan untuk pengembangan dan penyempurnaan peran Komite Audit yang diperlukan dalam mendukung pelaksanaan tugas Dewan Komisaris.

KOMITE PEMANTAU MANAJEMEN RISIKO

Dewan Komisaris membentuk Komite Pemantau Manajemen Risiko sebagai unsur kelembagaan dalam struktur tata kelola perusahaan dibawah Dewan Komisaris dalam rangka membantu pelaksanaan tugas dan tanggung jawabnya, khususnya dalam menilai dan memberi masukan terhadap kebijakan dan strategi perusahaan dari terkait pengelolaan risiko perusahaan. Komite Pemantau Manajemen Risiko diangkat dan diberhentikan serta bertanggung jawab langsung kepada Dewan Komisaris.

Dasar Pembentukan Komite Pemantau Manajemen Risiko

Berdasarkan Undang-Undang Nomor 40 Tahun 2007 dan Peraturan Menteri BUMN Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012, Dewan Komisaris membentuk Komite Pemantau Manajemen Risiko.

Audit Committee Competency Development Program

The development program of Audit Committee members is carried out to improve the competence of Audit Committee Members in carrying out their duties. The competency development program of the Company's Audit Committee Members throughout 2022 can be seen in the description related to Education and Training of the Board of Commissioners, Directors, Committees, Corporate Secretary, and Head of Internal Audit Unit.

Evaluation of Audit Committee Performance

Evaluation of the performance of the Audit Committee is carried out by the Board of Commissioners on a regular basis, at least once a year with reference to the Audit Committee Performance and the performance of each member of the Audit Committee is evaluated based on criteria in the form of achievement of task implementation targets set in the Audit Committee Annual Work Plan. The results of the evaluation are then used for the development and improvement of the role of the Audit Committee required in supporting the implementation of the duties of the Board of Commissioners.

RISK MANAGEMENT MONITORING COMMITTEE

The Board of Commissioners established the Risk Management Monitoring Committee as an institutional element in the company's governance structure under the Board of Commissioners in order to assist in the implementation of its duties and responsibilities, particularly in assessing and providing input to the company's policies and strategies related to the company's risk management. The Risk Management Monitoring Committee is appointed and dismissed and is directly responsible to the Board of Commissioners.

Basis for the Establishment of the Risk Management Monitoring Committee

Based on Law Number 40 of 2007 and Regulation of the Minister of SOEs Number: PER-12/MBU/2012 dated August 24, 2012, the Board of Commissioners established the Risk Management Monitoring Committee.



Komite Pemantau Manajemen Risiko diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada Rapat Umum Pemegang Saham (RUPS). Masa jabatan Anggota Komite Pemantau Manajemen Risiko yang bukan merupakan anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

Susunan Komite Pemantau Manajemen Risiko

Ketua Pemantau Manajemen Risiko wajib merupakan Anggota Dewan Komisaris. Dalam hal Ketua Pemantau Manajemen Risiko berhenti menjabat sebagai Anggota Dewan Komisaris, maka ketua Komite Pemantau Risiko wajib diganti oleh Anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 (tiga puluh) hari. Sedangkan untuk Anggota Komite Pemantau Risiko dapat dijabat oleh Anggota Dewan Komisaris atau berasal dari luar perusahaan.

Dewan Komisaris terakhir kali menetapkan Surat Keputusan Dewan Komisaris Nomor: 01/KOM/I/2020 tentang Pengangkatan dan Pemberhentian Anggota-Anggota Komite Pemantauan Manajemen Risiko Berikut susunan Anggota Komite Pemantauan Manajemen Risiko sepanjang tahun 2022:

Nama Name	Jabatan Position	Keahlian Expertise	Periode Jabatan Term of Office
Susi Meyrista Tarigan	Ketua Komite Pemantau Manajemen Risiko Head of the Risk Management Monitoring Committee	Akuntansi Accounting	Oktober 2020 – Sekarang October 2020 – present
Iwan Hari Sugianto	Wakil Ketua Komite Pemantau Manajemen Risiko Deputy Head of the Risk Management Monitoring Committee	Hukum Legal	Oktober 2020 – Sekarang October 2020 – Present
Agus Edy Susilo	Anggota Komite Pemantau Manajemen Risiko Member of Risk Management Monitoring Committee	Ekonomi dan Transportasi Economy and Transportation	Januari 2020 – Sekarang January 2020 – Present
Eko Nur Surachman	Anggota Komite Pemantau Manajemen Risiko Member of Risk Management Monitoring Committee	Teknologi Informasi Keuangan dan Manajemen Risiko Financial Information Technology and Risk Management	Oktober 2020 – Sekarang October 2020- present

The Risk Management Monitoring Committee is appointed and dismissed by the Board of Commissioners and reported to the General Meeting of Shareholders (GMS). The term of office of Risk Management Oversight Committee members who are not members of the Board of Commissioners is a maximum of 3 (three) years and can be extended once for 2 (two) years without prejudice to the right of the Board of Commissioners to dismiss them at any time.

Composition of the Risk Management Monitoring Committee

The Chairperson of the Risk Management Monitoring Committee must be a member of the Board of Commissioners. In the event that the Risk Management Monitoring Chairperson ceases to serve as a Member of the Board of Commissioners, the chairperson of the Risk Monitoring Committee must be replaced by another Member of the Board of Commissioners within 30 (thirty) days at the latest. Meanwhile, members of the Risk Monitoring Committee may be members of the Board of Commissioners or from outside the company.

The Board of Commissioners last stipulated the Decree of the Board of Commissioners Number: 01/KOM/I/2020 on the Appointment and Dismissal of Audit Committee Members. The following is the composition of the Audit Committee Members throughout 2022:

PROFIL ANGGOTA KOMITE PEMANTAU MANAJEMEN RISIKO

PROFILE OF RISK MANAGEMENT MONITORING COMMITTEE MEMBERS



SUSI MEYRISTA TARIGAN

Ketua Komite Pemantau Manajemen Risiko
 Chairperson of the Risk Management Monitoring Committee

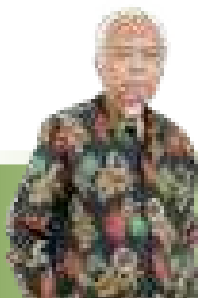
Profil dapat dilihat pada bagian Profil Dewan Komisaris.
 Profile is available in Profile of the Board of Commissioners section



IWAN HARI SUGIARTO

Wakil Ketua Komite Pemantau Manajemen Risiko
 Deputy Head of Risk Management Monitoring Committee

Profil dapat dilihat pada bagian Profil Dewan Komisaris.
 Profile is available in Profile of the Board of Commissioners section



AGUS EDY SUSILO

Anggota Komite Pemantau Manajemen Risiko
 Member of Risk Management Monitoring Committee

Umur Age	68 tahun 68 years old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Pendidikan Education	<ul style="list-style-type: none"> • Doktor Ilmu Ekonomi FE di Universitas Indonesia (2002) • Magister Transportasi di ITB (1988) • Sarjana Ekonomi di Universitas Mulawarman (1983) • Doctor of Economics at University of Indonesia (2002) • Master of Transportation at ITB (1988) • Bachelor of Economics at Mulawarman University (1983)



Riwayat Pekerjaan
Employment History

- Anggota Komite Pemantau Manajemen Risiko PT ASDP Indonesia Ferry Persero) Januari 2020 sd sekarang
- Staf Komisaris PT ASDP Indonesia Ferry (Persero) Oktober 2019 - Januari 2020
- Tenaga Ahli Direksi PT Pelindo I Bidang Ekonomi, Kelembagaan dan Pengawasan 2017 – April 2019
- Komisaris PT. Prima Indonesia Logistik (Subsidiary of PT. Pelindo I) 2015 - Juli 2019
- Tenaga Ahli Bidang Ekonomi, Kelembagaan, dan Pengawasan Dekom PT Pelindo I 2014 - 2017
- Anggota Komite Audit PT. Djakarta Lloyd (Persero) 2008
- Anggota Komite Kebijakan Risiko PT. PELNI (Persero) 2008
- Anggota Komite Audit PT. PELNI (Persero) 2002 – 2008
- Sekretaris Dewan Komisaris PT. Pelabuhan Indonesia I 1996 – 2014
- Kasubag Statistik & Laporan Perum Pelabuhan IV Cab Samarinda 1984-1987
- Staf Divisi Jasa Badan Pengusahaan Pelabuhan Samarinda 1981-1984
- Staf Divisi Kepanduan Badan Pengusahaan Pelabuhan Samarinda 1979-1981
- Anggota Dewan Pengawas BLU Politeknik Penerbangan Surabaya 2017-2019 BUMN
- Tenaga Ahli Menteri Perhubungan Bidang PNBPN 2015-2016
- Staf Ahli Menteri Bidang Ekonomi, Kawasan Dan Kemitraan 2014-2015
- Inspektur Wilayah II 2012-2014
- Inspektur Wilayah V 2011-2012
- Kapus Kajian Kemitraan dan Pelayanan Jasa Transportasi 2009-2011
- Kabag Rencana Biro Perencanaan Dephub 2006-2009
- Kabag Rencana Sektoral Biro Perencanaan 2002-2006
- Kasubag Perencanaan Transportasi Laut Biro Perencanaan 1999-2002
- Kasubag Pengadaan II Biro Perlengkapan 1996-1999
- Kasubag Analisa Kebutuhan I Biro Perlengkapan 1989-1996
- Staf Bagian Pengolahan Data & Penyusunan Rencana Biro Perencanaan 1987-1989
- Staf Kepala Perwakilan Departemen Perhubungan Provinsi Kaltim 1980 – 1983
- Member of the Risk Management Monitoring Committee of PT ASDP Indonesia Ferry Persero) January 2020 to present
- Staff Commissioner of PT ASDP Indonesia Ferry (Persero) October 2019 - January 2020
- Specialist of the Board of Directors of PT Pelindo I for Economics, Ports and Supervision 2017 - April 2019
- Commissioner at PT Prima Indonesia Logistik (Subsidiary of PT. Pelindo I) 2015 - July 2019
- Specialist on Economics, Ports, and Supervision of PT Pelindo I Decommission 2014 - 2017
- Member of the Audit Committee of PT. Djakarta Lloyd (Persero) 2008
- Member of the Risk Policy Committee of PT. PELNI (Persero) 2008
- Member of the Audit Committee of PT. PELNI (Persero) 2002 - 2008
- Secretary of the Board of Commissioners of PT. Pelabuhan Indonesia I 1996 - 2014
- Head of Statistics & Reports of Perum Port IV Samarinda branch 1984-1987
- Staff of Services Division of Samarinda Port Concession Agency 1981-1984
- Staff of the Scouting Division of the Samarinda Port Concession Agency 1979-1981
- Member of Supervisory Board of BLU Aviation Polytechnic Surabaya 2017-2019 SOE
- Assistant to the Minister of Transportation for PNBPN 2015- 2016
- Assistant to the Minister of Economy, Regions and Partnerships 2014-2015
- Inspector of Region II 2012-2014
- Inspector of Region V 2011-2012
- Head of Partnership Studies and Transportation Services 2009-2011
- Head of Planning Bureau of the Ministry of Transportation 2006-2009
- Head of Sectoral Plan of Planning Bureau 2002-2006
- Head of Marine Transportation Planning of the Planning Bureau 1999-2002
- Head of Procurement II Bureau of Equipment 1996-1999
- Head of Sub Division of Requirement Analysis I Bureau of Equipment 1989-1996
- Staff of Data Processing & Plan Preparation Section of Planning Bureau 1987-1989
- Staff of the Head of Representative of the Department of Transportation of East Kalimantan Province 1980 - 1983

Dasar Hukum Pengangkatan
Legal Basis of Appointment

SK Nomor: 01/KOM/I/2020
SK Number: 01/KOM/I/2020

Periode Jabatan
Term of Office

Januari 2020 - Sekarang
January 2020 - Present



EKO NUR SURACHMAN

Anggota Komite Pemantau Manajemen Risiko
Member of Risk Management Monitoring Committee

Umur Age	41 tahun 41 years old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Tangerang Tangerang
Pendidikan Education	<ul style="list-style-type: none"> • Master of Commerce-Advanced di University of Queensland-Australia (2011) • Diploma IV Akuntansi di STAN (2006) • Master of Commerce-Advanced di University of Queensland-Australia (2011) • Diploma IV Accounting at STAN (2006)
Riwayat Pekerjaan Employment History	<ul style="list-style-type: none"> • Head of Sub Division-Evaluation on Government Support to Infrastructure Project, Directorate of Government Support Management and Infrastructure Financing, Directorate General of Budget Financing and Risk Management, Ministry of Finance, Republic of Indonesia 2014-2016 • Head of Sub Division Risk of Transportation Infrastructure-Risk Management Unit-Fiscal Policy Agency, Ministry of Finance 2011 – 2014 • Risk Analyst, Risk Management Unit – Fiscal Policy Agency, Ministry of Finance 2008 – 2009 • Lecturer, State College of Accounting, 2006-2008 • Head of Sub Division-Evaluation on Government Support to Infrastructure Project, Directorate of Government Support Management and Infrastructure Financing, Directorate General of Budget Financing and Risk Management, Ministry of Finance, Republic of Indonesia 2014-2016 • Head of Sub Division Risk of Transportation Infrastructure-Risk Management Unit-Fiscal Policy Agency, Ministry of Finance 2011 – 2014 • Risk Analyst, Risk Management Unit – Fiscal Policy Agency, Ministry of Finance 2008 – 2009 • Lecturer, State College of Accounting, 2006-2008
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK Nomor: 13/KOM/X/2020 SK Number: 13/KOM/X/2020
Periode Jabatan Term of Office	26 Oktober 2020 – sekarang October 26, 2020 – present



Independensi Komite Pemantau Manajemen Risiko

Seluruh Anggota Komite Pemantau Manajemen Risiko perusahaan wajib menjalankan peran dan fungsinya dengan penuh tanggung jawab dan objektif untuk mendukung kelancaran operasional bisnis perusahaan terutama demi tercapainya sistem manajemen risiko yang efektif dan mencukupi. Untuk mendukung hal tersebut, perusahaan memastikan seluruh anggota komite telah memenuhi persyaratan independensi sebagaimana tercantum dalam tabel berikut ini:

Kriteria Independensi Independence Criteria	Susi Meyrista Tarigan	Iwan Hari Sugiarto	Agus Edy Susilo	Eko Nur Surachman	Umar Aris
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, Entitas Anak, maupun perusahaan Afiliasi Has no management relationship in the company, Subsidiaries, or Affiliated companies.	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Has no shareholding in the company	√	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Audit No familial relationship with members of the Board of Commissioners, Board of Directors, and/or other members of the Audit Committee	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik dan pejabat pemerintah daerah Not serving as the member of a political party management or as regional government official	√	√	√	√	√

Masa Jabatan Komite Pemantau Manajemen Risiko

Masa jabatan anggota Komite Pemantau Manajemen Risiko mengacu ada Keputusan Dewan Komisaris Nomor: SK.06/KOM/IX/2021 tentang Piagam Komite Pemantau Manajemen Risiko PT ASDP Indonesia Ferry (Persero), dengan uraian sebagai berikut:

- Masa jabatan anggota Dewan Komisaris merangkap sebagai anggota Komite Pemantau Manajemen Risiko, sama dengan masa jabatan penunjukannya sebagai anggota Dewan Komisaris yang ditentukan oleh Rapat Umum Pemegang Saham (RUPS)
- Masa jabatan anggota Komite Pemantau Manajemen Risiko yang bukan merupakan anggota Dewan Komisaris adalah 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

Independence of the Risk Management Monitoring Committee

All members of the company's Risk Management Monitoring Committee must carry out their roles and functions with full responsibility and objectivity to support the smooth running of the company's business operations, especially for the achievement of an effective and adequate risk management system. To support this, the company ensures that all committee members have met the independence requirements as listed in the following table:

Term of Office of the Risk Management Monitoring Committee

The term of office of members of the Risk Management Monitoring Committee refers to the Decree of the Board of Commissioners Number: SK.06/KOM/IX/2021 on the Charter of the Risk Management Monitoring Committee of PT ASDP Indonesia Ferry (Persero), with the following description:

- The term of office of a member of the Board of Commissioners who concurrently serves as a member of the Risk Management Monitoring Committee is the same as the term of office of his/her appointment as a member of the Board of Commissioners as determined by the General Meeting of Shareholders (GMS).
- The term of office for members of the Risk Management Monitoring Committee who are not members of the Board of Commissioners is 3 (three) years and can be extended once for 2 (two) years, without prejudice to the right of the Board of Commissioners to dismiss them at any time.

Pedoman Kerja Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko dalam melaksanakan tugasnya berpedoman pada Piagam Komite Pemantau Manajemen Risiko. Komite Pemantau Manajemen Risiko secara berkala mengkaji ulang Piagam Komite Pemantau Manajemen Risiko guna memastikan muatan pedoman tersebut masih relevan dan sesuai dengan kebutuhan serta sejalan dengan peraturan perundang-undangan yang berlaku. Piagam Komite Pemantau Manajemen Risiko ditetapkan berdasarkan keputusan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) Nomor: SK.06/KOM/IX/2021 tentang Piagam Komite Pemantau Manajemen Risiko yang memuat:

1. Pendahuluan
2. Pembentukan, Organisasi dan Masa Jabatan
3. Tugas, Tanggung Jawab dan Wewenang
4. Rapat, Pelaporan dan Anggaran
5. Penutup

Tugas dan Tanggung Jawab Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko bertugas dan bertanggung jawab untuk membantu Dewan Komisaris memberikan pendapat profesional dan independen guna memastikan diterapkannya Manajemen Risiko Perusahaan (*Enterprise Risk Management*) dan *Good Corporate Governance* (GCG).

Adapun tugas dan tanggung jawab Komite Pemantau Manajemen Risiko terdiri dari:

1. Melakukan *review* dan memberikan rekomendasi atas efektivitas pelaksanaan manajemen risiko perusahaan yang dilakukan oleh Divisi Manajemen Risiko, melalui pertemuan secara berkala maupun cara lainnya untuk membahas *progress* dari tahapan-tahapan tugas dan tanggung jawab yang dilakukan oleh VP Manajemen Risiko, dan VP Sistem Manajemen Perusahaan untuk bidang GCG;
2. Melakukan *review* atas penilaian risiko yang dilaksanakan Divisi Manajemen Risiko terhadap pendapatan, pembiayaan khususnya terkait pelaksanaan *docking*, serta rencana investasi perusahaan yang bersifat material;
3. Melakukan pengawasan atas kegiatan Divisi Manajemen Risiko dalam memantau pelaksanaan mitigasi risiko oleh unit-unit kerja terkait;
4. Melakukan pengawasan atas pelaksanaan rekomendasi Komite Pemantau Manajemen Risiko oleh Divisi Manajemen Risiko;

Work Guidelines for the Risk Management Monitoring Committee

The Risk Management Monitoring Committee in carrying out its duties is guided by the Committee Charter of the Risk Management Monitoring Committee. The Risk Management Monitoring Committee periodically reviews the Risk Management Monitoring Committee Charter to ensure that the content of the guidelines is still relevant and in accordance with the needs and in line with prevailing laws and regulations. The Risk Management Monitoring Committee Charter was established based on the decision of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero) Number: SK.06/KOM/IX/2021 on the Risk Management Monitoring Committee Charter which contains:

1. Introduction
2. Establishment, Organization and Term of Office
3. Duties, Responsibilities and Authorities
4. Meeting, Reporting and Budget
5. Closing

Duties and Responsibilities of the Risk Management Monitoring Committee

The Risk Management Monitoring Committee is responsible for assisting the Board of Commissioners to provide professional and independent opinions to ensure the implementation of Enterprise Risk Management and Good Corporate Governance (GCG).

The duties and responsibilities of the Risk Management Monitoring Committee consist of:

1. Reviewing and providing recommendations on the effectiveness of the implementation of enterprise risk management carried out by the Risk Management Division, through regular meetings and other means to discuss the progress of the stages of duties and responsibilities carried out by the VP of Risk Management, and VP of Corporate Management System for GCG;
2. Reviewing the risk assessment carried out by the Risk Management Division on revenue, financing, especially related to the implementation of docking, as well as the company's material investment plans;
3. Supervising the activities of the Risk Management Division in monitoring the implementation of risk mitigation by related work units;
4. Supervising the implementation of Risk Management Monitoring Committee recommendations by the Risk Management Division;



5. Melakukan pengawasan atas kegiatan Divisi Sistem Manajemen Perusahaan dalam memantau pelaksanaan GCG oleh unit-unit kerja terkait;
6. Melakukan pengawasan atas pelaksanaan rekomendasi Komite Pemantau Manajemen Risiko oleh Divisi Sistem Manajemen perusahaan untuk bidang GCG;
7. Melakukan analisis dan evaluasi atas usulan Rencana Kegiatan dan Anggaran Perusahaan (RKAP) dan tahunan atas Rencana Jangka Panjang Perusahaan (RJPP) yang diajukan oleh Direksi;
8. Melakukan penelaahan atas informasi risiko dan manajemen risiko perusahaan dalam laporan-laporan yang dipublikasikan, melalui proses:
 - a. Diskusi bersama dengan Manajemen
 - b. *Review* atas laporan yang dipublikasikan
9. Melakukan penelaahan atas informasi penerapan GCG dalam laporan-laporan yang dipublikasikan, melalui proses:
 - a. Diskusi bersama dengan Manajemen
 - b. *Assessment* penerapan GCG
10. Dalam hal menganggap perlu menggunakan konsultan manajemen risiko atau konsultan GCG independent untuk melakukan penelaahan kembali atas proses manajemen risiko atau terkait GCG yang telah diterapkan perusahaan, maka tugas Komite Pemantau Manajemen Risiko adalah:
 - a. Memberikan masukan tentang kriteria dan kompetensi konsultan;
 - b. Melakukan *monitoring* pekerjaan konsultan melalui Satuan Kerja Manajemen Risiko dan GCG

Wewenang Komite Pemantau Manajemen Risiko

Kewenangan Komite Pemantau Manajemen Risiko sebagaimana penugasan yang diberikan oleh Dewan Komisaris meliputi hal-hal sebagai berikut:

1. Komite Pemantau Manajemen Risiko bekerja secara kolektif, dan bersifat mandiri dalam melaksanakan tugas-tugasnya;
2. Komite Pemantau Manajemen Risiko mempunyai wewenang mengakses dokumen, data dan informasi perusahaan yang diperlukan yang berkaitan dengan pelaksanaan tugasnya;
3. Dalam melaksanakan wewenang sebagaimana angka 2 diatas, Komite Pemantau Manajemen Risiko wajib bekerja sama dengan Mitra kerja diantaranya: Organ pendukung Dewan Komisaris, satuan kerja terkait di level manajemen antara lain: Internal Audit, Manajemen Risiko, Sistem Manajemen perusahaan, Kantor Regional dan Cabang-cabang;

Authority of the Risk Management Monitoring Committee

The authority of the Risk Management Monitoring Committee as assigned by the Board of Commissioners includes:

1. The Risk Management Monitoring Committee works collectively, and is independent in carrying out its duties;
2. The Risk Management Monitoring Committee has the authority to access the company's documents, data and information required in relation to the implementation of its duties;
3. In conducting the authority as number 2 above, the Risk Management Monitoring Committee shall cooperate with working partners including: Supporting organs of the Board of Commissioners, related work units at the management level, among others: Internal Audit, Risk Management, Corporate Management System, Regional Offices and Branches;

4. Mekanisme kerja sebagaimana angka 2 diatas harus mengikuti prosedur kerja sesuai dengan peraturan yang berlaku secara umum tergambar dalam lampiran Piagam ini;
5. Memperoleh masukan dari pihak eksternal/independen yang profesional dalam rangka pelaksanaan tugas dan peningkatan kemampuan anggota Komite Pemantau Manajemen Risiko apabila diperlukan atas biaya perusahaan;
6. Komite Manajemen Risiko melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Pelaksanaan Tugas Komite Pemantau Manajemen Risiko

Sepanjang tahun 2022, Komite Pemantau Manajemen Risiko melaksanakan tugas dan tanggung jawabnya dalam mendukung tugas Dewan Komisaris sesuai dengan Piagam Komite Pemantau Manajemen Risiko. Realisasi program kerja Komite Pemantau Manajemen Risiko sepanjang tahun 2022 dilaporkan kepada Dewan Komisaris dengan kegiatan secara umum sebagai berikut:

1. Melaksanakan Tugas pokok Komite Pemantau Manajemen Risiko yakni berupa pengawasan dan evaluasi capaian penyelesaian program strategi Manajemen Risiko & QA secara triwulanan dan Pengawasan dan Evaluasi capaian penyelesaian program kerja Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) yang juga dilaksanakan secara triwulanan.
2. Melaksanakan penugasan khusus kepada Komite Pemantau Manajemen Risiko yang dalam pelaksanaannya berupa pengawasan dan analisis kinerja keuangan perusahaan.
3. Mendukung Kegiatan Dewan Komisaris yang dalam pelaksanaannya, Komite Pemantau Manajemen Risiko melakukan pendampingan, baik berupa rapat internal, rapat bersama unit/divisi terkait dan rapat gabungan selama Tahun 2022

Rapat Komite Pemantau Manajemen Risiko

Pelaksanaan Rapat Komite Pemantau Manajemen Risiko mengacu pada Piagam Komite Pemantau Manajemen Risiko, dengan uraian sebagai berikut:

1. Komite Pemantau Manajemen Risiko mengadakan rapat secara berkala sekurang-kurangnya 1 (satu) kali dalam satu bulan untuk menyelesaikan program Kerja Komite Pemantau Manajemen Risiko baik diselenggarakan secara luring atau daring, termasuk dengan menggunakan *platform* media komunikasi teknologi informasi;

4. The working mechanism as number 2 above must follow work procedures in accordance with applicable regulations generally described in the attachment to this Charter;
5. Obtaining input from external/independent professionals in the context of carrying out duties and improving the ability of members of the Risk Management Monitoring Committee if necessary at the company's expense;
6. The Risk Management Committee performs other authorities granted by the Board of Commissioners.

Implementation of Duties of the Risk Management Monitoring Committee

Throughout 2022, the Risk Management Monitoring Committee carried out its duties and responsibilities in supporting the duties of the Board of Commissioners in accordance with the Risk Management Monitoring Committee Charter. The realization of the Risk Management Monitoring Committee work program throughout 2022 was reported to the Board of Commissioners with the following general activities:

1. Perform the main duties of the Risk Management Monitoring Committee in the form of supervision and evaluation of the completion of the Risk Management & QA strategy program on a quarterly basis and Supervision and Evaluation of the completion of the Good Corporate Governance work program which is also done on a quarterly basis.
2. Implement special assignments to the Risk Management Monitoring Committee in the form of supervision and analysis of the company's financial performance.
3. The Risk Management Monitoring Committee supports the Board of Commissioners' activities by offering support through internal meetings, joint meetings with related units/divisions, and joint meetings in 2022.

Risk Management Monitoring Committee Meeting

The implementation of the Risk Management Monitoring Committee Meeting refers to the Risk Management Monitoring Committee Charter, with the following description:

1. The Risk Management Monitoring Committee holds regular meetings at least 1 (one) time a month to complete the Risk Management Monitoring Committee Work program either held offline or online, including by using information technology communication media platforms;



2. Jika dipandang perlu, Komite dapat mengundang pihak lain yang terkait dengan materi rapat untuk hadir dalam rapat sepengetahuan Anggota Komisaris;
 3. Rapat pleno Komite dipimpin oleh Ketua atau Wakil ketua komite, apabila Ketua dan Wakil Ketua Komite berhalangan hadir, maka atas ijin Ketua Komite, rapat dapat dipimpin oleh salah seorang anggota Dewan Komisaris yang dapat hadir;
 4. Rapat pleno Komite yang dipimpin oleh salah seorang Anggota Dewan Komisaris sebagaimana angka 3, keputusan yang akan menjadi usulan rapat tetap harus mendapat persetujuan dari Komite Pemantau Manajemen Risiko;
 5. Keputusan rapat berdasarkan musyawarah untuk mufakat;
 6. Keputusan rapat yang menurut ketua rapat bersifat strategi baru berlaku efektif jika telah diputuskan oleh Dewan Komisaris;
 7. Setiap anggota Komite menyampaikan persetujuan atau keberatan dan/atau usul perbaikan atas Risalah rapat dengan mempertimbangkan ketentuan batas waktu penyampaian Risalah Rapat yang diatur dalam Tata Tertib Rapat Komite. Jika sampai 14 (empat belas) hari setelah rapat, tidak ada usulan perubahan, maka Risalah Rapat dianggap disetujui oleh seluruh anggota Komite;
 8. Segala sesuatu yang dibicarakan dan diputuskan dalam rapat termasuk pendapat yang berbeda (*dissenting opinion*) dituangkan dalam Risalah Rapat yang ditandatangani oleh seluruh anggota Komite yang hadir, sebagai bukti yang sah atas kepatuhan yang diambil dalam rapat, dan disampaikan kepada Dewan Komisaris;
 9. Setiap anggota Komite berhak menerima Salinan Risalah Rapat meskipun yang bersangkutan tidak hadir dalam rapat tersebut;
 10. Kehadiran anggota Komite dalam rapat, dilaporkan dalam laporan triwulan dan laporan tahunan Komite;
 11. Jumlah rapat dan jumlah kehadiran masing-masing anggota Komite dalam rapat serta laporan singkat komisi yang memuat isu-isu penting yang dibicarakan oleh Komite Pemantau Risiko harus diungkapkan dalam Laporan Tahunan (*Annual Report*)
2. If deemed necessary, the Committee may invite other parties related to the meeting material to attend the meeting with the knowledge of the Members of Commissioners;
 3. The plenary meeting of the Committee is chaired by the Head or Deputy Head of the Committee, if the Head or Deputy Head of the Committee are unable to attend, then with the permission of the Head of the Committee, the meeting can be chaired by one of the members of the Board of Commissioners who can attend;
 4. The plenary meeting of the Committee chaired by a member of the Board of Commissioners as referred to item 3, the decision that will be proposed by the meeting must still be approved by the Risk Management Monitoring Committee;
 5. Meeting decisions are based on deliberation for consensus;
 6. Decisions made during a meeting that the Head of the meeting deems to be strategic are only valid if they have been approved by the Board of Commissioners;
 7. Each member of the Committee submits approval or objection and/or suggestions for improvement of the Minutes of the meeting by considering the provisions of the deadline for submission of the Minutes of the Meeting stipulated in the Rules of Procedure of the Committee Meeting. If until 14 (fourteen) days after the meeting, there are no proposals for changes, the Minutes of the Meeting shall be deemed approved by all members of the Committee;
 8. Everything discussed and decided in the meeting including dissenting opinions shall be set forth in the Minutes of Meeting signed by all members of the Committee present, as valid evidence of compliance taken in the meeting, and submitted to the Board of Commissioners;
 9. Each Committee member is entitled to receive a copy of the Minutes of Meeting even though he/she was not present at the meeting;
 10. The attendance of Committee members in meetings is reported in the quarterly report and annual report of the Committee;
 11. The number of meetings and the attendance of each Committee member in the meeting as well as a brief report of the committee containing important issues discussed by the Risk Monitoring Committee must be disclosed in the Annual Report.

Sepanjang tahun 2022, Komite Pemantau Manajemen Risiko telah melaksanakan rapat sebanyak 12 (dua belas) kali.

Throughout 2022, the Risk Management Monitoring Committee has conducted meetings as many as 12 (twelve) times.

Nama Name	Frekuensi Rapat Meeting Frequency	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Susi Meyrista Tarigan	12	12	12
Iwan Hari Sugiarto	12	12	12
Agus Edy Susilo	12	12	12
Eko Nur Surachman	12	12	12

Program Pengembangan Kompetensi Komite Pemantau Manajemen Risiko

Program pengembangan anggota Komite Pemantau Manajemen Risiko dilaksanakan guna meningkatkan kompetensi Anggota Komite Audit dalam menjalankan tugasnya. Program pengembangan kompetensi Anggota Komite Manajemen Pemantau Risiko perusahaan sepanjang tahun 2022 dapat dilihat pada uraian terkait Pendidikan dan Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris perusahaan, dan Kepala SPI.

Evaluasi Kinerja Komite Pemantau Manajemen Risiko

Evaluasi terhadap kinerja Komite Pemantau Manajemen Risiko dilakukan oleh Dewan Komisaris secara berkala, sekurang-kurangnya 1 (satu) tahun sekali dengan mengacu kepada Kinerja Komite Pemantau Manajemen Risiko serta kinerja masing-masing anggota Komite Pemantau Manajemen Risiko dievaluasi berdasarkan kriteria berupa pencapaian target-target pelaksanaan tugas yang telah ditetapkan dalam Rencana Kerja Tahunan Komite Pemantau Manajemen Risiko. Hasil Evaluasi tersebut selanjutnya digunakan untuk pengembangan dan penyempurnaan peran Komite Pemantau Manajemen Risiko yang diperlukan dalam mendukung pelaksanaan tugas Dewan Komisaris.

KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi adalah Organ pendukung perusahaan yang dibentuk dan bertanggung jawab langsung kepada Dewan Komisaris. Pembentukan Komite Nominasi dan Remunerasi merupakan bentuk transparansi proses nominasi dan remunerasi

Dalam rangka membantu pelaksanaan tugas dan tanggung jawabnya, khususnya dalam menilai dan memberi masukan terhadap kebijakan dan strategi perusahaan dari terkait pengelolaan sumber daya manusia terkait nominasi dan

Competency Development Program of Risk Management Monitoring Committee

The development program of Risk Management Monitoring Committee members is carried out to improve the competence of Audit Committee Members in carrying out their duties. The competency development program of the Company's Risk Management Monitoring Committee Members throughout 2022 can be seen in the description related to Education and Training of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Head of Internal Audit Unit.

Performance Evaluation of the Risk Management Monitoring Committee

Evaluation of the performance of the Risk Management Monitoring Committee is conducted by the Board of Commissioners on a regular basis, at least once a year with reference to the Performance of the Risk Management Monitoring Committee and the performance of each member of the Risk Management Monitoring Committee is evaluated based on criteria in the form of achievement of task implementation targets set in the Annual Work Plan of the Risk Management Monitoring Committee. The results of the evaluation are then used for the development and improvement of the role of the Risk Management Monitoring Committee required in supporting the implementation of the duties of the Board of Commissioners.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is a supporting organ of the company established and directly responsible to the Board of Commissioners. The establishment of the Nomination and Remuneration Committee is a form of transparency in the nomination and remuneration process.

In order to assist the implementation of its duties and responsibilities, especially in assessing and providing input to the company's policies and strategies of human resource management related to the company's nomination and



remunerasi perusahaan. Komite Nominasi dan Remunerasi diangkat dan diberhentikan serta bertanggung jawab langsung kepada Dewan Komisaris.

Dasar Pembentukan Komite Nominasi dan Remunerasi

Berdasarkan Undang-Undang Nomor 40 Tahun 2007 dan Peraturan Menteri BUMN Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012, Dewan Komisaris membentuk Komite Nominasi dan Remunerasi.

Anggota Komite Nominasi dan Remunerasi diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada Rapat Umum Pemegang Saham (RUPS). Masa jabatan Anggota Komite Pemantau Manajemen Risiko yang bukan merupakan anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

Dasar pembentukan Komite Nominasi dan Remunerasi dibentuk dengan mengacu pada Undang-undang Nomor 40 Tahun 2007 dan Peraturan Menteri BUMN Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012. Komite Nominasi dan Remunerasi perusahaan ditetapkan berdasarkan Keputusan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) Nomor: 04/ KOM/IV/2020 tanggal 20 April 2020 tentang Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry juncto Nomor: 12/KOM/X/2020 tanggal 26 Oktober 2020 tentang Pembagian Tugas Dewan Komisaris perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry. Selain itu terdapat Keputusan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) Nomor: 06/KOM/IV/2020 dan Nomor 11/KOM/X/2020 tentang Pemberhentian dan Pengangkatan Anggota-anggota Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry.

Susunan Komite Nominasi dan Remunerasi

Ketua Nominasi dan Remunerasi wajib merupakan Anggota Dewan Komisaris. Dalam hal Ketua Nominasi dan Remunerasi berhenti menjabat sebagai Anggota Dewan Komisaris, maka ketua Komite Nominasi dan Remunerasi wajib diganti oleh Anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 (tiga puluh) hari. Sedangkan untuk Anggota Nominasi dan Remunerasi dapat dijabat oleh Anggota Dewan Komisaris atau berasal dari luar perusahaan. Komite Nominasi dan Remunerasi dalam menjalankan tugasnya dipimpin oleh Ketua Komite yang merupakan anggota Dewan Komisaris Utama/ Komisaris Independen atau anggota Dewan Komisaris

remuneration. The Nomination and Remuneration Committee is appointed and dismissed and is directly responsible to the Board of Commissioners.

Basis for the Establishment of the Nomination and Remuneration Committee

Based on Law Number 40 of 2007 and Regulation of the Minister of SOEs Number: PER-12/MBU/2012 dated August 24, 2012, the Board of Commissioners established the Nomination and Remuneration Committee.

Members of the Nomination and Remuneration Committee are appointed and dismissed by the Board of Commissioners and reported to the General Meeting of Shareholders (GMS). The term of office of Risk Management Monitoring Committee members who are not members of the Board of Commissioners is a maximum of 3 (three) years and can be extended once for 2 (two) years without prejudice to the right of the Board of Commissioners to dismiss them at any time.

The basis for the formation of the Nomination and Remuneration Committee was formed with reference to Law Number 40 of 2007 and Regulation of Minister of SOEs Number: PER-12/MBU/2012 dated August 24, 2012. The Company's Nomination and Remuneration Committee was established based on the Decree of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero) Number: 04/ KOM/IV/2020 dated April 20, 2020 concerning the Nomination and Remuneration Committee for Limited Liability Companies (Persero) PT ASDP Indonesia Ferry in conjunction with Number: 12/KOM/X/2020 dated October 26, 2020 concerning Distribution of Duties of the Board of Commissioners of the Limited Liability Company (Persero) PT ASDP Indonesia Ferry. In addition, there is a Decree of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero) Number: 06/KOM/IV/2020 and Number 11/ KOM/X/2020 concerning Dismissal and Appointment of Members of the Nomination and Remuneration Committee of PT ASDP Indonesia Ferry.

Composition of the Nomination and Remuneration Committee

The Head of Nomination and Remuneration must be a Member of the Board of Commissioners. In the event that the Head of Nomination and Remuneration ceases to serve as a Member of the Board of Commissioners, the head of the Nomination and Remuneration Committee must be replaced by another Member of the Board of Commissioners within 30 (thirty) days at the latest. Meanwhile, members of the Board of Commissioners may hold positions on the Nomination and Remuneration Committee, as well as people who are not employees of the Company. The Nomination and Remuneration Committee in carrying out its duties is led by the Committee Chairman who is a member of the

yang dapat bertindak independen dan dapat dibantu oleh setidaknya 2 (dua) orang anggota.

President Commissioner/Independent Commissioner or a member of the Board of Commissioners who can act independently and can be assisted by at least 2 (two) members.

Dewan Komisaris terakhir kali menetapkan Surat Keputusan Dewan Komisaris Nomor: 05/KOM/IX/2022 tentang Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry tertanggal 27 September 2022.

The last time the Board of Commissioners stipulated the Decree of the Board of Commissioners Number: 05/KOM/IX/2022 concerning the Nomination and Remuneration Committee of the Limited Liability Company (Persero) PT ASDP Indonesia Ferry dated September 27, 2022.

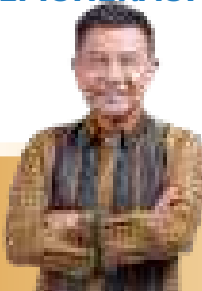
Komisaris Umar Aris telah selesai jabatan Komisaris pada tanggal 21 Juni 2022 sehingga jabatan sebagai anggota Komite Nominasi dan Remunerasi juga berakhir dengan berakhirnya masa jabatan Komisaris yang bersangkutan. Terdapat perubahan susunan Komite Nominasi dan Remunerasi untuk periode Oktober s.d Desember Tahun 2022 dengan susunan sebagai berikut:

Commissioner Umar Aris has finished serving as Commissioner on June 21, 2022 so that his position as a member of the Nomination and Remuneration Committee also ends with the end of the term of office of the Commissioner concerned. There is a change in the composition of the Nomination and Remuneration Committee for the period October to December 2022 with the following composition:

Nama Name	Jabatan Position	Keahlian Expertise	Periode Jabatan Term of Office
Saiful Haq Manan	Ketua (Komisaris Utama/Komisaris Independen) Head (President Commissioner/Independent Commissioner)	Ekonomi dan Bisnis Economy and Business	April 2020 - Sekarang April 2020- present
Budi Setiyadi	Sekretaris (Komisaris) Secretary (Commissioner)	Hukum Legal	Oktober 2022 - Sekarang October 2022- present
Hendar Ristriawan	Anggota (Komisaris Independen) Member (Independent Commissioner)	Hukum dan Audit Legal and Audit	Oktober 2020 - Sekarang October 2020- present

PROFIL ANGGOTA KOMITE NOMINASI DAN REMUNERASI SAAT INI

PROFILE OF CURRENT MEMBERS OF THE NOMINATION AND REMUNERATION COMMITTEE



SAIFUL HAQ MANAN

Ketua Komite Nominasi dan Remunerasi
Head of the Nomination and Remuneration Committee

Profil dapat dilihat pada bagian profil Dewan Komisaris.
Profile is available in Profile of the Board of Commissioners section



BUDI SETIYADI

Sekretaris Komite Nominasi dan Remunerasi
Secretary of the Nomination and Remuneration Committee

Profil dapat dilihat pada bagian profil Dewan Komisaris.

Profile is available in Profile of the Board of Commissioners section



HENDAR RISTRIAWAN

Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Profil dapat dilihat pada bagian profil Dewan Komisaris.

Profile is available in Profile of the Board of Commissioners section

Independensi Komite Nominasi dan Remunerasi

Seluruh Anggota Komite Nominasi dan Remunerasi perusahaan wajib menjalankan peran dan fungsinya dengan penuh tanggung jawab dan objektif untuk mendukung kelancaran operasional bisnis perusahaan. Untuk mendukung hal tersebut, perusahaan memastikan seluruh anggota komite telah memenuhi persyaratan independensi sebagaimana tercantum dalam tabel berikut ini:

Independence of the Nomination and Remuneration Committee

All members of the company's Nomination and Remuneration Committee must carry out their roles and functions with full responsibility and objective to support the smooth running of the company's business operations. To support this, the company ensures that all committee members have met the independence requirements as listed in the following table:

Kriteria Independensi Independence Criteria	Saiful Haq Manan	Budi Setiyadi	Hendar Ristriawan
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has no financial relationship with the Board of Commissioners and Directors	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, Entitas Anak, maupun perusahaan Afiliasi Has no management relationship in the company, Subsidiaries, or Affiliated Companies.	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Has no shareholding in the company	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/ atau sesama anggota Komite Audit No familial relationship with members of the Board of Commissioners, Board of Directors, and/or other members of the Audit Committee	√	√	√
Tidak menjabat sebagai pengurus partai politik dan pejabat pemerintah daerah Not serving as the member of a political party management or as regional government official	√	√	√

Masa Jabatan Komite Nominasi dan Remunerasi

Masa jabatan anggota Komite Nominasi dan Remunerasi yang bukan berasal dari anggota Dewan Komisaris perusahaan menjabat paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

Ketua Komite Nominasi dan Remunerasi berhak mengusulkan pemberhentian anggota Komite Nominasi dan Remunerasi yang bukan merupakan anggota Dewan Komisaris kepada Dewan Komisaris, jika anggota komite tersebut berakhir masa tugasnya, mengundurkan diri, tidak kompeten, atau tidak melaksanakan tugasnya dalam waktu 3 (tiga) bulan secara berturut-turut.

Pedoman Kerja Komite Nominasi dan Remunerasi

Pelaksanaan tugas Komite Nominasi dan Remunerasi mengacu pada pedoman kerja yang disebut Piagam Komite Nominasi dan Remunerasi yang ditetapkan Dewan Komisaris. Piagam Komite Nominasi dan Remunerasi sedang disusun guna diselaraskan dengan kebijakan terbaru pada Kementerian BUMN dan Peraturan Otoritas Jasa Keuangan dalam rangka rencana pelaksanaan *public funding*.

Komite Nominasi dan Remunerasi secara berkala mengkaji ulang Piagam Komite Nominasi dan Remunerasi guna memastikan muatan pedoman tersebut sesuai kebutuhan

Term of Office of the Nomination and Remuneration Committee

The term of office for members of the Nomination and Remuneration Committee who are not members of the Company's Board of Commissioners serves a maximum of 3 (three) years and can be extended once for a term of 2 (two) years, without prejudice to the right of the Board of Commissioners to dismiss them at any time.

The Head of the Nomination and Remuneration Committee has the right to propose the dismissal of a member of the Nomination and Remuneration Committee who is not a member of the Board of Commissioners to the Board of Commissioners, if the member of the committee ends his/her term of office, resigns, is incompetent, or does not carry out his/her duties within 3 (three) consecutive months.

Work Guidelines for the Nomination and Remuneration Committee

The implementation of the duties of the Nomination and Remuneration Committee refers to work guidelines called the Nomination and Remuneration Committee Charter stipulated by the Board of Commissioners. The Nomination and Remuneration Committee Charter is being drafted to align with the latest policies at the Ministry of SOEs and Financial Services Authority Regulations in the context of plans to implement public funding.

The Nomination and Remuneration Committee periodically reviews the Nomination and Remuneration Committee Charter to ensure that the contents of the guideline are in



yang sejalan dengan peraturan perundang-undangan yang berlaku dan *best practices* dalam mendukung pelaksanaan tugas Komite Nominasi dan Remunerasi.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi bertugas membantu Dewan Komisaris dalam melakukan telaah untuk menghasilkan pendapat serta rekomendasi profesional dan independen terkait pengelolaan risiko perusahaan. Komite Nominasi dan Remunerasi bertanggung jawab kepada Dewan Komisaris. Tanggung jawab tersebut didasarkan kepada fungsi dan tugas pokok sesuai dengan ketentuan yang berlaku. Adapun tugas dan tanggung jawab Komite Nominasi dan Remunerasi terdiri dari:

1. Melakukan *review* secara berkala atas Sistem Pengelolaan Talenta (*Talent Management System*) perusahaan serta *monitoring* dan evaluasi atas pelaksanaannya;
2. Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta (*Talent Classification*) yang dilakukan oleh Direksi;
3. Melakukan validasi dan kalibrasi atas Talenta yang diusulkan oleh Direksi kepada Dewan Komisaris/Dewan Pengawas (*Selected Talent*), untuk menghasilkan daftar Talenta yang akan dinominasikan oleh Dewan Komisaris/Dewan Pengawas kepada RUPS/ Menteri (*Nominated Talent*);
4. Melakukan evaluasi terhadap Calon Wakil perusahaan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris perusahaan anak, sebelum diajukan kepada RUPS/Menteri;
5. Melakukan evaluasi atas usulan *Key Performance Indicators* Individu anggota Direksi;
6. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris/Dewan Pengawas;
7. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris/Dewan Pengawas;
8. Melakukan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan/ tanggapan dari Dewan Komisaris/Dewan Pengawas.
9. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan.
10. Menyusun *Charter*/Piagam Komite Nominasi dan Remunerasi;
11. Menyusun Rencana Kerja dan Anggaran Tahunan (RKAT) Komite Nominasi, Remunerasi dan menyampaikan Laporan-Laporan berkala sebagaimana yang telah ditetapkan sesuai dengan ketentuan yang berlaku kepada Dewan Pengawas;

line with the requirements in accordance with applicable laws and regulations and best practices in supporting the implementation of the duties of the Nomination and Remuneration Committee.

Duties and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is tasked with assisting the Board of Commissioners in conducting reviews to produce professional and independent opinions and recommendations regarding the company's risk management. The Nomination and Remuneration Committee is responsible to the Board of Commissioners. These responsibilities are based on the main functions and duties in accordance with applicable regulations. The duties and responsibilities of the Nomination and Remuneration Committee consist of:

1. Conduct regular reviews of the company's Talent Management System as well as monitor and evaluate its implementation;
2. Evaluate the Talent Classification systems and procedures carried out by the Board of Directors;
3. Validate and calibrate the Talents proposed by the Board of Directors to the Board of Commissioners/Supervisory Board (*Selected Talent*), to produce a list of Talents to be nominated by the Board of Commissioners/Supervisory Board to the GMS/Minister (*Nominated Talent*);
4. Evaluate the company's Representative Candidates who will be proposed as members of the Board of Directors or members of the Board of Commissioners of subsidiaries, before being submitted to the GMS/Minister;
5. Evaluate the proposed Key Performance Indicators Individual members of the Board of Directors;
6. Prepare proposals for individual performance evaluation systems for members of the Board of Directors and/or members of the Board of Commissioners/Supervisory Board;
7. prepare development program proposals for members of the Board of Directors and/or members of the Board of Commissioners/Supervisory Board;
8. Evaluate remuneration policies for employees that require approval/response from the Board of Commissioners/Supervisory Board.
9. Evaluate the proposal of the Board of Directors regarding the organizational structure of the company.
10. Prepare the Nomination and Remuneration Committee Charter;
11. Prepare the Annual Work Plan and Budget (RKAT) of the Nomination, Remuneration Committee and submit periodic reports as determined in accordance with the applicable provisions to the Supervisory Board;

12. Melaksanakan tugas-tugas lain yang ditetapkan dalam Piagam Komite Nominasi dan Remunerasi.

Komite Nominasi dan Remunerasi memiliki sejumlah kewenangan mengakses dokumen, data, dan informasi perusahaan yang diperlukan terkait dengan pelaksanaan tugasnya; Memperoleh masukan dari pihak eksternal/independen yang profesional dalam rangka pelaksanaan tugas dan peningkatan kemampuan Anggota Komite Nominasi dan Remunerasi apabila diperlukan atas biaya perusahaan serta melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Pelaksanaan Tugas Komite Nominasi dan Remunerasi

Sepanjang tahun 2022, Komite Nominasi dan Remunerasi melaksanakan tugas dan tanggung jawabnya dalam mendukung tugas Dewan Komisaris sesuai dengan ketentuan yang berlaku. Realisasi program kerja Komite Nominasi dan Remunerasi sepanjang tahun 2022 dilaporkan kepada Dewan Komisaris dengan kegiatan secara umum sebagai berikut:

1. Kegiatan Pokok Komite Nominasi dan Remunerasi

Sepanjang tahun 2022, Komite Nominasi dan Remunerasi secara bersama-sama atau bersama dengan Komisaris melakukan:

- a. Evaluasi terhadap *talent pool* dan
- b. Melakukan evaluasi terhadap Calon Wakil perusahaan yang akan diusulkan sebagai anggota Direksi Anak Perusahaan PT Jembatan Nusantara
- c. Evaluasi kebijakan remunerasi perusahaan terutama untuk Direksi
- d. Melakukan *review* atas usulan *Key Performance Indicator* Individu Direksi
- e. Menyusun *Charter/Piagam* Komite nominasi dan Remunerasi

2. Kegiatan Membantu Dewan Komisaris

Sepanjang tahun 2022, Komite Nominasi dan Remunerasi berkoordinasi dengan Direktur SDM dan Layanan Korporasi dalam rangka menyiapkan bahan rapat dan mengevaluasinya terkait dengan pembahasan kebijakan remunerasi, nominasi dan tupoksi manajemen dalam struktur organisasi

3. Kegiatan Lain-lain

Komite Nominasi dan Remunerasi dalam Tahun 2022 juga mengikuti aktivitas yang diselenggarakan oleh perusahaan, misalnya Upacara dalam rangka hari besar Nasional, acara Halal Bihalal, dan Acara ulang tahun PT ASDP Indonesia Ferry (Persero).

12. Carry out other tasks stipulated in the Nomination and Remuneration committee charter.

The Nomination and Remuneration Committee has a number of authorities to access the company's documents, data and information needed in connection with the implementation of its duties; Obtain input from professional external/independent parties in the framework of carrying out duties and increasing the capacity of Members of the Nomination and Remuneration Committee if necessary at the expense of the company and exercising other authorities granted by the Board of Commissioners.

Implementation of Duties of the Nomination and Remuneration Committee

Throughout 2022, the Nomination and Remuneration Committee will carry out its duties and responsibilities in supporting the duties of the Board of Commissioners in accordance with applicable regulations. Realization of the work program of the Nomination and Remuneration Committee throughout 2022 is reported to the Board of Commissioners with general activities as follows:

1. Main Activities of the Nomination and Remuneration Committee

Throughout 2022, the Nomination and Remuneration Committee jointly or together with the Commissioners will carry out:

- a. Evaluation of talent pool and
- b. Evaluate the company's Representative Candidates who will be proposed as members of the Board of Directors of the Subsidiary PT Jembatan Nusantara
- c. Evaluation of the company's remuneration policy, especially for the Directors
- d. Conduct a review on the proposed individual Directors' Key Performance Indicators
- e. Prepare the Nomination and Remuneration Committee Charter

2. Activities in Assisting the Board of Commissioners

Throughout 2022, the Nomination and Remuneration Committee coordinates with the Director of HR and Corporate Services in order to prepare meeting materials and evaluate them related to discussing remuneration policies, nominations and management duties in the organizational structure

3. Other Activities

The Nomination and Remuneration Committee in 2022 also participates in activities organized by the Company, for example ceremonies in celebrating national holidays, Halal Bihalal events, and birthday events for PT ASDP Indonesia Ferry (Persero).



Rapat Komite Nominasi dan Remunerasi

Rapat Komite Nominasi dan Remunerasi diadakan secara berkala paling kurang satu kali dalam 3 (tiga) bulan. Jika dipandang perlu, Komite Nominasi dan Remunerasi dapat mengundang pihak lain yang terkait dengan materi rapat untuk hadir dalam rapat Komite Nominasi dan Remunerasi. Sepanjang tahun 2022, Komite Nominasi dan Remunerasi telah melaksanakan rapat sebanyak 5 kali, yaitu:

Nomination and Remuneration Committee meeting

Meetings of the Nomination and Remuneration Committee are held regularly at least once in 3 (three) months. If deemed necessary, the Nomination and Remuneration Committee may invite other parties related to the meeting material to attend the Nomination and Remuneration Committee meeting. Throughout 2022, the Nomination and Remuneration Committee has held 5 meetings, namely:

Rapat Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Meeting

No	Tanggal Date	Keterangan Description
1	14 Februari 2022 February 14, 2022	Internal Dewan Komisaris dan Komite Nominasi dan Remunerasi Internal Board of Commissioners and Nomination and Remuneration Committee
2	17 Februari 2022 February 17, 2022	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee
3	18 Februari 2022 February 18, 2022	-
4	19 Maret 2022 March 19, 2022	-
5	06 Mei 2022 May 06, 2022	Mengundang Direksi dan Dewan Komisaris Inviting the Board of Directors and Board of Commissioners

Tingkat Kehadiran dalam Rapat Komite Nominasi dan Remunerasi
Attendance Level at Nomination and Remuneration Committee Meetings

Nama Name	Frekuensi Rapat Meeting Frequency	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Saiful Haq Manan	5	5	5
Budi Setiyadi	5	0	0
Hendar Ristriawan	5	5	5

*Bapak Budi Setiyadi mulai menjabat pada bulan Oktober 2022
*Mr. Budi Setiyadi serves from October 2022

Program Pengembangan Kompetensi Komite Nominasi dan Remunerasi

Perusahaan memberikan fasilitas bagi Anggota Komite Nominasi dan Remunerasi untuk meningkatkan pengetahuan dan kompetensi yang relevan dengan bisnis perusahaan dalam rangka mendukung pelaksanaan tugas pengawasan Dewan Komisaris melalui program pengembangan. Anggota Komite Nominasi dan Remunerasi meningkatkan pengetahuan dan kompetensi yang relevan dengan bisnis perusahaan dalam rangka mendukung pelaksanaan tugas pengawasan Dewan Komisaris melalui program pengembangan. Program pengembangan kompetensi Anggota Komite Nominasi

Competency Development Program for Nomination and Remuneration Committee

Company provides facilities for Members of the Nomination and Remuneration Committee to gain knowledge and competencies relevant to company's business in order to support the implementation of supervisory duties of the Board of Commissioners through development programs. Members of the Nomination and Remuneration Committee improve knowledge and competence relevant to the company's business in order to support the implementation of supervisory duties of the Board of Commissioners through development programs. The competency development program for the

dan Remunerasi perusahaan sepanjang tahun 2022 dapat dilihat pada uraian terkait Pendidikan dan Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris perusahaan, dan Kepala SPI.

Evaluasi Kinerja Komite Nominasi dan Remunerasi

Evaluasi kinerja Komite Nominasi dan Remunerasi dilakukan secara berkala dalam rangka memastikan dan mendorong efektifitas pelaksanaan tugas Komite Nominasi dan Remunerasi. Kinerja Komite Nominasi dan Remunerasi serta kinerja masing-masing anggota Komite Nominasi dan Remunerasi dievaluasi berdasarkan kriteria berupa pencapaian target-target pelaksanaan tugas yang telah ditetapkan dalam Rencana Kerja Tahunan Komite Nominasi dan Remunerasi.

Dewan Komisaris melakukan evaluasi kinerja Komite Nominasi dan Remunerasi sekurang-kurangnya 1 (satu) tahun sekali. Hasil Evaluasi tersebut selanjutnya digunakan untuk pengembangan dan penyempurnaan peran Komite Nominasi dan Remunerasi yang diperlukan dalam mendukung pelaksanaan tugas Dewan Komisaris.

Members of the Nomination and Remuneration Committee of the Company throughout 2022 can be seen in the description regarding Education and Training for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Head of Internal Audit Unit.

Evaluation of the performance of the Nomination and Remuneration

Committee is carried out periodically in order to ensure and encourage the effectiveness of the implementation of the Nomination and Remuneration Committee's duties. The performance of the Nomination and Remuneration Committee as well as the performance of each member of the Nomination and Remuneration Committee is evaluated based on the criteria in the form of achieving the task implementation targets set out in the Annual Work Plan of the Nomination and Remuneration Committee.

The Board of Commissioners evaluates the performance of the Nomination and Remuneration Committee at least once a year. The evaluation results are then used to develop and improve the role of the Nomination and Remuneration Committee which is needed to support the implementation of the duties of the Board of Commissioners.



ORGAN PENDUKUNG DIREKSI

BOARD OF DIRECTORS' SUPPORT ORGANS

SEKRETARIS PERUSAHAAN

Sekretaris perusahaan adalah organ pendukung Direksi yang berperan penting dalam memfasilitasi komunikasi antar-organ perusahaan dan sebagai penghubung yang menjembatani kepentingan perusahaan dengan regulator, Pemegang Saham, media, dan pihak eksternal lainnya.

Disamping itu, Sekretaris perusahaan juga menjalankan fungsi kesekretariatan perusahaan, bertanggung jawab dalam penyusunan kebijakan, perencanaan serta memastikan efektivitas dan transparansi komunikasi perusahaan, hubungan kelembagaan, hubungan investor dengan tetap memperhatikan prinsip standar etika perusahaan, prinsip tata kelola perusahaan, dan nilai-nilai perusahaan dan berkesinambungan dalam rangka memenuhi ketentuan Peraturan Menteri Negara BUMN No: PER- 01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, sebagaimana telah diubah dengan PER-09/ MBU/2012, Undang-undang No.19 Tahun 2003 tentang Badan Usaha Milik Negara.

Sekretaris perusahaan diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal perusahaan dengan persetujuan Dewan Komisaris.

PROFIL SEKRETARIS PERUSAHAAN



SHELVY ARIFIN

Sekretaris Perusahaan
Corporate Secretary

CORPORATE SECRETARY

The Corporate Secretary is a supporting organ of the Board of Directors which plays an important role in facilitating communication between the Company's organs and as a liaison that bridges the interests of the Company with regulators, shareholders, the media and other external parties.

In addition, the Corporate Secretary also performs the corporate secretarial function, is responsible for formulating policies, planning and ensuring the effectiveness and transparency of corporate communications, institutional relations, investor relations while taking into account the principles of corporate ethical standards, corporate governance principles, and corporate values and sustainable in order to comply with the provisions of the Minister of State-Owned Enterprises Regulation No: PER-01/MBU/2011 concerning Implementation of Good Corporate Governance in State-Owned Enterprises, as amended by PER-09/MBU/2012, Law No.19 of 2003 concerning State-Owned Enterprises.

The Corporate Secretary is appointed and dismissed by the President Director based on the Company's internal mechanism with the approval of the Board of Commissioners.

CORPORATE SECRETARY PROFILE

Umur Age	50 Tahun 57 years old
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Jakarta Jakarta
Pendidikan Education	<ul style="list-style-type: none"> MBA University of Grenoble (2013) S2 Bisnis Administrasi Universitas Indonesia (2013) S1 Ilmu Komunikasi dari Universitas Indonesia (2004) MBA University of Grenoble (2013). Master of Business Administration from University of Indonesia (2013) Bachelor of Communication Science from University of Indonesia (2004)

<p>Riwayat Pekerjaan Employment History</p>	<ul style="list-style-type: none"> • Sekretaris perusahaan PT ASDP Indonesia Ferry (2020-sekarang) • Consultant ILO LAB Project (2017) dan VP International Business Perum Peruri (2017) • VP Creative & Marketing Shafira Corporation (2016-2017) • Director Perum Produksi Film Negara – PFN (State Film Production Company) (2013-2016) • General Manager PT Balai Pustaka (Persero) Publishing and Printing Company (2011-2012) • Directorate General of Marketing Ministry of Culture and Tourism Republic of Indonesia (2010) • Project Manager Public Relations and Cultural Events World Expo Shanghai 2010 • Team Leader Special Task Force Image Building Spatial Planning Divisi Public Works Department Government of Indonesia (2009) • Strategic Business Development Director PT Visi Anak Bangsa (2008-2009) • Assistant Manager Social and Environmental Affairs (SEA) Indonesia & Malaysia Adidas Group (2006-2008) • Corporate Secretary of PT ASDP Indonesia Ferry (2020-present) • Consultant ILO LAB Project (2017) and VP International Business of Perum Peruri (2017) • VP Creative & Marketing Shafira Corporation (2016-2017) • Director at Perum Produksi Film Negara – PFN (State Film Production Company) (2013-2016) • General Manager at PT Balai Pustaka (Persero) Publishing and Printing Company (2011-2012) • Directorate General of Marketing Ministry of Culture and Tourism Republic of Indonesia (2010) • Project Manager of Public Relations and Cultural Events World Expo Shanghai 2010 • Strategic Business Development Director at PT Visi Anak Bangsa (2008-2009) • Team Leader Special Task Force Image Building Spatial Planning Division Public Works Department Government of Indonesia (2009) • Assistant Manager of Social and Environmental Affairs (SEA) Indonesia & Malaysia Adidas Group (2006-2008)
<p>Dasar Hukum Pengangkatan Legal Basis of Appointment</p>	<p>Surat Keputusan Direktur Utama Nomor SK.852/PA.104/ASDP-2020 tanggal 08 Juli 2020. Decree of President Director Number SK.852/PA.104/ASDP-2020 dated July 08, 2020.</p>
<p>Periode Jabatan Term of Office</p>	<p>08 Juli 2020 – Sekarang July 8, 2020 – Present</p>

Struktur Organ Sekretaris Perusahaan

Sekretaris perusahaan berada di bawah Direktorat Utama yang dipimpin langsung oleh Direktur Utama dan membawahi empat bidang, yaitu Bidang Dukungan Layanan Korporasi, Program Kemitraan dan Bina Lingkungan, *Corporate Communication* dan *Good Corporate Governance*. Organ Sekretaris perusahaan ditetapkan berdasarkan Keputusan Direksi Nomor: KD.75/HK.001/ASDP-2021 tanggal 16 Juli 2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero), berikut perubahannya sebagaimana Keputusan Direksi Nomor: KD.128/HK.001/ASDP-2021 tanggal 13 Desember 2021 tentang Perubahan Keputusan Direksi Nomor KD.75/HK.001/ASDP-2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero).

Corporate Secretary Organ Structure

The corporate Secretary is under the Main Directorate which is led directly by the President Director and supervises four areas, namely Corporate Service Support, Partnership and Community Development Programs, Corporate Communication and Good Corporate Governance. The Corporate Secretary's organs are determined based on the Decree of the Board of Directors Number: KD.75/HK.001/ASDP-2021 dated July 16, 2021 concerning the Organization and Work Procedures of PT ASDP Indonesia Ferry (Persero) Headquarters and Regional Offices, along with the amendments as referred to in Directors Decree Number: KD.128/HK.001/ASDP-2021 dated December 13, 2021 concerning Amendments to Decree of the Board of Directors Number KD.75/HK.001/ASDP-2021 concerning Organization and Work Procedures of PT ASDP Indonesia Ferry (Persero) Headquarters and Regional Offices.



Fungsi, Tugas dan Tanggung Jawab Sekretaris Perusahaan

Sekretaris perusahaan secara umum memiliki fungsi, tugas dan tanggung jawab membantu Direksi dalam pengelolaan program kerja bidang komunikasi korporasi, hubungan lembaga, penerapan tata kelola korporasi, protokoler dan tata usaha Direksi, serta kegiatan pelayanan masyarakat ASDP. Sekretaris perusahaan dalam menjalankan fungsi, tugas, dan tanggung jawabnya mengacu pada *Board Manual*, Surat Keputusan Direksi Nomor: KD.75/HK.001/ASDP2021 tanggal 16 Juli 2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero), berikut perubahannya sebagaimana Keputusan Direksi Nomor: KD.128/HK.001/ASDP-2021 tanggal 13 Desember 2021 tentang Perubahan Keputusan Direksi Nomor KD.75/HK.001/ASDP-2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero) serta Peraturan Menteri BUMN Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik. Adapun fungsi Sekretaris perusahaan sesuai dengan *Board Manual* dan Peraturan Menteri BUMN Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik, yaitu:

1. Memastikan bahwa perusahaan mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip GCG;
2. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris/Dewan Pengawas secara berkala dan/atau sewaktu-waktu apabila diminta;
3. Sebagai penghubung (*liaison officer*);

Functions, Duties and Responsibilities of the Corporate Secretary

The Corporate Secretary in general has the functions, duties and responsibilities of assisting the Board of Directors in managing work programs in the field of corporate communications, institutional relations, implementation of corporate governance, protocol and administration of the Directors, as well as ASDP community service activities. The Corporate Secretary in carrying out his/her functions, duties and responsibilities refers to the Board Manual, Decree of the Board of Directors Number: KD.75/HK.001/ASDP2021 dated July 16, 2021 concerning the Organization and Work Procedures of PT ASDP Indonesia Ferry (Persero) Headquarters and Regional Offices, along with the amendments as referred to in Directors Decree Number: KD.128/HK.001/ASDP-2021 dated December 13, 2021 concerning Amendments to the Board of Directors Decree Number KD.75/HK.001/ASDP-2021 concerning the Organization and Work Procedures of PT ASDP Indonesia Ferry (Persero) Headquarters and Regional Offices and Ministerial Regulations SOEs Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance. The functions of the Corporate Secretary are in accordance with the Board Manual and Minister of SOEs Regulation Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance, namely:

1. Ensuring that the company complies with regulations regarding disclosure requirements in line with the implementation of GCG principles;
2. Providing information needed by the Board of Directors and Board of Commissioners/Supervisory Board periodically and/or at any time when requested;
3. As a liaison officer;

4. Menatausahakan dan menyimpan dokumen perusahaan, termasuk tetapi tidak terbatas pada Daftar Khusus, Daftar Pemegang Saham, serta Risalah Rapat Direksi, Risalah Rapat Dewan Komisaris maupun RUPS.

Selain itu, berdasarkan ketentuan-ketentuan Keputusan Direksi Nomor: KD.75/HK.001/ASDP-2021 tanggal 16 Juli 2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero), berikut perubahannya sebagaimana Keputusan Direksi Nomor: KD.128/ HK.001/ ASDP-2021 tanggal 13 Desember 2021 tentang Perubahan Keputusan Direksi Nomor KD.75/HK.001/ASDP-2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero). Sekretaris perusahaan memiliki tugas dan tanggung jawab sebagai berikut:

1. Mengelola dan mengkoordinasikan pelaksanaan kegiatan layanan korporasi, program kemitraan dan bina lingkungan, *good corporate governance*, dan hubungan eksternal perusahaan;
2. Memberikan masukan kepada Direktur Utama terkait rencana dan hasil kegiatan program kemitraan dan bina lingkungan, *good corporate governance*, dan hubungan eksternal perusahaan; dan
3. Memimpin pengelolaan hubungan dan komunikasi perusahaan dengan pihak eksternal, seperti kementerian dan pemegang saham dalam melancarkan pelaksanaan bisnis perusahaan.

Pelaksanaan Tugas Sekretaris Perusahaan

Sepanjang tahun 2022, Sekretaris perusahaan telah melaksanakan fungsi dan program kerja yang ditetapkan. Pelaksanaan tugas tersebut dilaporkan dalam bentuk Laporan Sekretaris perusahaan 2022 sesuai dengan pembagian bidang dalam struktur organisasi. Pelaksanaan tugas tersebut secara garis besar meliputi:

1. Melaksanakan *Corporate Communication* berupa:
 - a. *Monitoring & evaluasi* pemberitaan di Media Massa guna mengetahui posisi citra perusahaan.
 - b. *Evaluasi Pemberitaan*
2. Melaksanakan Dukungan Layanan Korporasi berupa:
 - a. Pemanfaatan *website* perusahaan
 - b. Partisipasi *sponsorship*
 - c. Menyelenggarakan rapat Direksi

Program Pengembangan Kompetensi Sekretaris Perusahaan

Perusahaan memfasilitasi sumber daya manusia dalam lingkup organ Sekretaris perusahaan untuk mengembangkan kompetensi dalam rangka menunjang pelaksanaan tugas fungsi Sekretaris perusahaan. Program pengembangan

4. Administer and store company documents, including but not limited to the Special Register, Shareholders Register, and Minutes of Meetings of the Board of Directors, Minutes of Meetings of the Board of Commissioners and GMS.

In addition, based on the provisions of the Decree of the Board of Directors Number: KD.75/HK.001/ASDP-2021 dated July 16, 2021 concerning the Organization and Work Procedures of PT ASDP Indonesia Ferry (Persero) Headquarters and Regional Offices, along with the amendments as referred to in Directors Decree Number: KD.128/ HK.001/ASDP-2021 dated December 13, 2021 concerning Amendments to Directors' Decree Number KD.75/HK.001/ASDP-2021 concerning the Organization and Work Procedures of PT ASDP Indonesia Ferry (Persero) Headquarters and Regional Offices. The Corporate Secretary has the following duties and responsibilities:

1. Managing and coordinating the implementation of corporate service activities, partnership and community development programs, good corporate governance, and company external relations;
2. Providing input to the President Director regarding plans and results of partnership and community development programs, good corporate governance, and company external relations; and
3. Leading the management of corporate relations and communications with external parties, such as ministries and shareholders in expediting the implementation of the company's business.

Implementation of Corporate Secretary Duties

Throughout 2022, the Corporate Secretary has carried out the stipulated functions and work programs. The implementation of these tasks is reported in the form of the 2022 Corporate Secretary Report according to the division of fields in the organizational structure. The implementation of these tasks in outline includes:

1. Implementing Corporate Communication in the form of:
 - a. *Monitoring & evaluation* of news in mass media to determine the position of the company's image.
 - b. *News Evaluation*
2. Implementing Corporate Service Support in the form of:
 - a. Utilization of the company website
 - b. *Sponsorship participation*
 - c. Organizing Board of Directors meeting

Corporate Secretary Competency Development Program

The company facilitates human resources within the scope of the corporate Secretary's organs to develop competencies in order to support the implementation of the Corporate Secretary's duties. The corporate Secretary competency



kompetensi Sekretaris perusahaan sepanjang tahun 2022 dapat dilihat pada uraian terkait Pendidikan dan Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris perusahaan, dan Kepala SPI.

Penilaian Kinerja Sekretaris Perusahaan

Penilaian kerja Sekretaris perusahaan dilakukan oleh Direktur Utama berdasarkan mekanisme internal berupa indikator pencapaian target kinerja sesuai dengan ketentuan perusahaan. Indikator pencapaian target pelaksanaan tugas Sekretaris perusahaan disusun menjadi *Key Performance Indicator (KPI)* yang disepakati. Sekretaris perusahaan juga melaksanakan tugas-tugas yang secara khusus diberikan oleh Direksi. Secara umum Sekretaris perusahaan telah mencapai indikator kinerja sebesar 103,08 % dari KPI yang disepakati dan melaksanakan program kerja sesuai dengan rencana kerja yang disusun.

SATUAN PENGAWASAN INTERN

Perusahaan memiliki Satuan Kerja Audit Internal (*Internal Auditor*) yang bertugas menjalankan fungsi Audit Internal. Satuan Pengawasan Intern (SPI) sebagai organ pendukung Direksi dalam tata kelola perusahaan merupakan bagian penting dalam sistem pengendalian internal khususnya terkait pengendalian di level operasional perusahaan.

Satuan Pengawasan Intern memiliki fungsi dan tanggung jawab dalam menyusun kebijakan, melaksanakan, mengendalikan, dan mengintegrasikan pelaksanaan fungsi pengawasan melalui proses identifikasi, verifikasi, pemeriksaan, analisis, penilaian, dan rekomendasi sekaligus memberikan konsultasi secara independen dan objektif. Keberadaan Satuan Pengawasan Intern sebagai pelaksana fungsi internal audit merupakan bentuk kepatuhan perusahaan yang mengacu pada Undang-Undang No.19 Tahun 2003 tentang Badan Usaha Milik Negara, Peraturan Menteri Negara BUMN No: PER- 01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, sebagaimana telah diubah dengan PER-09/MBU/2012. Fungsi tersebut dijalankan dalam rangka menjamin efektivitas proses *governance*, pengelolaan risiko, kepatuhan terhadap ketentuan yang berlaku, pengembangan sistem manajemen perusahaan dan pengendalian dokumen guna mendukung pencapaian tujuan perusahaan.

development program throughout 2022 can be seen in the description regarding Education and Training for the Board of Commissioners, Board of Directors, Committees, corporate Secretary, and Head of Internal Audit Unit.

Corporate Secretary Performance Assessment

The Corporate Secretary's work assessment is carried out by the President Director based on internal mechanisms in the form of indicators of achieving performance targets in accordance with company regulations. Indicators for achieving the target of carrying out the duties of the Corporate Secretary are compiled into an agreed Key Performance Indicator (KPI). The Corporate Secretary also carries out tasks specifically assigned by the Board of Directors. In general, the Corporate Secretary has achieved a performance indicator of 103.08% of the agreed KPI and implemented a work program in accordance with the work plan prepared.

INTERNAL AUDIT UNIT

Company has an Internal Audit Work Unit (Internal Auditor) whose job is to conduct the Internal Audit function. The Internal Audit Unit (SPI) as a supporting organ for the Board of Directors in corporate governance is an important part of the internal control system, especially regarding control at the operational level of the company.

The Internal Audit Unit has the functions and responsibilities of formulating policies, implementing, controlling and integrating the implementation of the monitoring function through identification, verification, inspection, analysis, assessment and recommendation processes as well as providing independent and objective consultations. The existence of the Internal Audit Unit as the executor of the internal audit function is a form of company compliance with reference to Law No. 19 of 2003 concerning State-Owned Enterprises, Minister of State-Owned Enterprises Regulation No: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, as amended by PER-09/MBU/2012. This function is carried out in order to ensure the effectiveness of governance processes, risk management, compliance with applicable regulations, development of the company's management system and document control to support the achievement of the company's goals.

Pengangkatan dan Pemberhentian Kepala Satuan Pengawasan Intern

Kepala SPI diangkat Direktur Utama melalui Surat Keputusan Direksi Nomor: SK. 210/PA 104/ASDP-2020 tanggal 04 Februari 2020

Appointment and Dismissal of the Head of the Internal Audit Unit

The Head of Internal Audit Unit is appointed by the President Director through the Decree of the Board of Directors Number: SK. 210/PA 104/ASDP-2020 dated February 04, 2020

PROFIL KEPALA SATUAN PENGAWASAN INTERN

PROFILE OF HEAD OF INTERNAL AUDIT UNIT



T. DAMAYANTI

Kepala Satuan Pengawasan Intern
Head of Internal Audit Unit

Umur Age	50 tahun 50 years old
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Jakarta
Pendidikan Education	<ul style="list-style-type: none"> • Magister Manajemen di UII Yogyakarta • Sarjana Akuntansi di UII Yogyakarta • Master of Management at UII Yogyakarta • Bachelor of Accounting at UII Yogyakarta
Riwayat Pekerjaan Employment History	<ul style="list-style-type: none"> • Kepala SPI (Februari 2020 – sekarang); • Anggota DEWAS DAPEN ASDP (2015 – sekarang) • Vice President Logistik (April 2019 – Februari 2020); • Vice President Bisnis Penunjang (April 2017 – April 2019); • Vice President Pemantauan Penilaian Kinerja Perusahaan (Sept 2015 – April 2017); • Vice President Usaha Penyeberangan Komersial (Februari 2013 – Sept 2015); • Ketua Pembiayaan Pengadaan Kapal ferry Ro Ro (Nov 2011 – Jan 2017); • Manager Senior Akuntansi (Juli 2006 – Feb 2013); • Plt. Manager Senior Keuangan (Juli – Agustus 2010); • Plt. Kepala Biro Pengadaan Barang Dan Jasa (Juni 2009 – Juli 2010); • Head of Internal Audit Unit (February 2020 - present); • Member of Supervisory Board of DAPEN ASDP (2015-Present) • Vice President of Logistics (April 2019 - February 2020); • Vice President of Supporting Business (April 2017 - April 2019); • Vice President of Company Performance Assessment Monitoring (September 2015 - April 2017); • Vice President of Commercial Ferry Transportation Business (February 2013 - September 2015); • Head of Procurement Financing for Ro-Ro Ferry (November 2011 - January 2017); • Senior Manager of Accounting (July 2006 - February 2013); Acting • Senior Manager of Finance (July - August 2010); • Acting Head of Procurement of Goods and Services Bureau (June 2009 - July 2010);
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Direksi Nomor: SK. 210/PA104/ASDP-2020 tanggal 04 Februari 2020. Decree of Board of Directors Number: SK. 210/PA 104/ASDP-2020 dated February 04, 2020.
Periode Jabatan Term of Office	Februari 2020 - Sekarang February 2020 - Present

Kedudukan dan Struktur Organ

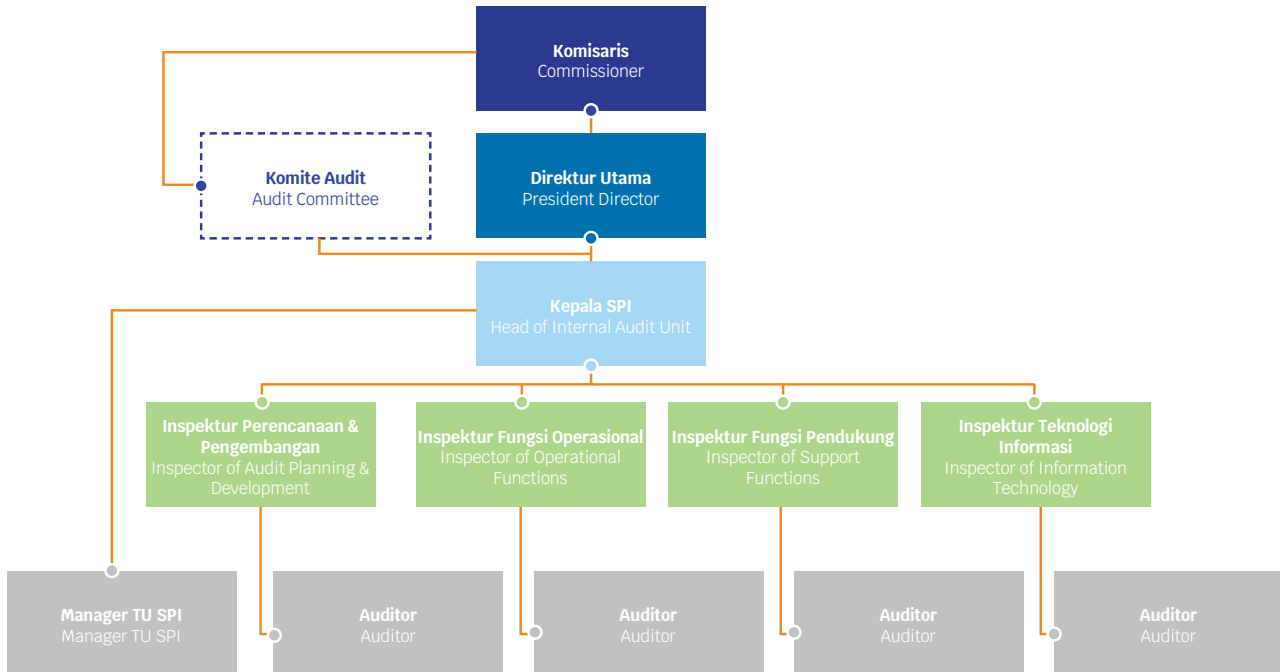


Satuan Pengawasan Intern

Satuan Pengawasan Intern (SPI) dalam struktur organisasi perusahaan berada di bawah dan bertanggung jawab kepada Direktur Utama. SPI memiliki akses komunikasi langsung kepada Dewan Komisaris baik langsung maupun tidak langsung melalui Komite Audit untuk berkoordinasi dan menyampaikan informasi yang berkaitan dengan pelaksanaan dan hasil audit. Kedudukan dan Struktur Organ Satuan Pengawasan Intern ditetapkan berdasarkan Surat Keputusan Direksi Nomor: KD.128/HK.001/ASDP-2021 tanggal 13 Desember 2021 tentang Perubahan Keputusan Direksi Nomor KD.75/ HK.001/ASDP-2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero).

Position and Organ Structure of Internal Audit Unit

The Internal Audit Unit (SPI) in the company's organizational structure is under and responsible to the President Director. Internal Audit Unit has direct communication access to the Board of Commissioners either directly or indirectly through the Audit Committee to coordinate and convey information relating to the implementation and results of audits. The position and organ structure of the Internal Audit Unit is determined based on the Decree of the Board of Directors Number: KD.128/HK.001/ ASDP-2021 dated December 13, 2021 concerning Amendments to the Decree of the Board of Directors Number KD.75/HK.001/ASDP-2021 concerning the Organization and Work Procedures of the Head Office and Regional PT ASDP Indonesia Ferry (Persero).



Komposisi dan Kualifikasi Auditor Satuan Pengawasan Intern

Formasi pada Satuan Pengawasan Intern sampai dengan Desember 2022 berjumlah 21 (dua puluh satu) personil dengan komposisi dan kualifikasi sebagai berikut:

Composition and Qualifications of Internal Audit Unit Auditors

Formation in the Internal Audit Unit until December 2022 amounted to 21 (twenty one) personnel with the following composition and qualifications:

No	Jabatan Position	Nama Name	Kualifikasi Pendidikan Education Qualification
1	Kepala SPI Head of Internal Audit Unit	T. Damayanti	S1 Akuntansi Bachelor of Accounting S2 Management Master of Management
2	Inspektur Perencanaan & Pengembangan Audit Inspector of Audit Planning & Development	Siti Rosyanti, S.E.	S1 Manajemen Keuangan dan Perbankan Bachelor of Financial Management and Banking
3	Inspektur <i>Operation Audit</i> Inspector of Audit Operation	Imran Kuru	S1 Teknik Perkapalan Bachelor of Marine Engineering

No	Jabatan Position	Nama Name	Kualifikasi Pendidikan Education Qualification
4	Inspektur <i>Support Function Audit</i> Inspector of Audit Support Function	Anis Adinizam	S1 Komunikasi Bachelor of Communications S2 Magister Management Master of Management S2 Business Administration Master of Business Administration
5	Inspektur <i>Information Technology Audit</i> Inspector of Audit Information Technology	Alvius D. Bago	S1 Manajemen Bachelor of Management
6	Auditor	Indriasari Purboningrum, S.Sos	S1 Ilmu Komunikasi Bachelor of Communications
7	Auditor	Takari	-
8	Auditor	Farid Fanani	S1 Akuntansi Bachelor of Accounting
9	Auditor	Bagus Gelis Pratama Putra	S1 Teknik Perkapalan Bachelor of Marine Engineering S2 Teknik Kelautan Master of Ocean Engineering
10	Auditor	Muda Prastya D.S, S.Psi.	S1 Psikologi Bachelor of Psychology
11	Auditor	Budi Yanto, S.E.	S1 Akuntansi Bachelor of Accounting
12	Auditor	Didi Juliansyah, S.Kom	S1 Teknik Informatika Bachelor of Informatics Engineering S2 Magister Management Master of Management
13	Auditor	Amanulloh Ariawan, A.md	D3 Teknik Perkapalan Diploma III in Marine Engineering S1 Manajemen Bachelor of Management
14	Auditor	Rahmadian Martha Stania	S1 Ilmu Komunikasi Bachelor of Communications
15	Auditor	Farid Muharram	S1 Akuntansi Bachelor of Accounting S2 Magister Business Master of Business Management
16	Auditor	Bayu Susilo	S1 Teknik Perkapalan Bachelor of Marine Engineering S2 Business Administration Master of Business Administration
17	Auditor	M. Rivai	S1 Manajemen Pemasaran Bachelor of Marketing Management
18	Auditor	Mety Susila	-
19	Auditor	Febrinayanti	S1 Akuntansi Bachelor of Accounting
20	Auditor	Wahyu Jefri Perwira Manurung	S1 Manajemen Bachelor of Management
21	Manager Tata Usaha Administration Manager	Tanti Mardianti, S.T	S1 Teknik Industri Bachelor of Industrial Engineering

Selama Tahun 2022, terdapat perubahan personil Internal Auditor berdasarkan Surat Keputusan Direksi pada Bulan Juni 2022 dan Agustus 2022, sebagai berikut:

During 2022, there were changes in Internal Auditor personnel based on the Board of Directors' Decree in June 2022 and August 2022, as follows:

No	Jabatan Position	Nama Name	Kualifikasi Pendidikan Education Qualification	Nomor SK SK Number	Keterangan Remark
1	Auditor	Amanulloh Ariawan	<ul style="list-style-type: none"> D3 Teknik Perkapalan S1 Manajemen Diploma III of Naval Engineering Bachelor of Management 	SK.503/PA.104/ASDP-2022 tanggal 20 Juni 2022 SK.503/PA.104/ASDP-2022 dated June 20, 2022	Promosi ke Cabang Ambon Promoted to Ambon Branch
2	Auditor	Gunawan	-	SK.70/PA.104/ASDP-2022 tanggal 3 Agustus 2022 SK.70/PA.104/ASDP-2022 dated August 3, 2022	Mutasi dari Cabang Ketapang Transferred from Ketapang Branch



No	Jabatan Position	Nama Name	Kualifikasi Pendidikan Education Qualification	Nomor SK SK Number	Keterangan Remark
3	Auditor	Farid Muharam	<ul style="list-style-type: none"> S1 Akuntansi S2 Magister Business Bachelor of Accounting Master of Business 	SK.760/PA.104/ASDP-2022 tanggal 31 Agustus 2022 SK.760/PA.104/ASDP-2022 dated August 31, 2022	Promosi ke Dana Pensiun Promoted to Pension Fund
4.	Inspektur	Luh Putu Ayu Kristina	<ul style="list-style-type: none"> S2 Magister Manajemen Master of Management 	SK.188/PA.303/ASDP-2022 tanggal 21 Februari 2022 SK.188/PA.303/ASDP-2022 dated February 21, 2022	Digantikan oleh Alvius D. Bago sesuai SK Nomor: SK.942/PA.104/ASDP-2022 tanggal 9 November 2022 Replaced by Alvius D. Bago according to Decree Number: SK.942/PA.104/ASDP-2022 dated November 9, 2022

Jumlah Auditor yang telah memiliki sertifikasi sampai dengan Desember 2022 adalah sebagai berikut:

The number of Auditors who have been certified until December 2022 is as follows:

Sertifikasi Profesi Professional Certification	Jumlah Auditor Total
Professional Internal Auditor (PIA)	4
Certified Internal Auditor (CIA)	0
Qualified Risk Management Officer (QRMO)	4
Qualified Chief Risk Officer (QRCO)	3
Qualified Risk Management Professional (QRMP)	2
Auditor Muda Auditor Muda	11
Auditor Madya Auditor Madya	4

Program Pengembangan Kompetensi Satuan Pengawasan Intern

Selama tahun 2022, Satuan Pengawasan Intern telah melaksanakan program pelatihan dan pengembangan kompetensi berupa seminar dan peningkatan pengetahuan auditor dengan perincian sebagai berikut:

Competency Development Program of Internal Audit Unit

During 2022, the Internal Audit Unit has carried out training and competency development programs in the form of seminars and increased auditor knowledge with the following details:

NO	NAMA PELATIHAN NAME OF TRAINING	PENYELENGGARA ORGANIZER	JENIS PELATIHAN TYPE OF TRAINING	TANGGAL PELATIHAN DATE OF TRAINING	NAMA PESERTA PARTICIPANT NAME
1	CIA Review Course Part 1	Institute Internal Auditor	Technical Skill	7-11 Februari 2022 February 7-11, 2022	1. T Damayanti 2. Siti Rosyanti 3. Anis Adinizam
2	Audit Operasional Operational Audit	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	Technical Skill	14-24 Maret 2022 March 14-24, 2022	1. Tanti Mardianti 2. Mety Susila 3. Budi Yanto 4. M. Rivai
3	Sertifikasi Kompetensi Auditor Muda Junior Auditor Competency Certification	LSPA I	Uji Kompetensi Competency Test	24 Maret 2022 March 24, 2022	1. Tanti Mardianti 2. Mety Susila 3. Budi Yanto 4. M. Rivai

NO	NAMA PELATIHAN NAME OF TRAINING	PENYELENGGARA ORGANIZER	JENIS PELATIHAN TYPE OF TRAINING	TANGGAL PELATIHAN DATE OF TRAINING	NAMA PESERTA PARTICIPANT NAME
4	<i>Audit Report Writing Effectively</i>	Institute Internal Auditor	<i>Technical Skill</i>	27-28 April 2022 April 27- 28, 2022	1. Bagus Gelis 2. Mety Susila 3. Rahmadian Martha
5	Dasar-dasar Audit Basics of Audit	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	<i>Technical Skill</i>	16 - 26 Mei 2022 May 16- 26, 2022	Achmad Sunedi
6	Audit Operasional Operational Audit	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	<i>Technical Skill</i>	13 - 23 Juni 2022 June 13- 23, 2022	1. Wahyu Jefri 2. Farid Fanani 3. Febrinayanti 4. Bayu Susilo
7	Uji Kompetensi - Sertifikasi Auditor Muda Competency Test - Junior Auditor Certification	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	<i>Technical Skill</i>	23 Juni 2022 June 23, 2022	1. Wahyu Jefri 2. Farid Fanani 3. Febrinayanti 4. Bayu Susilo
8	Pengelolaan Tugas-tugas Audit Audit Duties Management	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	<i>Technical Skill</i>	18-23 Juli 2022 July 18-23, 2022	Bagus Gelis Pratama
9	Uji Kompetensi - Sertifikasi Auditor Utama Competency Test - Main Auditor Certification	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	<i>Technical Skill</i>	23 Juli 2022 July 23, 2022	Bagus Gelis Pratama
10	Dasar-dasar Audit Basics of Audit	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	<i>Technical Skill</i>	18-23 Juli 2022 July 18-23, 2022	Abdus Syukur
11	GRC Summit Seminar & Master Class Tahun 2022 GRC Summit Seminar & Master Class in 2022	GRC	<i>Technical Skill</i>	25 - 26 Agustus 2022 August 25-26, 2022	Muda Prastyta
12	QCRO (<i>Qualified Chief Risk Officer</i>)	CRMS Training	<i>Technical Skill</i>	15-18 Agustus 2022 August 25-26, 2022	1. T. Damayanti 2. Imran Kuru 3. Anis Adinizam
13	QRMP (<i>Qualified Risk Management Professional</i>)	CRMS Training	<i>Technical Skill</i>	22-26 Agustus 2022 August 22-26, 2022	1. Tanti Mardianti 2. Indriasari Purboningrum
14	Dasar-dasar Audit Audit Basics	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	<i>Technical Skill</i>	5-14 September 2022 September 5-14, 2022	Gunawan
15	Konferensi Institute Internal Audit Tahun 2022 Institute of Internal Audit Conference 2022	Institute Internal Auditor	<i>Technical Skill</i>	12-13 Oktober 2022 October 12-13, 2022	1. Anis Adinizam 2. Budiyanto 3. Tanti Mardianti
16	Komunikasi & Psikologi Audit Communication & Audit Psychology	PT. Bumi Pertiwi Mandiri - PPAK JAKARTA	<i>Technical Skill</i>	14-24 November 2022 November 14-24, 2022	1. Imran Kuru 2. Muda Prastyta 3. Didi Juliansyah
17	Seminar: Peran dan Tantangan Bagi Internal Auditor dalam memastikan Keberlangsungan Perusahaan Seminar: Roles and Challenges for Internal Auditors in Ensuring Company Sustainability	Asosiasi Auditor Internal Internal Auditor Association	<i>Technical Skill</i>	09 November 2022 November 9, 2022	Bagus Gelis Pratama



Pedoman Kerja Satuan Pengawasan Intern

Satuan Pengawasan Intern dalam melaksanakan tugasnya berpedoman pada Piagam Satuan Pengawasan Intern. Komite Audit secara berkala mengkaji ulang Piagam Komite Audit guna memastikan muatan pedoman tersebut masih relevan dan sesuai dengan kebutuhan serta sejalan dengan peraturan perundang-undangan yang berlaku. Piagam Satuan Pengawasan Intern ditetapkan berdasarkan keputusan Dewan Komisaris PT ASDP Indonesia Ferry (Persero) Nomor: SK.325/HK.002/ASDP-2022 tanggal 19 April 2022 tentang Piagam Satuan Pengawasan Intern yang memuat:

1. Visi, Misi, Nilai dan Tujuan Satuan Pengawasan Intern
2. Struktur Organisasi, Ruang Lingkup, Tugas dan Wewenang SPI
3. Pedoman Standar Pelaksanaan Audit serta Hubungan Kerja Auditor dengan lingkungan eksternal yang mencakup Auditee, Auditor Eksternal, Komite Audit, serta Hubungan dengan Fungsi Penilaian Kinerja dan Manajemen Risiko perusahaan.
4. Kode Etik SPI yang dimaksudkan untuk mengarahkan sikap dan perilaku auditor internal dalam berinteraksi dengan internal maupun eksternal dalam melaksanakan penugasan serta dalam hubungannya dengan pihak lain

Tugas dan Tanggung Jawab Satuan Pengawasan Intern

Satuan Pengawasan Intern bertugas memastikan bahwa seluruh kegiatan pengelolaan perusahaan dijalankan sesuai dengan ketentuan yang berlaku serta praktik terbaik guna mendukung keberlanjutan perusahaan dengan tugas dan tanggung jawab sebagai berikut :

1. Mengendalikan penyusunan dan pengelolaan RKAP Internal Audit;
2. Menyusun kebijakan dan strategi pengawasan internal serta tanggung jawab terhadap perencanaan dan pelaksanaan audit atas pengelolaan kegiatan perusahaan berdasarkan peraturan yang berlaku;
3. Menyusun kebijakan dan strategi serta bertanggung jawab terhadap pengembangan sistem manajemen dan pengendalian dokumen perusahaan;
4. Melaksanakan audit berdasarkan Program Kerja Pemeriksaan Tahunan (PKPT) yang telah ditetapkan sesuai dengan bidang Teknik, Fasilitas, Operasional, Komersial, Sumber Daya Manusia, K2L, Pemasaran, Keuangan, Administrasi, dan General Affairs;
5. Mengkoordinasikan pelaksanaan audit khusus di luar audit rutin (PKPT) sebagaimana tersebut pada poin atas penugasan Direksi;

Head of Internal Audit Unit Work Guideline

The Internal Audit Unit in carrying out its duties is guided by the Internal Audit Unit Charter. The Audit Committee periodically reviews the Audit Committee Charter to ensure that the content of the guidelines is still relevant and in accordance with the needs and in line with applicable laws and regulations. The Internal Audit Unit Charter is established based on the decision of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero) Number: SK.325/HK.002/ASDP-2022 dated April 19, 2022 regarding the Internal Audit Unit Charter which contains:

1. Vision, Mission, Values and Objectives of the Internal Audit Unit
2. Organizational Structure, Scope, Duties and Authority of Internal Audit Unit
3. Guidelines for Audit Implementation Standards and Auditor Working Relationships with the external environment which includes Auditees, External Auditors, Audit Committees, as well as Relationships with the Company's Performance Assessment and Risk Management Functions.
4. SPI Code of Conduct is intended to guide the attitude and behavior of internal auditors when interacting with internal and external parties in performing assignments and in their relationships with other parties.

Duties and Responsibilities of the Internal Audit Unit

The Internal Audit Unit is tasked with ensuring that all company management activities are carried out in accordance with applicable regulations and best practices to support the sustainability of the company with the following duties and responsibilities:

1. Controlling the preparation and management of the Internal Audit RKAP;
2. Developing policies and strategies for internal supervision and responsibility for planning and conducting audits on the management of the company's activities based on applicable regulations;
3. Developing policies and strategies and responsible for the development of the company's document management and control system;
4. Conducting audits based on the Annual Audit Work Program (PKPT) that has been determined in accordance with the fields of Engineering, Facilities, Operations, Commercial, Human Resources, K2L, Marketing, Finance, Administration, and General Affairs;
5. Coordinating the implementation of special audits outside of routine audits (PKPT) as mentioned in the point on the assignment of the Board of Directors;

6. Mengkoordinasikan penyusunan sekaligus melakukan *review* dan pengesahan Laporan Hasil Pemeriksaan (LHP) setiap kegiatan audit yang telah dilaksanakan;
7. Mengendalikan pendistribusian Laporan Hasil Audit (LHA) kepada Direksi dan Komite Audit serta memenuhi permintaan pihak-pihak terkait lain berdasarkan persetujuan Direksi;
8. Mengendalikan pelaksanaan fungsi pendampingan terhadap auditor eksternal;
9. Melakukan *monitoring* guna memastikan kepatuhan tindak lanjut atas rekomendasi hasil audit baik secara eksternal maupun internal;
10. Melaksanakan evaluasi mutu kegiatan audit internal yang telah dilakukan serta evaluasi atas sistem dan prosedur audit; dan
11. Memberikan konsultasi kepada Komite Audit secara independen dan objektif terkait dengan fungsi pengawasan.

6. Coordinating the preparation as well as reviewing and authorizing the Audit Report (LHP) of each audit activity that has been carried out;
7. Controlling the distribution of the Audit Report (LHA) to the Board of Directors and the Audit Committee and fulfilling requests from other related parties based on the approval of the Board of Directors;
8. Controlling the implementation of the assistance function to external auditors;
9. Conducting monitoring to ensure compliance with follow-up on audit recommendations both externally and internally;
10. Performing quality evaluation of internal audit activities that have been carried out and evaluation of audit systems and procedures; and
11. Providing consultation to the Audit Committee independently and objectively related to the supervisory function.

Laporan Pelaksanaan Kegiatan Satuan Pengawasan Intern Tahun 2022

Sepanjang tahun 2022, SPI telah menjalankan tugas dan tanggung jawabnya dalam memastikan bahwa seluruh proses bisnis perusahaan dijalankan sesuai dengan ketentuan yang berlaku dengan kegiatan sebagai berikut:

1. Program Kerja Pemeriksaan Tahunan (PKPT) yang terdiri dari kegiatan pengawasan dengan ruang lingkup Kantor Cabang dan Kantor Pusat;
2. *Monitoring* tindak lanjut atas temuan kegiatan PKPT dan Eksternal Auditor;
3. *Quality Assurance* SPI;
4. Jasa Konsultasi;
5. Kegiatan pemeriksaan Auditor Eksternal Badan Pemeriksa Keuangan Republik Indonesia (BPK-RI).

Report on the Implementation of Internal Audit Unit Activities in 2022

Throughout 2022, Internal Audit Unit has carried out its duties and responsibilities in ensuring that all business processes of the company are carried out in accordance with applicable regulations with the following activities:

1. Annual Audit Work Program (PKPT) which consists of supervisory activities with the scope of the Branch Office and Head Office;
2. Monitoring follow-up on the findings of PKPT and External Auditor activities;
3. Quality Assurance of SPI;
4. Consulting Services;
5. External Auditor examination activities of the Supreme Audit Agency of the Republic of Indonesia (BPK-RI).

Program Kerja Pemeriksaan Tahunan (PKPT)

Pelaksanaan Program Kerja Pemeriksaan Tahunan (PKPT) dilaksanakan dengan metode kegiatan *site visit* ke cabang. SPI melakukan audit terhadap 17 (tujuh belas) cabang sepanjang tahun 2022, dengan rincian cabang sebagai berikut:

Annual Audit Work Program (PKPT)

The implementation of the Annual Audit Work Program (PKPT) is carried out using a combined method, namely site visit activities to branches with Internal Audit Unit conducted audits of 17 (seventeen) branches throughout 2022, with details of the branches as follows:

Periode Period	No.	Auditee Auditee	Regional	Tanggal Pelaksanaan Date of Implementation	Metode Method
Triwulan I First Quarter	1	Singkil	I	23 Feb - 27 Feb 2022 February 23-27, 2022	Site Visit
	2	Sibolga	I	23 Feb - 27 Feb 2022 February 23-27, 2022	Site Visit
	3	Banda Aceh	I	14 Mar - 19 Mar 2022 March 14-19, 2022	Site Visit



Periode Period	No.	Auditee Auditee	Regional	Tanggal Pelaksanaan Date of Implementation	Metode Method
	4	Balikpapan	II	28 Mar – 1 Apr 2022 March 28 – April 1, 2022	Site Visit
	5	Divisi Perencanaan Organisasi & Sistem SDM (POSS) Organizational Planning & HR System Division (POSS)	Pusat Central	1 Mar-30 Mar 2022 March 1-30, 2022	Site Visit
	6	Divisi Pelayanan SDM (PSDM) HR Services Division (PSDM)	Pusat Central	1 Mar-30 Mar 2022 March 1-30, 2022	Site Visit
	7	Divisi Keuangan & Perbendaharaan Finance & Treasury Division	Pusat Central	1 Mar-30 Mar 2022 March 1-30, 2022	Site Visit
Triwulan II Second Quarter	8	Lembar	III	16 Mei – 21 Mei 2022 May 16-21, 2022	Site Visit
	9	Batam	I	16 Mei – 21 Mei 2022 May 16-21, 2022	Site Visit
Triwulan III Third Quarter	10	Sorong	IV	18 Juli – 24 Juli 2022 July 18-24, 2022	Site Visit
	11	Biak	IV	18 Juli – 24 Juli 2022 July 18-24, 2022	Site Visit
	12	Bakauheni	II	8 Agustus – 14 Agustus 2022 August 8-24, 2022	Site Visit
	13	Merak	II	18 Agustus – 24 Agustus 2022 August 8-24, 2022	Site Visit
Triwulan IV Fourth Quarter	14	Bitung	IV	12-18 September 2022 September 12-18, 2022	Site Visit
	15	Ternate	IV	12-18 September 2022 September 12-18, 2022	Site Visit
	16	Kupang	III	20 – 26 September 2022 September 20-26, 2022	Site Visit
	17	Surabaya	III	19 – 25 September 2022 September 19-25, 2022	Site Visit

Audit operasional dilaksanakan untuk meningkatkan nilai tambah dan memperbaiki operasional perusahaan melalui pendekatan sistematis dalam mengidentifikasi, mengevaluasi dan meningkatkan efektivitas proses pengendalian intern, manajemen risiko, dan tata kelola perusahaan. Sehingga rekomendasi yang diberikan oleh Tim Auditor tidak hanya untuk Manajemen Cabang, tetapi juga untuk Fungsi Kantor Pusat untuk mendukung perbaikan operasional di Kantor Cabang.

Berdasarkan hasil audit operasional SPI di seluruh Kantor Cabang, perlunya peninjauan kembali prosedur atau kebijakan oleh Unit Kerja Kantor Pusat yang mengatur pelaksanaan operasional pelabuhan dan penyeberangan, sumber daya manusia, pemeliharaan kapal dan pelabuhan, serta pengelolaan keuangan.

Operational audits are conducted to add value and improve the company's operations through a systematic approach in identifying, evaluating and improving the effectiveness of internal control processes, risk management, and corporate governance. Thus, the recommendations provided by the Auditor Team are not only for Branch Management, but also for the Head Office Function to support operational improvements at the Branch Office.

Based on the results of Internal Audit Unit's operational audits at all Branch Offices, it is necessary to review procedures or policies by the Head Office Work Unit that regulate the implementation of port and ferry operations, human resources, ship and port maintenance, and financial management.

Quality Assurance SPI

Menjadi tugas SPI dalam memberikan konsultasi pada unit kerja terkait untuk memberikan nilai tambah dan perbaikan terhadap kualitas pengendalian internal, pengelolaan risiko dan tata kelola perusahaan meliputi seluruh aspek bisnis yang dijalankan oleh perusahaan.

Pada tahun 2022, untuk meningkatkan kapabilitas seluruh auditor SPI, dilaksanakan *Assessment QA* yang dilakukan oleh Badan Pengawasan Keuangan & Pembangunan (BPKP) sesuai dengan rekomendasi yang diberikan oleh Badan Pengawasan Keuangan & Pembangunan (BPKP).

Berdasarkan Laporan Hasil Penjaminan Kualitas/ *Quality Assurance* atas Penilaian Mandiri Kapabilitas Satuan Pengawasan Intern (SPI) PT ASDP Indonesia Ferry (Persero) melalui surat Direktur Pengawasan Badan Usaha Konektivitas, Pariwisata, Kawasan Industri, dan Perumahan Badan Pengawasan Keuangan & Pembangunan Nomor: PE.05.03/LAP-298/D402/1/2022 tanggal 6 Desember 2022 tentang Laporan Hasil *Quality Assurance* atas Penilaian Mandiri Kapabilitas Satuan Pengawasan Intern PT ASDP Indonesia Ferry (Persero) menunjukkan bahwa kapabilitas SPI tahun 2022 berada pada level 3 dengan catatan. Penilaian ini didasari pada pemenuhan seluruh pernyataan pada Level 2, yakni sebanyak 56 pernyataan yang tersebar pada enam elemen dan KPA. Capaian Elemen dan KPA pada level 2 tersebut telah terpenuhi seluruhnya atau 100%.

Internal Audit Unit Quality Assurance

It is the duty of Internal Audit Unit to provide consultation to related work units to provide added value and improvements to the quality of internal control, risk management and corporate governance covering all aspects of the business carried out by the company.

In the year 2022 to improve the capability of all SPI auditors, a QA Assessment was carried out by the Financial & Development Supervisory Agency (BPKP) in accordance with the recommendations given by the Financial and Development Supervisory Agency (BPKP)

Based on the Quality Assurance Report on the Self-Assessment of the Capability of the Internal Audit Unit (SPI) of PT ASDP Indonesia Ferry (Persero) through a letter from the Director of Supervision of Business Entities for Connectivity, Tourism, Industrial Estates, and Housing of the Financial & Development Supervisory Agency Number: PE.05.03/LAP-298/D402/1/2022 dated December 6, 2022 concerning the Quality Assurance Report on the Self-Assessment of the Capacity of the Internal Audit Unit of PT ASDP Indonesia Ferry (Persero) shows that the SPI's capability in 2022 is at level 3 with Notes. This assessment is based on the fulfillment of all statements at Level 2, namely 56 statements spread over six elements and KPAs. The achievements of the Elements and KPAs at level 2 have been fully fulfilled or equals to 100%.

Capaian Elemen Internal Audit Capability Moduls Achievement in Internal Audit Capability Modules Element

No.	Elemen/KPA Element/KPA	Level Capaian Level
I	Peran dan Layanan Roles and Services	
Level 2	Audit Ketaatan Compliance Audit	100%
II	Pengelolaan Sumber Daya Manusia Human Resources Management	
Level 2	Identifikasi dan Rekrutmen SDM yang Kompeten Identification and Recruitment of Competent Human Resources	100%
	Pengembangan Profesi Individu Individual Professional Development	100%
III	Praktik Profesional Professional Practice	
Level 2	Perencanaan Audit Internal disusun Berdasarkan pada Prioritas Manajemen/Pemangku Kepentingan Internal Audit Plan was drafted based on Management/Stakeholders Priority	100%
IV	Akuntabilitas dan Manajemen Kinerja Accountability and Performance Management	
Level 2	Perencanaan Kegiatan SPI Internal Audit Unit Activity Planning.	100%
	Anggaran Operasional Kegiatan SPI Internal Audit Unit Operational Budget	100%
V	Budaya dan Hubungan Organisasi Organization Culture and Relationship	
Level 2	Pengelolaan Organisasi SPI Organization Management of Internal Audit Unit	100%



Capaian Elemen Internal Audit Capability Moduls Achievement in Internal Audit Capability Modules Element

No.	Elemen/KPA Element/KPA	Level Capaian Level
VI	Struktur Tata Kelola Structure of Governance	
Level 2	Hubungan Pelaporan Telah Terbangun Reporting Relationship has been Established	100%
	Akses Penuh Terhadap Informasi Organisasi, Aset, dan SDM Full Access to Organization Information, Assets and HR	100%

Sedangkan Capaian Kapabilitas SPI PT ASDP Indonesia Ferry (Persero) atas pernyataan pada Level 3, menunjukkan hampir seluruh pernyataan pada Level 3 telah terpenuhi dan beberapa pernyataan menjadi catatan untuk dapat mencapai secara maksimal 100%. Capaian kapabilitas pada Level 3 meliputi:

- 85 pernyataan tersebar pada enam elemen dan KPA telah terpenuhi 100%
- 4 pernyataan dalam 3 KPA pada elemen 3, 4 dan 5 belum terpenuhi 100%

While the SPI Capability Achievement of PT ASDP Indonesia Ferry (Persero) for the statement at Level 3, shows that almost all statements at Level 3 have been fulfilled and some statements are noted to be able to achieve a maximum of 100%. Capability achievements at Level 3 include:

- 85 statements spread over six elements and KPAs have been fulfilled 100%.
- statements in 3 KPAs in elements 3, 4 and 5 have not been fulfilled 100%.

Capaian Elemen dan KPA pada level 3 tersebut sebagai berikut:

Achievements of Elements and KPAs at level 3 are as follows

No	Elemen/KPA Element/KPA	Level Capaian Level Capaian
I.	Peran dan Layanan Roles and Services	
Level 3	Value for money audit/ program evaluasi Value for money audit/evaluation program	100%
	Pemberian jasa advis (advisory services) Advisory service	100%
II.	Pengelolaan Sumber Daya Manusia Human Resource Management	
Level 3	Koordinasi satuan kerja SDM SPI SPI HR work unit coordination	100%
	Staf SPI yang berkualifikasi profesional Professionally qualified SPI staff	100%
	Kompetensi dan <i>team building</i> Competency and team building	100%
III.	Praktik Profesional Professional Practice	
Level 3	Perencanaan Audit berbasis risiko (<i>risk-based plan</i>) Risk-based audit plan	100%
	Kerangka kerja untuk mengelola kualitas Framework for managing quality	67%
IV.	Akuntabilitas dan Manajemen Kinerja Accountability and Performance Management	
Level 3	Laporan Manajemen kegiatan audit internal Management report on internal audit activities	100%
	Informasi mengenai biaya Information on costs	100%
	Sistem Pengukuran Kinerja Performance Measurement System	88%
V.	Budaya dan Hubungan Organisasi Governance Structure	
Level 3	SPI bersama dengan unit lain dalam korporasi merupakan satu Tim Manajemen SPI together with other units in the corporation constitute a Management Team.	100%
	Koordinasi dengan pihak lain yang menyediakan jasa pemberian advis dan penjaminan (<i>other review groups</i>) Coordination with other parties that provide advisory and assurance services (<i>other review groups</i>)	80%
VI.	Struktur Tata Kelola	
Level 3	Mekanisme penganggaran kegiatan audit internal Internal audit activity budgeting mechanism	100%

No	Elemen/KPA Elemen/KPA	Level Capaian Level Capaian
	Pengawasan dan dukungan Manajemen terhadap Kegiatan Audit Internal Supervision and Management support for Internal Audit Activities	100%
	Adanya laporan Pimpinan SPI kepada Pimpinan tertinggi Organisasi The existence of the SPI Leader's report to the highest leadership of the Organization	100%

Fungsi Konsultatif

Sebagai *business partner*, SPI juga melaksanakan kegiatan konsultasi dan pembinaan sepanjang tahun 2022. Fungsi Konsultasi merupakan peran SPI yang diberikan pada unit kerja terkait yang diharapkan dapat memberikan nilai tambah dan perbaikan terhadap kualitas pengendalian internal, pengelolaan risiko dan tata kelola perusahaan. Selama tahun 2022, SPI telah memberikan fungsi konsultatif kepada Fungsi antara lain sebagai berikut:

Consultative Function

As a business partner, Internal Audit Unit also carried out consulting and coaching activities throughout 2022. The Consultation Function is the role of Internal Audit Unit provided to related work units that are expected to provide added value and improvements to the quality of internal control, risk management and corporate governance. During 2022, Internal Audit Unit has provided consultative functions to the following functions:

No	Divisi Division	Perihal Concerning
1	Divisi Keperintisan Pioneering Division	Kontrak Kerjasama Sewa Kapal Kontainer Container Ship Charter Cooperation Contract
2	Optimalisasi Manajemen Armada Fleet Management Optimization	Rehabilitasi KMP Jatra I Rehabilitation of KMP Jatra I
3	Optimalisasi Manajemen Armada Fleet Management Optimization	Proses Pengadaan Barang dan Jasa Cabang Tual Tual Branch Goods and Services Procurement Process
4	Divisi PSDM, Akuntansi, Divisi Keuangan & Perbendaharaan Human Resources, Accounting, Finance & Treasury Division	Piutang Pegawai Employee Receivables
5	Divisi Komersial Commercial Division	Review Pembayaran Sewa Lahan TTM Merak Review of TTM Merak Land Lease Payment
6	SGM Regional III, Divisi Teknik & Operasional, OMA, OMP, Quality Control SGM Regional III, Engineering & Operations Division, OMA, OMP, Quality Control	Progress & Dasar Pekerjaan Recovery KMP Jatra I Progress & Basis of Work Recovery KMP Jatra I
7	Komersial Commercial	Tindaklanjut Piutang Jasa Kepelabuhan Cabang Kupang (Flobamor) Follow-up of Kupang Branch Port Services Receivables (Flobamor)

Aplikasi Sistem Manajemen Audit internal

Sebagai pemegang peranan dalam *Governance Risk and Control* (GRC) di lingkungan perusahaan ada sejumlah proses tata kelola yang dijalankan oleh SPI. Tata kelola di dalam SPI mencakup seluruh tahapan mulai dari perencanaan program tahunan audit (PKPT), perencanaan penugasan audit, pelaksanaan audit, pelaporan audit serta pemantauan tindak lanjut audit. Saat ini, proses sistem tata kelola yang ada di dalam Satuan Pengawasan Intern masih dilaksanakan secara independen oleh masing-masing oleh Auditor. Sehingga proses dokumentasi belum terintegrasi secara menyeluruh, dan dapat menyebabkan ketidaklengkapan informasi.

Internal Audit Management System Application

As a role holder in Governance Risk and Control (GRC) within ASDP, there are a number of governance processes carried out by Internal Audit Unit. Governance in Internal Audit Unit includes all stages starting from planning the annual audit program (PKPT), planning audit assignments, conducting audits, reporting audits and monitoring audit follow-up. Currently, the governance system process within the Internal Audit Unit is still carried out independently by each Auditor. Thus, the documentation process has not been integrated as a whole, and can cause incomplete information.



Untuk itu, Satuan Pengawasan Intern (SPI) merancang aplikasi Sistem Manajemen Audit Internal (SMAIL) yang dapat menunjang hal tersebut di atas sehingga kegiatan audit internal akan menjadi lebih efektif dan efisien dan terdokumentasi dengan baik. Diharapkan, SMAIL dapat mengintegrasikan proses audit internal disertai dengan *workflow* yang terkait sehingga menghindari redundansi dan ketidaklengkapan informasi.

Pada 4 November 2022, telah dilaksanakan UAT (*User Acceptance Test*) dengan memasukkan data-data audit dari mulai perencanaan audit hingga kepada *monitoring* tindakan lanjut audit. Saat ini pembangunan aplikasi masih dalam tahap Proses *Penetrasi Security* dan ditargetkan dapat segera dilaksanakan proses migrasi server.

Sertifikasi Kompetensi

Peningkatan kapabilitas dari masing-masing personil SPI telah menjadi perhatian serius dan terus dioptimalkan pelaksanaannya. Pada Tahun 2022, telah dilaksanakan Sertifikasi uji kompetensi auditor internal muda, madya dan Profesional Internal Auditor (PIA) yang dilaksanakan berbarengan dengan pelaksanaan audit internal di Cabang. Adapun rincian sertifikasi yang dilaksanakan oleh Lembaga Sertifikasi Profesi Auditor Internal (LSPAI) Jakarta sebagai berikut:

Therefore, the Internal Audit Unit (SPI) designed an Internal Audit Management System (SMAIL) application that can support the matters mentioned above so that internal audit activities will become more effective and efficient and well documented. It is expected that SMAIL can integrate the internal audit process along with related workflows to avoid redundancy and incomplete information.

On November 4, 2022, a UAT (*User Acceptance Test*) was conducted by entering audit data from audit planning to monitoring audit follow-up. Currently, the application development is still in the Security Penetration Process stage and it is targeted that the server migration process can be carried out immediately.

Competency Certification

Increasing the capabilities of each Internal Audit Unit personnel has become a serious concern and continues to optimize its implementation. In 2022, the certification of competency tests for young internal auditors, intermediate and Professional Internal Auditors (PIA) was carried out simultaneously with the implementation of internal audits at the Branch. The details of the certification carried out by the Jakarta Internal Auditor Professional Certification Institute (LSPAI) are as follows:

SERTIKASI Certification	NAMA	JABATAN
Professional Internal Audit (PIA)	1. T. Damayanti	Kepala SPI Head of Internal Audit Unit
	2. Siti Rosyanti	Inspektur Inspector
	3. Indriasari Purboningrum	Auditor
Sertifikasi Auditor Madya Senior Auditor Certification	1. Bagus Gelis Pratama	Auditor
Sertifikasi Auditor Muda Junior Auditor Certification	1. Imran Kuru	Inspektur Inspector
	2. Muda Prastya	Auditor
	3. Didi Juliansyah	Auditor
	4. Tanti Mardianti	Manager SPI Manager of Internal Audit Unit
	5. Mety Susila	Auditor
	6. Moh. Rivai	Auditor
	7. Budi Yanto	Auditor
	8. Farid Fanani	Auditor
	9. Febrinayanti	Auditor
	10. Wahyu Jefri	Auditor
	11. Bayu Susilo	Auditor

Pengukuhan Profesional Internal Auditor SPI Tahun 2022 Inauguration of SPI Internal Auditor Professional in 2022

Nama Sertifikasi Certification Name	Penyelenggara Organizer	Tanggal Sertifikasi Date of Certification	Nama Peserta Participant Name
Professional Internal Auditor (PIA)	Asosiasi Auditor Internal (AAI) Association of Internal Auditors (AAI)	8-11 November 2022 November 8-11, 2022	Bagus Gelis Pratama Putra

Review Piagam SPI

Sesuai dengan SK.287/PA.205/ASDP-2018 tentang Piagam Satuan Pengawasan Intern PT ASDP Indonesia Ferry (Persero), pada Tugas dan tanggung jawab SPI, butir m. yang menyebutkan bahwa SPI membuat dan mereview Piagam SPI dua tahun sekali. Pada 19 April 2022, berdasarkan Surat Keputusan Bersama Dewan Komisaris PT ASDP Indonesia Ferry (Persero) Nomor: SK.325/HK.002/ASDP-2022 telah dilakukan pembaharuan atas Piagam Satuan Pengawasan Internal dengan mempertimbangkan perkembangan dan dinamika bisnis yang dijalankan perusahaan serta adanya perubahan struktur Organisasi sesuai dengan KD 75/HK.001/ASDP-2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero) tanggal 16 Juli 2021. Perubahan pada Piagam SPI mencakup adanya penambahan struktur pada Divisi SPI sesuai dengan Bagan Struktur Organisasi SPI yang telah dijelaskan sebelumnya.

Monitoring Tindak lanjut Temuan SPI Tahun 2022

Proses terakhir dalam pelaksanaan audit adalah tindak lanjut hasil temuan audit. Tindak lanjut rekomendasi audit internal bertujuan untuk memberi keyakinan bahwa manajemen telah mengambil koreksi atas berbagai temuan yang dilaporkan atau manajemen telah menetapkan besarnya risiko yang dihadapi jika tidak dilakukan tindakan koreksi.

Manfaat tindak lanjut rekomendasi audit internal adalah untuk meningkatkan kinerja manajerial dan perusahaan agar apabila terjadi inefisiensi dan tidak efektifnya dalam melaksanakan kegiatan operasional dapat segera diperbaiki, sehingga kegiatan operasional perusahaan tetap mendukung perusahaan dalam mencapai tujuan utamanya. SPI memonitor tindak lanjut rekomendasi atas temuan dan jika terdapat hambatan dalam menindaklanjuti rekomendasi, auditee dapat berkonsultasi kepada para auditornya.

Menjadi tugas SPI memonitor tindak lanjut rekomendasi atas temuan dan jika terdapat hambatan dalam menindaklanjuti rekomendasi, auditee dapat berkonsultasi kepada para auditornya.

Review of Internal Audit Unit Charter

In accordance with SK.287/PA.205/ASDP-2018 concerning the Charter of the Internal Audit Unit of PT ASDP Indonesia Ferry (Persero), in the Duties and responsibilities of SPI, item (m) which states that SPI makes and reviews the SPI Charter every two years. On April 19, 2022, based on the Joint Decree of the Board of Commissioners of PT ASDP Indonesia Ferry (Persero) Number: SK.325/HK.002/ASDP-2022, an update was made to the Internal Audit Charter by considering the development and dynamics of the business carried out by the company as well as changes in the Organizational structure in accordance with KD 75/HK.001/ASDP-2021 concerning Organization and Work Procedures of the Head Office and Regional PT ASDP Indonesia Ferry (Persero) dated July 16, 2021. Changes to the SPI Charter include the addition of a structure to the SPI Division in accordance with the SPI Organizational Structure Chart previously described.

Monitoring Follow-up of Internal Audit Unit Findings in 2022

The final process in conducting an audit is the follow-up of audit findings. The follow-up of internal audit recommendations aims to provide assurance that management has taken corrections to the various findings reported or management has determined the magnitude of the risks faced if corrective action is not taken.

The benefit of following up on internal audit recommendations is to improve managerial and company performance so that any inefficiencies and ineffectiveness in carrying out operational activities can be corrected immediately, so that the company's operational activities continue to support the company in achieving its main objectives. SPI monitors the follow-up of recommendations on findings and if there are obstacles in following up on recommendations, auditees can consult with their auditors.

It is the duty of SPI to monitor the follow-up of recommendations on findings and if there are obstacles in following up on recommendations, auditees can consult with their auditors.



Progres tindak lanjut atas temuan audit tahun 2022 dengan pencapaian 96,2% berikut detail per Audited:

Progress of follow-up on audit findings in 2022 with achievement of 96.2% following details per Audited:

Memonitor Tindak Lanjut Rekomendasi Atas Temuan Audit Kantor Cabang Tahun 2022
Monitoring the Follow-up of Recommendations on Branch Office Audit Findings in 2022

No	Cabang Branch	Tanggal Pelaksanaan Date of Implementation	Jumlah Total		Sesuai Rekomend As Recommended	Belum Sesuai Not As Recommended	Belum Tinjuit Not yet Followed-Up	% Progres
			Temuan Findings	Rekomendasi Recommendation				
1	Singkil	23 - 27 Februari 2022 February 23 - 27, 2022	4	11	4	-	-	100%
2	Sibolga	14 - 19 Maret 2022 March 14 - 19, 2022	4	10	4	-	-	100%
3	Banda Aceh	28 Maret - 1 April 2022 March 28 - April 1, 2022	7	20	7	-	-	100%
4	Balikpapan	1 - 30 Maret 2022 March 28 - 30, 2022	18	38	18	-	-	100%
5	Lembar	16 - 21 Mei 2022 May 16 - 21, 2022	11	20	11	-	-	100%
6	Batam	16 - 21 Mei 2022 May 16 - 21, 2022	18	34	18	-	-	100%
7	Sorong	19 - 24 Juli 2022 July 19 - 24, 2022	14	30	10	4	-	71%
8	Biak	18 - 23 Juli 2022 July 18 - 23, 2022	14	32	12	2	-	86%
9	Bakauheni	18 - 23 Juli 2022 July 18 - 23, 2022	27	60	27	-	-	100%
10	Merak	18 - 23 Juli 2022 July 18 - 23, 2022	25	57	23	2	-	92%
11	Ternate	12-18 September 2022 September 12-18, 2022	21	39	21	-	-	100%
12	Bitung	12-18 September 2022 September 12-18, 2022	17	34	17	-	-	100%
13	Kupang	20-26 September 2022 September 20-26, 2022	16	41	15	1	-	94%
14	Surabaya	19-25 September 2022 September 19-25, 2022	19	39	18	1	-	95%
15	Ambon	19-25 September 2022 September 19-25, 2022	18	36	17	1	-	94%

Memonitor Tindak Lanjut Rekomendasi Atas Temuan Audit Kantor Pusat Tahun 2022
Monitoring the Follow-up of Recommendations on Head Office Audit Findings in 2022

No	Cabang Branch	Tanggal Pelaksanaan Date of Implementation	Jumlah Total		Sesuai Rekomend As Recommended	Belum Sesuai Not As Recommended	Belum Tinjuit Not yet Followed-Up	% Progres
			Temuan Findings	Rekomendasi Recommendation				
1	POSS	1 - 31 Maret 2022 March 1 - 31, 2022	3	3	3	-	-	100%
2	PSDM	1 - 31 Maret 2022 March 1 - 31, 2022	4	8	4	-	-	100%
3	Keuangan	1 - 31 Maret 2022 March 1 - 31, 2022	1	3	1	-	-	100%

Pendampingan dan *Monitoring* Audit Eksternal

Selain pelaksanaan kegiatan audit internal, Tim Satuan Pengawasan Intern telah melaksanakan pendampingan dan pemenuhan tindak lanjut terhadap audit yang dilaksanakan oleh Auditor Eksternal seperti dari Badan Pemeriksa Keuangan (BPK RI) dan Kantor Akuntan Publik (KAP).

Telah dilakukan tindak lanjut rekomendasi temuan KAP RSM tahun buku 2021 terkait aset, berkoordinasi dengan fungsi terkait pada tanggal 23 November 2022 dengan pokok bahasan sebagai berikut :

1. Pelabelan aset tetap
2. Administrasi untuk penghapusan *asset* tetap
3. Penghapusan aset tidak produktif

Untuk selanjutnya *update* tindak lanjut rekomendasi temuan telah disampaikan kepada KAP RSM dengan status Sesuai Rekomendasi via *E-Mail* pada tanggal 28 November 2022.

Uji Petik oleh KAP RSM pada Cabang; Ketapang, Balikpapan, Surabaya, Kupang, Ambon dan Sorong telah dilaksanakan pada tanggal 1 s/d 19 Desember 2022 dengan *Exit Meeting*.

Untuk tindaklanjutnya rekomendasi temuan KAP tersebut telah dikordinasikan dengan fungsi terkait yang berhubungan Aset dan Persediaan pada tanggal 23, 27 dan 28 Desember 2022 dengan tindak lanjut yang masih berproses sebagai berikut:

External Audit Assistance and Monitoring

In addition to the implementation of internal audit activities, the Internal Audit Team has carried out assistance and fulfillment of follow-up on audits carried out by external auditors such as the Supreme Audit Agency (BPK RI) and the Public Accounting Firm (KAP).

A follow-up to the recommendations of the KAP RSM findings for the 2021 fiscal year related to assets was implemented, in coordination with the relevant functions on November 23, 2022 with the following main topics:

1. Labeling of fixed assets
2. Administration for the write-off of fixed assets
3. Elimination of unproductive assets

Further updates on the follow-up of the recommendation findings have been submitted to KAP RSM with the status as per recommendation via *E-Mail* on November 28, 2022.

Examination by KAP RSM at these Branches; Ketapang, Balikpapan, Surabaya, Kupang, Ambon and Sorong has been performed on December 1 to 19, 2022 with *Exit Meeting*.

For follow-up, the recommendations of the KAP findings have been coordinated with the relevant functions related to Assets and Inventories on December 23, 27 and 28, 2022 with the follow-up still in process as follows:



No	Jenis Temuan Type of Findings	Temuan Finding	Rekomendasi Recommendation	Sudah Tindaklanjuti Has been Followed-Up	Masih Berprogress On- Progress	Keterangan Remark
A	Observasi Aset Asset Observation	28	28	14	14	<p>1. Divisi DMA masih melakukan pengecekan terkait persetujuan pengadaan cylinder liner KMP Pratha IV; DMA Division is still checking the approval of KMP Pratha IV cylinder liner procurement;</p> <p>2. Masih menunggu surat dari Cabang Ketapang terkait inventarisasi atas aset-aset lama yang telah diremajakan/ diganti dengan aset yang baru, kemudian mengajukan penghapusan atas aset-aset tersebut Still waiting for a letter from Ketapang Branch regarding the inventory of old assets that have been rejuvenated/ replaced with new assets, then propose the write-off of these assets</p> <p>3. Terkait status tanah Sumber: a. Divisi OMP bersurat ke Cabang Balikpapan untuk dokumen cek fisik saat ini dan bernota dinas ke Divisi QC; b. Divisi QC mengajukan usulan penghapusan ke BOD untuk meminta rekomendasi dari BOC Regarding the status of Sumber land: a. OMP Division wrote to Balikpapan Branch for current physical check documents and memorized to QC Division; b. QC Division submits deletion proposal to BOD to request recommendation from BOC.</p> <p>4. Divisi Akuntansi melakukan penghapusan <i>Moveable Bridge</i> Sumber dari daftar aset Accounting Division performs the deletion of <i>Moveable Bridge</i> Sumber from the asset list.</p> <p>5. Masih menunggu relinquikasi aset sea water pump KMP Manta dari Divisi Akuntansi Still waiting for the relinquishment of KMP Manta sea water pump asset from the Accounting Division.</p> <p>6. Masih menunggu Surat SN kontrak induk, addendum pengerungan dari Divisi OMA terkait pembatalan pengadaan 5 aset KMP Cakalang II Still waiting for SN letter of master contract, pengerungan addendum from OMA Division related to cancellation of procurement of 5 assets of KMP Cakalang II.</p>

No	Jenis Temuan Type of Findings	Temuan Finding	Rekomendasi Recommendation	Sudah Tindaklanjuti Has been Followed-Up	Masih Berprogress On- Progress	Keterangan Remark
						7. Masih menunggu surat dari Cabang Surabaya terkait perbedaan deskripsi HT dengan fisik dan keberadaan brankas KMP Gajah Mada Still waiting for a letter from Surabaya Branch regarding the difference in HT description with the physical and existence of KMP Gajah Mada safe deposit box
						8. Menunggu surat Cabang Ambon terkait penghapusan aset KMP Wayangan, KMP Temi, KMP Rokatenda dan KMP Samandar Waiting for Ambon Branch letter regarding the write-off of KMP Wayangan, KMP Temi, KMP Rokatenda and KMP Samandar assets.
						9. Menunggu Divisi Akuntansi menurunkan KMP. Gabus pada aset produktif diturunkan menjadi ATP Waiting for the Accounting Division to downgrade KMP. Gabus in productive assets downgraded to ATP
						10. Menunggu surat dari GM Sorong terkait dokumentasi pelabelan aset Waiting for letter from GM Sorong regarding asset labeling documentation
						11. Menunggu surat GM Balikpapan, Kupang dan Surabaya untuk inventaris terhadap selisih persediaan Waiting for letter from GM of Balikpapan, Kupang and Surabaya for inventory differences.
B	Observasi Persediaan Inventory Observation	8	8	5	3	
C	Realisasi Pembayaran Pengadaan Aset Tetap Realization of Payment for Procurement of Fixed Assets	1	1	1	-	
Total		37	37	20	17	



Badan Pemeriksa Keuangan Republik Indonesia (BPK-RI)

Progres tindak lanjut atas rekomendasi temuan Audit BPK-RI pada:

1. Kinerja Efektifitas Kegiatan Pengelolaan Pelayanan Penyeberangan dan Pelabuhan Tahun 2013 s.d. 2015 pada PT ASDP Indonesia Ferry (Persero);
2. PDTT atas Pengelolaan Kegiatan Pengadaan dan Pemeliharaan Kapal serta Penggunaan Penyertaan Modal Negara tahun 2015 pada PT ASDP Indonesia Ferry (Persero) Tahun 2012 sampai dengan triwulan III Tahun 2017; dan
3. Kinerja atas Kegiatan Pelayanan Pelanggan Berkendaraan di Pelabuhan dan Kapal untuk Mendukung Konektivitas Antarpulau pada PT ASDP Indonesia Ferry (Persero) dan Instansi Terkait Tahun Buku 2019, 2020, dan Triwulan III 2021

Sampai dengan bulan Desember 2022 sebagaimana pada tabel dibawah ini dapat dijelaskan terkait dengan progres tindakan lajut sebagai berikut:

Supreme Audit Agency of the Republic of Indonesia (BPK-RI)

Progress of follow-up on recommendations of BPK-RI Audit findings on:

1. Performance Effectiveness of Ferry and Port Service Management Activities from 2013 to 2015 at PT ASDP Indonesia Ferry (Persero);
2. Examination with a specific purpose (PDTT) on the Management of Ship Procurement and Maintenance Activities and the Use of State Equity Participation in 2015 at PT ASDP Indonesia Ferry (Persero) in 2012 until the third quarter of 2017; and
3. Performance on Driving Customer Service Activities at Ports and Ships to Support Inter- Island Connectivity at PT ASDP Indonesia Ferry (Persero) and Related Agencies for Fiscal Years 2019, 2020, and the Third Quarter of 2021.

Until December 2022 as in the table below can be explained related to the progress of the follow-up action as follows:

No	Laporan Hasil Pemeriksaan Audit Report	Jumlah Temuan Number of Findings	Jumlah Rekomendasi Number of Recommendation	Status Tindak Lanjut Follow-Up Status			
				Sesuai As Recommended	Belum Sesuai Not As Recommended	Belum Ditindaklanjuti Not Yet Followed-Up	Tidak Dapat Ditindaklanjuti Could not be Followed-Up
1	Kinerja Efektifitas Kegiatan Pengelolaan Pelayanan dan Plabuhan Tahun 2013 s.d 2015 pada PT ASDP Indonesia Ferry Performance Effectiveness of Port and Service Management Activities in 2013 to 2015 at PT ASDP Indonesia Ferry						
	TL s.d Semester I Tahun 2021 Follow-Up until First Semester of 2021	28	92	81	4	0	7
	TL Semester I Tahun 2022 Follow-up on First Semester Of 2022			2	(2)	0	0
	TL s.d Semster I Tahun 2022 Follow-up until First Semester of 2022	28	92	83	2	0	7

No	Laporan Hasil Pemeriksaan Audit Report	Jumlah Temuan Number of Findings	Jumlah Rekomendasi Number of Recommendation	Status Tindak Lanjut Follow-Up Status			
				Sesuai As Recommended	Belum Sesuai Not As Recommended	Belum Ditindaklanjuti Not Yet Followed-Up	Tidak Dapat Ditindaklanjuti Could not be Followed-Up
2 PDDT atas Pengelolaan Keiatan Pengadaan dan Pemeliharaan Kapal Serta Penggunaan Penyertaan Modal Negara tahun 2015 pada PT ASDP Indonesia Ferry (Persero) Tahun 2012 sampai dengan triwulan III Tahun 2017 Examination with a specific purpose on the Management of Ship Procurement and Maintenance Activities and the Use of State Equity Participation in 2015 at PT ASDP Indonesia Ferry (Persero) in 2012 until the third quarter of 2017.							
	TL s.d Semester I Tahun 2022 Follow-up until First Semester of 2022	10	28	25	3	0	0
	TL Semester I Tahun 2022 Follow-up on First Semester Of 2022			0	0	0	0
	TL s.d Semester I Tahun 2022 Follow-up until First Semester of 2022	10	28	25	3	0	0
3 Kinerja atas kegiatan Pelayanan Pelanggan Berkendaraan di Pelabuhan dan Kapal untuk Mendukung Konektivitas Antar Pulau pada PT ASDP Indonesia Ferry (Persero) dan Instansi Terkait Tahun Buku 2019,2020, dan Triwulan III 2021 Performance of Driving Customer Service activities at Ports and Ships to Support Inter-Island Connectivity at PT ASDP Indonesia Ferry (Persero) and Related Agencies for Fiscal Years 2019, 2020, and Third Quarter 2021							
	TL s.d Semester I Tahun 2021 Follow-up until First Semester of 2021	0	0	0	0	0	0
	TL Semester I Tahun 2021 Follow-up on First Semester of 2021	11	44	42	2	0	0
	TL Semester I Tahun 2022 Follow-up on First Semester of 2022						
	Jumlah Status Tindak Lanjut s.d Semester I Tahun 2021 Total Follow-up Status until First Semester of 2021	38	120	106	7	0	7
	Jumlah Status Tindak Lanjut Semester I Tahun 2022 Total Follow-up Status on First Semester of 2022	11	44	44	0	0	0



No	Laporan Hasil Pemeriksaan Audit Report	Jumlah Temuan Number of Findings	Jumlah Rekomendasi Number of Recommendation	Status Tindak Lanjut Follow-Up Status			
				Sesuai As Recommended	Belum Sesuai Not As Recommended	Belum Ditindaklanjuti Not Yet Followed-Up	Tidak Dapat Ditindaklanjuti Could not be Followed-Up
	Jumlah Status Tindak Lanjut s.d Semester I Tahun 2022 Total Follow-up Status until First Semester of 2022	49	164	150	7	0	7

Keterangan Status Tindak Lanjut: | Follow-up Status Description:

S : Sesuai dengan Rekomendasi | S : In Accordance with Recommendation

BS : Belum Sesuai dengan Rekomendasi | BS : Not in Accordance with Recommendations

BD : Rekomendasi Belum Ditindaklanjuti | BD : Recommendation Not Followed Up

TDD : Rekomendasi Tidak Dapat Ditindaklanjuti | TDD : Recommendations Cannot Be Followed Up

Kantor Akuntan Publik (KAP)

Sampai dengan akhir tahun 2022 tidak terdapat temuan KAP yang memerlukan tindak lanjut dari perusahaan.

General Audit KAP Tahun Buku 2022, telah dilaksanakan Entry Meeting pada tanggal 12 Oktober 2022, dan uji petik di Kantor Cabang antara lain:

Public Accounting Firm (KAP)

Until the end of 2022 there are no KAP findings that require follow-up from the company.

General Audit of KAP for Fiscal Year 2022, an Entry Meeting was held on October 12, 2022 and sampling at the Branch Office, among others:

No	Cabang Cabang	Tanggal Pelaksanaan Tanggal Pelaksanaan
1.	Bakauheni	9 – 19 Januari 2023 January 9 - 19, 2023
2.	Merak	9 – 19 Januari 2023 January 9 - 19, 2023
3.	Surabaya	29 November 2022 – 4 Desember 2022 November 29, 2022 - December 4, 2022
4.	Ketapang	1 – 6 Desember 2022 December 1 - 6, 2022
5.	Ambon	7 – 11 Desember 2022 December 7 - 11, 2022
6.	Sorong	12 – 19 Desember 2022 December 12 - 19, 2022
7.	Kupang	6 – 14 Desember 2022 December 6 - 14, 2022
8.	Balikpapan	1 – 7 Desember 2022 December 1 - 7, 2022

Hasil uji petik yang menjadi perhatian adalah sebagai berikut :

1. Aset
2. Persediaan

Penilaian Kinerja Satuan Pengawasan Intern

Tugas dan tanggung jawab Satuan Pengawasan Intern dituangkan ke dalam *key performance indicator* yang disepakati sebagai acuan dan ukuran pencapaian target pelaksanaan tugas Satuan Pengawasan Intern. Penilaian kinerja Satuan Pengawasan Intern dilakukan oleh Direktur Utama dengan berdasarkan indikator pencapaian target pelaksanaan tugas Satuan Pengawasan Intern. Satuan Pengawasan Intern telah mencapai target program kerja sesuai dengan rencana kerja yang disusun.

The results of the audit sampling that are of concern are as follows:

1. Assets
2. Inventories

Internal Audit Unit Performance Assessment

The duties and responsibilities of the Internal Audit Unit are outlined in key performance indicators that are agreed upon as a reference and measure of the achievement of targets for the implementation of the Internal Audit Unit's duties. Performance assessment of the Internal Audit Unit is carried out by the President Director based on indicators of the achievement of targets for the implementation of the Internal Audit Unit's duties. The Internal Audit Unit has achieved the work program target in accordance with the work plan prepared.



SURAT PERNYATAAN DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS PENGENDALIAN INTERNAL PERUSAHAAN PT ASDP INDONESIA FERRY (PERSERO)

STATEMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS ON THE RESPONSIBILITY ON INTERNAL AUDIT OF THE COMPANY PT ASDP INDONESIA FERRY (PERSERO)

Jakarta, 30 Juni 2023
Jakarta, June 30, 2023

Atas nama Dewan Komisaris dan Direksi, kami yang bertanda tangan di bawah ini:

On behalf of the Board of Commissioners and the Board of Directors, we, the undersigned:

Nama | Name:

Saiful Haq Manan

Alamat Kantor | Office Address:

Jl. Jend. Ahmad Yani Kav. 52A, Jakarta Pusat 10510

Alamat Domisili | Domicile Address:

Jl. Kenanga No.30 RT.1 RW.1 Gandaria Utara, Kebayoran Baru, Jakarta Selatan

Nomor Telepon | Phone Number:

(021) 4208911

Jabatan | Position:

Komisaris Utama

President Commissioner

Nama | Name:

Ira Puspadewi

Alamat Kantor | Office Address:

Jl. Jend. Ahmad Yani Kav. 52A, Jakarta Pusat 10510

Alamat Domisili | Domicile Address:

Jl. Anggrek Raya No. 23 RT08/RW02 Malaka Sari, Duren Sawit, Jakarta Timur

Nomor Telepon | Phone Number:

(021) 4208911

Jabatan | Position:

Direktur Utama

President Director

Menyatakan bahwa:
Hereby state that:

Sehubungan dengan tanggung jawab terhadap Laporan Keuangan Konsolidasian PT ASDP Indonesia Ferry (Persero) untuk Tanggal 31 Desember 2022 serta untuk Tahun yang berakhir pada 31 Desember 2022, dalam kaitannya dengan integritas laporan keuangan telah disusun dalam suatu sistem pengendalian internal perusahaan sesuai Piagam Satuan Pengawasan Intern dan telah memenuhi kebijakan yang ditetapkan Dewan Komisaris dan Direksi serta telah dilaksanakan secara efektif dan efisien dalam seluruh aspek yang material.

Consolidated Financial Statement of PT ASDP Indonesia Ferry (Persero) on December 31, 2022, and for the Year ending on December 31, 2022, the integrity of the financial statements has been included in the company's internal audit system in accordance with Internal Audit Charter. The internal audit system has met the policy determined by the Board of Commissioners and Board of Directors and has been implemented in effective and efficient manners in all material aspects.

Demikian pernyataan ini dibuat dengan sebenarnya.
Thus, the above statement is duly executed.

Atas nama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero),
On behalf of the Board of Commissioners and Board of Directors of PT ASDP Indonesia Ferry (Persero)

SAIFUL HAQ MANAN
Komisaris Utama
President Commissioner

IRA PUSPADEWI
Direktur Utama
President Director



AKUNTAN PUBLIK

Audit eksternal yang dilakukan oleh akuntan publik merupakan bagian dari sistem pengendalian internal yang bertujuan untuk memberikan keyakinan yang memadai mengenai “kehandalan” pelaporan keuangan dan kesesuaian dengan prinsip akuntansi yang berlaku umum dan kepatuhan terhadap peraturan perundang-undangan.

Penunjukan Kantor Akutan Publik

Berdasarkan hasil pelaksanaan RUPS tentang Laporan Tahun Buku 2021 yang telah dilaksanakan pada tanggal 13 Juni 2022, proses pengadaan jasa audit dilakukan dengan penunjukan langsung KAP Amir Abadi Jusuf, Aryanto, Mawar, & Rekan unruk melakukan audit umum atas Laporan Keuangan Konsolidasian PT ASDP Indonesia Ferry (Persero) entitas anak, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Kecil Untuk Tahun Buku 2022 sesuai risalah RUPS tentang pengesahan RUPS Tahunan Tahun Buku 2021 perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry.

Opini yang dihasilkan dari audit selama 5 (lima) tahun terakhir menyatakan bahwa laporan keuangan perusahaan telah disajikan secara “Wajar dalam semua hal yang material” dalam semua hal yang material berdasarkan prinsip akuntansi yang berlaku umum di Indonesia. Pelaksanaan Audit Laporan Keuangan perusahaan untuk tahun buku 2018 sampai dengan 2022 dilakukan oleh Akuntan dan Kantor Akuntan Publik (KAP) sebagai berikut:

Tahun Buku Fiscal Year	Akuntan Accountant	Periode Akuntan Accountant Period	Kantor Akuntan Publik Public Accounting Firm	Periode Kantor Akuntan Publik Public Accounting Firm Period	Jasa Yang Diberikan Services Provided	Opini Audit Audit Opinion
2022	Eishennoraz	3	Amir Abadi Yusuf, Aryanto, Mawar & Rekan	3	Laporan Keuangan Konsolidasi Consolidated Financial Statement	Wajar dalam semua hal yang material Fair in all material respects
2021	Eishennoraz	2	Amir Abadi Yusuf, Aryanto, Mawar & Rekan	2	Laporan Keuangan Konsolidasi Consolidated Financial Statement	Wajar dalam semua hal yang material Fair in all material respects
2020	Eishennoraz	1	Amir Abadi Yusuf, Aryanto, Mawar & Rekan	1	Laporan Keuangan Konsolidasi Consolidated Financial Statement	Wajar dalam semua hal yang material Fair in all material respects
2019	Santoso	1	Hadori Sugiarto Adi & Rekan	1	Laporan Keuangan Konsolidasi Consolidated Financial Statement	Wajar dalam semua hal yang material Fair in all material respects
2018	Djoko Sutardjo	1	Djoko, Sidik & Indra	1	Laporan Keuangan Konsolidasi Consolidated Financial Statement	

PUBLIC ACCOUNTANT

External audit conducted by a public accountant is part of the internal control system that aims to provide adequate assurance regarding the “reliability” of financial reporting and conformity with generally accepted accounting principles and compliance with laws and regulations.

Appointment of Public Accounting Firm

Based on the results of the implementation of the GMS on the 2021 Fiscal Year Report which was held on June 13, 2022, the audit service procurement process was carried out by direct appointment of KAP Amir Abadi Jusuf, Aryanto, Mawar, & Rekan to conduct a general audit of the Consolidated Financial Statements of PT ASDP Indonesia Ferry (Persero) subsidiaries, as well as the Financial Statements of the Micro and Small Business Funding Program for the 2022 Fiscal Year in accordance with the minutes of the GMS regarding the ratification of the Annual GMS for the 2021 Fiscal Year of the Company (Persero) PT ASDP Indonesia Ferry.

The opinion resulting from the audit for the last 5 (five) years states that the financial statements have been presented “Fair in all material respects” in all material respects based on generally accepted accounting principles in Indonesia. The Audit of the Company’s Financial Statements for fiscal years 2018 through 2022 was conducted by the following Accountants and Public Accounting Firms (KAP):

Jasa Lainnya dan Biaya Audit

Jasa audit lain yang diberikan KAP Amir Abadi Yusuf, Aryanto, Mawar & Rekan adalah audit Laporan Kepatuhan terhadap Peraturan Perundang-undangan dan Pengendalian Internal, Laporan Evaluasi Kinerja, dan Laporan Penilaian KPI. Biaya untuk laporan audit yang diberikan pada tahun 2022 secara keseluruhan sebesar Rp1.655.587.200,-

Pengawasan Atas Auditor Eksternal

Penunjukan KAP telah melalui proses telaah dan diawasi oleh Komite Audit termasuk dalam hal penetapan biaya audit atas dasar kewajaran. Komite Audit melakukan pengawasan dan koordinasi selama pelaksanaan proses audit eksternal melalui pertemuan secara rutin dengan Kantor Akuntan Publik untuk membahas seluruh temuan dan perkembangan selama pemeriksaan yang dilakukan oleh Kantor Akuntan Publik, membantu dan memastikan bahwa tidak terdapat hambatan dalam pelaksanaan audit serta melakukan evaluasi atas kualitas proses audit, memastikan pelaksanaan audit telah sesuai ketentuan dan standar yang berlaku.

Efektifitas Pelaksanaan Audit Oleh Akuntan Publik

Perusahaan melakukan kajian atas efektivitas pelaksanaan audit oleh Akuntan Publik melalui Komite Audit berkoordinasi dengan Satuan Pengawasan Intern untuk memastikan bahwa seluruh temuan dapat ditindaklanjuti sesuai kewenangan yang ditetapkan dan meningkatkan kinerja baik dari segi keuangan maupun operasional. Perusahaan senantiasa berupaya menindaklanjuti setiap temuan audit, sehingga mampu menekan temuan-temuan ditahun berikutnya.

Other Services and Audit Fees

Other audit services provided by KAP Amir Abadi Yusuf, Aryanto, Mawar & Rekan are audits of the Compliance Report with Laws and Regulations and Internal Control, Performance Evaluation Report, and KPI Assessment Report. The cost for the audit reports provided in 2022 in total amounted to IDR 1,655,587,200.

External Auditor Supervision

The appointment of KAP has gone through a review process and is supervised by the Audit Committee including in terms of determining audit fees on a reasonable basis. The Audit Committee conducts supervision and coordination during the implementation of the external audit process through regular meetings with the Public Accounting Firm to discuss all findings and developments during the audit conducted by the Public Accounting Firm, assist and ensure that there are no obstacles in the implementation of the audit and evaluate the quality of the audit process, ensuring the implementation of the audit is in accordance with applicable regulations and standards.

Effectiveness of Audit Implementation by Public Accountant

The Company reviews the effectiveness of the audit implementation by the Public Accountant through the Audit Committee in coordination with the Internal Audit Unit to ensure that all findings can be followed up according to the specified authority and improve performance both in terms of finance and operations. The Company always strives to follow up on each audit finding, so as to reduce the findings in the following year.



MANAJEMEN RISIKO

Manajemen risiko merupakan bagian dari implementasi tata kelola perusahaan yang baik serta sistem pengendalian internal perusahaan.

Penerapan manajemen risiko diharapkan dapat meningkatkan *shareholder value* sekaligus memberikan gambaran komprehensif kepada pemangku kepentingan maupun pengelola perusahaan mengenai potensi peluang maupun kerugian. Dengan demikian, pengambil keputusan dan pembuat kebijakan internal dapat berjalan efektif dan efisien. Perusahaan telah menunjuk unit yang bertugas secara khusus mengkoordinasikan pengelolaan risiko perusahaan yaitu Divisi Manajemen Risiko.

PROFIL VICE PRESIDENT DIVISI MANAJEMEN RISIKO



NUKE DEWI NOVIANTI

Vice President Divisi Manajemen Risiko
Vice President of Risk Management Division

RISK MANAGEMENT

Risk management is part of the implementation of good corporate governance and the company's internal control system.

The implementation of risk management is expected to increase shareholder value while providing a comprehensive picture to stakeholders and company managers regarding potential opportunities and losses. Thus, decision makers and internal policy makers can run effectively and efficiently. The Company has appointed a unit specifically tasked with coordinating the company's risk management, namely the Risk Management Division.

PROFILE OF VICE PRESIDENT OF RISK MANAGEMENT DIVISION

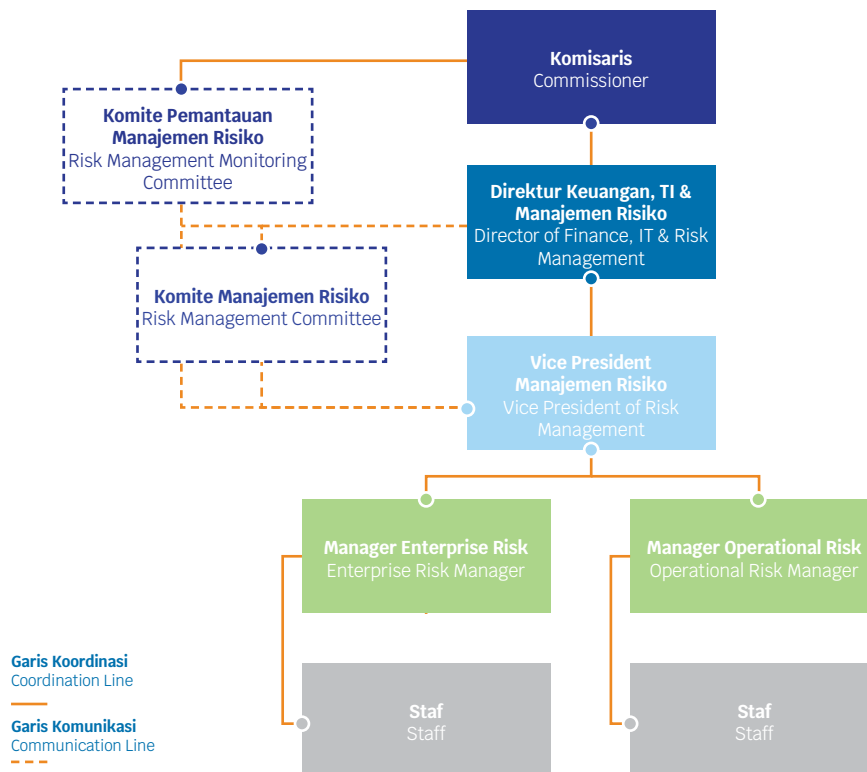
Umur Age	38 tahun 38 years old
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Pendidikan Education	<ul style="list-style-type: none"> Menyelesaikan Magister/S2 Program Studi Manajemen Strategik dari Universitas Indonesia tahun 2015 S1 Program Studi Teknologi Pangan dari Universitas Pasundan tahun 2006 Completed her Master's Degree in Strategic Management Study Program from the University of Indonesia in 2015. Bachelor's Degree in Food Technology Study Program from Pasundan University in 2006
Riwayat Pekerjaan Employment History	<ul style="list-style-type: none"> Inspektur Regional I Satuan Pengawasan Intern (2019-2021) Manager Pendidikan dan Pelatihan (2019) Manager Pengembangan SDM (2018-2019) Manager Mutu (2014-2018) Manager Manajemen Risiko (ERM) (2012-2014) Regional Inspector I Internal Audit Unit (2019-2021) Education and Training Manager (2019) HR Development Manager (2018-2019) Quality Manager (2014-2018) Risk Management (ERM) Manager (2012-2014)
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Direksi Nomor: SK.468/PA.104/ ASDP-2021 tanggal 19 Juli 2021 Decree of the Board of Directors number: SK.468/PA.104/ASDP-2021 dated July 19, 2021
Periode Jabatan Term of Office	Juli 2021 - Sekarang July 2021 - present

Kedudukan dan Struktur Organ Divisi Manajemen Risiko

Divisi Manajemen Risiko dalam struktur organisasi perusahaan berada di bawah Direktorat Keuangan, TI & Manajemen Risiko yang dipimpin langsung oleh Direktur Keuangan, TI & Manajemen Risiko. Kedudukan dan Struktur Divisi Manajemen Risiko ditetapkan berdasarkan Keputusan Direksi Nomor: KD.75/HK.001/ASDP-2021 tanggal 16 Juli 2021 tentang Organisasi Dan Tata Kerja Kantor Pusat Dan Regional PT ASDP Indonesia Ferry (Persero).

Position and Organ Structure of Risk Management Division

The Risk Management Division in the company's organizational structure is under the Directorate of Finance, IT & Risk Management which is directly led by the Director of Finance, IT & Risk Management. The position and structure of the Risk Management Division is determined based on the Decree of the Board of Directors Number: KD.75/HK.001/ASDP-2021 dated July 16, 2021 concerning the Organization and Work Procedures of the Head Office and Regional PT ASDP Indonesia Ferry (Persero).



Komposisi Karyawan Divisi Manajemen Risiko

Sampai dengan Desember 2022, formasi pada Divisi Manajemen Risiko adalah 7 (tujuh) karyawan dengan komposisi sebagai berikut:

Employee Composition of Risk Management Division

As of December 2022, the formation in the Risk Management Division is 7 (seven) employees with the following composition

Jabatan Jabatan	Nama Name	Kualifikasi Pendidikan
Vice President Vice President	Nuke Dewi Novianti	S1 Teknologi Pangan Bachelor of Food S2 Manajemen Strategik Master of Strategic Management
Manager Enterprise Risk Enterprise Risk Manager	Haniatur Rosyidah	S1 Statistika Bachelor of Statistics



Jabatan Jabatan	Nama Name	Kualifikasi Pendidikan
Manager Operational Risk Operational Risk Manager	Awaludin Ramadhani	S1 Manajemen Bachelor of Management
Staf Enterprise Risk Enterprise Risk Staff	Miftachur Rohmatin	S1 Teknik Industri Bachelor of Industrial Engineering
Staf Operational Risk Operational Risk Staff	Albert Pardomuan Manurung	S1 Ekonomi Bachelor of Economics
Staf Operational Risk Operational Risk Staff	Rian Hidayatullah Pratama	S1 Teknik Industri Bachelor of Industrial Engineering
Staf Operational Risk Operational Risk Staff	Yetty Achiriningsih	SLTA Senior High School

Sampai dengan Desember 2022, Divisi Manajemen Risiko telah didukung oleh tenaga profesional yang telah memiliki sertifikasi profesi sebagai berikut:

As of December 2022, the Risk Management Division has been supported by professionals who have the following professional certifications:

Jenis Sertifikasi Profesi Type of Professional Certification	Jumlah Total
Enterprise Risk Management Associate Professional (ERMAP)	2 Orang 2 people
Qualified Risk Management Analyst (QRMA)	4 Orang 4 people
Certified GRC Professional (CGRCP)	2 Orang 2 people

Program Pengembangan Kompetensi Divisi Manajemen Risiko

Pada 2022, karyawan Divisi Manajemen Risiko telah mengikuti program pelatihan dan pengembangan kompetensi dan peningkatan pengetahuan dengan perincian sebagai berikut:

Risk Management Division Competency Development Program

In 2022, employees of the Risk Management Division have participated in training and competency development programs and knowledge enhancement with the following details:

Nama Peserta Participant Name	Jabatan Position	Pelatihan Training	Tanggal Date
Yetty Achiriningsih	Staf Operational Risk Operational Risk Staff	ERM Fundamentals & QRMO ERM Fundamentals & QRMO	25 – 28 Januari 2021 January 25 – 28, 2021
Awaludin Ramadhani	Manager Operational Risk Operational Risk Manager	Pelatihan ERM Fundamental dan Certification QRMA Pelatihan ERM Fundamental dan Certification QRMA	7 – 11 Februari 2022 February 7 – 11, 2022
Albert Pardomuan M	Staf Operational Risk Operational Risk Staff	Pelatihan ERM Fundamental dan Certification QRMA Pelatihan ERM Fundamental dan Certification QRMA	7 – 11 Februari 2022 February 7 – 11, 2022
Nuke Dewi Novianti	Vice President Vice President	ISO 22301 BCM Lead Implementer ISO 22301 BCM Lead Implementer	14 – 17 Februari 2022 February 14 – 11, 2022
Miftachur Rohmatin	Staf Enterprise Risk Enterprise Risk Staff	ISO 22301 BCM Lead Implementer ISO 22301 BCM Lead Implementer	14 – 17 Februari 2022 February 14 – 17, 2022
Haniatur Rosyidah	Manager Enterprise Risk Enterprise Risk Manager	Key Risk Indicators Key Risk Indicators	23-24 Februari 2022 February 23 – 24, 2022
Awaludin Ramadhani	Manager Operational Risk Operational Risk Manager	Risk Assessment Technique ISO 31010 Risk Assessment Technique ISO 31010	29 – 31 Maret 2022 March 29 – 31, 2022
Miftachur Rohmatin	Staf Enterprise Risk Enterprise Risk Staff	Risk Assessment Technique ISO 31010 Risk Assessment Technique ISO 31010	29 – 31 Maret 2022 March 29 – 31, 2022

Nama Peserta Participant Name	Jabatan Position	Pelatihan Training	Tanggal Date
Nuke Dewi Novianti	Vice President	Implementing GRC with CGRCP Certification Implementing GRC with CGRCP Certification	17 – 20 Mei 2022 May 17 – 20, 2022
Haniatur Rosyidah	Manager Enterprise Risk Enterprise Risk Manager	Implementing GRC with CGRCP Certification Implementing GRC with CGRCP Certification	17 – 20 Mei 2022 May 17 – 20, 2022
Albert Pardomuan M	Staf Operational Risk Operational Risk Staff	Risk Assessment Technique ISO 31010 Risk Assessment Technique ISO 31010	10 – 12 Agustus 2022 August 10 – 12, 2022
Haniatur Rosyidah	Manager Enterprise Risk Manager Enterprise Risk	GRC Summit Seminar & Master Class GRC Summit Seminar & Master Class	25 – 26 Agustus 2022 August 25 – 26, 2022
Miftachur Rohmatin	Staf Enterprise Risk Enterprise Risk Staff	Series 1: ERM Fundamental ISO 31000:2018 (with QRMA Certification) Series 1: ERM Fundamental ISO 31000:2018 (with QRMA Certification)	6 – 9 September 2022 September 6 – 9, 2022
Awaludin Ramadhani	Manager Operational Risk Operational Risk Manager	Project Risk Management Project Risk Management	12 – 13 September 2022 September 12 – 13, 2022
Albert Pardomuan M	Staf Operational Risk Operational Risk Staff	Risk based Budgeting Risk based Budgeting	29 – 30 September 2022 September 29 – 30, 2022
Awaludin Ramadhani	Manager Operational Risk Operational Risk Manager	ERM & Audit Integration ERM & Audit Integration	24 – 25 November 2022 November 24 – 25, 2022

Pedoman Kerja Manajemen Risiko

Pelaksanaan tugas Divisi Manajemen Risiko mengacu pada pedoman kerja yaitu Pedoman Manajemen Risiko. Pedoman Manajemen Risiko telah ditetapkan berdasarkan Surat Keputusan Bersama Direksi dan Dewan Komisaris Nomor: SK.1085/HK.002/ASDP-2022 tentang Pedoman Manajemen Risiko PT ASDP Indonesia Ferry (Persero) tanggal 26 Desember 2022 sebagai pemutakhiran dari Pedoman Manajemen Risiko tahun 2020.

Tugas dan Tanggung Jawab Manajemen Risiko

Manajemen Risiko memiliki tugas dan tanggung jawab sebagai berikut:

- Mengelola risiko perusahaan meliputi kebijakan, tahapan perencanaan, *framework*, *risk assessment*, *risk treatment*, hingga *risk improvement control and communication*, serta *risk profile consolidation* dari seluruh Unit Kerja di Kantor Pusat, Regional dan Cabang menjadi Profil *Risk Korporat (Enterprise Risk Management)*
- Memastikan penerapan manajemen risiko agar dapat diterapkan secara optimal;
- Memastikan pelaksanaan kaji ulang secara berkala untuk keakuratan metodologi dan kecukupan implementasi sistem informasi manajemen risiko serta ketepatan kebijakan dan prosedur manajemen risiko serta penetapan limit risiko
- Mengarahkan dan memastikan pengembangan budaya manajemen risiko pada seluruh jenjang Organisasi

Work Guidelines of Risk Management

The implementation of the Risk Management Division's duties refers to the work guidelines, namely the Work Guidelines of Risk Management. The Guidelines have been established based on the Joint Decree of the Board of Directors and Board of Commissioners Number: SK.1085/HK.002/ASDP-2022 concerning the Risk Management Guidelines of PT ASDP Indonesia Ferry (Persero) dated December 26, 2022 as an update of the 2020 Risk Management Guidelines.

Duties and Responsibilities of Risk Management

Risk Management has the following duties and responsibilities:

- Manage corporate risks including policies, planning stages, frameworks, risk assessment, risk treatment, to risk improvement control and communication, as well as risk profile consolidation from all Work Units at Head Office, Regional and Branches into a Corporate Risk Profile (Enterprise Risk Management)
- Ensure the implementation of risk management to be implemented optimally;
- Ensure the implementation of periodic reviews for the accuracy of the methodology and adequacy of the implementation of risk management information systems as well as the accuracy of risk management policies and procedures and the establishment of risk limits.
- Direct and ensure the development of a risk management culture at all levels of the Organization.



- e. Memastikan peningkatan kompetensi sumber daya manusia yang terkait dengan Manajemen Risiko
- f. Menyusun dan menerapkan strategi Business Continuity Management (BCM).

Laporan Pelaksanaan Kegiatan Divisi Manajemen Risiko Tahun 2022

Sampai dengan akhir tahun 2022, Divisi Manajemen Risiko telah menjalankan tugas dan tanggung jawabnya dalam pengelolaan manajemen risiko dengan merealisasikan program kerja berupa:

1. Pengembangan Aplikasi e-RM sebagai bentuk *enhancement* digitalisasi proses manajemen risiko PT ASDP Indonesia Ferry (Persero) yang menyesuaikan kebutuhan bisnis.
2. Pemutakhiran Kebijakan Manajemen Risiko dan Penyusunan Pedoman Sistem Manajemen Keberlangsungan Usaha (SMKU) sebagai bentuk standarisasi implementasi manajemen risiko beserta panduan langkah implementasinya menyesuaikan peraturan yang berlaku.
3. Asesmen tingkat kematangan pengelolaan risiko (*risk management maturity*) sebagai bentuk evaluasi penerapan Manajemen Risiko untuk membantu pencapaian tujuan perusahaan.
4. Pembentukan *Risk Management Steering Committee* sebagai bentuk peningkatan pemahaman dan keterlibatan *risk owner* pada tingkat strategis (*makro level view*) dalam pengendalian risiko sehingga mampu meningkatkan efektivitas pelaksanaan *enterprise risk management*.
5. Penyusunan, *monitoring* dan evaluasi risiko utama.
6. *Monitoring* dan evaluasi manajemen risiko Unit Kerja Kantor Pusat, Regional, dan Cabang.
7. Asistensi penyusunan profil risiko Unit Kerja Kantor Pusat, Regional, dan Cabang.
8. Asistensi dan *monitoring* pengelolaan risiko:
 - Proyek pada kegiatan strategi inisiatif Pembangunan Kapal (Lintasan Lembar-Padang Bai), Transformasi, Pendanaan NIA PT IFPRO, IPO, SHL Anak Perusahaan PT IFPRO dan PT JN, Pengadaan Kapal bukan baru, Peningkatan dan revitalisasi Dermaga, Pengembangan kawasan Bakauheni Harbour City, proyek digitalisasi ticketing;
 - Anak Perusahaan (PT Indonesia Ferry Property dan PT Jembatan Nusantara).
9. Membangun *awareness* risiko terhadap karyawan melalui beberapa kegiatan :
 - a. Peningkatan Kompetensi Karyawan di setiap level Jabatan pada bidang Manajemen Risiko sebagai berikut:

- e. Ensure competency improvement of human resources related to Risk Management.
- f. Develop and implement a Business Continuity Management (BCM) strategy.

Report on the Implementation of Risk Management Division Activities in 2022

Until the end of 2022, the Risk Management Division has carried out its duties and responsibilities in managing risk management by realizing work programs in the form of:

1. Development of the e-RM Application as a form of enhancement of the digitalization of PT ASDP Indonesia Ferry (Persero)'s risk management process that adapts to business needs.
2. Update the Risk Management Policy and Prepare Guidelines for Business Continuity Management System (SMKU) as a form of standardization of risk management implementation along with guidelines for implementation steps in accordance with applicable regulations.
3. Risk management maturity level assessment as a form of implementation evaluation of Risk Management to help achieve the company's objectives.
4. The establishment of Risk Management Steering Committee as a form of improving the understanding and involvement of risk owners at the strategic level (macro level view) in risk control to increase the implementation effectiveness of enterprise risk management.
5. Compilation, monitoring and evaluation of key risks.
6. Monitoring and evaluation of risk management of Head Office, Regional, and Branch Work Units.
7. Assistance in preparing risk profiles for Head Office, Regional, and Branch Work Units.
8. Assistance and monitoring of risk management:
 - Projects on strategic initiative activities Shipbuilding (Lembar-Padang Bai Routes), Transformation, NIA Funding of PT IFPRO, IPO, SHL Subsidiary of PT IFPRO and PT JN, Procurement of non-new vessels, improvement and revitalization of Docks, Development of Bakauheni Harbour City area, digital ticketing project;
 - Subsidiaries (PT Indonesia Ferry Property and PT Jembatan Nusantara).
9. Developing risk awareness to employees through several activities:
 - a. Increasing Employee Competence at every level of Position in the field of Risk Management as follows:

Nama Pelatihan Nama Pelatihan	Peserta Peserta	Jumlah Peserta Jumlah Peserta	Waktu Pelaksanaan Waktu Pelaksanaan
<i>Executive Briefing Manajemen Risiko</i> Risk Management Executive Briefing	1. Direksi, 2. Komisaris, 3. Komite Pemantauan Manajemen Risiko 1. Directors 2. Commissioners 3. Risk Management Monitoring Community	9 orang 9 people	15 Agustus 2022 August 15, 2022
<i>Training & Certification Qualified Chief Risk Officer (QCRO)</i>	Pejabat D-1 (Vice President & Senior General Manager) D-1 Officers (Vice President & Senior General Manager)	14 orang 14 people	15 – 16 Agustus 2022 August 15-16, 2022
<i>Training & Certification Qualified Risk Management Professional (QRMP)</i>	Pejabat D-2 (Manager) D-2 Officers (Manager)	28 orang 28 people	22 – 26 Agustus 2022 August 22-26, 2022
<i>Training & Certification Qualified Risk Management Office (QRMO)</i>	Staf (Risk Officer yang ditunjuk masing-masing unit kerja) Staff (Risk Officer appointed by each work unit)	63 orang 63 people	25 – 28 Januari 2022 January 25-28, 2022

- b. Kegiatan *Risk Management Awareness* melalui sosialisasi *Monthly Risk Awareness Poster*, pemberian *awarding* keberhasilan pengelolaan risiko melalui penunjukan *Risk Agent* dan *Risk Champion*.
10. Pelaksanaan Pendidikan dan Pelatihan Karyawan Divisi Manajemen Risiko sesuai kebutuhan yang telah disebutkan dalam bab Program Pengembangan Kompetensi Karyawan Divisi Manajemen Risiko tersebut di atas.

Dalam mendukung proses manajemen risiko seperti proses asesmen profil risiko (tahap identifikasi risiko, tahap analisis risiko, dan tahap mitigasi risiko) serta *monitoring* risiko Unit Kerja dan proyek strategis perusahaan digunakan aplikasi e-RM (*Electronic Risk Management*) yang dapat diakses oleh seluruh unit kerja. Melalui aplikasi e-RM diharapkan proses pelaporan, pencatatan, dokumentasi dapat terintegrasi secara efektif dan efisien.

- b. Risk Management Awareness activities through socialization of Monthly Risk Awareness Poster, awarding the success of risk management through the appointment of Risk Agent and Risk Champion.
10. Implementation of Education and Training for Risk Management Division employees are in accordance with the needs mentioned in the Risk Management Division Employee Competency Development Program chapter above.

The e-RM (Electronic Risk Management) application, which can be accessed by all work units, is used to support risk management processes such as the risk profile assessment process (risk identification stage, risk analysis stage, and risk mitigation stage) as well as risk monitoring of Work Units and the company's strategic projects. Via the e-RM application, it is expected that the process of reporting, recording, documentation can be integrated effectively and efficiently.

Gambar Aplikasi e-RM (Electronic Risk Management)
Image of e-RM (Electronic Risk Management) Application





Penerapan Kebijakan Manajemen Risiko

Perusahaan menerapkan manajemen risiko sebagai proses berkelanjutan, yang terdiri dari:

1. Proses Awal

a. Membangun Lingkungan Internal

Perusahaan senantiasa membangun lingkungan internal yang kondusif untuk menciptakan kelancaran proses inti manajemen risiko. Proses inti ini wajib diterapkan di seluruh jajaran manajemen melalui langkah-langkah sebagai berikut:

- i. Menyusun dan merevisi Pedoman Manajemen Risiko untuk diberlakukan di setiap tingkat organisasi dengan persetujuan Direksi. Hal ini merupakan salah satu tanggung jawab dan wewenang Divisi Manajemen Risiko;
- ii. Menetapkan organ manajemen risiko beserta mekanisme kerjanya. Hal ini merupakan salah satu tanggung jawab dan wewenang Direksi;
- iii. Menyediakan sumber daya yang dibutuhkan untuk penerapan manajemen risiko baik sumber daya manusia, sarana dan prasarana kerja, serta pendanaan. Hal ini merupakan salah satu tanggung jawab dan wewenang Direksi; dan
- iv. Membangkitkan dan memelihara budaya sadar risiko.

b. Menyusun Konteks

Penetapan konteks adalah tahap pendefinisian variabel-variabel internal dan eksternal yang akan diperhitungkan dalam pengelolaan risiko serta pengaturan ruang lingkup dan kriteria risiko sebagai landasan proses selanjutnya. Proses inti manajemen risiko harus mengakomodasi konteks tujuan, strategi, sasaran, dan/atau rencana hasil kegiatan tersebut. Sebelum melakukan proses inti manajemen risiko, para Vice President/Kepala SPI/Senior General Manager/General Manager harus memastikan terlebih dahulu bahwa tujuan, strategi, sasaran dan/atau rencana hasil kegiatan yang ingin dicapai telah memenuhi hal berikut ini:

- i. Penyusunannya telah lengkap dan selaras dengan kebutuhan dan persyaratan seluruh pemegang kepentingan (manajemen, *stakeholder*) terkait; dan
- ii. Isinya telah spesifik, terukur, dapat diterima, terjangkau/dapat diandalkan dan memiliki batas waktu yang jelas.

2. Proses Inti

a. Melakukan Asesmen Risiko

Unit Kerja Kantor Pusat, Regional dan Cabang melakukan identifikasi, analisis, dan evaluasi risiko menggunakan formulir.

Implementation of Risk Management Policy

The Company implements risk management as a continuous process, which consists of:

1. Initial Process

a. Building the Internal Environment

The Company continues to build an internal environment conducive to the effectiveness of the core risk management process. This core process must be implemented at all levels of management through the following steps:

- i) Develop and revise the Risk Management Guidelines to be applied at every level of the organization with the approval of the Board of Directors. This is one of the responsibilities and authorities of the Risk Management Division;
- ii) Establish the risk management organ and its working mechanism. This is one of the responsibilities and authorities of the Board of Directors;
- iii) Provide the resources needed for the implementation of risk management, including human resources, facilities and infrastructure, and funding. This is one of the responsibilities and authorities of the Board of Directors; and
- iv) Promote and maintain a risk-aware culture.

b. Context determination

Context determination is about defining internal and external variables to be considered in risk management as well as scope and risk criteria arrangement as the foundation for the next process. The core process of risk management must accommodate the context of the objectives, strategies, goals, and/or result plans of such activities. Prior to initiating the core process of risk management, the Vice President/Head of Internal Audit Unit/Senior General Manager/General Manager must ensure that the objectives, strategies, goals, and/or result plans of the activities have met the following:

- i) Its preparation is complete and aligned with the needs and requirements of all relevant stakeholders (management, stakeholders); and
- ii) The content has been specific, measurable, acceptable, affordable/reliable and has a clear time limit.

2. Core Process

a. Performing Risk Assessment

Head Office, Regional and Branch Work Units conduct risk identification, analysis and evaluation using forms.

- I. Register Risiko
- II. Pelaksanaan Tindak Lanjut (Tanggapan & Perlakuan) atas Risiko Setelah melakukan asesmen risiko, setiap Unit Kerja harus merencanakan tindak lanjut terhadap risiko pada Formulir Register Risiko. Tindak Lanjut Risiko harus dicatat di dalam Formulir Kertas Kerja Rencana Tindak Lanjut per Risiko kemudian direkapitulasi ke dalam Formulir Register Risiko.
- III. Daftar Rencana Tindak Lanjut Risiko. Keputusan Tindak Lanjut Risiko, sesuai dengan kewenangan yang melakukan asesmen risiko atau atasannya secara berjenjang atau atasan yang terkait dengan risiko yang bersangkutan. Rencana Tindak Lanjut Risiko yang berada di luar kewenangan Kepala Unit Kerja terkait (yang merencanakan Tindak Lanjut Risiko) harus diusulkan kepada atasan terkait atau kepada Unit Kerja terkait lain yang membawahnya untuk mendapatkan keputusan. Pengambil keputusan terkait harus segera memutuskan tindak lanjut yang perlu dilakukan atas risiko. Kemudian, keputusan disampaikan kepada pengusul tindak lanjut. Lebih lanjut, usulan Rencana Tindak Lanjut yang telah mendapat persetujuan harus segera dilaksanakan oleh Unit Kerja terkait.

3. Proses Penunjang

- a. Melakukan Kaji Ulang Daftar Risiko
Masing-masing Unit Kerja di Kantor Pusat, Regional, dan Cabang termasuk SPI (penyusun dan pemilik Daftar Risiko) secara berkala harus melakukan kaji ulang Daftar Risiko yang disusunnya. Tujuan kaji ulang adalah untuk memutakhirkan Daftar Risiko sesuai dengan perkembangan. Kaji ulang ini dilakukan dengan melaksanakan penilaian ulang atas risiko.
- i) Kaji ulang Daftar Risiko secara berkala untuk masing-masing Unit Kerja di Kantor Pusat, Regional, dan Cabang termasuk SPI harus dilakukan di Unit masing-masing :
 - Secara berkala:
 - » Seluruh Unit Utama dan Unit Penunjang melakukan kajian penuh setiap 1 tahun sekali sesuai waktu yang ditetapkan Divisi Manajemen Risiko;
 - » Seluruh Unit Utama dan Unit Penunjang melakukan kajian *update* pergerakan risiko dan perlakuan risikonya bila ada setiap 3 bulan sekali, sesuai waktu yang ditetapkan Divisi Manajemen Risiko.

- i) Risk Register
- ii) Implementation of Follow-Up (Response & Treatment) on Risks After conducting a risk assessment, each Work Unit must plan a follow-up to the risk on the Risk Register Form. Follow-up on each Risk must be recorded on the Follow-up Plan Worksheet Form and then recapitulated into the Risk Register Form.
- iii) Risk Follow-Up Plan List
Risk Follow-up Decision, in accordance with the authority of the party that performs the risk assessment or its superior in the organizational structure or the superior related to the corresponding risk. Any Risk Follow-up Plan that goes beyond the authority of the Head of the relevant Work Unit (who planned the Risk Follow-up) must be proposed to the relevant superior or Work Unit so that they can come to a decision. The relevant decision maker must immediately decide the follow-up on the risk. Then, the decision must be communicated to the proposer of the follow-up. Furthermore, the approved Follow-up Plan proposal must be immediately implemented by the relevant Work Unit

3. Supporting Process

- a. Reviewing Risk Register
Each Work Unit at the Head Office, Regions, and Branches including SPI (the compiler and owner of the Risk Register) must periodically review the Risk Register it has compiled. The purpose of the review is to update the Risk Register in accordance with developments. This review is carried out by conducting a reassessment of the risk.
- i) Periodic review of the Risk Register for each Work Unit at the Head Office, Regions, and Branches including SPI must be carried out in each Unit:
 - Periodical review:
 - » All Core Units and Supporting Units perform a comprehensive review annually, as scheduled by Risk Management Division;
 - » All Core Units and Supporting Units carry out an update review on risk movement and action, if any, once every 3 months, as scheduled by Risk Management Division



- Secara khusus :
 - » Setiap Unit wajib melakukan kajian ulang dan melaporkan pergerakan risiko yang dianggap memiliki potensi terjadi dalam waktu dekat dan memberi dampak signifikan ke Unit bersangkutan atau terhadap perusahaan.
 - » Setiap Unit wajib melakukan kajian ulang apabila ada permintaan khusus dari Manajemen, SPI, Divisi Manajemen Risiko, ataupun pihak-pihak lain yang memiliki kepentingan dengan persetujuan dan sepengetahuan dari Direktur masing-masing.

 - ii) Untuk Pengkajian Daftar Risiko Proyek akan dilakukan sebagai berikut:
 - Untuk Proyek Baru harus memberikan Daftar Risiko Proyek diselesaikan sebelum proyek diputuskan untuk berjalan.
 - Kaji ulang Daftar Risiko investasi/ proyek secara berkala baik untuk kegiatan investasi ataupun proyek akan dilakukan dengan frekuensi yang ditetapkan kemudian oleh Divisi Manajemen Risiko dengan mempertimbangkan risiko proyek/investasi, jangka waktu proyek/investasi, nilai strategis proyek/investasi dan masukan dari Manajemen terkait proyek/investasi tersebut.
 - Melakukan Pemantauan
Pemantauan dilakukan dengan menggunakan pendekatan Model Tiga Lapis (*Three Lines Model*), di mana masing-masing lapis memiliki fungsi dan kewenangannya yang bertujuan untuk mencapai sasaran-sasaran yang telah ditetapkan. Tujuan utama dari penerapan Model Tiga Lapis ini adalah memberikan nilai (*creating values*) untuk peningkatan perusahaan dalam mencapai sasarnya. Model Tiga Lapis tersebut digambarkan sebagai berikut:
- Specific review:
 - » Each Unit is required to review and report the risk movement which is considered to have the potential to occur in the near future and bring a significant impact on the relevant Unit or the company
 - » Each Unit is required to conduct a review if requested by the Management, SPI, Risk Management Division, or other parties of interest, with the approval and knowledge of their respective Directors.

 - ii) The Project Risk Register Assessment shall be conducted as follows:
 - For New Projects, the Project Risk Register must be provided and completed before it is decided to run the project
 - Periodic review of investment/ project Risk Register shall be conducted in the frequency set forth by Risk Management Division with consideration to the project/investment risk, term, and strategic value, as well as the feedback from the relevant Management.

 - Monitoring
Monitoring is performed using the approach of Three Lines Model. Each line has its own function and authority, aimed at achieving the specified goals. The main purpose of Three Lines Model implementation is to create values for the company to achieve more of its goals. The Three Lines Model is described as follows:

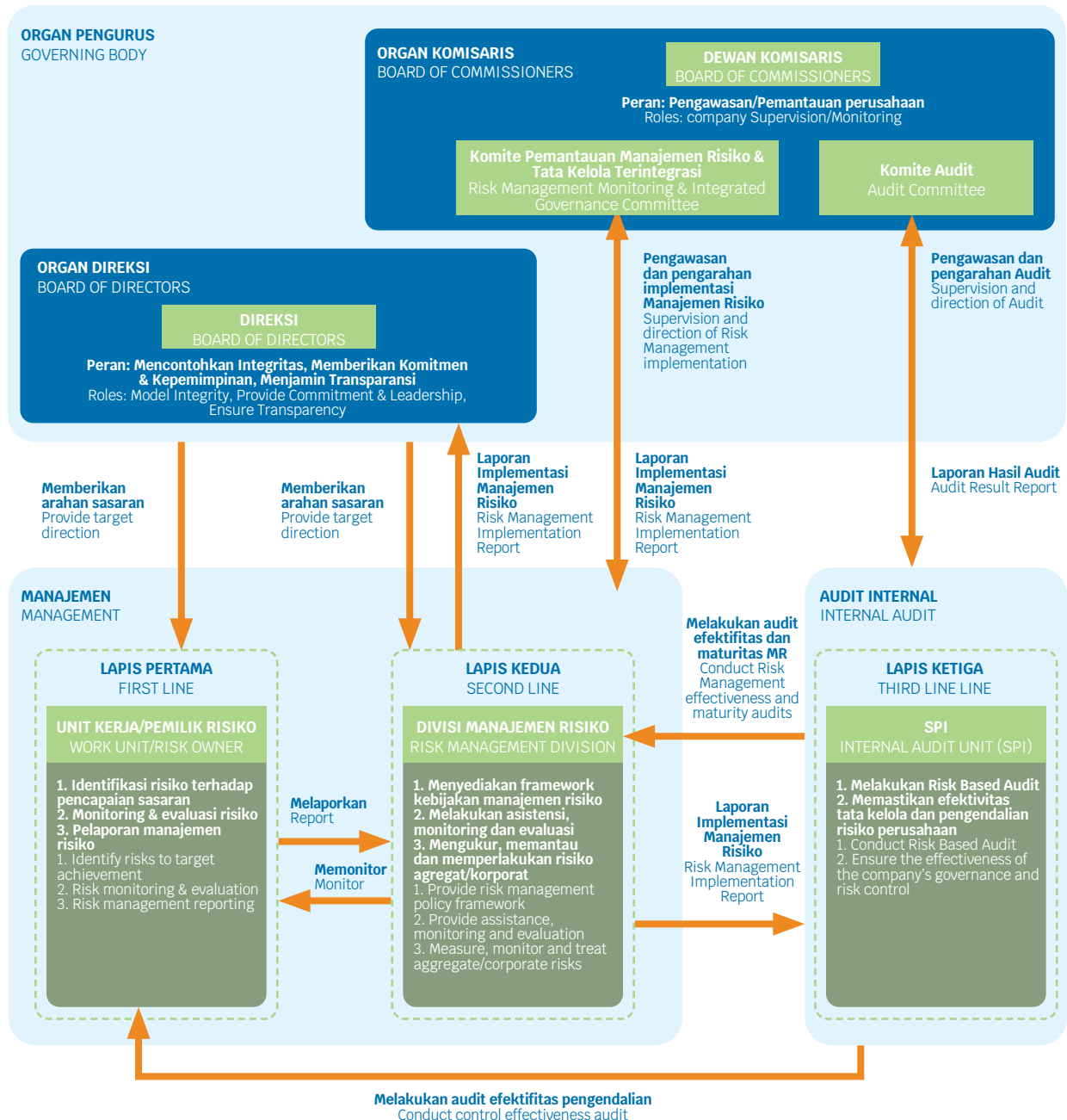
Tata Kelola Manajemen Risiko

Model Tata Kelola Risiko Tiga Lini (*Three Lines Model*)

Risk Management Governance

Three Lines Model of Risk Governance

MODEL 3 LAPIS THREE LINES MODEL



Model Tata Kelola Risiko Tiga Lini adalah model tata kelola internal perusahaan yang bertujuan untuk meningkatkan kapabilitas perusahaan terhadap risiko-risiko yang dihadapi.

The Three Lines Risk Governance Model is the company's internal governance model that aims to improve the company's capabilities against the risks encountered.

Tugas dan peran dari organ pengurus (*governing body*) dan masing-masing dari lapis Tata Kelola Risiko adalah sebagai berikut:

The duties and roles of the governing body and each of Risk Governance lines are as follows:



1. Organ Pengurus, terdiri dari Dewan Komisaris dan Direksi sebagai pihak yang bertanggung jawab kepada pemangku kepentingan.
 2. Manajemen Lini Pertama sebagai unit kerja Pemilik Risiko (*risk owner*) merupakan pimpinan unit kerja bisnis dan unit kerja operasional atau tim kerja yang langsung mengidentifikasi dan mengelola risiko dalam proses bisnis, tugas dan peran antara lain mencakup:
 - a. Memimpin dan mengarahkan tindakan - tindakan (termasuk manajemen risiko) dan penerapan sumber daya untuk mencapai tujuan dan sasaran perusahaan.
 - b. Menjaga dialog yang berkelanjutan dengan Organ Pengurus dan melaporkan rencana, realisasi dan hasil yang diharapkan dihubungkan dengan pencapaian tujuan perusahaan dan manajemen risikonya.
 - c. Mengembangkan dan memelihara struktur dan proses - proses yang memadai untuk pengelolaan operasional dan risiko (termasuk pengendalian internal).
 - d. Memastikan kepatuhan terhadap hukum, peraturan dan nilai-nilai etika.
 - e. Memastikan adanya lingkungan pengendalian internal yang kondusif dan efektif, serta adanya pemantauan dan transparansi terhadap efektivitas pengendalian internal.
 - f. Memastikan implementasi proses manajemen risiko (penetapan konteks, identifikasi, analisis, evaluasi dan penanganan risiko) dilaksanakan dalam setiap pengambilan keputusan.
 - g. Memastikan pelaksanaan proses *continuous improvement* pada internal.
 - h. Melakukan evaluasi untuk memperbaiki proses internal dalam Unit Kerja.
 - i. Dengan penuh kesadaran mempertimbangkan faktor risiko dalam mengambil keputusan dan tindakan yang dilakukan.
 3. Manajemen Lini Kedua sebagai fungsi Manajemen Risiko dan fungsi kepatuhan independen merupakan Unit yang mengukur, memantau dan mengendalikan risiko secara agregat, mengembangkan metodologi dan kebijakan Manajemen Risiko perusahaan. Fungsi yang termasuk dalam Lini Kedua ini adalah Unit Kerja Manajemen Risiko dengan tugas dan perannya antara lain mencakup:
 - a. Pengembangan, penerapan, dan peningkatan berkelanjutan dari praktik - praktik manajemen risiko (termasuk pengendalian internal) pada level proses, sistem dan unit kerja.
 - b. Pencapaian tujuan manajemen risiko, seperti: kepatuhan terhadap hukum, peraturan, dan perilaku yang etis; pengendalian internal; keamanan teknologi dan informasi; keberlanjutan; dan kualitas mutu.
 - c. Memberikan analisis dan laporan-laporan mengenai kecukupan dan efektivitas manajemen risiko (termasuk pengendalian internal).
1. The Governing Body, consisting of the Board of Commissioners and the Board of Directors as the party responsible to stakeholders.
 2. First Line Management as a Risk Owner work unit is the leader of the business work unit and operational work unit or work team that directly identifies and manages risks in business processes, duties and roles include:
 - a. Leading and directing actions (including risk management) and the application of resources to achieve the company's goals and objectives.
 - b. Maintaining an ongoing dialogue with the Governing Body and report on plans, realizations and expected results related to the achievement of the company's objectives and its risk management.
 - c. Developing and maintaining adequate structures and processes for operational and risk management (including internal controls).
 - d. Ensuring compliance with laws, regulations, and ethical values.
 - e. Ensuring a conducive and effective internal control environment, as well as monitoring and transparency of the effectiveness of internal controls.
 - f. Ensuring the implementation of the risk management process (context setting, identification, analysis, evaluation, and risk handling) is conducted in every decision making.
 - g. Ensuring the implementation of internal continuous improvement processes.
 - h. Conducting evaluations to improve internal processes in the Work Unit.
 - i. Consciously considering risk factors in making decisions and taking actions.
 3. Second Line Management as an independent Risk Management and compliance function is a unit that measures, monitors and controls risks in aggregate, develops the Company's Risk Management methodology and policies. The function included in this Second Line is the Risk Management Work Unit with its duties and roles include, among others:
 - a. Development, implementation, and continuous improvement of risk management practices (including internal controls) at the process, system and work unit levels.
 - b. Achieving risk management objectives, such as: compliance with laws, regulations, and ethical behaviour; internal control; technology and information security; sustainability; and quality.
 - c. Providing analysis and reports on the adequacy and effectiveness of risk management (including internal control).

- d. Menjalankan fungsi pengawasan, pengembangan dan pemeliharaan sistem untuk mendukung kinerja pertahanan lapis pertama antara lain:
- i) Menyusun Kerangka Kerja, kebijakan, dan standar terkait manajemen risiko.
 - ii) Mengembangkan manajemen risiko tingkat perusahaan (*Corporate Wide*)
 - iii) Menjalankan pemantauan pada proses operasional tertentu,
 - iv) Memberikan konsultasi terkait manajemen risiko unit kerja lain.
 - v) Memastikan kebijakan dan pedoman manajemen risiko dijalankan dengan benar konsisten
4. Manajemen Lini Ketiga sebagai fungsi *independent assurance* merupakan unit yang memastikan tata kelola dan pengendalian risiko diterapkan secara efektif oleh perusahaan. Fungsi ini pada Satuan Pengawasan Intern (SPI), tugas dan peran antara lain mencakup:
- a. Menjaga tanggung jawab (akuntabilitas) utama kepada Organ Pengurus dan independensinya dari pelaksanaan pekerjaan yang menjadi tanggung jawab manajemen.
 - b. Mengkomunikasikan jaminan efektivitas (*assurance*) dan saran (*advice*) yang independen dan objektif kepada Manajemen dan Organ Pengurus mengenai kecukupan dan efektivitas tata kelola dan manajemen risiko (termasuk pengendalian internal) untuk mendukung pencapaian sasaran perusahaan, serta memberikan rekomendasi dan memfasilitasi peningkatan yang berkelanjutan.
 - c. Melaporkan terganggunya independensi dan objektivitas kepada Organ Pengurus dan menerapkan pengamanan yang dipersyaratkan.
 - d. Menggunakan ukuran, Kerangka Kerja, Metodologi dan Prosedur yang telah ditetapkan Manajemen bersama dengan Unit Kerja Manajemen Risiko, sebagai dasar pengukuran risiko di unit.
 - e. Satuan Pengawasan Intern (SPI) melakukan Program Audit berbasis risiko, untuk memantau potensi-potensi kejadian atau ketidakefektifan suatu pengendalian dari proses yang berjalan di Unit Kerja Kantor Pusat, Regional, Cabang, Tim Proyek dan/atau Anak Perusahaan.
 - f. Satuan Pengawasan Intern (SPI) melakukan pemantauan terhadap berjalannya Rencana Tindak Lanjut Unit atas Risiko Ekstrim, Tinggi dan Menengah Unit Kerja Kantor Pusat, Regional, Cabang, Tim Proyek dan /atau Anak Perusahaan.
 - g. Melaksanakan evaluasi penerapan manajemen risiko dengan berpedoman pada ketentuan dan fungsi audit internal.
- d. Carrying out supervisory functions, development and maintenance of systems to support the performance of the first line of defense, among others:
- i) Develop Framework, policies and standards related to risk management.
 - ii) Develop corporate wide risk management
 - iii) Carry out monitoring on specific operational processes,
 - iv) Provide consultation related to risk management of other work units.
 - v) Ensure that risk management policies and guidelines are implemented consistently.
4. Third Line Management as an independent assurance function is a unit that ensures governance and risk control are effectively implemented by the company. This function is in the Internal Audit Unit (SPI), the duties and roles include:
- a. Maintaining the main responsibility (accountability) to the Governing Body and its independence from the implementation of work that is the responsibility of management.
 - b. Communicating independent and objective assurance and advice to the Management and Governing Body on the adequacy and effectiveness of governance and risk management (including internal control) to support the achievement of the company's objectives, as well as providing recommendations and facilitating continuous improvement.
 - c. Reporting any impairment of independence and objectivity to the Governing Body and implementing the required safeguards.
 - d. Using the measures, Frameworks, Methodologies and Procedures that have been established by Management together with the Risk Management Unit, as the basis for measuring risks in the unit.
 - e. Internal Audit Unit (SPI) conducts a risk-based Audit Program, to monitor potential events or ineffectiveness of a control process that runs in the Head Office, Regional, Branch, Project Team and / or Subsidiary Work Units.
 - f. Internal Audit Unit (SPI) monitors the implementation of the Unit Follow-up Plan on Extreme, High and Medium Risks of the Head Office, Regional, Branch, Project Team and / or Subsidiary Work Units.
 - g. Evaluating the implementation of risk management based on the provisions and internal audit functions.



- h. Melakukan kajian ulang dan evaluasi terhadap kerangka kerja dan implementasi proses manajemen risiko secara keseluruhan.
- i. Memastikan bahwa model lapis pertama dan lapis kedua berjalan sesuai dengan yang diharapkan.

Hubungan antar peran – peran utama pada Model Tiga Lapis digambarkan pada Gambar 4, selanjutnya penjelasan bentuk komunikasi dan koordinasi dijelaskan sebagai berikut:

- a. Antara Organ Pengurus dan Manajemen (Lapis Pertama dan Kedua)
Organ Pengurus (Direksi) menetapkan arah dan sasaran perusahaan dengan mendefinisikan visi, misi, nilai-nilai, dan selera perusahaan terhadap risiko. Organ Pengurus (Direksi) kemudian mendelegasikan tanggung jawab untuk pencapaian sasaran perusahaan kepada jajaran Manajemen, berikut dengan sumber daya yang diperlukan. Organ Pengurus menerima laporan dari Manajemen tentang hasil – hasil yang direncanakan, realisasi (aktual), dan yang diharapkan, serta laporan tentang risiko dan pengelolaan risiko. Dalam rangka pengawasan/pemantauan risiko perusahaan, Dewan Komisaris melakukan pembahasan langsung dengan Unit Manajemen Risiko atau jajaran Manajemen lainnya sebagai pemilik risiko melalui koordinasi Unit Manajemen Risiko.
- b. Antara Manajemen (Lapis Pertama dan Kedua) dan Audit Internal
Audit Internal berfungsi sebagai penasihat terpercaya (*trusted advisor*) dan mitra strategis (*strategic partner*) bagi Manajemen dalam rangka pencapaian jaminan efektifitas (*assurance*) melalui pemberian saran (*advice*) terkait dengan kegiatan operasional dan bisnis perusahaan. Oleh karena itu, Audit internal perlu membangun pengetahuan dan pemahaman tentang perusahaan serta berkolaborasi dan berkomunikasi dengan peran – peran lapis pertama maupun lapis kedua Manajemen guna memastikan tidak terjadi duplikasi, tumpang tindih, atau celah – celah yang tidak diperlukan dalam usaha pencapaian sasaran perusahaan. Harus terdapat interaksi yang regular antara Audit Internal dan Manajemen untuk memastikan pekerjaan audit internal relevan dan selaras dengan kebutuhan strategis dan operasional perusahaan. Namun demikian, di sisi lain, Independensi Audit Internal atas Manajemen perlu dipastikan agar audit internal bebas dari hambatan dan bias dalam merencanakan dan melaksanakan pekerjaannya dan

- h. Conducting reviews and evaluations of the framework and implementation of the risk management process.
- i. Ensuring that the first line and second line models are working as expected.

The relationship between the main roles in the Three Lines Model is depicted in Figure 4, followed by an explanation of the forms of communication and coordination as follows:

- a. Between the Governing Body and Management (First and Second Lines)
The Governing Body (BOD) sets the direction and goals of the company by defining the company’s vision, mission, values, and risk appetite. Then, the Governing Body (BOD) delegates responsibility for achieving the company’s objectives to the Management, along with the necessary resources. The Governing Body receives reports from Management on planned, actual, and expected results, as well as reports on risks and risk management. In order to supervise/monitor the company’s risks, the Board of Commissioners conducts direct discussions with the Risk Management Unit or other levels of Management as risk owners through the coordination of the Risk Management Unit.
- b. Between Management (First and Second Lines) and Internal Audit
Internal Audit functions as a trusted advisor and strategic partner for Management in order to achieve assurance of effectiveness through the provision of advice related to the company’s operational and business activities. Therefore, Internal Audit needs to build knowledge and understanding of the company as well as collaborate and communicate with Management’s first line and second line roles to ensure there is no duplication, overlap, or unnecessary gaps in achieving the Company’s objectives. There must be regular interaction between Internal Audit and Management to ensure that internal audit work is relevant and aligned with the company’s strategic and operational needs. However, on the other hand, Internal Audit’s independence from Management needs to be ensured so that internal audit is not subject to constraints and biases in planning and performing its work and has unlimited access to the people, resources, and information it needs. In determining the audit planning, the risk profile that has been

memiliki akses tanpa batas terhadap orang, sumber daya, dan informasi yang diperlukannya. Dalam menentukan perencanaan audit menggunakan profil risiko yang telah dilaporkan oleh Unit Manajemen Risiko (lapis kedua) kepada tim Audit Internal (lapis ketiga) secara berkala. Selanjutnya Audit Internal akan melakukan evaluasi efektivitas manajemen risiko unit kerja (lapis pertama) untuk perbaikan proses manajemen risiko kedepannya. Selain melakukan audit kepada lapis pertama, Audit Internal juga melakukan evaluasi penerapan manajemen risiko di perusahaan melalui evaluasi tingkat kematangan manajemen risiko. Dalam pelaksanaan tugas dan fungsinya, Audit internal bertanggung jawab langsung kepada Organ Pengurus.

- c. Antara Audit Internal dan Organ Pengurus
Audit Internal bertanggung jawab langsung kepada Organ Pengurus, sehingga terkadang dikatakan sebagai “mata dan telinga” dari Organ Pengurus. Organ Pengurus berkewajiban mengawasi audit internal, mencakup : memastikan dibentuknya fungsi audit internal yang independen, termasuk pengangkatan dan pemberhentian Kepala Audit Internal (Kepala SPI); menyediakan diri sebagai jalur pelaporan utama dari Kepala Audit Internal; menyetujui rencana audit dan menyediakan *sumberdaya*; menerima dan memperhatikan laporan - laporan dari Kepala Audit Internal; dan memberikan akses tanpa batas dari Kepala Audit Internal kepada Organ Pengurus, termasuk sesi privat tanpa kehadiran manajemen.
- d. Antara semua peran (Organ Pengurus, Manajemen dan Audit Internal)
Organ Pengurus, Manajemen, dan Audit Internal memiliki tanggung jawab yang berbeda, akan tetapi semua kegiatannya diselaraskan dengan tujuan organisasi. Syarat untuk penyelarasan yang berhasil adalah koordinasi, kolaborasi, dan komunikasi yang teratur dan efektif diantara semua peran.

reported by the Risk Management Unit (second line) to the Internal Audit team (third line) on a regular basis is used. Furthermore, Internal Audit will evaluate the effectiveness of work unit risk management (first line) to improve the risk management process in the future. In addition to conducting audits to the first line, Internal Audit also evaluates the risk management implementation in the company through an evaluation of risk management maturity level. In carrying out its duties and functions, Internal Audit is directly responsible to the Governing Body.

- c. Between Internal Audit and Governing Body
Internal Audit is directly responsible to the Governing Body, so it is sometimes said to be the “eyes and ears” of the Governing Body. The Governing Body has the obligation to oversee internal audit, including: ensuring the establishment of an independent internal audit function, including the appointment and dismissal of the Head of Internal Audit; providing itself as the primary reporting line of the Head of Internal Audit; approving audit plans and providing resources; receiving and considering reports from the Head of Internal Audit; and providing unlimited access from the Head of Internal Audit to the Governing Body, including private sessions without management present.
- d. Between all roles (Governing Body, Management, and Internal Audit)
The Governing Body, Management, and Internal Audit have different responsibilities, but all their activities are aligned with the organization’s objectives. A prerequisite for successful alignment is regular and effective coordination, collaboration, and communication among all roles.

Profil Risiko Utama dan Mitigasi Risiko Tahun 2022

Berdasarkan sasaran yang ditetapkan untuk tahun 2022, telah dilakukan identifikasi risiko yang dilakukan oleh *risk owner* (Pimpinan masing-masing unit kerja Kantor Pusat, Regional, dan Cabang) sebagai dasar mengidentifikasi dan menganalisis potensi risiko yang berkaitan dengan Program Kerja. Hasil identifikasi dan analisis tersebut bertujuan untuk mengenali peristiwa yang mungkin terjadi dan bila terjadi bisa memberi dampak terhadap tujuan, strategi, sasaran dan atau rencana hasil kegiatan perusahaan.

Perusahaan menghadapi beberapa risiko yang melekat (*inherent risk*) dalam kegiatan bisnis yang dijalankan. Risiko

The Major Risks Profile and Risks Mitigation for 2022

Based on the targets set for 2022, risk identification has been conducted by the risk owner (Head of each work unit of the Head Office, Regions, and Branches) as a basis for identifying and analyzing potential risks related to the Work Program. The results of the identification and analysis aim to recognize events that may occur and if they occur can have an impact on the objectives, strategies, targets and/or plans for the results of the company’s activities.

The Company faces several inherent risks in its business activities. These risks can generally arise from a number of



tersebut secara umum dapat timbul akibat sejumlah faktor, termasuk manusia, aset, alam, pendanaan, lingkungan, dan reputasi. Sementara secara khusus, risiko yang dihadapi perusahaan bergantung pada karakteristiknya. Berbagai risiko tersebut dapat ditangani dengan upaya *existing control*, mitigasi risiko, ataupun pengalihan risiko, yang dibarengi dengan evaluasi berkala sesuai perubahan kondisi dan dinamika risiko. Dalam rangka pengembangan manajemen risiko sesuai standar internasional, manajemen perusahaan telah menyusun profil risiko korporasi. Berdasarkan identifikasi dan analisis risiko, terdapat 11 (sebelas) risiko utama yang dapat memengaruhi pencapaian sasaran terkait program kerja yang telah ditetapkan. Profil dan mitigasi risiko utama tahun 2022 adalah sebagai berikut:

factors, including people, assets, nature, funding, environment and reputation. Meanwhile, specifically, the risks faced by the company depend on its characteristics. These various risks can be handled with existing control, risk mitigation, or risk transfer efforts, along with periodical evaluation based on the changes of the risk condition and dynamic. In order to develop a risk management system that complies with the international standards, the Company's management has prepared the corporate risk profile. Based on risk identification and analysis, there are 11 (eleven) major risks that can hinder the achievement of targets related to the work program that has been set. The profile and mitigation of the major risks in 2022 are as follows:

Risiko dan Mitigasi Risk and Mitigation

Risiko | Risk :

Potensi kalah bersaing dengan kompetitor di lintasan komersial | Potential to lose out to competitors on the commercial line

Mitigasi | Mitigation :

- Relokasi kapal dari Pelabuhan lainnya
- Pengadaan kapal bekas
- Modifikasi kapal untuk peningkatan kapasitas dan pelayanan penumpang
- Revitalisasi performa kapal
- Optimalisasi kerjasama korporasi di lintasan eksekutif Merak-Bakauheni
- Relocation of vessels from other ports
- Procurement of second-hand ships
- Vessel modification to increase capacity and passenger service
- Revitalize vessel performance
- Optimization of corporate cooperation on the Merak-Bakauheni executive route

Risiko | Risk :

Potensi pengelolaan piutang tidak optimal | Potential for suboptimal receivables management

Mitigasi | Mitigation :

- Pembuatan prosedur mengenai metode pembayaran piutang jasa kepelabuhanan
- Melakukan revisi kontrak perjanjian penggunaan fasilitas Pelabuhan dengan perusahaan Pelayaran maksimal 1 hari setelah *invoice* diterima
- Melakukan pengembangan sistem rekonsiliasi untuk mendukung kegiatan SSC, yaitu sistem CSR, SAP, dan Fidiar
- Divisi Komersial bersurat ke Cabang untuk mengingatkan *outstanding* piutang Cabang dan agar dilakukan penagihan
- Cabang melakukan penagihan piutang ke Perusahaan Pelayaran Swasta dan melaporkan penagihannya ke Divisi Komersial
- Penerapan *cut off* saldo piutang terhitung saat tanggal *Go Live* OTC dibandingkan dengan saldo piutang sebelum *Go Live* (penagihan *Outstanding* piutang akan dilakukan oleh cabang)
- Establish procedures regarding payment methods for port services receivables
- Revise the Port facility use agreement contract with the Shipping Company a maximum of 1 day after the invoice is received.
- Conduct reconciliation system development to support SSC activities, namely CSR, SAP, and Fidiar systems.
- Commercial Division writes to Branches to remind outstanding receivables of Branches and to collect them.
- Branches collect receivables from private shipping companies and report the collection to the Commercial Division.
- Implementation of cut off receivable balance as of the date of *Go Live* OTC compared to receivable balance before *Go Live* (Outstanding receivables collection will be implemented by branches)

Risiko | Risk :

Potensi kecelakaan kapal | Potential ship accidents

Mitigasi | Mitigation :

- Melaksanakan latihan keadaan darurat antara kapal dan darat serta instansi terkait
- Membentuk Tim Tanggap Darurat
- Membentuk Tim Investigasi / Melakukan Investigasi Kecelakaan Kapal
- Carry out emergency drills between ships and land and related agencies
- Establish an Emergency Response Team
- Establish Investigation Team / Conduct Ship Accident Investigation

Risiko | Risk :

Potensi tidak terserapnya kegiatan investasi kapal | Potential for Ship investment activities to be unutilized

Risiko dan Mitigasi Risk and Mitigation

Mitigasi | Mitigation :

- *Monitoring* informasi penjualan kapal, dan/atau para *broker* sesuai spesifikasi.
- Melakukan evaluasi *long list* kapal menjadi *short list* kapal
- Akan dilakukan *survey* kapal (project 1 *replacement*, 2 kapal)
- Akan dibuatkan *Project Charter* (project 1)
- Akan dilakukan Penyusunan analisa kebutuhan kapal dari Komersial untuk *Project 2* dan 3
- Akan dilakukan Penyusunan kelayakan dan spesifikasi teknis dari Pengembangan Bisnis untuk *Project 2* dan 3
- Monitoring ships sales information, and/or brokers according to specifications.
- Evaluate the long list of ships into a short list of ships
- Ship survey will be conducted (project 1 replacement, 2 ships)
- Project Charter will be created (project 1)
- Analysis of Commercial ship requirements for Project 2 and 3 will be conducted.
- Preparation of feasibility and technical specifications of Business Development for Project 2 and 3 will be carried out.

Risiko | Risk :

Potensi tidak terserapnya kegiatan investasi dermaga | Potential for dock investment activities to be unutilized

Mitigasi | Mitigation :

- Melakukan perencanaan kegiatan investasi:
- Divisi Komersial membuat Analisa Kebutuhan Dermaga, *project charter*
- Divisi Pengembangan Bisnis membuat *Feasibility Study*
- Divisi Optimalisasi & Manajemen Pelabuhan membuat *Detail Engineering Design* dan dokumen Lelang
- *Project Management Office* membantu menyusun *project charter*
- Divisi *Supply Chain Management* melakukan pengadaan
- Melakukan tahap pelaksanaan pekerjaan:
- Tahap konstruksi: Divisi Optimalisasi & Manajemen Pelabuhan, Divisi *Quality Control*, dan Cabang terkait
- Tahap *monitoring*: Divisi Optimalisasi & Manajemen Pelabuhan, Divisi *Quality Control*, *Project Management Office*, Divisi Perencanaan dan Pengendalian Keuangan, dan Divisi Komersial
- Planning investment activities:
- Commercial Division makes analysis of dock needs, project charter
- Business Development Division makes Feasibility Study
- Port Optimization & Management Division creates Detail Engineering Design and Bidding documents.
- Project Management Office helps draft the project charter
- Supply Chain Management Division conducts procurement
- Conduct the work execution stage:
- Construction phase: Port Optimization & Management Division, Quality Control Division, and related Branches
- Monitoring phase: Port Optimization & Management Division, Quality Control Division, Project Management Office, Financial Planning and Control Division, and Commercial Division

Risiko | Risk :

Potensi tidak terserapnya kontrak subsidi | Potential for subsidy contracts to be unutilized

Mitigasi | Mitigation :

- Membangun aplikasi pengumpulan data dan pemantauan dokumen kelengkapan lelang
- Melakukan kontrak melalui penugasan kapal pemerintah
- Melakukan evaluasi penerimaan kapal perintis dari pemerintah
- Melakukan addendum kontrak subsidi perintis untuk optimalisasi pendapatan subsidi
- Melakukan *emergency meeting* terkait dengan terkendalanya pengoperasian kapal perintis

- Build a data collection and monitoring application for auction completeness documents
- Contract through government ship assignments
- Evaluate the acceptance of pioneer ships from the government
- Conduct addendum to pioneer subsidy contract to optimize subsidy revenue.
- Conduct emergency meetings related to the constraints of pioneer ship operations

Risiko | Risk :

Potensi tidak tercapainya hari siap operasi kapal | Potential non-achievement of Available Operation Day Count

Mitigasi | Mitigation :

- Rencana ada penambahan *shorebase maintenance* 4 orang (3 untuk tim konstruksi dan 1 untuk tim bubut)
- Pemasangan dan atau pengintegrasian Sistem di Kapal dengan Aplikasi Manajemen *Monitoring* Permesinan (SIEMON)
- *Maintenance* dan pengembangan SMS
- Plan for additional shorebase maintenance 4 people (3 for construction team and 1 for lathe team)
- Installation and or integration of Systems on Ships with Machinery Monitoring Management Application (SIEMON)
- SMS maintenance and development

Risiko | Risk :

Potensi *docking* melebihi target waktu | Potential docking exceeds target time



Risiko dan Mitigasi Risk and Mitigation

Mitigasi | Mitigation :

- Membuat kerjasama dengan galangan (*dock space*, kualitas pekerjaan, dan harga satuan jasa serta material)
- Melaksanakan Program Kemitraan Guna Pemenuhan Kebutuhan Material Pemeliharaan (*cat, anoda, suku cadang*)
- Melakukan Pelatihan OS
- Melakukan evaluasi realisasi hari *docking* dari target KPI Direktorat sampai dengan KPI Cabang
- Establish cooperation with the shipyard (*dock space, quality of work, and unit price of services and materials*)
- Implement a Partnership Program to Fulfill the Needs of Maintenance Materials (*paint, anodes, spare parts*)
- Conduct OS Training
- Evaluate the realization of docking days from the Directorate KPI target to the Branch KPI.

Risiko | Risk :

Potensi gangguan teknologi informasi | Potential information technology disruptions

Mitigasi | Mitigation :

- Menyediakan *backup link* dari *provider* yang berbeda
- Melakukan aktivasi Aplikasi *monitoring* perangkat (IPS)
- Melakukan *backup* konfigurasi pada perangkat aktif
- *Renewal support maintenance (blade system)*
- *Renewal lisenca support maintenance*
- Akan disusun *blueprint* Infrastruktur TI di cabang
- Melaksanakan pentest secara rutin
- Pemasangan aplikasi untuk pengujian kerentanan keamanan
- Provide backup links from different providers
- Activate the device monitoring application (IPS)
- Perform configuration backup on active devices
- Renewal support maintenance (blade system)
- License renewal support maintenance
- IT Infrastructure blueprint will be developed at the branch offices
- Conduct regular pentests
- Installation of applications for security vulnerability testing

Risiko | Risk :

Potensi pelabuhan tidak steril | Potential for unsterilized ports

Mitigasi | Mitigation :

- Penyesuaian *layout* zonasi 7 pelabuhan oleh kementerian perhubungan (*Merak, Bakauheni, Ketapang, Gilimanuk, Telaga Punggur, Tanjung Uban, Tanjung Kelian*)
- Penyusunan *layout* zonasi 5 pelabuhan : Pagimana Luwuk, Batulicin Tanjung serdang, Kayangan Pototano, Kayangan
- Sosialisasi PM 91 tahun 2021 dan KD Zonasi oleh Divisi Operasional ke seluruh cabang
- Pembuatan rambu zona atau *signage*
- Implementasi sterilisasi Pelabuhan
- Layout zoning adjustment of 7 ports by the ministry of transportation (*merak, bakauheni, ketapang, gilimanuk, telaga punggur, tanjung uban, tanjung kelian*)
- Preparation of zoning layouts for 5 ports: Pagimana Luwuk, Batulicin Tanjung Serdang, Kayangan Pototano, Kayangan
- Socialization of Minister's Decree No. 91 of 2021 and KD Zoning by the Operations Division to all branches
- Creation of zone signs or signage
- Implementation of Port sterilization

Risiko | Risk :

Potensi kenaikan harga BBM | Potential increase in fuel prices

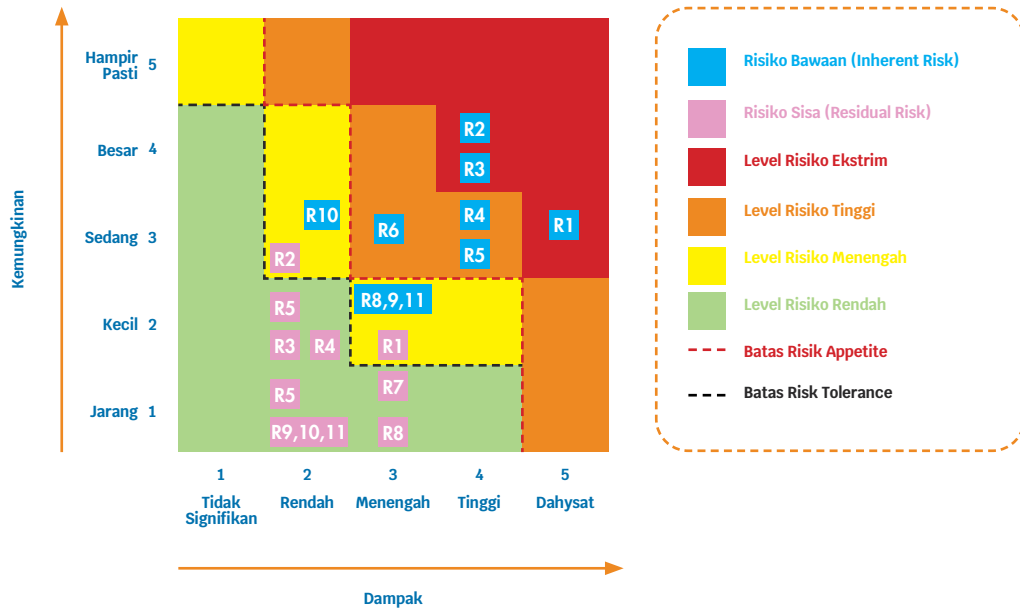
Mitigasi | Mitigation :

- Pengoperasian kapal secara lebih efisien (*penyesuaian trip sesuai demand*)
- Pengembangan aplikasi BBM berbasis *Machine Learning* agar dapat memberikan *warning* di awal
- Pengawasan pengisian BBM secara berlapis dari Cabang dan Regional secara sampling per bulan
- Melakukan uji petik konsumsi BBM Kapal
- Penggunaan aplikasi *fuel consumption*
- Mengusulkan kenaikan tarif Kapal (jika terjadi kenaikan)
- Melakukan sosialisasi kenaikan harga BBM (jika terjadi)
- More efficient ship operation (*trip adjustment according to demand*)
- Development of fuel application based on Machine Learning in order to provide early warning
- Layered supervision of fuel filling from Branches and Regions on a sampling basis per month
- Conducting a fuel consumption check of the ship
- Use of fuel consumption application
- Propose an increase in Ship tariff (if occur)
- Conduct socialization of fuel price increases (if occur)

Level risiko dari masing-masing risiko utama korporat tahun 2022 dapat dilihat pada peta risiko dan tabel eksposur risiko sebagai berikut:

The risk level of each major corporate risk in 2022 can be seen in the risk map and risk exposure table as follows:

Gambar Pemetaan Risiko Korporat 2022
Gambar Pemetaan Risiko Korporat 2022



Kode Risiko Risk Code	Risiko Utama Key Risks	Bawaan (Inherent)				Sisa (Residual)			
		Kemungkinan Possibilities	Dampak Impact	Nilai Risiko Risk Value	Level Risiko Risk Level	Kemungkinan Possibilities	Dampak Impact	Nilai Risiko Risk Value	Level Risiko Risk Level
R1	Potensi kalah bersaing dengan kompetitor di lintasan komersial Potential to lose out to competitors on the commercial line	3	5	15	Ekstrem Extreme	2	3	6	Menengah Medium
R2	Potensi pengelolaan piutang tidak optimal Potential for suboptimal receivables management	4	4	16	Ekstrem Extreme	3	2	6	Menengah Medium
R3	Potensi Kecelakaan Kapal Potential Ship Accidents	4	4	16	Ekstrem Extreme	2	2	4	Rendah Low



Kode Risiko Risk Code	Risiko Utama Key Risks	Bawaan (Inherent)				Sisa (Residual)			
		Kemungkinan Possibilities	Dampak Impact	Nilai Risiko Risk Value	Level Risiko Risk Level	Kemungkinan Possibilities	Dampak Impact	Nilai Risiko Risk Value	Level Risiko Risk Level
R4	Potensi tidak terserapnya kegiatan investasi Kapal Potential for Ship investment activities to be unutilized	3	4	12	Tinggi High	2	2	4	Rendah Low
R5	Potensi tidak terserapnya kegiatan investasi dermaga Potential for dock investment activities to be unutilized	3	4	12	Tinggi High	2	2	4	Rendah Low
R6	Potensi tidak terserapnya kontrak subsidi Potential for subsidy contracts to be unutilized	3	3	9	Tinggi High	1	2	2	Rendah Low
R7	Potensi tidak tercapainya hari siap operasi kapal Potential non-achievement of Available Operation Day Count	2	4	8	Menengah Medium	1	3	3	Rendah Low
R8	Potensi <i>docking</i> melebihi target waktu Potential docking exceeds target time	2	3	6	Menengah Medium	1	3	3	Rendah Low
R9	Potensi gangguan teknologi informasi Potential information technology disruptions	2	3	6	Menengah Medium	1	2	2	Rendah Low
R10	Potensi pelabuhan tidak steril Potential for unsterilized ports	3	2	6	Menengah Medium	1	2	2	Rendah Low

Kode Risiko Risk Code	Risiko Utama Key Risks	Bawaan (Inherent)				Sisa (Residual)			
		Kemungkinan Possibilities	Dampak Impact	Nilai Risiko Risk Value	Level Risiko Risk Level	Kemungkinan Possibilities	Dampak Impact	Nilai Risiko Risk Value	Level Risiko Risk Level
R11	Potensi kenaikan harga BBM Potential increase in fuel prices	2	3	6	Menengah Medium	1	2	2	Rendah Low
Rata-rata Skor Risiko Average Risk Score				10,18	3,45				
Level Risiko Risk Level				Tinggi High	Rendah Low				

Evaluasi atas Efektivitas Pelaksanaan Manajemen Risiko

Penilaian kinerja pelaksanaan tugas dan tanggung jawab Divisi Manajemen Risiko dituangkan ke dalam *key performance indicator* (KPI) yang disepakati bersama Direktur Keuangan, TI & Manajemen Risiko sebagai acuan dan ukuran pencapaian target pelaksanaan tugas. Divisi Manajemen Risiko telah mencapai target program kerja sesuai dengan rencana kerja yang disusun dengan pencapaian KPI tahun 2022 sebesar **101,4**.

Berdasarkan penilaian tingkat kematangan penerapan manajemen risiko (*risk maturity*) tahun 2022 menggunakan metode *Deloitte Risk Intelligent* pada PT ASDP Indonesia Ferry (Persero) berada pada level **Fragmented to Top Down** dengan skor **2,8**. Pada level ini, perusahaan dinyatakan telah terdapat standarisasi proses Manajemen Risiko dan telah ada *reviu top down* secara rutin pada sebagian besar kegiatan perusahaan. Selain itu, perusahaan juga dinyatakan telah melaksanakan *improvement* sesuai dengan rekomendasi perbaikan hasil asesmen *risk maturity* tahun 2021. Langkah-langkah pengembangan Manajemen risiko yang dilakukan oleh Divisi Manajemen Risiko adalah dengan 4 tema peningkatan yakni:

1. Model Operasi Divisi Manajemen Risiko pada jangkauan Kantor Regional, Cabang, dan spesifikasi manajemen risiko bertema khusus;
2. Proses manajemen risiko yang mengakomodir kebutuhan bisnis perusahaan;
3. Peningkatan kompetensi manajemen risiko, *capacity building* dan aktivasi *risk culture*;
4. Peningkatan teknologi manajemen risiko

Hasil evaluasi ini menjadi dasar dalam penyusunan strategi pelaksanaan manajemen risiko pada tahun selanjutnya sesuai dengan roadmap pengembangan Manajemen Risiko di perusahaan sebagai berikut:

Evaluation of the Effectiveness of the Risk Management Implementation

Performance assessment of Risk Management Division's duties and responsibilities is outlined in key performance indicators (KPIs) approved by the Director of Finance, IT & Risk Management as a reference and measure of task implementation targets achievement. The Risk Management Division has achieved the work program target in accordance with the work plan prepared with KPI achievement in 2022 of **101.4**.

Based on the assessment of the maturity level of risk management implementation in 2022 using the Deloitte Risk Intelligent method at PT ASDP Indonesia Ferry (Persero) is at the **Fragmented to Top Down** level with a score of **2.8**. At this level, the company is declared to have standardized the Risk Management process and there have been regular top-down reviews on most of the company's activities. In addition, the company is also stated to have implemented improvements in accordance with the recommendations for improvement from the 2021 risk maturity assessment results. The risk management development steps carried out by the Risk Management Division are with 4 improvement themes, namely:

1. Risk Management Division Operating Model on Regional Office coverage, Branches, and special themed risk management specifications;
2. Risk management process that accommodates the company's business needs;
3. Improved risk management competencies, capacity building and activation of risk culture;
4. Improved risk management technology

The results of this evaluation form the basis for developing a strategy for implementing risk management in the following year in accordance with the roadmap of Risk Management development in the company as follows:



- Sebagian telah dilaksanakan/perlu peningkatan
Partially implemented/needs to be improved
- Referensi APS dan PER-5/MBU/09/2022
Stakeholder Directives Reference and PER-5/MBU/09/2022

Inisiatif PENINGKATAN maturitas MR
Risk Management maturity IMPROVEMENT initiatives

Inisiatif Enabler
Enabler Initiatives

2023			
Q1	Q2	Q3	Q4
1. Model Operasi Divisi Manajemen Risiko pada jangkauan Kantor Regional, Cabang, dan spesifikasi fungsi manajemen risiko bertema khusus. 1. Risk Management Division's Operating Model on the scope of Regional Offices, Branch Offices, and the specifics of themed risk management functions.			
1.1 Kajian dan Penyesuaian Tugas dan Komponen serta Tanggung Jawab Manajemen Risiko & Anak Perusahaan 1.1 Review and Adjustment of Duties and Components as well as Responsibilities of Risk Management & Subsidiaries		●	●
1.2 Pemutakhiran Struktur Fungsi Manajemen Risiko (Governance Risk, Thematic Advisor Risk, & RRBP) 1.2 Update of Risk Management Function Structure (Governance Risk, Thematic Advisor Risk, & RRBP)			
1.3 Pelaporan & Pemantauan Risiko Terintegrasi Induk & Anak Perusahaan 1.3 Integrated Risk Reporting & Monitoring of Parent Company & Subsidiaries		●	1.3. Pemantauan berkala untuk laporan Risiko Terintegrasi (Per Kuartal) 1.3. Periodic monitoring for Integrated Risk report (Quarterly)
2. Proses Manajemen Risiko yang mengakomodir kebutuhan bisnis Perusahaan 2. Risk Management process that accommodates the company's business needs			
2.A. Pemutakhiran Risk Appetite, Risk Tolerance, dan KRI 2.A. Update of Risk Appetite, Risk Tolerance, and KRI		●	2.B.1. Penyusunan Mekanisme Risk-based Budgeting 2.B.1. Development of Risk-based Budgeting Mechanism
2C.1.1 Pemutakhiran Pedoman Manajemen Risiko Berkesinambungan dan Turunannya 2C.1.1 Update of Continuous Risk Management Guidelines and its Derivatives			2.C.2. Integrasi Manajemen Risiko dengan BCM/SMKB 2.C.2. Risk Management Integration with BCM/SMKB
2C.1.2 Penyusunan Pedoman Strategis Manajemen Risiko* 2C.1.2 Development of Risk Management Strategic Guidelines*	2C.1.4 Penilaian Risk Maturity Index (RMI) KBUMN 2C.1.4 Risk Maturity Index (RMI) Assessment of Ministry of SOEs		2.C.3. Integrasi Manajemen Risiko dan ESG/Sustainability 2.C.3. Integration of Risk Management and ESG/Sustainability
2C.1.3 Pelaksanaan Stress Testing 2C.1.3 Implementation of Stress Testing		2.D.1. Interaksi dengan Internal Audit 2.D.1. Interaction with Internal Audit	●
2C.1.6 Pemantauan Risiko Operasional 2C.1.6 Operational Risk Monitoring	2C.1.6 Pemantauan Berkala Risiko Operasional 2C.1.6 Periodic Monitoring of Operational Risk		
	2.C.4. Pemutakhiran Manajemen Risiko Climate 2.C.4. Update of Climate Risk Management	2C.1.5 Proses Manajemen Risiko Operasional 2C.1.5 Operational Risk Management Process	2.C.5. Pemutakhiran Manajemen Risiko Proyek 2.C.5. Update of Project Risk Management
3. Peningkatan Kompetensi Manajemen Risiko, Capability Building & Aktivasi Risk Culture 3. Risk Management Competency Improvement, Capability Building & Risk Culture Activation			
		3.1 Program peningkatan kompetensi dan aktivasi risk culture 3.1 Competency improvement program and risk culture activation	●
		3.2 Pelaksanaan Capability Building dan Aktivasi Risk Culture 3.2 Capability Building and Risk Culture Activation	
4. Peningkatan Teknologi Manajemen Risiko 4. Improvement of Risk Management Technology			
	4.1.1. Pemutakhiran dan Rekonfigurasi e-RM sesuai dengan Pedoman Manajemen Risiko 4.1.1. Updating and Reconfiguring e-RM in accordance with Risk Management Guidelines		4.1.2 Dokumentasi dan Pemantauan Loss Event 4.1.2 Loss Event Documentation and Monitoring
			4.1.3 Pengembangan Dashboard Key Risk Indicator (KRI) 4.1.3 Key Risk Indicator (KRI) Dashboard Development

Kegiatan RUTIN MENJAGA maturitas MR
A ROUTINE to MAINTAIN Risk Management maturity

Inisiatif Core
Core Initiatives

Recurring
Recurring

					2024				
					Q1	Q2	Q3	Q4	
					Evaluasi berkala peran & tanggung jawab Periodic evaluation of roles & responsibilities				
					2.A. Update Risk Appetite, Tolerance, & KRI 2.A. Update of Risk Appetite, Tolerance, & KRI				
					2.C.1.1 Evaluasi berkala Pedoman Manajemen Risiko 2.C.1.1 Periodic evaluation of Risk Management Guidelines				
					2.C.1.2 Evaluasi berkala Pedoman Strategis Manajemen Risiko 2.C.1.2 Periodic evaluation of Risk Management Strategic Guidelines				
					2.D.1 Periodik Interaksi & Diskusi Per Kuartal dengan Internal Audit 2.D.1 Interaction and Discussion with Internal Audit on a Quarterly Basis				
					3.1 & 3.2 Refreshment Per Kuartal Peningkatan Kompetensi Manajemen Risiko, Capability Building & Aktivasi Risk Culture 3.1 & 3.2 Quarterly Refreshment Risk Management Competency Improvement, Capability Building & Risk Culture Activation				
					3.3 Evaluasi pelaksanaan Capability Building dan Aktivasi Risk Culture (Tahunan) 3.3 Evaluation of Capability Building and Risk Culture Activation (Annual)				
					4.2 Pengembangan Teknologi BCM dan Crisis Management 4.2 BCM and Crisis Management Technology Development		4.3 Pengembangan Risk Analytics 4.3 Risk Analytics Development		
					4.4 Outsource WBS 4.4 WBS Outsource				



SISTEM PENGENDALIAN INTERN

INTERNAL CONTROL SYSTEM

Sistem Pengendalian Intern adalah suatu proses yang integral pada tindakan dan kegiatan yang dilakukan secara terus menerus oleh seluruh insan perusahaan untuk memberikan keyakinan memadai atas tercapainya tujuan perusahaan melalui kegiatan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset perusahaan dan ketaatan terhadap peraturan perundang-undangan, mengurangi dampak kerugian, penyimpangan kewenangan (*fraud*), pelanggaran aspek kehati-hatian, meningkatkan efektivitas organisasi, dan meningkatkan *cost effective*.

Tujuan Pengendalian Intern

Sistem Pengendalian Intern merupakan bagian dari implementasi tata kelola perusahaan yang baik. Sistem Pengendalian Internal perusahaan mempunyai tujuan:

1. Tujuan Kepatuhan yaitu menjamin bahwa semua kegiatan usaha perusahaan telah dilaksanakan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku, baik ketentuan yang dikeluarkan oleh Pemerintah maupun kebijakan dan prosedur internal yang ditetapkan oleh perusahaan.
2. Tujuan Informasi yaitu menyediakan laporan yang benar, lengkap, tepat waktu dan relevan yang diperlukan dalam rangka pengambilan keputusan yang andal dan dapat dipertanggungjawabkan.
3. Tujuan Operasional yaitu meningkatkan efektivitas dan efisiensi dalam penggunaan aset dan sumber daya lainnya dalam rangka melindungi perusahaan dari risiko kerugian.

Kesesuaian Pengendalian Internal Dengan Kerangka COSO

Sistem pengendalian intern perusahaan telah sesuai dengan *Internal Control Integrated Framework* yang dikembangkan oleh The Committee of Sponsoring Organization of the Treadway Commission (COSO) dan tujuan pengendalian internal menurut COSO meliputi operasional, pelaporan dan kepatuhan.

Menurut COSO, unsur-unsur pengendalian intern meliputi komponen-komponen sebagai berikut:

1. Lingkungan pengendalian;
2. Penilaian risiko;
3. Aktivitas pengendalian;
4. Informasi dan Komunikasi;
5. Kegiatan pemantauan.

Kebijakan Sistem Pengendalian Intern

Perusahaan telah menetapkan Pedoman Umum Sistem Pengendalian Intern di Lingkungan PT ASDP Indonesia Ferry (Persero) melalui keputusan Direksi Nomor: KD. 215/HK.002/

The Internal Control System is an integral process of actions and activities carried out continuously by all company personnel to provide adequate assurance of the achievement of Company objectives through effective and efficient activities, reliability of financial reporting, safeguarding company assets and compliance with laws and regulations, reducing the impact of losses, irregularities in authority (*fraud*), violations of prudential aspects, increasing organizational effectiveness, and increasing cost effectiveness.

Internal Control Objectives

The Internal Control System is part of the implementation of good corporate governance. The Company's Internal Control System has objectives:

1. The purpose of Compliance is to ensure that all business activities of the company have been carried out in accordance with the applicable laws and regulations, both provisions issued by the Government and internal policies and procedures established by the company.
2. The purpose of information is to provide correct, complete, timely and relevant reports needed for reliable and accountable decision making.
3. The Operational Objective is to increase effectiveness and efficiency in the use of assets and other resources in order to protect the company from the risk of loss.

Internal Control Compliance with COSO Framework

Company internal control system is compliant with the Internal Control Integrated Framework formulated by the Committee of Sponsoring Organization of the Treadway Commission (COSO). According to COSO, the purposes of internal control are operations, reporting, and compliance.

COSO includes the following as the elements of internal control:

1. Control environment;
2. Risk assessment;
3. Control activities;
4. Information and Communication;
5. Monitoring

Internal Control System Policy

The Company has established General Guidelines for the Internal Control System within PT ASDP Indonesia Ferry (Persero) through the decision of the Board of Directors

ASDP-2019 tanggal 3 Oktober 2019. Kebijakan tersebut sejalan dengan dengan prinsip-prinsip *Internal Control-Integrated Framework* yang ditetapkan COSO (Committee of Sponsoring Organizations of the Treadway Commission) yang terdiri dari 5 (lima) komponen utama yang satu sama lain saling berkaitan. Lima komponen yang menunjang efektivitas pengendalian internal sesuai dengan kerangka COSO yang diterapkan perusahaan yaitu:

1. Lingkungan pengendalian (*Control Environment*).
Lingkungan pengendalian merupakan faktor yang mempengaruhi keseluruhan perusahaan dan menjadi atmosfer bagi setiap insan perusahaan dalam melakukan aktivitas dan melaksanakan tanggungjawab pengendalian yang menjadi bagiannya. Lingkungan pengendalian menjadi pondasi yang efektif bagi unsur-unsur/komponen pengendalian intern lainnya.
2. Penilaian Risiko (*Risk Assessment*).
Penilaian risiko adalah serangkaian proses identifikasi, analisis risiko dan menilai risiko yang berpotensi menghambat pencapaian sasaran/tujuan perusahaan. identifikasi Risiko, dilakukan dengan mempertimbangkan faktor-faktor internal dan eksternal. Analisis Risiko dilaksanakan untuk menentukan tingkat kemungkinan terjadinya (*probability*) risiko, tingkat dampak risiko (*impact*) bagi perusahaan serta memberikan pertimbangan dalam rangka pengelolaan risiko itu sendiri. Penilaian risiko harus berdasarkan kepada identifikasi risiko yang dihadapi perusahaan, selera risiko (*risk appetite*) dan pengendalian risiko. Penilaian risiko diikuti dengan pembuatan profil risiko yang diperbaharui secara rutin.
3. Kegiatan pengendalian (*Control Activities*)
Kegiatan pengendalian merupakan kebijakan dan prosedur yang dibuat untuk memastikan bahwa arahan Direksi dilaksanakan, dan penyelenggaraan kegiatan pengendalian sesuai dengan ukuran, kompleksitas, dan sifat perusahaan, dengan memperhatikan pada (i) pelaksanaan pengendalian pada seluruh kegiatan perusahaan, (ii) pengaitan dengan proses penilaian risiko dan mitigasi atas kemungkinan dan dampak risiko, (iii) penetapan kebijakan dan prosedur secara tertulis melalui surat keputusan Direksi, dan (iv) pelaksanaan prosedur yang telah ditetapkan oleh manajemen.
4. Informasi dan komunikasi (*Information & Communications*).
Informasi dan komunikasi dilakukan melalui identifikasi, catatan dan komunikasi informasi (keuangan dan non keuangan) yang berkaitan dengan pelaksanaan tugas pokok dan fungsinya dalam waktu dan bentuk (format) yang tepat untuk memudahkan pelaksanaan, pengendalian dan pertanggungjawabannya, dimana hal ini wajib diselenggarakan secara efektif baik komunikasi di lingkungan perusahaan maupun komunikasi dengan pihak luar yang terkait.

Number: KD. 215/HK.002/ASDP-2019 dated October 3, 2019. The policy is in line with the principles of the Internal Control-Integrated Framework established by COSO (Committee of Sponsoring Organizations of the Treadway Commission) which consists of 5 (five) main components that are interrelated with each other. The five components that support the effectiveness of internal control in accordance with the COSO framework implemented by the company are:

1. Control Environment.
The control environment is a factor that affects the entire company and becomes the atmosphere for every company employee in carrying out activities and the control responsibilities that are part of it. The control environment is an effective foundation for other elements/components of internal control.
2. Risk Assessment.
Risk assessment is a series of identification processes, risk analysis and assessing risks that have the potential to hinder the achievement of the company's goals / objectives. Risk identification, implemented by considering internal and external factors. Risk analysis is conducted to determine the level of probability of occurrence (probability) of risk, the level of risk impact (impact) for the company and provide consideration in the context of managing the risk itself. Risk assessment must be based on the identification of risks faced by the Company, risk appetite and risk control. Risk assessment is followed by the creation of a risk profile that is updated regularly.
3. Control Activities
Control activities are policies and procedures made to ensure that the directives of the Board of Directors are implemented, and the implementation of control activities is in accordance with the size, complexity, and nature of the company, with due regard to (i) the implementation of controls in all activities of the company, (ii) linkage to the risk assessment process and mitigation of the possibility and impact of risks, (iii) the establishment of policies and procedures in writing through a decision letter of the Board of Directors, and (iv) the implementation of procedures that have been determined by management.
4. Information and communications.
Information and communication are carried out through identification, recording and communication of information (financial and non-financial) related to the implementation of its main tasks and functions in the right time and form (format) to facilitate implementation, control and accountability, where this must be organized effectively both communication within the company and communication with related external parties.



5. Pemantauan (*Monitoring*)

Pemantauan pengendalian internal bertujuan untuk proses penilaian kualitas Sistem Pengendalian Internal perusahaan dalam jangka waktu tertentu melalui pemantauan rutin terhadap kegiatan yang sedang berjalan (*On Going Monitoring*), diselenggarakan melalui kegiatan pengelolaan rutin, supervisi, perbandingan, rekonsiliasi, dan tindakan-tindakan lain yang terkait dalam pelaksanaan tugas. Evaluasi oleh unit terpisah/independen (*Separate Evaluation*), diselenggarakan melalui penilaian mandiri, revidi, dan pengujian efektivitas Sistem Pengendalian Intern perusahaan.

Sistem Pengendalian Intern Terkait Operasional

Sistem Pengendalian Intern yang baik harus dapat meningkatkan efektifitas dan efisiensi kegiatan operasional perusahaan untuk memastikan tercapainya tujuan perusahaan. Untuk dapat mewujudkan hal tersebut, setiap unit dituntut melakukan aktivitas operasional sesuai dengan prosedur yang ditetapkan, mengidentifikasi risiko dan melakukan upaya mitigasi di level unit masing-masing serta memastikan pelaksanaannya berjalan secara optimal. Dalam rangka memastikan aktivitas operasional berjalan sesuai dengan tujuan perusahaan dan prosedur yang telah ditetapkan, Satuan Pengawasan Intern (SPI) melakukan audit pada masing-masing unit. Divisi Manajemen Risiko dan *Quality Assurance* melakukan *update* profil risiko dan *monitoring* atas upaya mitigasi yang dijalankan pada aktivitas operasional perusahaan.

Setiap unit melaporkan pelaksanaan tugasnya kepada Direksi melalui rapat dan laporan tertulis. SPI dan Divisi Manajemen Risiko dan *Quality Assurance* secara khusus menyampaikan laporan berkala kepada Direksi dan Dewan Komisaris serta berkoordinasi dengan Komite Audit dan Komite Pemantauan Manajemen Risiko. Selain itu, Direksi memberikan laporan tertulis melalui laporan manajemen dan pembahasan kinerja serta pelaksanaan operasional melalui rapat gabungan Direksi dan Dewan Komisaris.

Sistem Pengendalian Intern Terkait Keuangan

Perusahaan memastikan efektivitas dan pelaksanaan dari pengendalian intern dalam rangka memberikan keyakinan yang memadai terhadap keandalan pelaporan keuangan dengan menetapkan kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan standar akuntansi keuangan (SAK) yang berlaku umum. Perusahaan berupaya menerapkan kebijakan akuntansi dan penyusunan laporan keuangan secara konsisten, tidak ada penyesuaian dan

5. Monitoring

Internal control monitoring aims at the process of assessing the quality of the Company's Internal Control System within a certain period of time through routine on going monitoring), organized through routine management activities, supervision, comparison, reconciliation, and other related actions in conducting tasks. Evaluation by a separate/independent unit (*Separate Evaluation*), organized through self-assessment, review, and testing of the effectiveness of the Company's Internal Control System.

Internal Control System Related to Operations

A good Internal Control System must be able to increase the effectiveness and efficiency of the company's operational activities to ensure the achievement of company goals. To be able to realize this, each unit is required to carry out operational activities in accordance with established procedures, identify risks and make mitigation efforts at the level of their respective units and ensure their implementation runs optimally. In order to ensure that operational activities run in accordance with company objectives and established procedures, the Internal Audit Unit (SPI) conducts audits in each unit. The Risk Management and Quality Assurance Division updates the risk profile and monitors the mitigation efforts implemented in the company's operational activities.

Each unit reports its duties to the Board of Directors through meetings and written reports. SPI and the Risk Management and Quality Assurance Division in particular submit regular reports to the Board of Directors and Board of Commissioners and coordinate with the Audit Committee and Risk Management Monitoring Committee. In addition, the Board of Directors provides written reports through management reports and discussion of performance and operational implementation through joint meetings of the Board of Directors and Board of Commissioners.

Internal Control System Related to Finance

The Company ensures the effectiveness and implementation of internal control in order to provide reasonable assurance on the reliability of financial reporting by establishing accounting policies and preparation of financial statements in accordance with generally accepted financial accounting standards (SAK). The Company strives to apply accounting policies and preparation of financial statements consistently, there are no adjustments and auditor findings on recognition,

temuan auditor atas pengakuan, pengukuran dan pencatatan serta pembukuan transaksi dan pengungkapan kebijakan akuntansi serta memastikan penyusunan laporan keuangan triwulanan dan tahunan sesuai dengan standar akuntansi keuangan dan terbit tepat waktu. Perusahaan juga menunjuk Auditor Eksternal, yakni Kantor Akuntan Publik (KAP) untuk melaksanakan audit keuangan guna memastikan integritas penyajian laporan keuangan tahunan perusahaan pada setiap tutup buku.

Evaluasi Atas Efektivitas Sistem Pengendalian Intern

Evaluasi terhadap pelaksanaan Sistem Pengendalian Intern dilakukan sebagai proses pengukuran terhadap efektivitas strategi yang digunakan dalam upaya mencapai tujuan perusahaan, dimana data yang diperoleh dari hasil pengukuran tersebut akan digunakan sebagai analisis situasi untuk pelaksanaan program berikutnya. Pelaksanaan evaluasi Sistem Pengendalian Intern dilaksanakan melalui pelaporan yang terdiri atas tahapan sebagai berikut:

1. Laporan Pengendalian Teknis,
2. Laporan Pengendalian Prosedur,
3. Laporan Pengendalian Unit Kerja,
4. Laporan Sistem Pengendalian Intern.

Berdasarkan laporan yang disusun tersebut, manajemen menentukan tindakan apa yang akan diambil oleh manajemen untuk perbaikan kondisi atau pengendalian kelemahan yang telah diidentifikasi oleh pelaksana dan/atau supervisi atau Pemimpin Unit Kerja yang dilaporkan kepada manajemen.

Selain itu, secara entitas evaluasi dilakukan oleh Auditor Eksternal, yakni Kantor Akuntan Publik (KAP) pada saat pelaksanaan general audit pada setiap tutup buku. Hasil audit atas efektivitas sistem pengendalian internal dituangkan dalam Laporan Auditor Independen. Untuk menjaga dan meningkatkan efektivitas sistem pengawasan dan pengendalian internal, perusahaan melakukan *review* dan evaluasi sistem pengendalian internal secara berkala. Berdasarkan Laporan Auditor Independen tahun buku 2022 menunjukkan bahwa laporan keuangan perusahaan disajikan secara wajar dalam semua hal yang material dan sesuai dengan Standar Akuntansi Keuangan di Indonesia.

measurement and recording and accounting of transactions and disclosure of accounting policies and ensure the preparation of quarterly and annual financial statements in accordance with financial accounting standards and published on time. The Company also appoints an External Auditor, namely the Public Accounting Firm (KAP) to perform financial audits to ensure the integrity of the presentation of the company's annual financial statements by the end of every fiscal year

Evaluation of the Internal Control System Effectiveness

Evaluation of the implementation of Internal Control System serves as a measuring instrument of the effectiveness of strategies used to achieve the company's objectives. The data obtained from this measurement results will be used as a basis of future programs analysis. The evaluation of Internal Control System will be carried out through a reporting process consisting of the following stages:

1. Technical Control Report,
2. Procedural Control Report,
3. Work Unit Control Report,
4. Internal Control System Report.

Based on the compiled reports, the management decides what actions to take to improve the situation or to manage the weakness that has been identified by the executor and/or supervisor or the Head of Work Unit and reported to the management

In addition, the entity evaluation is carried out by the External Auditor, namely the Public Accounting Firm (KAP) at the time of the general audit at each book closing. The results of the audit of the effectiveness of the internal control system are set out in the Independent Auditor's Report. To maintain and improve the effectiveness of the internal monitoring and control system, the Company periodically reviews and evaluates the internal control system. Based on the Independent Auditor's Report for the fiscal year 2022, the Company's financial statements are presented fairly in all material respects and in accordance with Indonesian Financial Accounting Standards.



PERNYATAAN DEWAN KOMISARIS DAN DIREKSI TENTANG EFEKTIVITAS PENGENDALIAN INTERNAL PERUSAHAAN

STATEMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS ON THE EFFECTIVENESS OF THE COMPANY'S INTERNAL CONTROLS

PERNYATAAN DIREKSI DAN DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Berdasarkan hasil Penilaian atas Sistem Pengendalian Internal perusahaan pada tahun 2022 yang terdapat dalam Laporan Keuangan Audited, tidak terdapat masalah yang material berkaitan dengan pengendalian internal dan operasinya. Pada prinsipnya Sistem Pengendalian Internal perusahaan secara keseluruhan telah memadai.

STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

Based on the results of the Assessment of the Company's Internal Control System in 2022 contained in the Audited Financial Statements, there are no material problems related to internal control and operations. In principle, the company's Internal Control System as a whole is adequate.

PERKARA PENTING SIGNIFICANT CASES

Perkara Penting mencakup permasalahan hukum yang dihadapi perusahaan baik kasus litigasi maupun non litigasi yang dihadapi oleh perusahaan, Entitas Anak, Dewan Komisaris dan Direksi serta sanksi administrasi oleh Otoritas terkait. Kasus Litigasi dapat diartikan sebagai permasalahan hukum yang penyelesaiannya dilakukan melalui Lembaga Peradilan, baik Pengadilan Negeri, Pengadilan Tinggi, Pengadilan Pajak, maupun Pengadilan Tindak Pidana Korupsi. Dalam melaksanakan kegiatan perusahaan, manajemen dan struktural ASDP senantiasa mematuhi peraturan perundang-undangan yang berlaku dan mengantisipasi setiap tindakan yang berpotensi menimbulkan permasalahan hukum.

PERKARA HUKUM PERUSAHAAN

Perkara hukum yang berproses di pengadilan (litigasi) yang dihadapi perusahaan selama tahun 2022 dengan rincian sebagai berikut:

Significant Cases include legal issues faced by the company, both litigation and non-litigation cases faced by the Company, Subsidiaries, Board of Commissioners and Directors as well as administrative sanctions by the relevant Authorities. Litigation cases can be interpreted as legal issues whose resolution is carried out through the Judicial Institution, either the District Court, High Court, Tax Court, or Corruption Court. In carrying out the company's activities, ASDP's management and structure always comply with the prevailing laws and regulations and anticipate any actions that could potentially lead to legal problems.

Legal Cases against the Company

Legal cases which are faced by the company in 2022 and in process at the court (litigation) are summarized with the following details:

Perkara Litigasi Litigation Cases

No	Pokok Perkara dan Kasus Posisi Matter of Case and Case Position	Status Penyelesaian Settlement Status	Risiko dan Nilai Nominal Tuntutan/Gugatan Risk and Nominal Value Claims/Lawsuits	Sanksi Sanctions
1.	Gugatan Wanprestasi PT Infiniti Indosakti kepada PT ASDP Indonesia Ferry (Persero). Default Lawsuit of PT Infiniti Indosakti to PT ASDP Indonesia Ferry (Persero).	Masih dalam Proses Banding Still in the Appeal Process	Memiliki Risiko Membayar Ganti Rugi dan masih berproses. Has a Risk of Paying Indemnity and is still in process.	Ganti Kerugian (Perdata) (On Process) Compensation (Civil) (On Process)
2.	Gugatan Perbuatan Melawan Hukum PT Graha Fatta kepada PT ASDP Indonesia Ferry (Persero). PT Graha Fatta's tort lawsuit against PT ASDP Indonesia Ferry (Persero).	Masih dalam Proses Sidang ke 19 ditunda dengan alasan Putusan belum siap (pada Desember 2022) Still in Process 19th hearing postponed on the basis that the verdict is not finalized (in December 2022)	Memiliki Risiko Membayar Ganti Rugi dan masih berproses. Has a Risk of Paying Indemnity and is still in process.	Ganti Kerugian (Perdata) (On Process) Compensation (Civil) (On Process)
3.	Gugatan Wanprestasi PT Dian Sentosa kepada PT ASDP Indonesia Ferry (Persero). Default Lawsuit of PT Dian Sentosa to PT ASDP Indonesia Ferry (Persero).	Masih dalam Proses Memori Kasasi (14 Juli 2022) Still in the process of Cassation Brief (July 14, 2022)	Memiliki Risiko Membayar Ganti Rugi dan masih berproses. Has a Risk of Paying Indemnity and is still in process.	Ganti Kerugian (Perdata) (On Process) Compensation (Civil) (On Process)



PERATURAN REGULATOR TAHUN 2022 YANG BERDAMPAK PADA PERUSAHAAN

REGULATORY REGULATIONS IN 2022 THAT IMPACT THE COMPANY

Peraturan Regulations	Tentang Concerning
PER-7/MBU/09/2022	Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-11/MBU/07/2021 Tentang Persyaratan, Tata Cara Pengangkatan, Dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara Amendment to Regulation of the Minister of State-Owned Enterprises Number PER-11/MBU/07/2021 Regarding Requirements, Appointment Procedures, and Dismissal of Members of the Board of Directors of State-Owned Enterprises.
PER-5/MBU/09/2022	Tentang Penerapan Manajemen Risiko Pada BUMN Concerning the Implementation of Risk Management in SOEs
PER-6/MBU/09/2022	Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 Tentang Program Tanggung Jawab Sosial Dan Lingkungan Badan Usaha Milik Negara Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises.
PP Nomor 23 Tahun 2022	Perubahan atas Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara Amendment to Government Regulation No. 45/2005 on the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises
SK-115/MBU/05/2022	Pedoman Implementasi Nilai-Nilai Utama Sumber Daya Manusia Badan Usaha Milik Negara (AKHLAK Culture Journey) Guidelines for the Implementation of Key Values of Human Resources of State-Owned Enterprises (AKHLAK Culture Journey)
SE-6/MBU/12/2022	Pelaksanaan Program Dekarbonisasi dan Penyelenggaraan Nilai Ekonomi Karbon di Badan Usaha Milik Negara Untuk Mendukung Pencapaian Target Kontribusi Nasional dan Pengendalian Emisi Gas Rumah Kaca Implementation of Decarbonization Program and Implementation of Carbon Economic Value in State-Owned Enterprises to Support the Achievement of National Contribution Targets and Control of Greenhouse Gas Emissions
SE-5/MBU/06/2022	Optimalisasi Pelaksanaan Program Jaminan Kesehatan Nasional Pada Badan Usaha Milik Negara Optimizing the Implementation of the National Health Insurance Program in State-Owned Enterprises
PM 40 Tahun 2022 Decree of Minister No 40 of 2022	Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 40 Tahun 2022 Tentang Penyelenggaraan Pelabuhan Sungai Dan Danau Regulation of the Minister of Transportation of the Republic of Indonesia Minister's Decree Number 40 of 2022 concerning the Implementation of River and Lake Ports
PM 29 TAHUN 2022 Decree of Minister No 29 of 2022	Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 29 Tahun 2022 Tentang Tata Cara Pengawasan dan Pengenaan Sanksi Administratif Terhadap Pelanggaran Peraturan Perundang-undangan di Bidang Transportasi Darat Regulation of the Minister of Transportation of the Republic of Indonesia Minister's Decree Number 29 of 2022 concerning Procedures for Supervision and Imposition of Administrative Sanctions for Violations of Laws and Regulations in the Field of Land Transportation
PM 28 TAHUN 2022 Decree of Minister No 28 of 2022	Tata Cara Penerbitan Surat Persetujuan Berlayar dan Persetujuan Kegiatan Kapal di Pelabuhan Procedures for Issuing Sailing Approval Letters and Approval of Ship Activities at the Port
PM 24 Tahun 2022 Decree of Minister No 24 of 2022	Perubahan Atas Peraturan Menteri Perhubungan Nomor PM 29 Tahun 2014 Tentang Pencegahan Pencemaran Lingkungan Maritim Amendment to Regulation of the Minister of Transportation Minister's Decree Number 29 of 2014 concerning Prevention of Maritime Environmental Pollution
PM 23 TAHUN 2022 Decree of Minister No 23 of 2022	Perubahan Kedua Atas Peraturan Menteri Perhubungan Nomor PM 93 Tahun 2013 Tentang Penyelenggaraan dan Pengusahaan Angkutan Laut Second Amendment to the Regulation of the Minister of Transportation Minister's Decree Number 93 Year 2013 concerning the Implementation and Business of Sea Transportation
PM 20 TAHUN 2022 Decree of Minister No 20 of 2022	Organisasi dan Tata Kerja Kantor Kesyahbandaran dan Otoritas Pelabuhan Penyeberangan Danau Toba Organization and Work Procedures of the Lake Toba Port Authority and Harbor Authority Office
PM 18 TAHUN 2022 Decree of Minister No 18 of 2022	Sistem Identifikasi Otomatis Bagi Kapal Yang Melakukan Kegiatan di Wilayah Perairan Indonesia Automatic Identification System for Vessels Operating in Indonesian Waters
PM 12 TAHUN 2022 Decree of Minister No 12 of 2022	Kelaiklautan Kapal Kecepatan Tinggi Berbendera Indonesia Seaworthiness of Indonesian-flagged High Speed Vessels

Peraturan Regulations	Tentang Concerning
PM 8 TAHUN 2022 Decree of Minister No 8 of 2022	Tata Cara Pelayanan Kapal Melalui Inaportnet Procedures for Ship Services through Inaportnet
PM 6 TAHUN 2022 Decree of Minister No 6 of 2022	Kelaiklautan dan Operasional Kapal Penumpang di Bawah Permukaan Air (Passenger Submersible Craft) Berbendera Indonesia Seaworthiness and Operation of Indonesian-flagged Passenger Submersible Crafts

PERKARA HUKUM YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI YANG SEDANG MENJABAT

Selama tahun 2022, tidak terdapat permasalahan hukum yang dihadapi oleh Dewan Komisaris maupun Direksi perusahaan yang sedang menjabat.

LEGAL CASES AGAINST THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

During 2022, there were no legal issues faced by the company's Board of Commissioners or Directors.

PERKARA HUKUM ENTITAS ANAK

Selama tahun 2022, tidak terdapat permasalahan hukum yang dihadapi oleh Entitas Anak Perusahaan baik perdata maupun pidana.

LEGAL CASES AGAINST SUBSIDIARIES

During 2022, there were no legal issues faced by the Company's subsidiaries, either civil or criminal.



SANKSI ADMINISTRASI OLEH OTORITAS TERKAIT

ADMINISTRATIVE SANCTIONS IMPOSED BY RELEVANT AUTHORITIES

Selama tahun 2022, tidak terdapat sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan anggota Direksi oleh Otoritas Terkait.

During 2022, there were no administrative sanctions imposed on the company, members of the Board of Commissioners and members of the Board of Directors by the relevant authorities.

AKSES DATA DAN INFORMASI PERUSAHAAN

ACCESS TO COMPANY DATA AND INFORMATION

Pengungkapan informasi menjadi sarana dalam membangun citra perusahaan dimata publik dan pemangku kepentingan lainnya. Akses terhadap data dan informasi perusahaan menjadi bagian penting dalam penerapan prinsip transparansi pada tata kelola perusahaan yang baik. Perusahaan berupaya memberikan informasi yang memadai dan akuntabel kepada *stakeholders* dengan memperhatikan ketentuan internal terkait dengan pengelolaan data dan pengendalian informasi perusahaan.

Information disclosure is a means of building the company's image in the eyes of the public and other stakeholders. Access to the company's data and information is an important part of implementing the principle of transparency in good corporate governance. The company strives to provide adequate and accountable information to stakeholders by taking into account internal provisions related to data management and control of company information.

MEDIA INFORMASI PERUSAHAAN

Perusahaan memastikan ketersediaan akses terhadap data dan informasi perusahaan bagi *stakeholders* baik secara *online* maupun dalam bentuk media cetak. Selain itu, data dan informasi perusahaan dapat juga diperoleh melalui alamat dan kontak sebagai berikut:

Jl. Jend. Achmad Yani Kav.52 A, Jakarta-10510 Indonesia
Telp (+6221) 420 8911-13-15
Faks (+6221) 421 0544

COMPANY INFORMATION MEDIA

The Company ensures the availability of access to the company's data and information for stakeholders both online and in the form of printed media. In addition, the company's data and information can also be obtained through the following addresses and contacts:

Jl. Jend. Achmad Yani Kav.52 A, Jakarta-10510 Indonesia
Tel (+6221) 420 8911-13-15
Fax (+6221) 421 0544

WEBSITE

Data dan informasi perusahaan secara *online* dapat diakses melalui *website* dengan alamat **www.asdp.id**. *Website* perusahaan disajikan secara bilingual yaitu dalam Bahasa Indonesia dan Bahasa Inggris. *Website* perusahaan terdiri dari halaman Beranda, Tentang Kami, Layanan Kami, Hubungan Kami menyediakan data dan informasi yang cukup memadai dan dapat diakses oleh publik, pemegang saham serta *stakeholder* lainnya.

WEBSITE

The company's data and information can be accessed online through the website at **www.asdp.id**. The company's website is presented bilingually in Indonesian and English. The company's website consists of Home, About Us, Our Services, Contact Us pages to provide sufficient data and information that can be accessed by the public, shareholders and other stakeholders.

Setiap halaman *website* terdapat *Contact Center* 191 ASDP yang siap melayani pelanggan 24 jam melalui *Call Center* (021) 191 dan *SMS Center* 08111-021191 serta link informasi lainnya seperti Cara Pembayaran Tiket *Online*, Prakiraan Cuaca, Karir, Lelang, tautan (mail Indonesia Ferry, Survei Kepuasan Karyawan, Youtube, Portal Hukum) serta media sosial perusahaan.

Every page of the website has *Contact Center* 191 ASDP which is ready to serve customers 24 hours through *Call Center* (021) 191 and *SMS Center* 08111-021191 as well as other information links such as How to Pay Tickets Online, Weather Forecast, Career, Auction, links (mail Indonesia Ferry, Employee Satisfaction Survey, Youtube, Legal Portal) and the company's social media.

Website perusahaan juga menyediakan akses terhadap Laporan Tahunan dalam bentuk *softcopy* yang dapat diakses pada halaman dalam Bahasa Indonesia dan Bahasa Inggris pada menu Tentang Kami, Dokumen Perusahaan, *Annual Report*.

The company's website also provides access to the Annual Report in softcopy form which can be accessed on the page in Indonesian and English on the About Us menu, Company Documents, Annual Report.



MEDIA SOSIAL

Perusahaan juga menyediakan media informasi lainnya yang dapat diakses melalui akun media sosial diantaranya Twitter, akun Facebook dan Instagram. Perusahaan telah membentuk tim yang bertugas mengelola akun media sosial dalam rangka memastikan kecukupan pengungkapan informasi, promosi dan merespon pertanyaan yang masuk melalui media sosial.

Selama periode 2022, Secara keseluruhan menjadi penyumbang terbanyak *mention* pada periode kali ini dengan jumlah 25.223 post, disusul Youtube dengan 6.446 post, Instagram 4.108 post, dan Facebook 835 post.

MEDIA CETAK

Media cetak juga menjadi sarana untuk dapat mengakses informasi perusahaan diantaranya terdiri dari *company profile*, bulletin/majalah Lintas Nusa, Laporan Tahunan (*Annual Report*) yang memuat informasi yang dapat diketahui oleh *shareholders*, publik serta dan *stakeholder* lainnya. Selama tahun 2022, perusahaan telah mengeluarkan majalah Lintas Nusa sebanyak 1 edisi.

LAPORAN TAHUNAN DAN LAPORAN KEBERLANJUTAN

Perusahaan menyediakan sarana informasi melalui Laporan Tahunan dan Laporan Keberlanjutan yang disusun setiap tahun. Laporan ini disampaikan kepada Pemegang Saham, regulator, media massa dan masyarakat.

SIARAN PERS

Selama tahun 2022, perusahaan juga telah menerbitkan siaran pers (*press release*) sebanyak 124 (seratus dua puluh empat) artikel sebagai bentuk penyampaian dan keterbukaan informasi kepada masyarakat. Berikut daftar *press release* yang telah diterbitkan:

SOCIAL MEDIA

The Company also provides other information media that can be accessed through social media accounts including Twitter, Facebook and Instagram accounts. The Company has established a team in charge of managing social media accounts in order to ensure the adequacy of information disclosure, promotion and respond to inquiries through social media.

During the 2022 period, overall contributed the most mentions in this period with a total of 25,223 posts, followed by Youtube with 6,446 posts, Instagram 4,108 posts, and Facebook 835 posts.

PRINT MEDIA

Print media is also a means to be able to access company information, including company profile, bulletin/Lintas Nusa magazine, Annual Report which contains information that can be known by shareholders, the public and other stakeholders. During 2022, the company has issued 1 edition of Lintas Nusa magazine.

ANNUAL REPORT AND SUSTAINABILITY REPORT

The Company provides information through the Annual Report and Sustainability Report which are prepared annually. These reports are submitted to shareholders, regulators, mass media and the public.

PRESS RELEASE

During 2022, the company has also issued press releases 124 (one hundred twenty-four) times as a form of delivery and information disclosure to the public. The following is a list of press releases that have been issued:

REKAP PEMBERITAAN DALAM WEBSITE BULAN JANUARI 2022
RECAP OF NEWS ON THE WEBSITE IN JANUARY 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
1	20 Januari 2022 January 20, 2022	Penumpang <i>Ferry</i> di Toba dan Batam Naik Signifikan Layanan Nataru ASDP di 12 Cabang Pantauan Lancar, Aman dan Selamat Ferry Passengers in Toba and Batam Increase Significantly ASDP's Nataru services in 12 Branches are Observed to be Smooth, Safe and Secure	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/391
2	25 Januari 2022 January 25, 2022	Cuaca Ekstrem ASDP Tutup Sementara Layanan Penyeberangan dari dan ke Pelabuhan Bolok, Kupang Extreme Weather ASDP Temporarily Closed Ferry Transportation Services to and from Bolok Port, Kupang	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/392
3	28 Januari 2022 January 28, 2022	ASDP Terus Berkomitmen Wujudkan Keselamatan Transportasi ASDP Continues to Commit to Realizing Transportation Safety	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/394
4	31 Januari 2022 January 31, 2022	Waspada Tren Penyebaran COVID-19 Varian Omicron, ASDP Minta Pengguna Jasa Patuhi Prokes Lebih Ketat Beware of the Trend of the Spread of COVID-19 Omicron Variant, ASDP Asks Service Users to Follow Stricter Health protocol	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/393

REKAP PEMBERITAAN DALAM WEBSITE BULAN FEBRUARI 2022
RECAP OF NEWS ON THE WEBSITE IN FEBRUARY 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
5	2 Februari 2022 February 2, 2022	Dukung KSPN Danau Toba, Presiden Jokowi Resmikan Pelabuhan Penyeberangan dan 2 Kapal <i>Ferry</i> Supporting KSPN Lake Toba, President Jokowi Inaugurates Ferry Port and 2 Ferry Boats	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/396
6	2 Februari 2022 February 2, 2022	Perkuat Konektivitas dan Logistik Masyarakat Provinsi Riau, KMP Tirus Meranti Resmi Layani Lintasan Alai Insit-Pecah Buyung dan Alai Insit-Dumai Strengthening Connectivity and Logistics of the Riau Province Community, KMP Tirus Meranti Officially Serves Alai Insit-Pecah Buyung and Alai Insit-Dumai Routes	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/395
7	7 Februari 2022 February 7, 2022	Konsisten Perluas Digitalisasi, ASDP Bidik 17 Pelabuhan Terapkan Metode Pembayaran <i>Cashless</i> Tahun ini Consistent in Expanding Digitalization, ASDP Aims for 17 Ports to Apply Cashless Payment Method this Year	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/397
8	9 Februari 2022 February 9, 2022	Cuaca Ekstrem Penyeberangan Merak – Bakauheni, ASDP Ingatkan Pengguna Jasa Tetap Waspada dan Atur Waktu Perjalanan Extreme Weather on Merak - Bakauheni Ferry Service, ASDP Reminds Service Users to Stay Alert and Organize Travel Time	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/398
9	22 Februari 2022 February 22, 2022	Terus Perkuat Pasar Penyeberangan Tanah Air, ASDP Resmi Akuisisi PT Jembatan Nusantara ASDP Officially Acquires PT Jembatan Nusantara to Strengthen Indonesia's Ferry Transportation Service Market	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/399
10	24 Februari 2022 February 24, 2022	ASDP Merak Raih Penghargaan K3 Platinum Tingkat Provinsi Banten ASDP Merak Receives Platinum OHS Award at Banten Province Level	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/400
11	28 Februari 2022 February 28, 2022	Penyesuaian Tarif Lintas Kayangan-Poto Tano Berlaku Mulai Besok Kayangan-Poto Tano Ferry Transportation Service Tariff Adjustment Effective Tomorrow	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/401



REKAP PEMBERITAAN DALAM WEBSITE BULAN MARET 2022 RECAP OF NEWS ON THE WEBSITE IN MARCH 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
12	2 Maret 2022 March 2, 2022	Nyepi, Penyeberangan Jawa-Bali-Lombok Ditutup Sementara Nyepi, Java-Bali-Lombok Ferry Service Temporarily Closed	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/402
13	3 Maret 2022 March 3, 2022	ASDP : Terima Kasih atas Dukungan Menteri BUMN, Kami akan Terus Berkontribusi untuk Negara dan Masyarakat ASDP: Thank You for the Support of the Minister of SOEs, We will Continue to Contribute to the Country and Society	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/403
14	8 Maret 2022 March 8, 2022	Aturan Syarat Perjalanan dengan Kapal Ferry di Jawa-Bali Disesuaikan Rules for Ferry Travel Requirements in Java-Bali Adjusted	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/404
15	13 Maret 2022 March 13, 2022	Dukung Perhelatan MotoGP, ASDP Revitalisasi Fasilitas Pelabuhan Supporting MotoGP Event, ASDP Revitalizes Port Facilities	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/405
16	18 Maret 2022 March 18, 2022	ASDP-Ditjen Darat Kemenhub Sepakati Kerja Sama Pengoperasian dan Pemakaian Aset LPS di 4 Pelabuhan Utama ASDP - Directorate General of Land Transportation Agree on Cooperation in the Operation and Use of LPS Assets in 4 Major Ports	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/406
17	21 Maret 2022 March 21, 2022	Dukung Event MotoGP, ASDP Sukses Layani Penyeberangan Bali-Lombok Supporting the MotoGP Event, ASDP Successfully Serves Bali-Lombok Ferry Route	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/407
18	27 Maret 2022 March 27, 2022	Meriahkan HUT ke-49 Konsisten Jadi "Smile Maker" Anak-Anak Indonesia, ASDP Kembali Gelar Operasi Sumbing Bibir Gratis Celebrate 49th Anniversary Consistent in being a "Smile Maker" for Indonesian Children, ASDP Holds Free Cleft Lip Surgery	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/408
19	29 Maret 2022 March 29, 2022	ASDP Pastikan Kesiapan Penyelenggaraan Layanan Angkutan Lebaran 2022 ASDP Ensures Readiness to Organize Eid 2022 Transportation Services	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/409

REKAP PEMBERITAAN DALAM WEBSITE BULAN APRIL 2022 RECAP OF NEWS ON THE WEBSITE IN APRIL 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
20	10 April 2022 April 10, 2022	Cetak Laba Tertinggi Sepanjang Sejarah Korporasi, ASDP Fokus Program Strategis yang Tingkatkan Pendapatan Print Highest Profit in Corporate History, ASDP Focuses on Strategic Programs that Increase Revenue	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/410
21	13 April 2022 April 13, 2022	Layanan Angkutan Mudik 2022 ASDP Siap Layani 3,2 Juta Orang dan 582 Ribu unit Kendaraan di 13 Lintasan Penyeberangan Homecoming Transportation Services 2022 ASDP Ready to Serve 3.2 Million People and 582 Thousand Vehicles in 13 Ferry Routes	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/411
22	15 April 2022 April 15, 2022	ASDP Resmi Terapkan Transaksi Non Tunai di Pelabuhan Bajoe dan Kolaka ASDP Officially Applies Non-Cash Transactions at Bajoe and Kolaka Ports	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/412
23	20 April 2022 April 20, 2022	Mudik Aman Mudik Sehat Bersama BUMN, ASDP Siapkan Kuota 200 Pemudik Rute Jakarta-Bandar Lampung Safe and Healthy Homecoming Together with SOEs, ASDP Prepares a Quota of 200 Travelers on the Jakarta-Bandar Lampung Route	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/413

REKAP PEMBERITAAN DALAM WEBSITE BULAN APRIL 2022
RECAP OF NEWS ON THE WEBSITE IN APRIL 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
24	23 April 2022 April 23, 2022	H-10, Mobil Pribadi dan Truk Logistik Mendominasi di Pelabuhan Merak D-10, Private Cars and Logistics Trucks Dominate at Merak Port	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/414
25	24 April 2022 April 24, 2022	Arus Mudik Sumatera-Jawa Masih Sepi ASDP Imbau Masyarakat Atur Mudik Lebih Awal dan Beli Tiket Mandiri via Ferizy Sumatran-Javanese Homecoming Flow Still Slow ASDP Encourages People to Organize Early Homecoming and Buy Independent Tickets via Ferizy	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/415
26	25 April 2022 April 25, 2022	Didominasi Truk dan Mobil Pribadi, Arus Mudik Gilimanuk-Ketapang Ramai Lancar Dominated by Trucks and Private Cars, the Homecoming Route of Gilimanuk-Ketapang Flow Smoothly	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/416
27	26 April 2022 April 26, 2022	Kapolri bersama Jajaran Menteri Apresiasi Masyarakat Ikuti Imbauan Pemerintah Mudik Lebih Awal National Police Chief and Ministers Appreciate People Following the Government's Appeal for Early Homecoming	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/417
28	27 April 2022 April 27, 2022	Dukung Mudik Aman Mudik Sehat Bersama BUMN, ASDP Berangkatkan 5 Bus Pemudik Gratis Tujuan Jakarta - Bandar Lampung Supporting Safe and Healthy Homecoming with SOEs, ASDP Dispatches 5 Buses for Free for Travelers Destination Jakarta - Bandar Lampung	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/418
29	28 April 2022 April 28, 2022	Puncak Arus Mudik Diprediksi Malam ini, ASDP Optimalkan Kapal Berukuran Besar Peak of Homecoming Predicted Tonight, ASDP Optimizes Large-Size Ships	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/419
30	29 April 2022 April 29, 2022	Urai Kepadatan Puncak Arus Mudik Penyeberangan Merak-Bakauheni, ASDP Koordinasikan Penambahan Kapasitas Dermaga Addressing the Crowding of the Merak-Bakauheni Ferry Route on the Homecoming period to Peak, ASDP Coordinates the Capacity Addition of Pier	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/422
31	29 April 2022 April 29, 2022	Prediksi Puncak Arus Malam ini, Arus Kendaraan dari Bali menuju Pulau Jawa Terus Meningkat Predicted Peak Flow Tonight, Vehicle from Bali to Java continues to increase	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/421
32	29 April 2022 April 29, 2022	Program ASDP Berbagi ASDP Salurkan 960 Paket Sembako di Tiga Pelabuhan Utama ASDP Sharing Program ASDP Distributes 960 Food Packages at Three Major Ports	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/420
33	30 April 2022 April 30, 2022	H-3 Lebaran, Sudah 595.874 orang dan 143.782 unit kendaraan Tinggalkan Pulau Jawa menuju Sumatera D-3 Lebaran, 595,874 people and 143,782 vehicles have left Java Island for Sumatera	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/423

REKAP PEMBERITAAN DALAM WEBSITE BULAN MEI 2022
RECAP OF NEWS ON THE WEBSITE IN MAY 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
34	1 Mei 2022 May 1, 2022	Seberangkan 760.911 Pemudik menuju Sumatera, ASDP Apresiasi Dukungan dan Sinergi Seluruh Stakeholder Arus Mudik Lebaran 2022 Transporting 760,911 Travelers to Sumatra, ASDP Appreciates the Support and Synergy of All Stakeholders for the 2022 Eid Homecoming Flow	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/424



REKAP PEMBERITAAN DALAM WEBSITE BULAN MEI 2022 RECAP OF NEWS ON THE WEBSITE IN MAY 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
35	4 Mei 2022 May 4, 2022	Puncak Arus Balik Diprediksi 6-8 Mei 2022 Antisipasi Antrian, Sepeda Motor dan Truk Dialihkan via Pelabuhan Panjang Peak of Homecoming Return Flow Predicted May 6-8, 2022 Anticipate Queues, Motorcycles and Trucks Diverted via Panjang Port	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/425
36	5 Mei 2022 May 5, 2022	Hindari Antrian Puncak Arus Balik Ketapang-Gilimanuk Akhir Pekan ini, Pemudik Diimbau Kembali Lebih Awal Avoid Queues at the Peak of Ketapang-Gilimanuk Return Flows this Weekend, Travelers Are Urged to Return Early	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/426
37	6 Mei 2022 May 6, 2022	H+2, Sudah 111 Ribu Orang dan 24.720 Unit Kendaraan Kembali ke Jawa dari Sumatera D+2, 111,000 People and 24,720 Vehicles Returned to Java from Sumatra	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/427
38	7 Mei 2022 May 7, 2022	Arus Balik Penyeberangan dari Sumatera menuju Jawa Terpantau Lancar The Return Flow by Ferry from Sumatra to Java is Monitored Smoothly	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/428
39	8 Mei 2022 May 8, 2022	Hingga H+4 Lebaran, 524.816 Orang dan 119.161 Unit Kendaraan Tinggalkan Sumatera menuju Jawa Until D+4 of Eid, 524,816 People and 119,161 Units of Vehicles Left Sumatra for Java	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/429
40	9 Mei 2022 May 9, 2022	ASDP Apresiasi Pengguna Jasa Tertib Beli Tiket via Ferizy, Layanan Penyeberangan Arus Balik Bakauheni - Merak Lancar dan Aman ASDP Appreciates Orderly Service Users Buy Tickets via Ferizy, Bakauheni - Merak Return flow of Ferry Services Smooth and Safe	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/430
41	22 Mei 2022 May 22, 2022	Angkutan Lebaran, ASDP Layani 4,93 Juta Penumpang dan 1,18 Juta Kendaraan di 13 Lintasan Pantauan Eid Transportation, ASDP Serves 4.93 Million Passengers and 1.18 Million Vehicles in 13 Monitored Passages	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/431
42	27 Mei 2022 May 27, 2022	Kini Beli Tiket Ferry di Pelabuhan Jepara dan Karimun Jawa Resmi Gunakan Cashless Purchasing Ferry Tickets at Jepara and Karimun Jawa Ports Now Officially Use Cashless	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/432

REKAP PEMBERITAAN DALAM WEBSITE BULAN JUNI 2022 RECAP OF NEWS ON THE WEBSITE IN JUNE 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
43	5 Juni 2022 June 5, 2022	ASDP-Pemkab Situbondo Tandatangani Nota Kesepahaman Pengelolaan Operasional Pelabuhan Penyeberangan Jangkar ASDP, Situbondo Regency Sign Memorandum of Understanding on Operational Management of Jangkar Ferry Port	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/433
44	9 Juni 2022 June 9, 2022	KMP Sultan Murhum II Diresmikan Presiden Jokowi ASDP Siap Layani Masyarakat Kepulauan Wakatobi KMP Sultan Murhum II Inaugurated by President Jokowi ASDP Ready to Serve the People of Wakatobi Islands	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/434
45	10 Juni 2022 June 10, 2022	Penyesuaian Tarif Lintas Batulicin - Tanjung Serdang Resmi Berlaku Hari ini ASDP Berkomitmen Terus Tingkatkan Pelayanan Berkualitas kepada Pengguna Jasa Tariff Adjustment for Batulicin - Tanjung Serdang Ferry Routes Officially Applies Today ASDP Committed to Continue Improving Quality Services to Service Users	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/435
46	14 Juni 2022 June 14, 2022	ASDP-Kemenhub Sosialisasikan Rencana Pengoperasian Lintasan Jangkar - Lembar ASDP - Ministry of Transportation Socialize the Operation Plan of the Anchor - Lembar Route	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/436

REKAP PEMBERITAAN DALAM WEBSITE BULAN JUNI 2022
RECAP OF NEWS ON THE WEBSITE IN JUNE 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
47	17 Juni 2022 June 17, 2022	ASDP Dukung dan Siap Bersinergi dengan Pemprov Banten Hadirkan Layanan Transportasi Penyeberangan Aman, Nyaman dan Selamat ASDP Supports and Ready to Synergize with Banten Provincial Government to Present Safe, Comfortable and Safe Ferry Transportation Services	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/437
48	20 Juni 2022 June 20, 2022	ASDP - Pemprov Lampung Terus Pacu Pembangunan Bakauheni Harbour City ASDP - Lampung Provincial Government Continue to Spur the Development of Bakauheni Harbor City	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/438
49	21 Juni 2022 June 21, 2022	Pelabuhan Bira dan Pamatata Resmi Terapkan Pembayaran Tiket Ferry secara Cashless Bira and Pamatata Ports Officially Apply Cashless Ferry Ticket Payment	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/439
50	30 Juni 2022 June 30, 2022	Dukung Energi Bersih di Kawasan Pelabuhan Penyeberangan, ASDP Gandeng PLN Terapkan Layanan ALMA Supporting Clean Energy in the Ferry Port Area, ASDP Collaborates with PLN to Implement ALMA Service	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/440

REKAP PEMBERITAAN DALAM WEBSITE BULAN JULI 2022
RECAP OF NEWS ON THE WEBSITE IN JULY 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
51	7 Juli 2022 July 7, 2022	Libur Idul Adha 1443 H ASDP Bidik Kenaikan Trafik Penumpang dan Kendaraan 5-10 Persen Eid al-Adha 1443 H Holiday ASDP aims to increase passenger and vehicle traffic by 5-10 percent	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/441
52	8 Juli 2022 July 8, 2022	ASDP Gandeng Pelindo dan Pelni demi Tingkatkan Layanan Penyeberangan dan Pelabuhan Bermutu Prima ASDP Collaborates with Pelindo and Pelni to Improve Ferry and Port Services with Excellent Quality	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/442
53	12 Juli 2022 July 12, 2022	Syarat Perjalanan Orang Dalam Negeri Diperketat ASDP Siap Terapkan Aturan Perjalanan Terbaru Kepada Pengguna Jasa Angkutan Penyeberangan Domestic Travel Requirements Get Stricter ASDP Ready to Apply the Latest Travel Rules to Ferry Transportation Service Users	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/443
54	20 Juli 2022 July 20, 2022	KMP Kaldera Toba Antarkan Delegasi W20 Summit Menuju Pulau Samosir KMP Kaldera Toba Transports W20 Summit Delegates to Samosir Island	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/444
55	28 Juli 2022 July 28, 2022	Naik 539 Persen, ASDP Cetak Laba Bersih Semester I Rp 380 Miliar Grow by 539 Percent, ASDP Records IDR 380 Billion First Semester Net Profit	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/445
56	31 Juli 2022 July 31, 2022	Tingkatkan Produktivitas, ASDP Bantu UMKM Binaan di Labuan Bajo Dapatkan Sertifikat Halal Increase Productivity, ASDP Helps Assisted MSMEs in Labuan Bajo Get Halal Certificate	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/446

REKAP PEMBERITAAN DALAM WEBSITE BULAN AGUSTUS 2022
RECAP OF NEWS ON THE WEBSITE IN AUGUST 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
57	11 Agustus 2022 August 11, 2022	Bidik Laba Rp 541 Miliar, ASDP Optimis Pertahankan Kinerja Positif hingga Akhir Tahun Aiming for IDR 541 Billion Profit, ASDP Optimistic to Maintain Positive Performance until the End of the Year	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/447



REKAP PEMBERITAAN DALAM WEBSITE BULAN AGUSTUS 2022 RECAP OF NEWS ON THE WEBSITE IN AUGUST 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
58	13 Agustus 2022 August 13, 2022	Kebut Digitalisasi, ASDP Akan Terapkan Tiket Online di Lintasan Ajibata – Ambarita Speeding up Digitalization, ASDP will Apply Online Tickets on Ajibata – Ambarita Route	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/448
59	16 Agustus 2022 August 16, 2022	ASDP Sah Mengelola Pelabuhan Ajibata dan Ambarita ASDP Legally Manages Ajibata and Ambarita Ports	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/449
60	21 Agustus 2022 August 21, 2022	Antusiasme Pengguna Jasa Meningkatkan, ASDP Terus Tingkatkan Kualitas Layanan Reservasi Tiket Online Ajibata-Ambarita Enthusiasm of Service Users Increases, ASDP Continues to Improve the Quality of Ajibata-Ambarita Online Ticket Reservation Service	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/450
61	26 Agustus 2022 August 26, 2022	Tren Kendaraan dan Penumpang Meningkatkan saat Akhir Pekan, ASDP Wajibkan Pengguna Jasa Beli Tiket Online Ferizy Vehicle and Passenger Trends Increase on Weekends, ASDP Requires Service Users to Buy Ferizy Online Tickets	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/451
62	27 Agustus 2022 August 27, 2022	Dukung Pariwisata Lampung, ASDP Siapkan KMP Jatra II Antarkan Peserta Tour menuju Perairan Gunung Anak Krakatau Supporting Lampung Tourism, ASDP Prepares KMP Jatra II to Take Tour Participants to the Waters of Mount Anak Krakatau	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/452
63	29 Agustus 2022 August 29, 2022	Menuju Layanan Green Port Berkelanjutan, ASDP Gandeng INKA dalam Kerjasama Konstruksi Fasilitas Kapal dan Pelabuhan Ramah Lingkungan Towards Sustainable Green Port Services, ASDP Collaborates with INKA in the Construction of Environmentally Friendly Ship and Port Facilities	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/453

REKAP PEMBERITAAN DALAM WEBSITE BULAN SEPTEMBER 2022 RECAP OF NEWS ON THE WEBSITE IN SEPTEMBER 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
64	4 September 2022 September 4, 2022	Meriahkan Hari Pelanggan Nasional 2022, ASDP Beri Apresiasi Pelanggan Setia Ferizy Celebrate National Customer Day 2022, ASDP Appreciates Ferizy's Loyal Customers	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/454
65	7 September 2022 September 7, 2022	Tiket Online Ferizy Bisa Pesan Mulai Dari H-60, ASDP Imbau Pelanggan Ferry untuk Persiapkan Rencana Perjalanan Libur Nataru 2022-2023 Ferizy Online Tickets Can Be Ordered Starting from D-60, ASDP Encourages Ferry Customers to Prepare Travel Plans for Christmas and New Year Holiday 2022-2023	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/455
66	8 September 2022 September 8, 2022	Terus Tingkatkan Kualitas Layanan, ASDP akan Terapkan Penyesuaian Tarif Tiket Terpadu Lintas Ajibata-Ambarita Mulai 1 Oktober Continuing to Improve Service Quality, ASDP to Apply Integrated Ticket Tariff Adjustment for Ajibata-Ambarita Route Starting October 1st	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/456
67	9 September 2022 September 9, 2022	Dukung Pengembangan SDM Unggul, ASDP Gelar "A Day to Inspire: Becoming ASDP Professional Heroes at Work" di SMAN 1 Ternate Supporting the Development of Excellent Human Resources, ASDP Holds "A Day to Inspire: Becoming ASDP Professional Heroes at Work" at SMAN 1 Ternate.	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/457
68	11 September 2022 September 11, 2022	Jelang Nataru 2023, ASDP Diminta Akselerasi Perbaikan Layanan di Merak dan Bakauheni Ahead of Christmas and 2023 New Year, ASDP Asked to Accelerate Service Improvements at Merak and Bakauheni	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/458
69	12 September 2022 September 12, 2022	Tren Logistik Jawa-Bali Meningkatkan, Gubernur Jatim Minta ASDP Terus Tingkatkan Kualitas Layanan Java-Bali Logistics Trend Increases, East Java Governor Asks ASDP to Continue to Improve Service Quality	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/459

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RECAP OF NEWS ON THE WEBSITE IN SEPTEMBER 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
70	17 September 2022 September 17, 2022	Suksesan Destinasi Super Prioritas Danau Toba, ASDP Terus Tingkatkan Pelayanan <i>Ferry Ajibata-Ambarita</i> ASDP Continues to Improve Ajibata-Ambarita Ferry Services to Support Lake Toba Super Priority Destination	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/460
71	19 September 2022 September 19, 2022	Dukung Peningkatan Kualitas Pendidikan Indonesia, ASDP Gelar Pelatihan Bagi 100 Pendidik di Cilegon Banten Supporting the Improvement of Indonesia's Education Quality, ASDP Holds Training for 100 Educators in Cilegon Banten	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/461
72	22 September 2022 September 22, 2022	Bakauheni Harbour City Mampu Tampung 2.000 Jemaah, Progres Masjid Raya Bakauheni Sudah Capai 70 Persen Bakauheni Harbor City Able to Accommodate 2,000 Worshippers, Bakauheni Grand Mosque Progress Has Reached 70 Percent	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/462
73	25 September 2022 September 25, 2022	ASDP Siap Berkolaborasi dengan Mitra Kerja Demi Kelancaran Layanan Penyeberangan di Merak-Bakauheni di Periode Libur Natal 2022 dan Tahun Baru 2023 ASDP Ready to Collaborate with Working Partners for the Smooth Operation of Ferry Transportation Services at Merak-Bakauheni in the Christmas Holiday Period 2022 and New Year 2023	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/463
74	28 September 2022 September 28, 2022	Terus Bangkit di Tengah Pandemi COVID-19, ASDP Pertahankan Rating AA dari Pefindo Continuing to Thrive Amid COVID-19 Pandemic, ASDP Maintains AA Rating from Pefindo	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/464
75	30 September 2022 September 30, 2022	Berlaku 1 Oktober 2022, ASDP Terapkan Penyesuaian Tarif di 53 Lintasan Penyeberangan Effective October 1, 2022, ASDP Implements Tariff Adjustments at 53 Ferry Routes	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/465

REKAP PEMBERITAAN DALAM WEBSITE BULAN OKTOBER 2022
RECAP OF NEWS ON THE WEBSITE IN OCTOBER 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
76	4 Oktober 2022 October 4, 2022	Pariwisata Bali Kembali Bangkit, ASDP Siap Hadirkan Layanan Prima bagi Wisatawan Bali Tourism Revives, ASDP Ready to Present Excellent Service for Tourists	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/466
77	5 Oktober 2022 October 5, 2022	Setelah Mandalika, ASDP Siap Sukseskan Ajang <i>Boat Race Dunia F1H20</i> di Danau Toba After Mandalika, ASDP is Ready to Succeed the F1H20 World Boat Race Event in Lake Toba	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/467
78	9 Oktober 2022 October 9, 2022	Konsisten Terapkan Budaya Safety dalam Lingkungan Kerja, ASDP Targetkan seluruh Pelabuhan Tersertifikasi SMK3 dalam Tiga Tahun ke Depan Consistently Implementing Safety Culture in the Work Environment, ASDP Targets all Ports to be OHSMS Certified in the Next Three Years	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/468



REKAP PEMBERITAAN DALAM WEBSITE BULAN OKTOBER 2022 RECAP OF NEWS ON THE WEBSITE IN OCTOBER 2022

NO	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
79	11 Oktober 2022 October 11, 2022	Tingkatkan Kesejahteraan dan Perekonomian Masyarakat 3TP, ASDP Operasikan 91 Unit Kapal Layani 222 Lintasan Penyeberangan Perintis Improving the Welfare and Economy of 3TP Communities, ASDP Operates 91 Ship Units Serving 222 Pioneer Lines	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/469
80	14 Oktober 2022 October 14, 2022	ASDP-Pemda Kabupaten Sabu Raijua Siap Kerjasama Operasional Kapal Bus Air Roro ASDP-District Government of Sabu Raijua Ready to Cooperate in the Operation of Roro Water Bus Ship	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/470
81	16 Oktober 2022 October 16, 2022	Gelar <i>Inspiring Day</i> di SMAN 1 Cabang, ASDP Beri Motivasi Pelajar menjadi <i>Leader</i> di Masa Depan Inspiring Day at SMAN 1 Cabang, ASDP Motivates Students to Become Future Leaders	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/471
82	20 Oktober 2022 October 20, 2022	Transformasi Layanan Digital, Kinerja ASDP Semakin Melesat Digital Service Transformation, ASDP's Performance Increases	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/472
83	23 Oktober 2022 October 23, 2022	Penanganan Perubahan Iklim ASDP Akselerasi Program Penanaman Mangrove untuk Tekan Emisi Karbon Handling Climate Change ASDP Accelerates Mangrove Planting Program to Reduce Carbon Emissions	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/473
84	25 Oktober 2022 October 25, 2022	Perkuat Transformasi Bisnis Inti, ASDP Akselerasi Proyek Bakauheni Harbour City Strengthening Core Business Transformation, ASDP Accelerates Bakauheni Harbour City Project	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/474
85	28 Oktober 2022 October 28, 2022	Sambut Sumpah Pemuda, ASDP Dukung Penyelenggaraan <i>Millenials Gathering</i> di Labuan Bajo Welcoming Youth Pledge, ASDP Supports Millennials Gathering in Labuan Bajo	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/475
86	30 Oktober 2022 October 30, 2022	Dukung 10 UMKM & 60 Produk Naik Kelas, ASDP Kebut Program Sertifikasi Halal di Labuan Bajo Supporting 10 MSMEs & 60 Upgraded Products, ASDP Speeds up Halal Certification Program in Labuan Bajo	https://www.indonesiaferry.co.id/siaran_pers/detail_siaran/476

REKAP PEMBERITAAN DALAM WEBSITE BULAN NOVEMBER 2022 RECAP OF NEWS ON THE WEBSITE IN NOVEMBER 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
87	3 November 2022 November 3, 2022	Gandeng Bank BJB, ASDP Jalin Kerjasama Pemanfaatan Produk dan Jasa Layanan Perbankan Partnering with Bank BJB, ASDP Establishes Cooperation in Utilizing Banking Products and Services	https://www.asdp.id/siaran-pers/gandeng-bank-bjb-asdp-jalin-kerjasama-pemanfaatan-produk-dan-jasa-layanan-perbankan
88	4 November 2022 November 4, 2022	Kolaborasi Stakeholder jadi Kunci Kesuksesan Layanan Angkutan Natal dan Tahun Baru 2023 Stakeholder Collaboration is Key to the Success of Christmas and New Year 2023 Transportation Services	https://www.asdp.id/siaran-pers/kolaborasi-stakeholder-jadi-kunci-kesuksesan-layanan-angkutan-natal-dan-tahun-baru-2023
89	6 November 2022 November 6, 2022	ASDP-BSI Berkolaborasi Dukung Gelaran Pasar Rakyat dan Bazaar UMKM di Kabupaten Pesawaran ASDP-BSI Collaborates to Support the People's Market and MSME Bazaar in Pesawaran Regency	https://asdp.id/siaran-pers/asdp-bsi-berkolaborasi-dukung-gelaran-pasar-rakyat-dan-bazaar-umkm-di-kabupaten-pesawaran

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RECAP OF NEWS ON THE WEBSITE IN NOVEMBER 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
90	8 November 2022 November 8, 2022	ASDP Berkomitmen Jalankan Operasional Berbasis HSSE Secara <i>Excellence</i> dan Berkelanjutan ASDP Committed to HSSE-Based Operations with Excellence and Sustainability	https://www.asdp.id/siaran-pers/asdp-berkomitmen-jalankan-operasional-berbasis-hsse-secara-excellence-dan-berkelanjutan
91	9 November 2022 November 9, 2022	Sukseskan Gelar Presidensi G20 Pintu Masuk Bali Dijaga Ketat, ASDP Siagakan 48 Kapal di Lintas Ketapang – Gilimanuk Successfully Held G20 Presidency, Bali's Entrance Gates are Strictly Guarded, ASDP Alert 48 Vessels on Ketapang-Gilimanuk Route	https://www.asdp.id/siaran-pers/sukseskan-gelar-presidensi-g20-pintu-masuk-bali-dijaga-ketat-asdp-siagakan-48-kapal-di-lintas-ketapang-gilimanuk
92	10 November 2022 November 10, 2022	PMPP Lima Kapal Perintis Dorong Pertumbuhan Ekonomi Wilayah Baru dan Kinerja ASDP PMPP Five Pioneer Ships Encourage Economic Growth in New Areas and Performance of ASDP	https://asdp.id/siaran-pers/pmpp-lima-kapal-perintis-dorong-pertumbuhan-ekonomi-wilayah-baru-dan-kinerja-asdp
93	14 November 2022 November 14, 2022	Ayo! Beli Tiket <i>Online</i> Ferizy dari Sekarang, Jangan Sampai Kehabisan! Buy Ferizy Online Tickets Now, Before Sold Out!	https://asdp.id/siaran-pers/libur-natal-dan-tahun-baru-2023
94	18 November 2022 November 18, 2022	Tingkatkan Kapasitas Layanan Nataru, ASDP Siapkan 55 unit Dermaga dan 61 unit Kapal untuk 3,45 Juta orang Increase Service Capacity for Christmas and New Year, ASDP Prepares 55 units of Pier and 61 units of Ship for 3.45 Million people	https://asdp.id/siaran-pers/tingkatkan-kapasitas-layanan-nataru-asdp-siapkan-55-unit-dermaga-dan-61-unit-kapal-untuk-345-juta-orang
95	20 November 2022 November 20, 2022	Sukseskan Presidensi G20, ASDP Pacu Pengembangan <i>Green Port</i> Berkelanjutan Successfully Assited G20 Presidency, ASDP Spurs Sustainable Green Port Development	https://asdp.id/siaran-pers/sukseskan-presidensi-g20-asdp-pacu-pengembangan-green-port-berkelanjutan
96	26 November 2022 November 26, 2022	Target <i>Cashless</i> Capai 90 Persen ASDP Resmi Terapkan Pembayaran Non-Tunai pada 4 Pelabuhan Penyeberangan di Ambon Cashless Target Reaches 90 Percent, ASDP Officially Applies Non-Cash Payment at 4 Ferry Ports in Ambon	https://asdp.id/siaran-pers/target-cashless-capai-90-persen-asdp-resmi-terapkan-pembayaran-non-tunai-pada-4-pelabuhan-penyeberangan-di-ambon
97	27 November 2022 November 27, 2022	ASDP Dukung Perhelatan Sail Tidore ASDP Supports Sail Tidore Event	https://asdp.id/siaran-pers/asdp-dukung-perhelatan-sail-tidore-2022
98	30 November 2022 November 30, 2022	Kinerja Kian Moncer, Laba Triwulan III ASDP Meroket 161 Persen ASDP's third quarter profit skyrockets 161 percent	https://asdp.id/siaran-pers/kinerja-kian-moncer-laba-triwulan-iii-asdp-meroket-161-persen

REKAP PEMBERITAAN DALAM WEBSITE BULAN DESEMBER 2022
RECAP OF NEWS ON THE WEBSITE IN DECEMBER 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
99	1 Desember 2022 December 1, 2022	Lampau Target, Erick Thohir: BUMN Tanam 4,6 Juta Pohon Sepanjang Tahun ini Exceeding Target, Erick Thohir: SOEs Plant 4.6 Million Trees This Year	https://www.asdp.id/siaran-pers/asdp-dukung-bulan-menanam-pohon-nasional
100	1 Desember 2022 December 1, 2022	Pembangunan Bakauheni Harbour City Dikebut, Erick Thohir: BHC akan Jadi Ikon Pariwisata di Lampung Bakauheni Harbour City Development Speeded Up, Erick Thohir: BHC will be a Tourism Icon in Lampung	https://www.asdp.id/siaran-pers/pembangunan-bakauheni-harbour-city-dikebut-erick-thohir-bhc-akan-jadi-ikon-pariwisata-di-lampung



REKAP PEMBERITAAN DALAM WEBSITE BULAN DESEMBER 2022 RECAP OF NEWS ON THE WEBSITE IN DECEMBER 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
101	2 Desember 2022 December 2, 2022	ASDP Tingkatkan Kualitas Layanan Digitalisasi Transportasi Penyeberangan Bersama Tiket.com ASDP Improves the Quality of Ferry Transportation Digitalization Services with Tiket.com	https://www.asdp.id/siaran-pers/asdp-tingkatkan-kualitas-layanan-digitalisasi-transportasi-penyeberangan-bersama-tiketcom
102	5 Desember 2022 December 5, 2022	Pelabuhan Luwuk dan Gorontalo Resmi Terapkan <i>Cashless</i> Capai 100 Persen, ASDP Tuntaskan Program Digitalisasi Pembayaran Non-Tunai Luwuk and Gorontalo Ports Officially Go Cashless Reaching 100 Percent, ASDP Completes Non-Cash Payment Digitalization Program	https://www.asdp.id/siaran-pers/capai-100-persen-asdp-tuntaskan-program-digitalisasi-pembayaran-non-tunai
103	6 Desember 2022 December 6, 2022	Antisipasi Lonjakan Penumpang Jelang Nataru, ASDP Perluas Akses Masuk dan Parkir hingga Tingkatkan Kapasitas Angkut Anticipating the Surge of Passengers Ahead of Christmas and New Year, ASDP Expands Entrance and Parking Access to Increase Transport Capacity	https://www.asdp.id/siaran-pers/antisipasi-lonjakan-penumpang-jelang-nataru-asdp-perluas-akses-masuk-dan-parkir-hingga-tingkatkan-kapasitas-angkut
104	7 Desember 2022 December 7, 2022	Sinergi dan Koordinasi Terpadu Antar Stakeholder menjadi Kunci Kelancaran Layanan Natal dan Tahun Baru 2023 Integrated Synergy and Coordination Between Stakeholders is the Key to Seamless Christmas and New Year 2023 Services	https://www.asdp.id/siaran-pers/sinergi-dan-koordinasi-terpadu-antar-stakeholder-menjadi-kunci-kelancaran-layanan-natal-dan-tahun-baru-2023
105	8 Desember 2022 December 8, 2022	Dukung Kelancaran Layanan Nataru, ASDP akan Buka Pos <i>Screening</i> di Sejumlah Titik Supporting the Seamless of Christmas and New Year Services, ASDP will Open Screening Posts at a Number of Points	https://www.asdp.id/siaran-pers/dukung-kelancaran-layanan-nataru-asdp-akan-buka-pos-screening-di-sejumlah-titik
106	9 Desember 2022 December 9, 2022	Dirut ASDP Ira Puspawati Raih <i>The Best Industry Marketing Champion 2022</i> ASDP President Director Ira Puspawati Receives The Best Industry Marketing Champion 2022	https://www.asdp.id/siaran-pers/dirut-asdp-ira-puspawati-raih-the-best-industry-marketing-champion-2022
107	10 Desember 2022 December 10, 2022	Dukung Target Karbon Netral 2060, ASDP Berkomitmen Wujudkan <i>Green Management, Green Port dan Green Shipping</i> Supporting Carbon Neutral Target 2060, ASDP Committed to Realizing Green Management, Green Port and Green Shipping	https://www.asdp.id/siaran-pers/dukung-target-karbon-netral-2060-asdp-berkomitmen-wujudkan-green-management-green-port-dan-green-shipping
108	13 Desember 2022 December 13, 2022	Dongkrak Perekonomian Daerah Indonesia Timur, ASDP Kembangkan Lintasan Perintis Destinasi Pariwisata Prioritas Boosting Eastern Indonesia's Regional Economy, ASDP Develops Priority Tourism Destinations Pioneer Lines	https://www.asdp.id/siaran-pers/dongkrak-perekonomian-daerah-indonesia-timur-asdp-kembangkan-lintasan-perintis-destinasi-pariwisata-prioritas
109	14 Desember 2022 December 14, 2022	Siap Angkut 2,68 Juta Orang saat Nataru ASDP: Reservasi Tiket <i>Online</i> dan <i>Delaying System</i> Bantu Kelancaran Layanan Nataru Ready to Transport 2.68 Million People during Christmas and New Year ASDP: Online Ticket Reservation and Delaying System Help Nataru Services to Run Smoothly	https://www.asdp.id/siaran-pers/asdp-reservasi-tiket-online-dan-delaying-system-bantu-kelancaran-layanan-nataru
110	17 Desember 2022 December 17, 2022	Angkutan Nataru Lancar, Aman dan Selamat ASDP Terus Tingkatkan Pelayanan Lintas Padangbai-Lembar dan Padangbai-Nusa Penida To Have Seamless, Safe and Secure Christmas and New Year Transportation, ASDP Continues to Improve Services across Padangbai-Lembar and Padangbai-Nusa Penida	https://www.asdp.id/siaran-pers/asdp-terus-tingkatkan-pelayanan-lintas-padangbai-lembar-dan-padangbai-nusa-penida
111	18 Desember 2022 December 18, 2022	H-7, Trafik Penumpang dan Kendaraan menuju Sumatera Ramai Lancar D-7, Passenger and Vehicle Traffic to Sumatra is Nose To Tail	https://www.asdp.id/siaran-pers/h-7-trafik-penumpang-dan-kendaraan-menuju-sumatera-ramai-lancar

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RECAP OF NEWS ON THE WEBSITE IN DECEMBER 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
112	19 Desember 2022 December 19, 2022	Waspada Cuaca Ekstrim, ASDP Siapkan Antisipasi Layanan Penyeberangan Extreme Weather Alert, ASDP Prepares Anticipation for Ferry Transportation Service	https://www.asdp.id/siaran-pers/waspada-cuaca-ekstrim-asdp-siapkan-antisipasi-layanan-penyeberangan
113	20 Desember 2022 December 20, 2022	ASDP: Terjadi Perubahan Animo Pergerakan, Trafik Penumpang dan Kendaraan Menyeberang dari Bakauheni ke Merak ASDP: Changes in Movement Interest, Passenger and Vehicle Traffic from Bakauheni to Merak	https://www.asdp.id/siaran-pers/h-6-nataru-sudah-108-ribu-orang-dan-38-ribu-kendaraan-menyeberang-dari-bakauheni-ke-merak
114	21 Desember 2022 December 21, 2022	Hindari Antrian, ASDP Imbau Pengguna Jasa Beli Tiket H-1 Avoid Queues, ASDP Encourages Service Users to Buy Tickets D-1	https://www.asdp.id/siaran-pers/liburan-nataru-makin-seru-naik-ferry
115	22 Desember 2022 December 22, 2022	Hingga H-4, 195 Ribu Penumpang Tinggalkan Jawa menuju Sumatera (<i>upper deck</i>) ASDP : Pastikan Beli Tiket <i>Online</i> H-1 untuk Hindari Antrian di Puncak Arus Nataru 2022-2023 Up to H-4, 195 Thousand Passengers Leave Java for Sumatra (<i>upper deck</i>) ASDP: Make sure to Buy Online Tickets D-1 to Avoid Long Queues at the Peak of Christmas and New Year Flow 2022-2023	https://www.asdp.id/siaran-pers/hingga-h-4-195-ribu-penumpang-tinggalkan-jawa-menuju-sumatera
116	23 Desember 2022 December 23, 2022	Hingga H-3, 233 Ribu Penumpang dan 51 Ribu unit Kendaraan Tinggalkan Jawa menuju Sumatera Up to D-3, 233 Thousand Passengers and 51 Thousand Vehicles Leave Java for Sumatra	https://www.asdp.id/siaran-pers/hingga-h-3-233-ribu-penumpang-dan-51-ribu-unit-kendaraan-tinggalkan-jawa-menuju-sumatera
117	24 Desember 2022 December 24, 2022	Dukung Kelancaran Angkutan Natal dan Tahun Baru 2023, ASDP Siap Tingkatkan Aspek Keselamatan dan Layanan Prima Supporting the Smooth Running of Transportation in Christmas and New Year 2023, ASDP is Ready to Improve Safety Aspects and Excellent Service	https://www.asdp.id/siaran-pers/dukung-kelancaran-angkutan-natal-dan-tahun-baru-2023-asdp-siap-tingkatkan-aspek-keselamatan-dan-layanan-prima
118	24 Desember 2022 December 24, 2022	Kendaraan Jatuh ke Laut dari KMP Shalem Berhasil Dievakuasi, Dua Penumpang Selamat Vehicle Fell into the Sea from KMP Shalem Successfully Evacuated, Two Passengers Survived	https://www.asdp.id/siaran-pers/kendaraan-jatuh-ke-laut-dari-kmp-shalem-berhasil-dievakuasi-dua-penumpang-selamat
119	25 Desember 2022 December 25, 2022	Puncak Arus Natal mulai 29 Desember, ASDP Prediksi Lintas Ajibata-Ambarita Naik 10 Persen Peak Christmas Flow starts December 29, ASDP Predicts Ajibata-Ambarita Route to Increase 10 Percent	https://www.asdp.id/siaran-pers/puncak-arus-natal-mulai-29-desember-asdp-prediksi-lintas-ajibata-ambarita-naik-10-persen
120	26 Desember 2022 December 26, 2022	Siap-Siap Puncak Arus Libur Tahun Baru, ASDP Minta Pengguna Jasa segera Reservasi Tiket via Ferizy Ready for the Peak of New Year's Holiday Flows, ASDP Asks Service Users to Immediately Reserve Tickets via Ferizy	https://www.asdp.id/siaran-pers/siap-siap-puncak-arus-libur-tahun-baru-asdp-minta-pengguna-jasa-segera-reservasi-tiket-via-ferizy

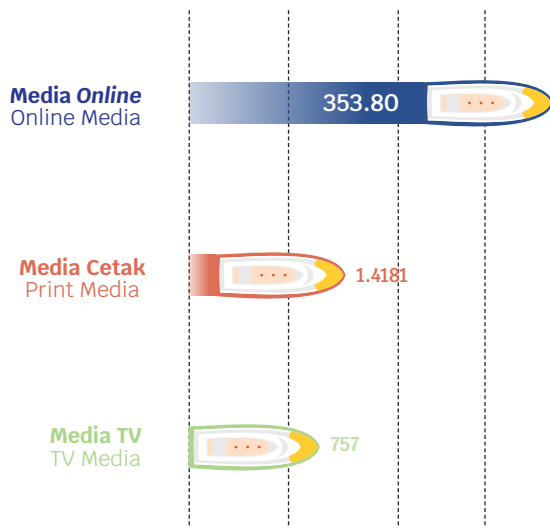


REKAP PEMBERITAAN DALAM WEBSITE BULAN DESEMBER 2022 RECAP OF NEWS ON THE WEBSITE IN DECEMBER 2022

No	Tanggal Date	Judul Berita News Title	Website ASDP ASDP Website
121	28 Desember 2022 December 28, 2022	Hingga November Laba Melesat 246 Persen, ASDP Optimis Tutup Tahun dengan Kinerja Gemilang Up to November Profit Surged 246 Percent, ASDP Optimistic to Close the Year with Glorious Performance	https://www.asdp.id/siaran-pers/hingga-november-laba-melesat-246-persen-asdp-optimis-tutup-tahun-dengan-kinerja-gemilang
122	28 Desember 2022 December 28, 2022	ASDP Imbau Pengguna Jasa Ferry Persiapkan Perjalanan Akhir Tahun dan tetap Waspada Cuaca Ekstrem ASDP Encourages Ferry Service Users to Prepare for Year-End Travel and Stay Alert to Extreme Weather	https://www.asdp.id/siaran-pers/asdp-imbau-pengguna-jasa-ferry-persiapkan-perjalanan-akhir-tahun-dan-tetap-waspada-cuaca-ekstrem
123	30 Desember 2022 December 30, 2022	ASDP Tegaskan Tolak Layani Kendaraan ODOL Naik Kapal ASDP Refuses to Serve ODOL Vehicles on Ships	https://www.asdp.id/siaran-pers/asdp-tegaskan-tolak-layani-kendaraan-odol-naik-kapal
124	31 Desember 2022 December 31, 2022	Jelang Pergantian Tahun, ASDP Imbau Pengguna Jasa tetap Waspada Cuaca Ekstrem di Lintas Merak-Bakauheni dan Ketapang-Gilimanuk Ahead of the Turn of the Year, ASDP Implies Service Users to Stay Alert to Extreme Weather in Merak-Bakauheni and Ketapang-Gilimanuk Routes	https://www.asdp.id/siaran-pers/asdp-dukung-bulan-menanam-pohon-nasional

MONITORING DAN EVALUASI PEMBERITAAN PERUSAHAAN

Perusahaan me-*monitoring* pemberitaan sebagai salah satu kegiatan rutin kehumasan untuk dapat mengetahui posisi citra perusahaan. Pada Tahun 2022, terdapat jumlah pemberitaan sebanyak 37.618 artikel secara keseluruhan. Media *Online* tercatat mendominasi pemberitaan terkait ASDP Indonesia Ferry dengan total 35.380 artikel. Sementara itu, Media Cetak (Koran dan Majalah) mencatat pemberitaan sebanyak 1.418 artikel, dan diikuti oleh TV sebanyak 757 klip.



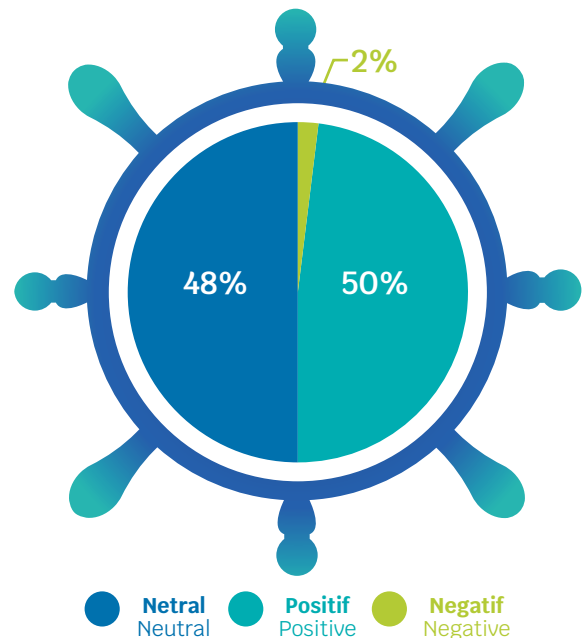
PEMBERITAAN PERUSAHAAN TAHUN 2022

Berikut pemberitaan perusahaan selama tahun 2022 berdasarkan klastering isu:

1. Klaster isu yang paling banyak diberitakan adalah Lain-lain. Isu-isu yang mendorong tingginya pemberitaan klaster isu ini antara lain isu Helikopter Polri Hilang di Perairan Belitung Timur; Mobil Jatuh ke Laut di Pelabuhan Merak; dan KM Mutiara Timur I Rute Ketapang-Lombok Terbakar di Perairan Bali.
2. Sedangkan klaster isu Kondisi Fasilitas dan Pelabuhan yang menjadi sorotan kedua terbesar, didominasi oleh isu antara lain Arus Mudik Via Pelabuhan Merak; Kemacetan di Pelabuhan Merak; dan ASDP: Puncak Arus Mudik di Bakauheni ke Merak Terjadi.
3. Pada media *online*, komposisi sentimen positif cenderung mendominasi pemberitaan. Isu-isu yang terekam sebagai sentimen positif di antaranya Arus Mudik Via Pelabuhan

MONITORING AND EVALUATION OF COMPANY NEWS

The Company monitors the news as one of the routine public relations activities to determine the position of the company's image. In 2022, there were 37,618 articles in total. Online Media was recorded to dominate the news related to ASDP Indonesia Ferry with a total of 35,380 articles. Meanwhile, Print Media (Newspapers and Magazines) recorded 1,418 articles, followed by TV with 757 clips.



COMPANY NEWS IN 2022

The following is the company news during 2022 based on issue clustering:

1. The most reported issue cluster is Miscellaneous. The issues that drive the high coverage of this issue cluster include the issue of the Police Helicopter Missing in East Belitung Waters; Car Falling into the Sea at Merak Port; and KM Mutiara Timur I Route Ketapang-Lombok Burning in Bali Waters.
2. Meanwhile, the issue cluster of Facility and Port Conditions, which became the second largest highlight, was dominated by issues including Homecoming Flow Via Merak Port; Traffic Congestion at Merak Port; and ASDP: The Peak of Homecoming Flow in Bakauheni to Merak Occurs.
3. In online media, the composition of positive sentiments tends to dominate the news. The issues recorded as positive sentiments include Homecoming Flow Via Merak



Merak; ASDP: Puncak Arus Mudik di Bakauheni ke Merak Terjadi; dan Arus Mudik Via Pelabuhan Bakauheni.

4. Adapun untuk media cetak, komposisi sentimen positif juga cenderung mendominasi pemberitaan. Beberapa di antaranya meliputi isu Jelang Nataru, ASDP Dorong Penjualan Tiket *Online* Lewat Ferizy; ASDP Terapkan Tarif Baru di 53 Lintasan Penyeberangan, Naik Sebesar 11 Persen; dan Laba ASDP Melesat 246 Persen per November 2022.
5. Untuk media televisi, komposisi sentimen netral cenderung mendominasi, dengan isu-isu yang terekam bersentimen netral meliputi isu Cuaca Buruk, Pelabuhan Merak Ditutup; Truk Jatuh ke Laut di Pelabuhan Merak; dan Mobil Jatuh ke Laut di Pelabuhan Merak.
6. Sementara untuk sentimen negatif, pada periode ini isu pemberitaan negatif yang mendominasi adalah isu Kemacetan di Pelabuhan Merak; Kemacetan di Pelabuhan Gilimanuk; dan Mobil Jatuh ke Laut di Pelabuhan Merak.

Port; ASDP: The Peak of Homecoming Flow in Bakauheni to Merak Occurs; and Homecoming Flow Via Bakauheni Port.

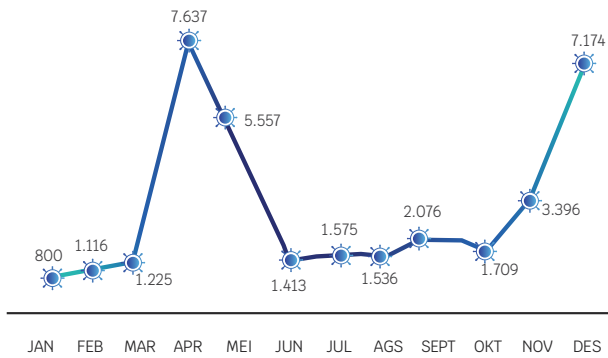
4. As for print media, the composition of positive sentiments also tends to dominate the news. Some of them include the issues in Approaching Christmas and New Year, ASDP Encourages Online Ticket Sales Through Ferizy; ASDP Applies New Tariffs on 53 Ferry Routes, Up to 11 Percent; and ASDP Profits Soared 246 Percent as of November 2022.
5. For television media, the composition of neutral sentiments tends to dominate, with issues recorded with neutral sentiments including the issue of Bad Weather, Merak Port Closed; Truck Fell into the Sea at Merak Port; and Car Fell into the Sea at Merak Port.
6. As for negative sentiment, in this period the dominating negative news issues were the issues of Traffic Congestion at Merak Port; Traffic Congestion at Gilimanuk Port; and Cars Falling into the Sea at Merak Port.

	Positive	Neutral	Negative	Total		Share%
Lain-Lain Miscellaneous	9.265	14.179	50	23.494	Lain-Lain Miscellaneous	62%
Direct Mention ASDP	4.061	237	120	4.418	Direct Mention ASDP	12%
Kondisi Fasilitas dan Pelabuhan Facility and Port Condition	4.128	1.152	717	5.997	Kondisi Fasilitas dan Pelabuhan Facility and Port Condition	16%
Kondisi Fasilitas dan Pelayanan Penyeberangan Conditions of Ferry Transportation Facilities and Services	749	846	12	1.607	Kondisi Fasilitas dan Pelayanan Penyeberangan Conditions of Ferry Transportation Facilities and Services	4%
Cuaca Buruk Bad Weather	483	647	1	1.131	Cuaca Buruk Bad Weather	3%
Penyimpangan Misconducts	99	872	0	971	Penyimpangan Misconducts	3%
Total	18.785	17.933	900	37.618		

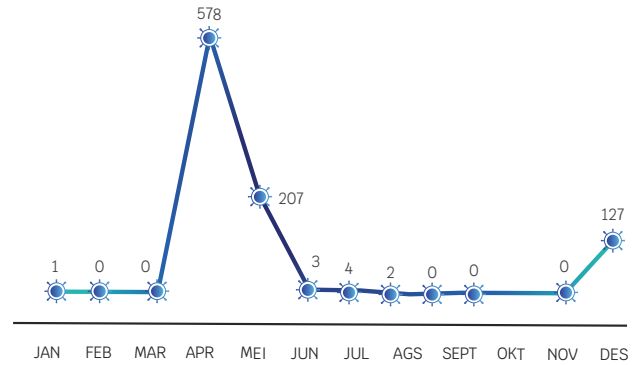
Berdasarkan *monitoring* yang dilakukan oleh perusahaan, tonasi pemberitaan pada tahun 2022 masih didominasi oleh pemberitaan positif dan netral.

Based on monitoring conducted by the Company, the tonation of news in 2022 is still dominated by positive and neutral news.

Tone Positif/Netral
 Positive/Neutral Tone



Tone Negatif
 Negative Tone



Tone	Percentage
Positif/Netral Positive/Neutral	97,7%
Negatif Negative	2,3%

Salah satu yang diupayakan untuk menekan pemberitaan negatif yaitu memberikan informasi terkini dan memberikan imbalan berita, dengan cara melakukan pengiriman artikel berupa *holding statement*, *Press Release*, *broadcast message* melalui Whatsapp *group*/pribadi dan email kepada media massa secara terus-menerus. Cara tersebut dilakukan untuk mengurangi pemberitaan yang negatif, salah maupun berita tendensius.

One of the efforts to suppress negative news is to provide the latest information and provide balanced news, by sending articles in the form of holding statements, Press Releases, broadcast messages via Whatsapp groups/personal and email to the mass media continuously. This method is done to reduce negative, false and tendentious news.



PEDOMAN ETIKA PERUSAHAAN

COMPANY'S CODE OF CONDUCT

Pedoman Etika perusahaan atau *Code of Conduct* (CoC) memberikan acuan tentang apa yang diharapkan dari insan ASDP dalam hubungannya dengan Pemegang Saham, karyawan lain, pemasok/rekanan, Pemerintah serta masyarakat. Setiap keputusan dan tindakan insan perusahaan dalam posisi mewakili perusahaan dituntut untuk mencapai standar integritas tertinggi termasuk seandainya standar tersebut tidak tercakup dalam hukum dan dalam perundang-undangan yang berlaku di Indonesia.

Penyusunan Pedoman Etika perusahaan di antaranya bertujuan agar terdapat pedoman perilaku untuk mewujudkan visi dan melaksanakan misi perusahaan secara profesional dan beretika, meminimalisir peluang terjadinya penyimpangan atau merupakan bagian dari manajemen risiko serta dapat membangun reputasi perusahaan; mewujudkan hubungan yang harmonis, sinergi dan saling menguntungkan antara perusahaan dan *Stakeholders* lainnya.

Kode etik perusahaan yang diatur dalam Pedoman Etika perusahaan mengacu kepada peraturan dan berbagai ketentuan terkait, antara lain:

1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas;
2. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 sebagaimana telah diubah dengan Peraturan Menteri BUMN No. PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
3. Surat Edaran Menteri BUMN No. SE-05/MBU/2013 tentang *Road Map* menuju BUMN Bersih;
4. Keputusan Sekretaris Menteri Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN;
5. Pedoman Umum GCG Indonesia, Komite Nasional Kebijakan Governance (KNKG), 2006;
6. *Road Map* Tata Kelola Perusahaan yang dikeluarkan oleh Otoritas Jasa Keuangan (OJK) tahun 2014;
7. The Indonesia Corporate Governance Manual, Otoritas Jasa Keuangan (OJK) & International Finance Corporation (IFC), *First Edition*, 2014;
8. Anggaran Dasar perusahaan dan perubahannya.

Code of Conduct (CoC) provides a guidance on what is expected from ASDP personnel relating to their interaction with the shareholders, other employees, vendors/partners, the Government, and the community. Any decision and action taken by ASDP personnel on behalf of the Company must be in the highest standards of integrity, including those not covered by the applicable laws and regulation in Indonesia.

The preparation of the company's Code of Conduct, among others, aims to provide guidelines for behavior to realize the vision and implement the company's mission in a professional and ethical manner, minimize opportunities for irregularities or are part of risk management and can build the company's reputation; create harmonious relationships, synergy and mutual benefit between the company and other Stakeholders.

The company's code of conduct stipulated in the Company's Code of Conduct refers to regulations and various related provisions, among others:

1. Law No. 19 of 2003 on State-Owned Enterprises Law No. 40 of 2007 on Limited Liability Companies;
2. Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 as amended by Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises;
3. Circular Letter of the Minister of SOEs No. SE-05/MBU/2013 on Road Map towards Clean SOEs;
4. Decree of the Secretary of the Minister of State-Owned Enterprises No. SK-16/S.MBU/2012 on Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs;
5. General Guidelines for GCG Indonesia, National Committee on Governance Policy (KNKG), 2006;
6. Corporate Governance Road Map issued by the Financial Services Authority (OJK) in 2014;
7. The Indonesia Corporate Governance Manual, Financial Services Authority (OJK) & International Finance Corporation (IFC), *First Edition*, 2014;
8. Articles of Association of the Company and its amendments.

KEBERADAAN DAN PEMBERLAKUAN KODE ETIK BAGI SELURUH LEVEL ORGANISASI

Pedoman Etika perusahaan ditetapkan melalui Surat Keputusan Bersama Direksi dan Dewan Komisaris Nomor: SK.310/HK.002/ASDP-2022 tanggal 14 April 2022 tentang Pedoman Etika Perusahaan (*Code of Conduct*) PT ASDP Indonesia Ferry (Persero) sebagai pemutakhiran dari CoC tahun 2020. Pada akhir tahun 2021 sampai dengan awal tahun 2022, perusahaan melakukan peninjauan kembali untuk kemudian dilakukan penyempurnaan atas CoC yang telah disusun.

Penetapan tersebut menandai pemberlakuan Pedoman Etika perusahaan untuk seluruh karyawan yang mempunyai hubungan kerja dengan perusahaan, termasuk Direksi dan Dewan Komisaris. Selain itu, dilakukan penandatanganan Pernyataan Komitmen Kepatuhan terhadap Pedoman Etika perusahaan setiap tahun oleh Direksi, Dewan Komisaris, dan seluruh karyawan sebagai bentuk pemberlakuan dan komitmen pelaksanaan Pedoman Etika perusahaan seluruh Insan perusahaan.

KEPATUHAN KODE ETIK

Kode etik berlaku bagi seluruh insan ASDP, yaitu Dewan Komisaris, Direksi dan seluruh Karyawan. Seluruh insan ASDP didorong untuk mempunyai kesadaran dalam menjalankan etika yang baik sehingga dapat meningkatkan dan memperkuat reputasi perusahaan. Kode etik adalah komitmen perusahaan untuk patuh pada ketentuan hukum dan standar etika tertinggi di mana saja perusahaan melakukan kegiatan bisnis/operasionalnya. Pengelolaan perusahaan harus menjunjung tinggi norma dan nilai etika.

Pemberlakuan kode etik bagi seluruh level organisasi juga diwujudkan dalam bentuk penandatanganan Lembar Pernyataan Kepatuhan Standar Etika Perusahaan dan GCG Code. Seluruh Dewan Komisaris, Direksi dan karyawan telah menandatangani pernyataan sebagai Komitmen pelaksanaan *Code of Conduct* dan GCG Code. Penerapan nilai etika ini menjadi bagian dari kepatuhan atas pelaksanaan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Perusahaan mewajibkan organ ASDP, entitas anak dan afiliasi serta pemangku kepentingan lainnya untuk memahami dan mematuhi pedoman kode etik, pedoman GCG, anggaran dasar perusahaan dan peraturan perundang-undangan yang berlaku, khususnya yang mengatur mengenai tugas dan kewajiban masing-masing pihak.

CODE OF CONDUCT EXISTENCE AND ENFORCEMENT IN ALL ORGANIZATION LEVELS

The company's Code of Conduct is stipulated through the Joint Decree of the Board of Directors and Board of Commissioners Number: SK.310/HK.002/ASDP-2022 dated April 14, 2022 concerning the Code of Conduct of PT ASDP Indonesia Ferry (Persero) as an update of the CoC in 2020. At the end of 2021 to early of 2022, the company conducted a review and then made improvements to the CoC that had been prepared.

The stipulation marks the implementation of the company's Code of Conduct for all employees who have a working relationship with the company, including the Board of Directors and the Board of Commissioners. In addition, a Statement of Commitment to Compliance with the Company's Code of Conduct is signed annually by the Board of Directors, Board of Commissioners, and all employees as a form of enforcement and commitment to the implementation of the Company's Code of Conduct for all Company personnel.

CODE OF CONDUCT COMPLIANCE

The code of conduct applies to all ASDP personnel, namely the Board of Commissioners, Board of Directors and all employees. All ASDP personnel are encouraged to have awareness in practicing good ethics so as to improve and strengthen the company's reputation. The code of ethics is company's commitment to comply with legal provisions and the highest ethical standards wherever company conducts its business/operational activities. The management of the Company must uphold ethical norms and values.

The enforcement of the code of conduct for all levels of the organization is also manifested in the form of signing the Statement of Compliance with the Company's Ethics Standards and GCG Code. All Board of Commissioners, Board of Directors and employees have signed the statement as a Commitment to the implementation of the Code of Conduct and GCG Code. The implementation of ethical values is part of compliance with the implementation of Good Corporate Governance.

The Company requires ASDP organs, subsidiaries and affiliates as well as other stakeholders to understand and comply with the code of ethics, GCG guidelines, the company's articles of association and the prevailing laws and regulations, particularly those governing the duties and obligations of



TUJUAN PENERAPAN KODE ETIK

Tujuan perusahaan menerapkan kode etik kepada karyawan ada untuk:

1. Mengembangkan perilaku yang baik sesuai dengan standar etika yang tinggi bagi pengelola dan seluruh karyawan perusahaan dalam mewujudkan visi dan melaksanakan misi perusahaan;
2. Mengembangkan hubungan harmonis, sinergi dan saling menguntungkan antara perusahaan dan karyawan dengan pihak-pihak luar yang terkait dengan usaha ASDP (*stakeholder* ASDP) berdasarkan prinsip-prinsip *Good Corporate Governance* dan semangat etika ASDP.

MANFAAT PENERAPAN KODE ETIK

Dengan penerapan Pedoman Etika perusahaan (*Code of Conduct*) ini secara konsisten dan konsekuen oleh insan ASDP, maka diharapkan dapat memberikan manfaat bagi:

1. Pemegang Saham
Meningkatkan keyakinan bahwa perusahaan dikelola secara amanah, hati-hati (*prudent*), efisien, transparan, akuntabel, dan *fair* untuk mencapai tujuan perusahaan.
2. Perusahaan
 - a. Menciptakan reputasi yang baik, perlindungan atas tuntutan-tuntutan hukum yang mungkin terjadi pada akhirnya terwujud kemakmuran dan keberhasilan usaha yang berkelanjutan;
 - b. Meningkatkan nilai perusahaan dengan memberikan kepastian dan perlindungan kepada *stakeholders* dalam berhubungan dengan Perusahaan.
3. Karyawan
Menikmati lingkungan kerja perusahaan yang menjunjung tinggi nilai-nilai etika bisnis dan etika perilaku yang pada akhirnya akan meningkatkan produktivitas dan kesejahteraan karyawan secara menyeluruh.
4. Masyarakat dan pihak lain yang terkait
Menciptakan hubungan yang harmonis dan saling menguntungkan dengan perusahaan yang pada akhirnya meningkatkan kesejahteraan sosial dan ekonomi masyarakat.

NILAI BUDAYA PERUSAHAAN

Perusahaan selalu menjunjung nilai-nilai dasar (*core value*) dalam melaksanakan setiap aktivitas bisnis dimulai dari perencanaan hingga eksekusi strategi/kebijakan ASDP. Nilai-nilai tersebut ada I-ASDP yang terdiri dari *Integrity, Agile, Sincere, Driven* dan Profesional yang memiliki pengertian sebagai berikut:

each party.

PURPOSE OF IMPLEMENTING CODE OF CONDUCT

The purpose of company implementing a code of conduct for employees is to:

1. Develop good behavior in accordance with high ethical standards for managers and all company employees in realizing the vision and implementing the mission of company;
2. Develop harmonious relationships, synergies and mutual benefits between the company and employees with external parties related to company business (*company stakeholders*) based on the principles of *Good Corporate Governance* and the spirit of company's ethics.

BENEFITS OF IMPLEMENTING A CODE OF CONDUCT

With the implementation of the Company's Code of Conduct consistently and consequently by ASDP personnel, it is expected to provide benefits for:

1. Shareholders
Increase confidence that the company is managed in a trustworthy, prudent, efficient, transparent, accountable and fair manner to achieve the company's objectives.
2. Company
 - a. Creating a good reputation, protection against possible lawsuits and ultimately realizing prosperity and sustainable business success;
 - b. Increase the value of the company by providing certainty and protection to stakeholders in dealing with the Company.
3. Employees
Enjoying the company's work environment that upholds the values of business ethics and ethical behavior that will ultimately increase productivity and overall employee welfare.
4. Community and other related parties
Creating a harmonious and mutually beneficial relationship with the Company that ultimately improves the social and economic welfare of the community.

CORPORATE CULTURE VALUES

The Company always upholds its core values in carrying out every business activity starting from planning to executing ASDP's strategies/policies. These values are I-ASDP which consists of *Integrity, Agile, Sincere, Driven* and Professional which has the following meaning:

Nilai Inti Core Values	Perilaku Utama Core Conduct
<i>Integrity</i>	Insan ASDP yang mengedepankan sikap yang konsisten antara perkataan dan perilaku, dapat dipercaya, menjaga etika usaha, mempunyai rasa memiliki yang tinggi dan menjadi teladan yang baik dalam segala kegiatan yang dilakukan. ASDP personnel who strive to be consistent with their words and actions, are trustworthy, maintain business ethics, have high sense of belonging, and lead by examples in every activity.
<i>Agile</i>	Insan ASDP yang tangkas, inovatif, dan mampu beradaptasi dalam menghadapi perubahan yang dinamis. ASDP personnel who are agile, innovative, and adaptable to dynamic changes
<i>Sincere</i>	Insan ASDP yang tulus dalam bekerja dan memberikan pelayanan terbaik bagi seluruh pemangku kepentingan (<i>stakeholders</i>). ASDP personnel who put sincerity in all their work and provide the best services for all stakeholders.
<i>Driven</i>	Insan ASDP yang memiliki perilaku untuk bergerak maju, motivasi yang tinggi, bersikap proaktif serta memiliki dorongan untuk meningkatkan keahlian dan mencapai target yang positif. ASDP personnel are driven to move forward, highly motivated, proactive, and encouraged to improve their skills and accomplish positive outcomes.
<i>Professional</i>	Insan ASDP yang berorientasi kepada kepuasan pelanggan dengan sadar biaya dan mampu mengalkulasikan risiko, dapat diandalkan, memiliki disiplin yang tinggi. ASDP personnel who aspire to provide satisfaction to customers, are cost-aware, and capable of calculating risks. They are also reliable and highly-discipline.

Dengan motto “We Bridge The Nation” atau “Bangga Menyatukan Nusantara”, insan perusahaan senantiasa bekerja keras dan cerdas, menjaga komitmen dan kebanggaan untuk melayani kepentingan pengguna jasa sekaligus kepentingan Negara.

With the motto “We Bridge the Nation” or “Proud to Unite the Archipelago”, the company’s personnel always work hard and smart, maintaining commitment and pride to serve the interests of service users as well as the interests of the State.

Tahun 2020, Kementerian BUMN meluncurkan logo baru bersamaan dengan *Core Values* AKHLAK yang terdiri dari Nilai-Nilai AMANAH, KOMPETEN, HARMONIS, LOYAL, ADAPTIF, dan KOLABORATIF. Sebagaimana ditetapkan dalam Surat Edaran Menteri BUMN Nomor: SE 7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara, maka semua BUMN termasuk ASDP telah menyelaraskan *Core Values* (I-ASDP) dengan *Core Values* (AKHLAK) BUMN.

In 2020, the Ministry of SOEs launched a new logo along with the AKHLAK Core Values consisting of TRUSTWORTHY, COMPETENT, HARMONIOUS LOYAL, ADAPTIVE, and COLLABORATIVE Values. As stipulated in the Circular Letter of the Minister of SOEs Number: SE 7/MBU/07/2020 dated July 1, 2020 concerning Core Values of Human Resources of State-Owned Enterprises, all SOEs including ASDP have aligned their Core Values (I-ASDP) with the Core Values (AKHLAK) of SOEs.

MUATAN POKOK PEDOMAN ETIKA PERUSAHAAN

MAIN CONTENT OF CODE OF CONDUCT

Pedoman Etika perusahaan menguraikan standar etika bisnis dan etika perilaku dalam membangun hubungan dengan para pemangku kepentingan. Aspek-aspek yang diatur dalam Pedoman Etika perusahaan adalah sebagai berikut.

The Code of Conduct outlines the standards of business ethics and ethical behavior in building relationships with stakeholders. The aspects regulated in the company’s Code of Conduct are as follows

Aspek Aspects	Muatan Content
Kepedulian terhadap Kepentingan Karyawan Concern for Employee Interests	<ul style="list-style-type: none"> • Pengelolaan Karyawan • Kesempatan yang Sama, Pelecehan, Ancaman, dan Kekerasan • Keselamatan, Kesehatan dan Lingkungan Kerja • Employee Management • Equal Opportunity, Harassment, Threats, and Violence • Occupational Safety, Health, and Environment



Aspek Aspects	Muatan Content
Etika dengan Mitra Usaha Ethics with Business Partners	<ul style="list-style-type: none"> • Hubungan dengan Pemegang Saham • Hubungan dengan Kreditur/Investor • Hubungan dengan Pelanggan • Hubungan dengan Pemasok • Hubungan dengan Anak Perusahaan/Perusahaan Patungan • Benturan Kepentingan • Pengendalian Gratifikasi • Pembayaran Tidak Wajar (Imbalan), Donasi, dan Partisipasi Politik • Relationship with Shareholders • Relationship with Creditors/Investors • Customer Relationship • Relationship with Suppliers • Relationship with Subsidiaries/Joint Ventures • Conflict of Interest • Gratification Control • Improper Payments (Fees), Donations and Political Participation
Etika terhadap Regulator dan Masyarakat Ethical Conduct with Regulator and Community	<ul style="list-style-type: none"> • Hubungan dengan Regulator • Kegiatan Sosial dan Kemitraan dengan Masyarakat Sekitar • Persamaan dan Penghormatan pada Hak Asasi Manusia (HAM) • Relationship with Regulators • Social Activities and Partnerships with Neighboring Communities • Equality and Respect for Human Rights
Perlindungan Aset dan Informasi Perusahaan Company Information and Asset Protection	<ul style="list-style-type: none"> • Integritas Laporan Keuangan • Pengawasan dan Perlindungan Aset • Perlindungan <i>Intangible Asset</i> (Hak Atas Kekayaan Intelektual/HAKI) • Perlindungan Informasi dan Data Perusahaan • Penyimpanan Dokumen • Sistem Teknologi Informasi dan Komunikasi • Integrity of Financial Statements • Asset Protection and Supervision • Intangible Asset Protection (Intellectual Property Rights/IPR) • Company Information and Data Protection • Document Storage • Information and Communication Technology Systems

UPAYA PENEGAKAN DAN SANKSI UNTUK PELANGGARAN PEDOMAN ETIKA PERUSAHAAN

Insan ASDP memiliki kewajiban untuk mentaati Kode Etik, aturan dan kebijakan lainnya serta tidak bersikap diam apabila menemukan atau mengetahui perbuatan atau tindakan yang merupakan pelanggaran atas kode etika ASDP. Pelanggaran merupakan sikap, tindakan atau perbuatan yang menyimpang dari Pedoman Etika perusahaan, maka dengan demikian setiap laporan atas (potensi dan/atau indikasi) pelanggaran *Code of Conduct* akan ditangani sebagai berikut:

1. Setiap Insan ASDP Indonesia Ferry harus melaporkan setiap fakta penyimpangan *Code of Conduct* kepada Pihak Terkait dan identitas pelapor dilindungi;
2. Pelaporan pelanggaran disampaikan secara tertulis kepada Sekretariat Pelaporan Dugaan Pelanggaran untuk selanjutnya akan ditindaklanjuti oleh Tim Pengelola Pengaduan Pelanggaran sesuai dengan klasifikasi pelaku pelanggaran;

ENFORCEMENT AND SANCTIONS FOR MISCONDUCT OF CODE OF CONDUCT

ASDP personnel have an obligation to comply with the Code of Conduct, rules and other policies, and not to remain silent if they find or know of acts or actions that constitute misconduct of ASDP's code of conduct. Misconducts are attitudes, actions or deeds that deviate from the company's Code of Conduct, thus any reports on (potential and/or indications of) misconduct of the Code of Conduct will be handled as follows:

1. Every personnel of ASDP Indonesia Ferry should report any actual misconduct to the Relevant Parties. The identity of the whistleblower will be protected;
2. A written whistleblowing report should be submitted to the Whistleblowing Secretariat. Then, they will follow up the report in accordance with the classification of violator;

3. Menindaklanjuti setiap laporan dan menyampaikan hasil kajiannya kepada Direksi atau Komisaris sesuai dengan lingkup tanggung jawabnya;
 4. Perusahaan menyelesaikan setiap pelaporan pelanggaran yang diajukan *stakeholders* termasuk Karyawan dan/atau Perwakilan *stakeholders* terkait dengan pelanggaran Pedoman Etika perusahaan;
 5. Karyawan yang melakukan penyimpangan *Code of Conduct* memiliki hak untuk didengar penjelasannya di hadapan atasan langsung sebelum pemberian tindakan pembinaan atau hukuman disiplin;
 6. Pihak-pihak yang berpartisipasi dalam pelaporan pelanggaran berhak mendapat perlindungan hukum dari perusahaan;
 7. Pihak-pihak yang berjasa menyelamatkan perusahaan dengan mengungkap perkara yang merugikan secara material dan non materiil berhak mendapatkan penghargaan dari perusahaan;
 8. Penjelasan dan ketentuan selengkapnya diatur dalam Kebijakan dan Prosedur Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System*) perusahaan.
 9. Seluruh karyawan perusahaan yang terbukti melakukan pelanggaran atas Pedoman Etika Perusahaan akan menerima sanksi berupa tindakan-tindakan indisipliner sesuai dengan tingkat pelanggaran yang dilakukannya. Sementara Mitra Kerja yang terbukti melakukan pelanggaran akan dikenakan sanksi sesuai peraturan dan keputusan perusahaan. Jika pelanggaran adalah pelanggaran pidana dan perdata akan diteruskan kepada pihak yang berwajib.
3. They will follow up on every report and communicate the results to the Board of Directors or Commissioners as per their scope of responsibilities;
 4. The Company will resolve any whistleblowing report submitted by the stakeholders, including Employees and/or Stakeholders representative concerning the violation of the Code of Conduct;
 5. Employees who commit misconduct are entitled to be given the opportunity to provide explanations to their manager prior to any guidings or disciplinary action;
 6. The parties who participate in the whistleblowing report are entitled to the company's legal protection;
 7. The parties who help save the company from potential material and non-material damage by revealing the issues are entitled to rewards from the company;
 8. Further explanations and terms are specified in the company's Whistleblowing System Policy and Procedures.
 9. Sanctions, in the form of disciplinary actions, will be imposed on all employees in the company who are proven guilty of misconduct, depending on the level of misconduct. Meanwhile, sanctions will be imposed on a Business Partner who is proven guilty of a misconduct according to the company's regulation and decision. If a misconduct makes up to a criminal or civil law case, it will be passed to the authorities

JUMLAH PELANGGARAN PEDOMAN ETIKA PERUSAHAAN

Sepanjang tahun 2022, tidak ada pelanggaran Pedoman Etika perusahaan yang masuk melalui saluran *whistleblowing system* sehingga tidak terdapat informasi terkait bentuk pelanggaran dan sanksi pada tahun 2022.

NUMBER OF MISCONDUCT OF THE COMPANY'S CODE OF CONDUCT

There were no violations of the company's Code of Conduct submitted through the whistleblowing system channel so that there was no information regarding the form of violations and sanctions in 2022.



EVALUASI KUALITAS PENERAPAN PEDOMAN ETIKA PERUSAHAAN

Kualitas penerapan Pedoman Etika perusahaan di perusahaan dievaluasi secara berkala. Salah satunya terkait pelanggaran Pedoman Etika perusahaan dan pengaduan yang masuk dari pelapor secara langsung atau melalui *Whistleblowing System*. Berikut *trend* jumlah pelanggaran Pedoman Etika perusahaan di perusahaan selama tiga tahun terakhir:

EVALUATION OF THE QUALITY OF CODE OF CONDUCT IMPLEMENTATION

The quality of Code of Conduct implementation is regularly evaluated. One of the evaluation aspects is regarding the reports on misconduct that are submitted directly through the Whistleblowing System. The following is the trend for the last three years:

Trend Pelanggaran Pedoman Etika
Trend of Code of Ethics Violations

Klasifikasi Classification	2022
Ringan Mild	10
Sedang Moderate	25
Berat Severe	27
<i>Total</i>	62

PENGADAAN BARANG DAN JASA PROCUREMENT OF GOODS AND SERVICES

Pengelolaan pengadaan barang dan jasa dilaksanakan dalam rangka memastikan kecukupan sumber daya dari segi barang dan jasa serta pemenuhannya dilakukan secara wajar sesuai dengan kebutuhan perusahaan dalam menunjang kegiatan operasional agar berjalan lancar efektif dan efisien.

Kegiatan pengadaan harus dilaksanakan sesuai dengan prosedur yang telah ditetapkan serta memenuhi tanggung jawab perusahaan terhadap aspek operasi yang adil khususnya terkait dengan transparansi sebagai bagian dari implementasi Tata Kelola Perusahaan yang Baik. Perusahaan berupaya untuk meminimalisasi terjadinya risiko-risiko *fraud* dalam proses yang dapat mencederai implementasi GCG di lingkungan perusahaan seperti praktik Korupsi, Kolusi, dan Nepotisme serta persaingan usaha tidak sehat.

KEBIJAKAN PENGADAAN BARANG DAN JASA

Kebijakan pengadaan barang dan jasa ditetapkan dalam bentuk Pedoman Pelaksanaan Pengadaan Barang dan Jasa sebagai wujud komitmen perusahaan terkait pengelolaan pengadaan barang dan jasa untuk dijadikan pedoman dan teknis bagi Unit Kerja atau Divisi yang menjalankan tugas pengadaan barang dan jasa. Pedoman Pelaksanaan Pengadaan Barang dan Jasa ditetapkan berdasarkan Keputusan Direksi Nomor: KD.141/UM.201/ASDP-2022 tentang Kebijakan Pengadaan Barang dan Jasa di Lingkungan PT ASDP Indonesia Ferry (Persero).

ETIKA PERUSAHAAN DALAM PENGADAAN BARANG DAN JASA

Pelaksanaan pengadaan barang dan jasa di lingkungan ASDP sesuai dengan prinsip-prinsip *Good Corporate Governance* (GCG). Perusahaan mewajibkan Penyedia untuk menandatangani Pakta Integritas dalam kaitannya dengan pengadaan barang dan jasa sebagai bentuk komitmen penerapan GCG dalam pengadaan barang dan jasa. Hal ini ditujukan agar seluruh proses bisnis dan operasional dapat berjalan secara objektif dan sesuai dengan ketentuan yang berlaku. Proses pengambilan keputusan dilakukan dengan objektif, menghindari terjadinya dominasi yang tidak wajar oleh *stakeholder* manapun, dan tidak terpengaruh oleh kepentingan sepihak.

Para pejabat dan seluruh pihak yang terkait dalam pelaksanaan Pengadaan Barang dan Jasa harus mengetahui etika Pengadaan Barang dan jasa yaitu:

The management of goods and services procurement is carried out in order to ensure the adequacy of resources in terms of goods and services and their fulfillment is carried out reasonably in accordance with the needs of the company in supporting operational activities to run smoothly, effectively, and efficiently.

Procurement activities must be carried out in accordance with established procedures and fulfill the company's responsibility for fair operating aspects, especially related to transparency as part of the implementation of Good Corporate Governance. The Company strives to minimize the occurrence of fraud risks in the process that can harm the implementation of GCG within the company such as the practice of Corruption, Collusion, and Nepotism and unfair business competition.

GOODS AND SERVICES PROCUREMENT POLICY

The policy of goods and services procurement is stipulated in the form of Guidelines for the Implementation of Goods and Services Procurement as a form of the company's commitment to the management of goods and services procurement to serve as guidelines and techniques for Work Units or Division that carry out the task of procuring goods and services. The Guidelines for the Implementation of Goods and Services Procurement are stipulated based on the Decree of the Board of Directors Number: KD.141/UM.201/ASDP-2022 concerning the Policy on Procurement of Goods and Services within PT ASDP Indonesia Ferry (Persero).

COMPANY'S ETHICS IN THE PROCUREMENT OF GOODS AND SERVICES

The implementation of goods and services procurement within ASDP is in accordance with the principles of Good Corporate Governance (GCG). The Company requires the Provider to sign an Integrity Pact in relation to the procurement of goods and services as a form of commitment to the implementation of GCG in the procurement of goods and services. This is intended so that all business and operational processes can run objectively and in accordance with applicable regulations. The decision-making process is carried out objectively, avoids unreasonable domination by any stakeholder, and is not affected by unilateral interests.

Officials and all parties involved in the implementation of Goods and Services Procurement must know the ethics of Goods and Services Procurement, namely:



1. Melaksanakan tugas secara tertib, disertai rasa tanggung jawab untuk mencapai sasaran, dan ketepatan tujuan Pengadaan Barang dan Jasa; kelancaran;
2. Bekerja secara profesional, mandiri, dan menjaga kerahasiaan informasi yang menurut sifatnya harus dirahasiakan untuk mencegah penyimpangan Pengadaan Barang dan Jasa;
3. Tidak saling mempengaruhi baik langsung maupun tidak langsung yang berakibat persaingan usaha yang tidak sehat;
4. Menerima dan bertanggung jawab atas segala keputusan yang ditetapkan sesuai dengan kesepakatan tertulis pihak yang terkait;
5. Menghindari dan mencegah terjadinya pertentangan kepentingan pihak yang terkait, baik secara langsung maupun tidak langsung, yang berakibat persaingan usaha tidak sehat dalam Pengadaan Barang dan Jasa;
6. Menghindari dan mencegah pemborosan dan kebocoran keuangan negara/perusahaan;
7. Menghindari dan mencegah penyalahgunaan wewenang dan/atau kolusi; dan/atau;
8. Tidak menerima, tidak menawarkan, atau tidak menjanjikan untuk memberi atau menerima hadiah, imbalan, komisi, rabat, dan apa saja atau kepada siapapun yang diketahui atau patut diduga berkaitan dengan Pengadaan Barang dan Jasa.

PRINSIP PENGADAAN BARANG DAN JASA

Prinsip pengadaan barang dan jasa sebagaimana diuraikan dalam Keputusan Direksi Nomor: Keputusan Direksi Nomor: KD.141/UM.201/ASDP-2022 tentang Kebijakan Pengadaan Barang dan Jasa di Lingkungan PT ASDP Indonesia Ferry (Persero) adalah sebagai berikut:

1. **Efisien**, berarti Pengadaan Barang dan Jasa harus diusahakan untuk mendapatkan hasil yang optimal dan terbaik dalam waktu yang cepat dengan menggunakan dana dan kemampuan seoptimal mungkin secara wajar dan bukan hanya didasarkan pada harga terendah; Untuk Pengadaan Barang dan Jasa strategis yang memiliki nilai yang signifikan dapat dilakukan pendekatan *Total Cost of Ownership* (TCO);
2. **Efektif**, berarti Pengadaan Barang dan Jasa harus sesuai dengan kebutuhan yang telah ditetapkan dan memberikan manfaat yang sebesar-besarnya sesuai dengan sasaran yang ditetapkan;
3. **Kompetitif**, berarti Pengadaan Barang dan Jasa harus terbuka bagi Penyedia Barang dan Jasa yang memenuhi persyaratan dan dilakukan melalui persaingan yang sehat di antara Penyedia Barang dan Jasa yang setara dan memenuhi syarat/ kriteria tertentu berdasarkan ketentuan dan prosedur yang jelas dan transparan;

1. Carry out tasks in an orderly manner, with a sense of responsibility to achieve the objectives, and accuracy of the goals for Goods and Services Procurement; as well as run the tasks seamlessly;
2. Work professionally, independently, and maintain the confidentiality of information that by its nature must be kept confidential to prevent misconduct in the Procurement of Goods and Services;
3. Not influence each other either directly or indirectly which results in unfair business competition;
4. Accept and be responsible for all decisions made in accordance with the written agreement of the parties concerned;
5. Avoid and prevent conflict of interest of related parties, either directly or indirectly, which results in unfair business competition in the Procurement of Goods and Services;
6. Avoid and prevent financial waste and leakage of state/ company finances;
7. Avoid and prevent abuse of authority and/or collusion; and/or;
8. Not accepting, offering, nor promising to give or receive gifts, rewards, commissions, rebates, and anything or anyone known or suspected to be related to the Procurement of Goods and Services.

PRINCIPLES OF GOODS AND SERVICES PROCUREMENT

The principles of procurement of goods and services as outlined in the Decree of the Board of Directors Number: Decree of the Board of Directors Number: KD.141/UM.201/ASDP-2022 concerning the Policy on Procurement of Goods and Services within PT ASDP Indonesia Ferry (Persero) are as follows:

1. **Efficient**, meaning that the Procurement of Goods and Services must strive to obtain the optimal and best results in a short time by using the maximum possible funds and capabilities reasonably and not only based on the lowest price; For the Procurement of strategic Goods and Services that have a significant value, a Total Cost of Ownership (TCO) approach can be implemented;
2. **Effective**, meaning that the Procurement of Goods and Services must be in accordance with the predetermined needs and provide the maximum benefit in accordance with the specified objectives;
3. **Competitive**, means that the Procurement of Goods and Services must be open for Goods and Services Providers who meet the requirements and is conducted through fair competition among Providers of Goods and Services that are equivalent and meet certain requirements/criteria based on clear and transparent provisions and procedures;

4. **Transparan**, berarti semua ketentuan dan informasi mengenai Pengadaan Barang dan Jasa, termasuk segala syarat teknis administrasi pengadaan, tata cara evaluasi, hasil evaluasi, penetapan calon Penyedia Barang dan Jasa, sifatnya terbuka bagi peserta Penyedia Barang dan Jasa yang berminat;
5. **Adil dan wajar**, berarti memberikan perlakuan yang sama bagi semua calon Penyedia Barang dan Jasa yang memenuhi syarat;
6. **Terbuka**, berarti Pengadaan barang dan Jasa yang dapat diikuti oleh semua Penyedia Barang;
7. **Akuntabel**, berarti harus mencapai sasaran dan dapat dipertanggungjawabkan sehingga menjauhkan dari potensi penyalahgunaan dan penyimpangan.

DIVISI SUPPLY CHAIN MANAGEMENT

Berdasarkan Pasal 3 Keputusan Direksi Nomor PT ASDP Indonesia Ferry (Persero) Nomor: KD.141/UM.201/ASDP-2022 tentang Kebijakan Pengadaan Barang dan Jasa di Lingkungan PT ASDP Indonesia Ferry (Persero), Proses Pengadaan Barang dan Jasa dilaksanakan oleh Divisi *Supply Chain Management* di Kantor Pusat dan fungsi yang membawahi *Supply Chain Management* untuk Regional dan Cabang.

Pelaksana Pengadaan Barang dan Jasa memiliki tugas pokok dan fungsi dalam proses Pengadaan Barang dan Jasa adalah sebagai berikut:

1. Melaksanakan keseluruhan proses Pengadaan dari awal sampai dengan akhir.
2. Menentukan metode Pelaksanaan Pengadaan Barang dan Jasa yang digunakan.
3. Menentukan metode Evaluasi Pengadaan Barang dan Jasa.
4. Membuat Perjanjian/Surat Pemesanan Barang/Jasa (SPB/J), dengan klasifikasi:
 - a. Proses finalisasi berupa Surat Pemesanan Barang/Jasa dengan nominal Rp 0 sampai ≤ Rp 500 Juta;
 - b. Sedangkan finalisasi yang berupa Perjanjian dimulai dengan nominal > Rp 500 Juta.
5. Menetapkan dan menerbitkan daftar *blacklist* penyedia.

4. **Transparent**, means that all provisions and information regarding the Procurement of Goods and Services, including all procurement administration technical requirements, evaluation procedures, evaluation results, determination of prospective Goods and Services Providers, are open to interested Goods and Services Provider participants;
5. **Fair and reasonable**, means providing equal treatment for all qualified potential Goods and Services Providers;
6. **Open**, means all Goods Providers shall participate in the procurement of goods and services;
7. **Accountable**, means the procurement should reach its goals and can be held accountable to avoid any potential misappropriations and deviations;

SUPPLY CHAIN MANAGEMENT DIVISION

Based on Article 3 of the Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) Number: KD.141/UM.201/ASDP-2022 concerning Goods and Services Procurement Policy within PT ASDP Indonesia Ferry (Persero), the Goods and Services Procurement Process is conducted by the Supply Chain Management Division at the Head Office and the function under Supply Chain Management for Regional and Branches.

The Goods and Services Procurement Executive has the main duties and functions in the Goods and Services Procurement process as follows:

1. Carry out the entire Procurement process from start to finish.
2. Determine the Goods and Services Procurement Implementation methods used.
3. Determine the Evaluation of Goods and Services Procurement methods.
4. Make an Agreement/Letter of Order for Goods/Services (SPB / J), with classification:
 - a. Finalization process in the form of a Goods/Services Order Letter with a nominal value of IDR 0 to ≤ IDR 500 Million;
 - b. Meanwhile, the finalization in the form of an Agreement starts with a nominal value of > IDR 500 Million.
5. Establish and publish a blacklist of suppliers.



METODE PENGADAAN BARANG DAN JASA

Metode pengadaan barang dan jasa sebagaimana diatur dalam Keputusan Direksi Nomor: KD.141/UM.201/ASDP-2022 tentang Kebijakan Pengadaan Barang dan Jasa di Lingkungan PT ASDP Indonesia Ferry (Persero) adalah sebagai berikut:

1. Pelaksanaan Pengadaan Melalui Swakelola, adalah Pengadaan dengan cara memperoleh Barang dan Jasa yang direncanakan, dilaksanakan, diawasi dan dikerjakan sendiri oleh perusahaan (*Program Owner*). Dalam pelaksanaannya, strategi Pengadaan melalui Swakelola ini sebelumnya harus dibuatkan TOR/KAK dan mendapatkan persetujuan dari atasan langsung *Program Owner*. Tipe Swakelola terbagi menjadi 4 (empat) tipe:
 - a. Swakelola Tipe I, yaitu Swakelola yang direncanakan, dilaksanakan dan diawasi langsung oleh perusahaan;
 - b. Swakelola Tipe II, yaitu Swakelola yang direncanakan dan diawasi oleh *User* (Pengguna Barang dan Jasa) dan dilaksanakan oleh Pelaksana Swakelola;
 - c. Swakelola Tipe III, yaitu Swakelola yang direncanakan dan diawasi oleh *User* (Penggunaan Barang dan Jasa), dan dilaksanakan oleh Ormas pelaksana Swakelola; dan
 - d. Swakelola Tipe IV, yaitu Swakelola yang direncanakan oleh Pengguna Barang dan Jasa dan dilaksanakan serta diawasi oleh Kelompok Masyarakat Pelaksana Swakelola.
2. Pelaksanaan Pengadaan Melalui Penyedia/Vendor, adalah pelaksanaan pengadaan melalui Penyedia/Vendor dapat dilakukan melalui manual dan dapat pula melalui proses digital dalam hal ini *e-procurement*. Pelaksanaan melalui Penyedia/Vendor dapat dilakukan dengan metode sebagai berikut:
 - a. Penunjukan Langsung, yaitu Pengadaan Barang dan Jasa yang dilakukan secara langsung dengan menunjuk langsung Penyedia Barang dan Jasa atau melalui *beauty contest*;
 - b. Pengadaan Langsung, yaitu pembelian terhadap Barang dan Jasa yang terdapat di pasar dengan demikian nilainya berdasarkan harga pasar. Adapun untuk metode ini dapat pula dilakukan dengan melakukan pembelian melalui portal PaDi (Pasar Digital Pengadaan Barang dan Jasa) UMKM;
 - c. Tender Terbatas, yaitu Pengadaan Barang dan Jasa yang ditawarkan kepada pihak yang sudah terdaftar dalam Daftar Rekanan Resmi sekurang-kurangnya 2 (dua) penawaran;

GOODS AND SERVICES PROCUREMENT METHODS

The method of procurement of goods and services as stipulated in the Decree of the Board of Directors Number: KD.141/UM.201/ASDP-2022 concerning Goods and Services Procurement Policy within PT ASDP Indonesia Ferry (Persero) is as follows:

1. Implementation of Procurement through self-management, is Procurement by obtaining Goods and Services that are planned, implemented, supervised and carried out by the company (Program Owner). In its implementation, the Procurement strategy through self-management must previously make a TOR and get approval from the direct supervisor of the Program Owner. Swakelola is divided into 5 (five) types.
 - a. Self-Management Type I, which is Self-Management planned, implemented and supervised directly by the company;
 - b. Self-Management Type II, which is Self-Management planned and supervised by the User (User of Goods and Services) and implemented by the Self Management Implementer;
 - c. Self-Management Type III, which is Self-Management planned and supervised by the User (Use of Goods and Services), and implemented by the Self-Management community organization; and
 - d. Self-Management Type IV, which is Self-Management planned by the Goods and Services User and implemented and supervised by the Self-Management 2 Community Group.
2. Implementation of Procurement through Providers/Vendors, is the implementation of procurement through Providers/Vendors can be done through manuals and can also be through digital processes, in this case *e-procurement*. Implementation through Providers/Vendors can be done with the following methods:
 - a. Direct Appointment, which is the Procurement of Goods and Services performed directly by directly appointing Goods and Services Providers or through a *beauty contest*;
 - b. Direct Procurement, which is the purchase of Goods and Services found in the market, thus the value is based on market prices. As for this method, it can also be done by making purchases through the PaDi portal (Digital Market for Procurement of Goods and Services) MSME;
 - c. Limited Tender, i.e. Procurement of Goods and Services offered to parties that have been registered in the Official Associate List of at least 2 (two) bids;

- d. Tender Umum, yaitu diumumkan secara luas melalui media massa nasional, *website* atau *Social Media* perusahaan guna memberi kesempatan kepada Penyedia Barang dan Jasa yang memenuhi kualifikasi untuk mengikuti pelelangan.

- d. Public Tender, which is widely announced through national mass media, the company's website or social media to provide opportunities for qualified Goods and Services Providers to participate in the tender.

PROSES PENGADAAN BARANG DAN JASA

Perusahaan senantiasa menerapkan persyaratan kualifikasi, dimana persyaratan kualifikasi yang ditetapkan merupakan persyaratan minimal yang dibutuhkan untuk pelaksanaan kegiatan. Untuk pekerjaan yang risiko teknis dan komersialnya tinggi atau pekerjaan kompleks dapat ditambahkan persyaratan yang lebih spesifik dan khusus, baik yang berkaitan dengan peralatan, tenaga ahli dan pengalamannya. Penyedia wajib menandatangani surat pernyataan bahwa semua informasi yang disampaikan dalam proses kualifikasi adalah benar dan apabila ditemukan penipuan/pemalsuan atas informasi yang disampaikan, terhadap yang bersangkutan akan dikenakan sanksi sesuai ketentuan ini.

Gambaran Umum mengenai proses pelaksanaan Pengadaan Barang dan Jasa dengan metode Penyedia/Vendor adalah sebagai berikut:

GOODS AND SERVICES PROCUREMENT PROCESS

The Company always applies qualification requirements, where the qualification requirements set are the minimum requirements needed for the implementation of activities. For jobs with high technical and commercial risks or complex jobs, more specific and specialized requirements may be added, both regarding equipment, experts, and experience. Providers are required to sign a statement that all information submitted in the qualification process is correct and if fraud/falsification of the information submitted is found, the person concerned will be subject to sanctions in accordance with this provision.

An overview of the process of implementing Procurement of Goods and Services using the Provider / Vendor method is as follows:

Perencanaan (Persiapan) Planning (Preparation)	Pelaksanaan Pemilihan Penyedia (Unit SCM) Implementation of Provider Selection (SCM Unit)	Penandatanganan & Pelaksanaan Kontrak (Program Owner/Direktur) Contract Signing & Implementation (Program Owner/Director)
<ul style="list-style-type: none"> Persiapan pemilihan Vendor (Pengajian ulang paket pengadaan/KAK, pemilihan sistem/metode pengadaan, metode penilaian kualifikasi, penyusunan jadwal pelelangan Dokumen Pengadaan/RKS) Perencanaan Pengadaan (menyusun spesifikasi teknis/gambar/desain, analisa biaya dan rancangan kontrak, Program <i>Owner/PJA/TOR/KAK/EE/HPS</i>) Vendor selection preparation (Review of procurement acquisitions / TOR, selection of procurement systems/methods, qualification assessment methods, preparation of auction schedules for Procurement documents / Work plan and requirements) Procurement Planning (Prepare technical specifications/description, designs, analysis, costs, and draft contracts (Prog. <i>Owner/PJA/TOR/KAK/EE/HPS</i>)) 	<ul style="list-style-type: none"> Penyusunan RKS Pengumuman/Undangan Pendaftaran Peserta Penjelasan/<i>Aanwijzing</i> Pemasukan dan Pembukaan Dokumen Penawaran Evaluasi/Klarifikasi Masa Sanggah Penerbitan PO/Pelaksana Pekerjaan Penyusunan Kontrak Preparation of Work plan and requirements (RKS) Announcement/ Invitation Registration of participants Explanation/<i>Aanwijzing</i> Submission and opening of bidding documents Evaluation and clarification Disclaimer period Issuance of PO / work order Contract Drafting 	<ul style="list-style-type: none"> Pelaksanaan Kontrak dan Penyerahan B/J Penandatanganan Kontrak Contract Execution and Submission of B/J Contract Signing

KEGIATAN PENGADAAN BARANG DAN JASA

Kegiatan pengadaan barang dan jasa dilaksanakan untuk memenuhi sumber daya terkait barang dan jasa yang dilakukan secara wajar sesuai dengan kebutuhan perusahaan dalam

GOODS AND SERVICES PROCUREMENT ACTIVITIES

Goods and services procurement activities are performed to fulfill resources related to goods and services that are carried out reasonably in accordance with the needs of the



menunjang kegiatan operasional agar berjalan lancar secara efektif dan efisien. Berdasarkan Surat Permintaan Pengadaan Barang atau Jasa (SPPB/J) atau *Purchase Requisition* (PR), selama periode tahun 2022 sebanyak 485 SPPBJ/PR dengan Total permintaan pengadaan barang/jasa berdasarkan investasi Rp160,19 miliar dan Total permintaan pengadaan barang/jasa berdasarkan biaya Rp548,50 miliar dengan frekuensi terbanyak berdasarkan material *group* pada tahun 2022 sebagai berikut:

company in supporting operational activities to run smoothly, effectively, and efficiently. Based on the Goods and Services Procurement Request Letter (SPPBJ) or Purchase Requisition (PR), during the 2022 period there were 485 SPPBJ / PR with a total investment request of IDR160.19 billion and a total cost request of IDR548.50 billion with the highest frequency based on material group in 2022 as follows:

No	Material Group Material Group	Frekuensi Frequency
1.	Barang Cetakan Printing materials	11
2.	Barang IT IT products	46
3.	Barang Promosi Promotional Items	9
4.	Barang Umum & Perawatan Gedung serta Kendaraan General Goods & Building and Vehicle Maintenance	37
5.	Jasa Services	362
6.	Lain-Lain Others	10
7.	Peralatan Equipment	9
8.	Suku Cadang Spare Parts	1

SISTEM PENGENDALIAN

Sistem pengendalian internal mengenai Pengadaan Barang dan Jasa dilaksanakan melalui pembagian tugas dan tanggung jawab antara Program *Owner*, *User* (Pengguna Barang dan Jasa) di lingkungan Kantor Pusat, Cabang dan SCM di Kantor Pusat. Untuk Pengadaan Barang dan Jasa yang bersifat strategis dengan tingkat risiko yang tinggi, pengelolaan profil risiko dan mitigasinya menjadi tanggung jawab masing-masing pihak seta di *review* oleh Unit Kerja Manajemen Risiko sebagai lini kedua dalam pengendalian internal perusahaan.

SCM pada Kantor Pusat melakukan sosialisasi, pelatihan, dan pembinaan serta pendampingan (jika diperlukan), *monitoring*, evaluasi proses Pengadaan Barang dan Jasa. Pelaksana Pengadaan Barang dan Jasa pada Cabang membuat laporan berkala kepada SCM Kantor Pusat. Akuntabilitas Pengadaan Barang dan Jasa atas wewenang dan tanggung jawab yang diberikan kepada Pejabat yang terkait dengan Pengadaan Barang dan Jasa dituangkan dalam laporan Pengadaan Barang dan Jasa kepada pemberi wewenang. Dalam hal proses pelaksanaan Pengadaan Barang dan Jasa terdapat indikasi maupun terjadi penyimpangan yang merugikan perusahaan, Direksi dapat menunda transaksi bisnis atas dasar evaluasi dari Unit Kerja Satuan Pengawasan Intern (SPI).

CONTROL SYSTEM

The internal control system regarding the Procurement of Goods and Services is implemented through the division of duties and responsibilities between the Program Owner, User (User of Goods and Services) within the Head Office, Branches and SCM at the Head Office. For Procurement of Goods and Services that are strategic in nature with a high level of risk, the management of the risk profile and its mitigation is the responsibility of each party as well as being reviewed by the Risk Management Unit as the second line in the company's internal control.

SCM at the Head Office conducts socialization, training, and coaching as well as mentoring (if needed), monitoring, evaluation of the Goods and Services Procurement process. Goods and Services Procurement Executives at Branches make periodic reports to SCM at Head Office. Accountability of Goods and Services Procurement for the authority and responsibility given to the Officials related to Goods and Services Procurement is stated in the Goods and Services Procurement report to the authorizer. In case there are indications or irregularities in the implementation process of Goods and Services Procurement that are detrimental to the company, the Board of Directors may postpone the business transaction based on the evaluation of the Internal Audit Unit (SPI).

SISTEM PELAPORAN DUGAAN PELANGGARAN SYSTEM FOR REPORTING SUSPECTED VIOLATIONS

Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System/WBS*) adalah sistem yang mengelola pengaduan/penyungkapan mengenai korupsi, kecurangan (*fraud*), pencurian, dan/atau penyuapan, gratifikasi, benturan kepentingan, pembocoran rahasia perusahaan, pelanggaran etika, penggelapan aset, penipuan, pemerasan, tindakan pelanggaran hukum dan kebijakan prosedur perilaku melawan hukum, perbuatan tidak etis/tidak semestinya secara rahasia, anonim, dan mandiri untuk mengoptimalkan peran serta insan perusahaan dan pihak lain dalam mengungkapkan pelanggaran yang terjadi di lingkungan perusahaan.

Perusahaan mendorong keterlibatan seluruh Insan ASDP dan *stakeholders* lainnya untuk menekan tidak pelanggaran di lingkungan ASDP melalui penerapan *Whistleblowing System* (WBS). Seluruh Insan ASDP dan *stakeholders* lainnya dapat menyampaikan laporan mengenai indikasi pelanggaran terhadap nilai-nilai etika yang berlaku, berdasarkan bukti-bukti yang dapat dipertanggungjawabkan serta dengan niat baik.

KEBIJAKAN DAN RUANG LINGKUP WHISTLEBLOWING SYSTEM

Perusahaan telah berkomitmen untuk membangun Sistem pelaporan Pelanggaran (*Whistleblowing System*) dalam rangka implementasi prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan *Code of Conduct*. Sistem Pelaporan Pelanggaran (*Whistleblowing System*) berfungsi sebagai sarana dalam pencegahan, pengungkapan pelanggaran atau tindak kecurangan dalam ASDP dan telah dituangkan dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero) Nomor: SK.152/HK.002/ASDP-2021, tentang Perubahan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor SK.806/HK.002/ASDP-2020 tentang Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System*) PT ASDP Indonesia Ferry (Persero). Ruang Lingkup pelaporan adalah setiap indikasi temuan pelanggaran yang dilakukan oleh insan perusahaan, yang tercantum di dalam Sistem Pelaporan Dugaan Pelanggaran Perusahaan. Kebijakan ini diberlakukan bagi Insan ASDP dengan ketentuan pengaturan sebagai berikut:

1. Pelaporan Dugaan Pelanggaran adalah Insan ASDP dan Pemangku Kepentingan (*stakeholders*) lainnya;
2. Terlapor Dugaan Pelanggaran adalah Insan ASDP yang diduga melakukan pelanggaran.

Whistleblowing System (WBS) is a system that manages complaints/disclosures regarding corruption, fraud, theft, and/or bribery, gratuities, conflicts of interest, leakage of company secrets, ethical violations, embezzlement of assets, fraud, extortion, violations of laws and policies of unlawful behavior procedures, unethical / improper actions in a confidential, anonymous and independent manner to optimize the participation of company personnel and other parties in disclosing violations that occur within the company.

The Company encourages the involvement of all ASDP personnel and other stakeholders to suppress violations in the ASDP environment through the implementation of the Whistleblowing System (WBS). All ASDP personnel and other stakeholders can submit reports on indications of violations of applicable ethical values, based on reliable evidence and in good faith.

POLICY AND SCOPE OF WHISTLEBLOWING SYSTEM

The Company has committed to establishing a Whistleblowing System in order to implement the principles of Good Corporate Governance and Code of Conduct. The Whistleblowing System serves as a means of prevention, disclosure of violations or fraud in ASDP and has been outlined in the Joint Decree of the Board of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero) Number: SK.152/HK.002/ASDP-2021, concerning Amendments to the Joint Decree of the Board of Commissioners and Directors Number SK.806/HK.002/ASDP-2020 concerning the Whistleblowing System of PT ASDP Indonesia Ferry (Persero). The scope of reporting is any indication of findings of misconduct committed by Company personnel, which are listed in the company's Alleged Violation Reporting System. This policy applies to ASDP personnel with the following provisions:

1. The Whistleblower is a member of ASDP personnel and other Stakeholder;
2. The Report Subject is a member of ASDP Personnel alleged of a violation



DASAR HUKUM

Penerapan *Whistleblowing System* (WBS) dilingkungan perusahaan mengacu pada peraturan dan perundang-undangan yang berlaku di antaranya:

1. Undang-Undang Republik Indonesia Nomor 19 tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Pemerintah Republik Indonesia Nomor 15 tahun 1992 tentang Pengalihan Bentuk;
4. Perusahaan Umum (Perum) Angkutan Sungai Danau dan Penyeberangan menjadi Perusahaan (Persero);
5. Peraturan Pemerintah Republik Indonesia Nomor 45 tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;
6. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara juncto Nomor PER-09/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
7. Keputusan Menteri Negara Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry Nomor KEP-117/MBU/2011 tentang Pemberhentian dan Pengangkatan Direktur Utama Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry (Persero) dan Nomor SK.94/MBU/06/2015 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry;
8. Anggaran Dasar PT ASDP Indonesia Ferry (Persero);
9. Pernyataan Keputusan Rapat Perusahaan Perseroan (Persero) PT ASDP Indonesia Ferry (Persero);
10. Surat Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero) Nomor: SK.152/HK.002/ASDP2021, tentang Perubahan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor SK.806/HK.002/ASDP-2020 tentang Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System*) PT ASDP Indonesia Ferry (Persero);
11. Keputusan Direksi PT ASDP Indonesia Ferry (Persero) Nomor: KD.128/HK.001/ASDP-2021 tanggal 13 Desember 2021 tentang Perubahan Keputusan Direksi PT ASDP Indonesia Ferry (Persero) No.KD.75/HK.001/ASDP-2021 tanggal 16 Juli 2021 tentang Organisasi dan Tata Kerja Kantor Pusat dan Regional PT ASDP Indonesia Ferry (Persero);

LEGAL BASIS

The implementation of the *Whistleblowing System* (WBS) within company refers to the applicable laws and regulations including:

1. Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises;
2. Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies;
3. Government Regulation of the Republic of Indonesia Number 15 of 1992 concerning Transfer of Form;
4. Public Company (Perum) Angkutan Sungai Danau dan Penyeberangan became a Company (Persero);
5. Government Regulation of the Republic of Indonesia Number 45 of 2005 concerning Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises;
6. Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises in conjunction with Number PER-09/MBU/2012 on Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises;
7. Decree of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of the Company (Persero) PT ASDP Indonesia Ferry Number KEP-117/MBU/2011 concerning the Dismissal and Appointment of the President Director of the Company (Persero) PT ASDP Indonesia Ferry (Persero) and Number SK.94/MBU/06/2015 concerning the Dismissal and Appointment of Members of the Board of Directors of the Company (Persero) PT ASDP Indonesia Ferry;
8. Articles of Association of PT ASDP Indonesia Ferry (Persero);
9. Statement of Meeting Resolutions of the Company (Persero) PT ASDP Indonesia Ferry (Persero);
10. Joint Decree of the Board of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero) Number: SK.152/HK.002/ASDP2021, concerning Amendments to the Joint Decree of the Board of Commissioners and Directors Number SK.806/HK.002/ASDP-2020 concerning the *Whistleblowing System* of PT ASDP Indonesia Ferry (Persero);
11. Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) Number: KD.128/HK.001/ASDP-2021 dated December 13, 2021 concerning Amendments to the Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) No.KD.75/HK.001/ASDP-2021 dated July 16, 2021 concerning Organization and Work Procedures of the Head Office and Regional Offices of PT ASDP Indonesia Ferry (Persero);

12. Perjanjian Kerja Bersama (PKB) tahun 2019–2021 antara PT ASDP Indonesia Ferry (Persero) dengan Serikat Pekerja tanggal 14 Agustus 2019 sesuai Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja Kementerian Ketenagakerjaan R.I. Nomor KEP.185/PHIJSKPK/PKB/VIII/2019 tanggal 21 Agustus 2019.

12. The 2019–2021 Collective Labor Agreement (CLA) between PT ASDP Indonesia Ferry (Persero) and the Labor Union dated August 14, 2019 in accordance with the Decree of the Director General of Industrial Relations and Labor Social Security of the Ministry of Manpower of the Republic of Indonesia Number KEP.185/PHIJSKPK/PKB/VIII/2019 dated August 21, 2019.

PENGELOLA WHISTLEBLOWING SYSTEM

Surat Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero) Nomor: SK.152/HK.002/ASDP-2021 tentang Perubahan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor SK.806/HK.002/ASDP-2020 tentang Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System*) PT ASDP Indonesia Ferry (Persero) menetapkan bahwa pelaporan atas indikasi pelanggaran dilaporkan melalui mekanisme baku dan dikelola secara profesional oleh Tim Pengelola WBS dan Sekretariat WBS sebagai Unit Pengelola Sistem Pelaporan Dugaan Pelanggaran.

WHISTLEBLOWING SYSTEM MANAGEMENT

Joint Decree of the Board of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero) Number: SK.152/HK.002/ASDP-2021 concerning Amendments to the Joint Decree of the Board of Commissioners and Directors Number SK.806/HK.002/ASDP-2020 concerning the Whistleblowing System of PT ASDP Indonesia Ferry (Persero) stipulates that reporting of indications of violations is reported through a standardized mechanism and managed professionally by the WBS Management Team and the WBS Secretariat as the Alleged Violation Reporting System Management Unit.

Tim Pengelola *Whistleblowing System* (WBS) yang menangani pelaporan dugaan pelanggaran antara lain sebagai berikut:

The Whistleblowing System (WBS) Management Team that handles reporting of alleged violations includes the following:

1. Tim pengelola *Whistleblowing System* (WBS) I yang menangani pelaporan dengan terduga pelaku pelanggaran adalah Karyawan. Ketua tim pengelola *whistleblowing system* (WBS) I adalah Sekretaris perusahaan dan anggota adalah Vice President Pengelolaan SDM, Vice President Hukum dan anggota KPMR.
2. Tim pengelola *Whistleblowing System* (WBS) II yang menangani pelaporan dengan terduga pelaku pelanggaran adalah karyawan yang bertugas sebagai tim pengelola *Whistleblowing System* (WBS) I. Ketua tim pengelola *Whistleblowing System* (WBS) II adalah Direktur Utama dan Anggota Direktur dan Anggota Komite Audit;
3. Tim pengelola *Whistleblowing System* (WBS) III yang menangani pelaporan dengan terduga pelaku pelanggaran adalah Direksi, Komisaris dan organ Pendukung Dewan Komisaris. Ketua Tim Pengelola *Whistleblowing System* (WBS) III adalah Komisaris Utama dan anggota adalah anggota Komisaris, Direksi dan Anggota Komite Audit.

1. The *Whistleblowing System* (WBS) I management team that handles reports where the alleged perpetrators are employees. The head of the *Whistleblowing System* (WBS) I management team is the Corporate Secretary and members are the Vice President of HR Management, Vice President of Law and members of KPMR.
2. The *Whistleblowing System* (WBS) II management team that handles reports with suspected violators are employees who serve as the *Whistleblowing System* (WBS) I management team. The head of the *Whistleblowing System* (WBS) II management team is the President Director and members of the Director and Audit Committee;
3. The *Whistleblowing System* (WBS) III management team that handles reporting with suspected violators is the Board of Directors, Commissioners and supporting organs of the Board of Commissioners. The Chairman of the *Whistleblowing System* (WBS) III Management Team is the President Commissioner and members are members of the Commissioners, Directors and Audit Committee Members.

JENIS PELANGGARAN YANG DAPAT DILAPORKAN

Kategori Pelanggaran yang dapat dilaporkan pada *Whistleblowing System* mengacu pada Surat Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero) Nomor: SK.152/HK.002/ASDP-2021 tentang

ELIGIBLE TYPES OF VIOLATIONS FOR REPORTING

Categories of violations that can be reported on the Whistleblowing System refer to the Joint Decree of the Board of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero) Number: SK.152/HK.002/ASDP-2021



Perubahan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor SK.806/HK.002/ ASDP-2020 tentang Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System*) PT ASDP Indonesia Ferry (Persero) adalah sebagai berikut:

1. Gratifikasi;
2. Kecurangan (*Fraud*);
3. Korupsi;
4. Menyuap dan/atau menerima suap;
5. Pemerasan;
6. Benturan Kepentingan;
7. Pembocoran rahasia perusahaan;
8. Pelanggaran Etika/Perbuatan asusila'
9. Pencurian;
10. Penggelapan Aset;
11. Penipuan, dan;
12. Tindakan melanggar hukum dan kebijakan/prosedur perusahaan.

PRINSIP UTAMA WHISTLEBLOWING SYSTEM

Prinsip utama dari *Whistleblowing System* adalah bahwa kegiatan perusahaan harus senantiasa dalam keadaan tertib, bersih dan tidak berpengaruh oleh pihak manapun (*Independent*), serta bertindak sesuai Anggaran Dasar dan RUPS yang telah disahkan, yang pelaksanaannya sesuai dengan prinsip-prinsip *Good Corporate Governance*.

SOSIALISASI WHISTLEBLOWING SYSTEM

Perusahaan secara konsisten mengadakan sosialisasi *Whistleblowing System* dengan berbagai cara dalam rangka meningkatkan pemahaman mengenai *Whistleblowing System* di seluruh tingkatan dalam organisasi. Salah satu yang dilakukan perusahaan adalah dengan melakukan penyebarluasan *softcopy* Pedoman *Whistleblowing System*, *Code of Conduct* dan *Code of Corporate Governance* melalui surat elektronik kepada seluruh karyawan perusahaan. Sosialisasi Pedoman *Whistleblowing System* juga dilakukan oleh perusahaan baik terhadap pihak internal maupun eksternal melalui situs *website* perusahaan untuk memberikan pemahaman atas kebijakan Pelaporan Dugaan Pelanggaran (*Whistleblowing System*).

concerning Amendments to the Joint Decree of the Board of Commissioners and Directors Number SK.806/HK.002/ ASDP-2020 concerning the Whistleblowing System of PT ASDP Indonesia Ferry (Persero) are as follows:

1. Gratuities;
2. Fraud;
3. Corruption;
4. Bribing and/or accepting bribes;
5. Blackmail;
6. Conflict of Interest;
7. Leakage of company secrets;
8. Ethics violations/immoral acts;
9. Theft;
10. Asset Embezzlement;
11. Scam, and;
12. Violation of the laws and the Company's procedures/policy.

CORE PRINCIPLES OF WHISTLEBLOWING SYSTEM

The core principles of Whistleblowing System are that company activities must always be orderly, honest, and independent (not influenced by any party), and implemented according to the approved Articles of Association and and General Meeting of Shareholders (GMS), as well as the principles of Good Corporate Governance.

SOCIALIZATION OF WHISTLEBLOWING SYSTEM

The Company consistently socializes the Whistleblowing System in various ways in order to increase understanding of the Whistleblowing System at all levels in the organization. One of the things company does is by disseminating softcopies of the Whistleblowing System Guidelines, Code of Conduct and Code of Corporate Governance through electronic mail to all employees of the Company. Socialization of the Whistleblowing System Guidelines is also carried out by the company to both internal and external parties through the company's website to provide an understanding of the Whistleblowing System policy.

MEDIA PELAPORAN DAN MEKANISME WHISTLEBLOWING SYSTEM

Media Pelapor yang disediakan perusahaan di antaranya melalui surat, *email*, aplikasi WBS maupun disampaikan secara langsung kepada Sekretariat WBS. Setiap indikasi adanya pelanggaran dapat disampaikan Sekretariat Pelaporan Dugaan Pelanggaran untuk selanjutnya disampaikan kepada Tim Pengelola *Whistleblowing System*. Laporan atau pengaduan atas pelanggaran akan ditangani melalui langkah-langkah sebagai berikut:

1. Memperlakukan setiap pengaduan baik dari sumber internal maupun eksternal perusahaan sebagai informasi rahasia;
2. Melindungi pihak yang memberikan laporan dan pengaduan atas dugaan perilaku menyimpang;
3. Tindak lanjut dari pelaporan dan pengaduan terhadap dugaan perilaku menyimpang adalah pemeriksaan kebenaran atas dugaan penyimpangan tersebut; dan
4. Pelaporan atas dugaan penyimpangan yang dilakukan oleh anggota Direksi disampaikan kepada Dewan Komisaris.

Setiap laporan yang masuk kemudian dipelajari, diklasifikasi, dan ditindaklanjuti melalui penyelidikan yang mendalam berdasarkan perolehan fakta. Keputusan terhadap terbukti/tidaknya pelaporan tersebut akan dibuat dan diambil berdasarkan pertimbangan akibat tindakan, derajat kesengajaan, serta motif tindakan.

REPORTING MEDIA AND WHISTLEBLOWING SYSTEM MECHANISM

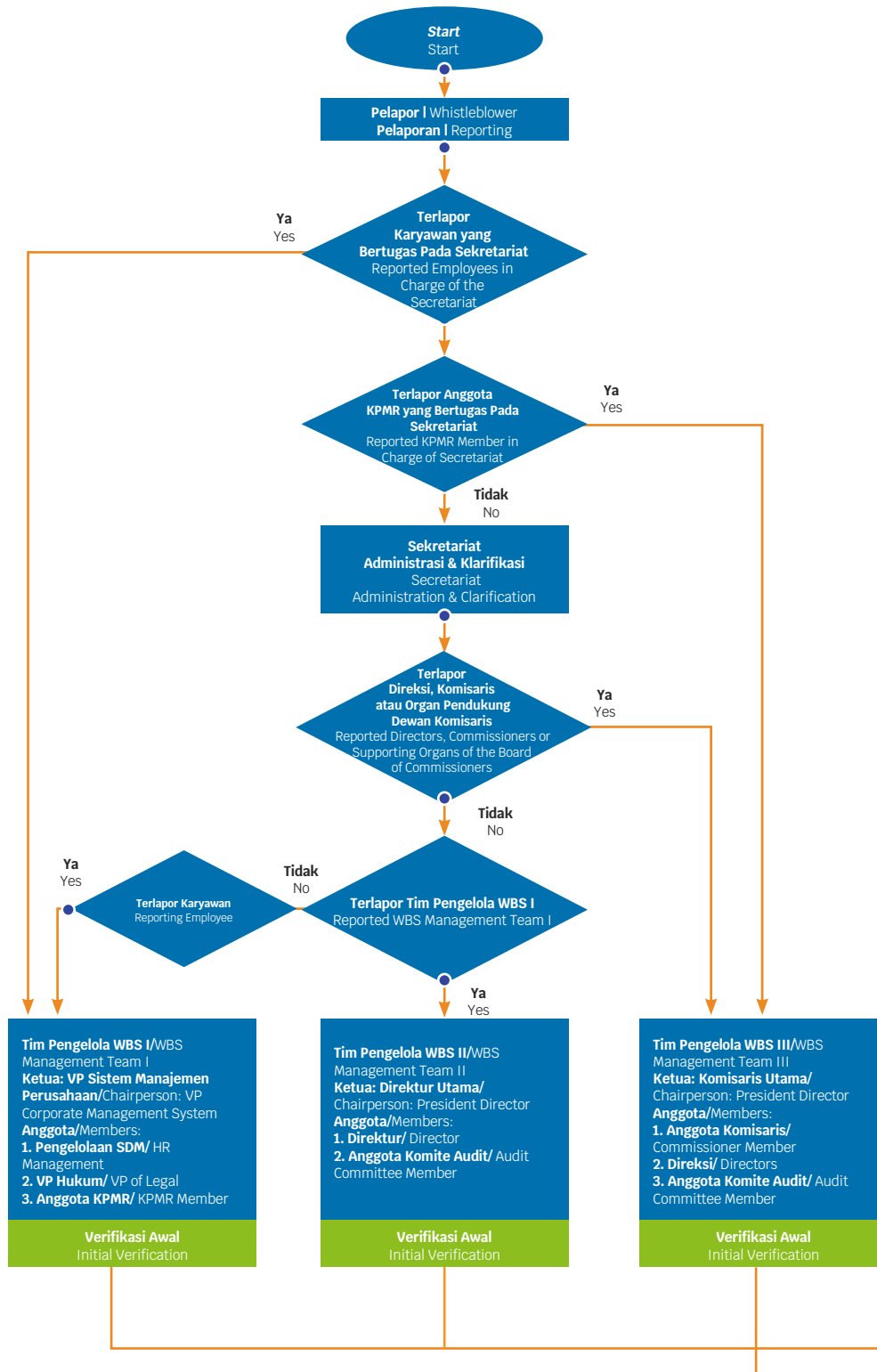
Whistleblower media provided by the company include mail, email, WBS application or submitted directly to the WBS Secretariat. Any indication of a violation can be submitted by the Secretariat of Alleged Violation Reporting to be further submitted to the Whistleblowing System Management Team. Reports or complaints of violations will be handled through the following steps:

1. Treat any complaints from both internal and external sources of the company as confidential information;
2. Protect parties who provide reports and complaints of alleged deviant behavior;
3. The follow-up to reporting and complaints of alleged deviant behavior is an examination of the truth of the alleged misconduct; and
4. Report on alleged misconduct committed by members of the Board of Directors is submitted to the Board of Commissioners.

Each incoming report is then studied, classified, and followed up through an in-depth investigation based on the acquisition of facts. A decision on whether or not the report is proven will be made and taken based on consideration of the consequences of the action, the degree of intent, and the motive for the action.



Alur Mekanisme Sistem Pelaporan Dugaan Pelanggaran Flow of Alleged Violation Reporting System Mechanism





KOMUNIKASI DENGAN PELAPOR

Komunikasi dengan pelapor akan dilakukan melalui tim pengelola *Whistleblowing System* (WBS). Dalam komunikasi ini, pelapor juga akan memperoleh informasi mengenai penanganan kasus yang dilaporkannya, apakah dapat ditindaklanjuti atau tidak. Bila pelapor adalah Karyawan ASDP, maka ASDP memberikan informasi perkembangan penanganan hasil Pelaporan dugaan pelanggaran (*whistleblowing*) tersebut. Pemberian informasi ini dilakukan dengan mengingat asas kerahasiaan antara Pelapor dengan ASDP. Pembocoran sifat kerahasiaan ini oleh Pelapor akan menghapuskan kewajiban ASDP atas jaminan kerahasiaan yang diberikan kepadanya dan dalam kasus tertentu dapat mengakibatkan hilangnya perlindungan kepada Pelapor. Dalam hal Pelapor adalah orang luar dan bukan Karyawan ASDP, kebijakan komunikasi dengan Pelapor ini dapat diberikan kepadanya. Hal ini berlaku bila bersedia menandatangani kesepakatan tertulis tentang kerahasiaan informasi baik yang ia terima dari ASDP, maupun yang disampaikan kepada ASDP.

PELINDUNGAN TERHADAP PELAPOR

Perusahaan memberikan perlindungan terhadap pelapor meliputi perlindungan kerahasiaan atas identitas pelapor, perlindungan atas tindakan balasan dari terlapor, perlindungan dari pemecatan penurunan jabatan atau *grade*, penundaan kenaikan *grade*, dan tekanan tindakan fisik. Setiap pelapor berhak mendapat perlindungan dengan sejumlah ketentuan yang berlaku dalam pelaksanaan *Whistleblowing System* ASDP, mencakup:

1. Setiap anggota Dewan Komisaris, Direksi, Komite-Komite yang ada serta karyawan dapat menyampaikan laporan mengenai dugaan pelanggaran terhadap *Code of Conduct* kepada perusahaan secara pribadi, melalui surat, maupun *e-mail*.
2. Semua pelapor harus mencantumkan identitasnya dengan jelas. Pelaporan yang dilakukan tanpa identitas akan diperlakukan sebatas informasi awal, sedangkan tindak lanjut atas pelaporan tersebut akan diputuskan oleh Sekretariat WBS.
3. Identitas pelapor akan dirahasiakan, kecuali apabila timbul hal-hal sebagai berikut:
 - a. Identitas pelapor diperlukan dalam kaitan dengan laporan atau penyidikan yang dilakukan oleh Pemerintah;
 - b. Isi pelaporan sejalan dengan kepentingan perusahaan dan sejalan dengan tujuan *Code of Conduct* ini; dan
 - c. Identitas pelapor diperlukan untuk mempertahankan posisi ASDP di depan hukum.

COMMUNICATION WITH WHISTLEBLOWER

Communication with the whistleblower will be conducted through the Whistleblowing System (WBS). In this communication, the whistleblower will also receive information on the progress of the reported case, and whether it can be acted upon or not. If the whistleblower is an ASDP Employee, ASDP shall provide information on the progress of the report. This information is provided by taking the confidentiality nature between the Whistleblower and ASDP into account. If the whistleblower compromises the confidentiality of the report, ASDP will be exempted from the obligation to guarantee the confidentiality, and in certain cases it may render the Whistleblower protection null. If the Whistleblower is an external party and not an employee of ASDP, the policy of communication with the Whistleblower shall be provided to them. This applies if the whistleblower is willing to sign a written non-disclosure agreement of the information they receive from and give to ASDP

WHISTLEBLOWER PROTECTION

The Company provides protection to the whistleblower by keeping their identity confidential, protecting them against retaliation, protecting them against demotion or delayed promotion, and physical harassment. Every whistleblower is entitled to the Company's protection in accordance with the applicable requirements for the implementation of ASDP Whistleblowing System, including:

1. Every member of the Board of Commissioners, Directors, Committees, and all employees are invited to report suspected violations of Code of Conduct to the company in person, via mail or e-mail.
2. The whistleblower should clearly specify their identity. Anonymous reports will be treated as preliminary information and a follow-up on this type of report will be determined by the WBS Secretariat.
3. The whistleblower's identity will be held confidential, unless the following situations arise:
 - a. The whistleblower's identity is required for the purpose of the investigation conducted by the Government;
 - b. The content of the report is in line with the the Company's interests and the purpose of Code of Conduct; and
 - c. The whistleblower's identity is required to maintain ASDP's legal position.

4. Pelapor berhak mendapat perlindungan, termasuk imunitas administrasi, dari Direksi dan jajaran manajemen ASDP.
5. Setiap laporan pelanggaran dan/atau penyimpangan wajib bersifat tidak memihak suku, ras, agama, dan golongan tertentu. Laporan juga tidak diperkenankan bersifat fitnah, atau berisi keluhan pribadi, serta tidak terkait dengan *Code of Conduct* ASDP.
6. Pelaporan tidak akan dikenakan hukuman apapun karena tindakan pelaporannya, kecuali apabila yang bersangkutan terlibat dalam pelanggaran tersebut atau laporan merupakan fitnah.
7. Sekretariat WBS dan Tim Pengelola WBS bekerja dengan berpegang pada asas praduga tak bersalah.

Informasi mengenai tindak lanjut yang sedang dilakukan disampaikan secara rahasia kepada pelapor melalui fasilitas saluran pelaporan (telepon, surat, *email*) yang independen, bebas, dan bersifat rahasia bagi pelapor demi terlaksananya proses pelaporan yang sehat dan aman.

PELAPORAN DAN PENANGANAN PENGADUAN SERTA TINDAK LANJUTNYA

Sepanjang tahun 2022, tidak terdapat laporan dugaan pelanggaran yang masuk di Sekretariat *Whistleblowing System* sehingga tidak ada laporan dugaan pelanggaran yang perlu di Administrasi, Klasifikasi dan Klarifikasi atas laporan dugaan pelanggaran yang masuk dan diteruskan kepada Tim Pengelola *Whistleblowing System*.

4. The whistleblower is entitled to protection given by ASDP Board of Directors and management, including the immunity from administration.
5. Any reports of violation and/or deviation must be free from bias relating to certain ethnicity, race, religion, and group. Reports must not contain defamation or personal complaints, and any relations to ASDP Code of Conduct.
6. There will be no disciplinary actions taken due to the report itself, unless the whistleblower is involved in the violation or unless it contains defamation.
7. WBS Secretariat and WBS Managing Team apply the presumption of innocent principle in performing their duties.

Information on the ongoing follow-up shall be communicated confidentially to the whistleblower via reporting channel facilities (telephone, mail, email) which are independent, free, and confidential for the proper and safe investigation process.

WHISTLEBLOWING AND COMPLAINTS HANDLING

Throughout 2022, there were no reports of alleged violations that entered the Whistleblowing System Secretariat so that there were no reports of alleged violations that needed to be administered, classified and clarified on the incoming alleged violation reports and forwarded to the Whistleblowing System Management Team.



KEBIJAKAN ANTI KORUPSI DAN PENGENDALIAN GRATIFIKASI

ANTI-CORRUPTION AND GRATIFICATION CONTROL POLICY

PROGRAM DAN PROSEDUR

Kebijakan Anti Korupsi dan Pengendalian Gratifikasi merupakan komitmen perusahaan untuk menciptakan iklim usaha yang sehat, menghindari tindakan atau perilaku yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN) serta selalu mengutamakan kepentingan perusahaan di atas kepentingan pribadi, keluarga, kelompok ataupun golongan. Perusahaan mendorong Dewan Komisaris, Direksi dan seluruh Insan ASDP untuk senantiasa menjunjung tinggi nilai sportifitas, profesionalisme, persaingan yang sehat dan prinsip-prinsip GCG.

Kebijakan anti korupsi di lingkungan perusahaan dijalankan sesuai ketentuan Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi. Berdasarkan ketentuan tersebut perusahaan telah menerbitkan Surat Edaran Direksi Nomor: SE.0035/UM.008/ASDP-2020 tanggal 17 Agustus 2020 tentang Kebijakan dan Sosialisasi Sistem Manajemen Anti Penyuapan sebagai Pelaksanaan Tata Kelola Perusahaan yang Baik (GCG), Keputusan Direksi Nomor: KD.446/HK.002/ASDP-2020 tanggal 10 Desember 2020 tentang Sistem Manajemen Anti Penyuapan (SMAP) di Lingkungan PT ASDP Indonesia Ferry (Persero) dan Keputusan Direksi Nomor: KD.13/HK.002/ASDP-2021 tanggal 19 Januari 2021 tentang Pedoman Penerimaan dan Pemberian Hadiah dan Hiburan serta Pencegahan Penyuapan PT ASDP Indonesia Ferry (Persero).

Pengertian Gratifikasi menurut Undang-Undang nomor 20 Tahun 2001 pasal 12B adalah Pemberian dalam arti luas yakni meliputi pemberian dan/atau penerimaan hadiah/cinderamata dan hiburan, baik yang diterima di dalam negeri maupun di luar negeri dan yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik yang diberikan atau diterima oleh Insan ASDP yang terjadi karena berkaitan dengan jabatan/wewenangnya di perusahaan yang dapat menimbulkan benturan kepentingan dan/atau mempengaruhi independensinya dalam bekerja serta berlawanan dengan kewajiban atau tugasnya. Dalam proses penerapannya, manajemen berkomitmen untuk mendukung kebijakan tersebut melalui penandatanganan pakta integritas.

PROGRAMS AND PROCEDURES

The Anti-Corruption and Gratification Control Policy is the company's commitment to create a healthy business climate, avoid actions or behaviors that can lead to conflicts of interest, Corruption, Collusion and Nepotism (KKN) and always prioritize the interests of the company over personal, family, group or group interests. The Company encourages the Board of Commissioners, Board of Directors and all ASDP personnel to always uphold the values of sportsmanship, professionalism, fair competition and GCG principles.

Anti-corruption policies within the company are carried out in accordance with the provisions of Law No. 20 of 2001 concerning Amendments to Law No. 31 of 1999 concerning Eradication of Corruption. Based on these provisions, the company has issued Circular Letter of the Board of Directors Number: SE.0035/UM.008/ASDP-2020 dated 17 August 2020 concerning Policy and Socialization of the Anti-Bribery Management System as an Implementation of Good Corporate Governance (GCG), Decision of the Board of Directors Number: KD.446/HK.002/ASDP-2020 dated December 10, 2020 concerning the Anti-Bribery Management System (SMAP) within PT ASDP Indonesia Ferry (Persero) and Board of Directors Decree Number: KD.13/HK.002/ASDP-2021 dated January 19, 2021 concerning Guidelines for Receiving and Providing Gifts and Entertainment and Prevention of Bribery of PT ASDP Indonesia Ferry (Persero).

The definition of Gratification according to Law No. 20/2001 Article 12B is Giving in a broad sense, which includes the giving and/or receiving of gifts/common souvenirs and entertainment, both received domestically and abroad and conducted using electronic means or without electronic means given or received by ASDP personnel that occurs because it is related to their position/authority in company that can lead to conflicts of interest and/or affect their independence in working and contrary to their obligations or duties. In the implementation process, the management is committed to supporting the policy through the signing of an integrity pact.

SOSIALISASI KEBIJAKAN ANTI KORUPSI DAN KEBIJAKAN GRATIFIKASI

Kebijakan Anti Korupsi dan Pengendalian Gratifikasi disosialisasikan kepada seluruh jenjang organisasi perusahaan dan para pemangku kepentingan. Selama tahun 2022, Divisi Sistem Manajemen perusahaan yang memiliki fungsi *Good Corporate Governance* telah beberapa kali melakukan kegiatan sosialisasi tentang gratifikasi di antaranya, baik itu yang sifatnya rutin maupun yang sifatnya insidental. Sosialisasi telah dilakukan baik melalui tatap muka di seluruh unit kerja kantor Pusat, Regional dan Cabang. Sementara itu, sosialisasi lainnya dilakukan dalam bentuk Surat Edaran Direksi, media promosi seperti banner dan poster serta *website* perusahaan sebagai berikut:

1. Imbauan Pencegahan dan Pengendalian Gratifikasi melalui Surat Edaran Direksi Nomor SE.0173/UM.003/ASDP-2022 tanggal 25 April 2022.
2. Imbauan pencegahan dan pengendalian gratifikasi di lingkungan PT ASDP Indonesia Ferry (Persero) sesuai Surat Edaran Direksi Nomor SE.1048/UM.001/ASDP-2022 tanggal 21 Desember 2022.
3. Pelaksanaan Sosialisasi Video GCG (*Good Corporate Governance*) PT ASDP Indonesia Ferry (Persero) kepada Kepala Unit Kerja Kantor Pusat melalui Nota dinas VP SMP Nomor: 0049/ND-SMP/III/ASDP-2022 tanggal 25 Maret 2022 dan kantor Regional dan Cabang melalui Surat VP SMP Nomor: UM.003/0124/III/ASDP-2022 tanggal 25 Maret 2022
4. Rapat Sosialisasi Survei Pemahaman Terhadap GCG dan SMAP serta Pemenuhan Indikator SMAP tahun buku 2021 untuk PIC GCG dan SMAP Kantor Regional & Kantor Cabang pada 21 Januari 2022 dan Penyampaian Hasil Survei Pemahaman GCG dan SMAP Kantor Pusat, Kantor Regional dan Cabang PT ASDP Indonesia Ferry (Persero) kepada:
 - a. Kepala Unit Kerja Kantor Pusat
Nota dinas VP SMP Nomor UM.009/0106/III/ASDP-2022 tanggal 17 Maret 2022.
 - b. SGM dan GM
Surat VP SMP Nomor UM.009/0106/III/ASDP-2022 tanggal 17 Maret 2022.

SOCIALIZATION OF ANTI-CORRUPTION POLICIES AND GRATIFICATION POLICIES

The Anti-Corruption and Gratification Control Policy is socialized to all levels of the company's organization and stakeholders. During 2022, the Corporate Management System Division, which has the function of Good Corporate Governance, has conducted several socialization activities on gratuities, both routine and incidental. Socialization has been carried out both face-to-face in all work units of the Head Office, Regional and Branch offices. Meanwhile, other socialization is carried out in the form of Circular Letters of the Board of Directors, promotional media such as banners and posters and the company's website as follows:

1. Appeal for Gratification Prevention and Control through the Circular Letter of the Board of Directors Number SE.0173/UM.003/ASDP-2022 dated April 25, 2022.
2. Appeal for the prevention and control of gratuities within PT ASDP Indonesia Ferry (Persero) in accordance with the Circular Letter of the Board of Directors Number SE.1048/UM.001/ASDP-2022 dated December 21, 2022.
3. Implementation of the GCG (*Good Corporate Governance*) Video Socialization of PT ASDP Indonesia Ferry (Persero) to the Head of the Head Office Work Unit through the VP SMP official memorandum Number: 0049/ND-SMP/III/ASDP-2022 dated March 25, 2022 and Regional and Branch offices through the VP of Information Management System (SMP) Letter Number: UM.003/0124/III/ASDP-2022 dated March 25, 2022.
4. Socialization Meeting regarding Survey of Understanding for GCG and SMAP and Fulfillment of SMAP Indicators in the 2021 fiscal year for GCG and SMAP Regional Offices & Branch Offices PICs on January 21, 2022 and Submission of Survey Results on Understanding of GCG and SMAP in Head Office, Regional Offices and Branches of PT ASDP Indonesia Ferry (Persero) to:
 - a. Head of Head Office Work Unit
VP of Information Management System (SMP) official memorandum Number UM.009/0106/III/ASDP-2022 dated March 17, 2022.
 - b. SGM and GM
VP of Information Management System (SMP) Letter Number UM.009/0106/III/ASDP-2022 dated March 17, 2022.



PENGENDALIAN GRATIFIKASI

Gratifikasi merupakan pemberian/penerimaan uang/ setara uang, barang, rabat (*discount*), komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma dan fasilitas lainnya dengan nilai berapapun, baik yang diterima di dalam negeri maupun di luar negeri, dan yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik yang dilakukan oleh Insan ASDP terkait dengan wewenang/jabatannya di ASDP, sehingga dapat menimbulkan benturan kepentingan di masa yang akan datang. Batasan pemberian yang diperbolehkan adalah sebagai berikut maksimal 1 juta rupiah dalam satu tahun pada satu orang penerima yang sama dengan tidak berbentuk uang.

LAPORAN PENERIMAAN GRATIFIKASI TAHUN 2022

Pelaksanaan Pengendalian Gratifikasi Insan ASDP Indonesia Ferry (Persero) di tahun 2022. Unit Pengendali Gratifikasi (UPG) belum ada menerima laporan penerimaan, penolakan atau pemberian gratifikasi dari Insan ASDP Indonesia Ferry (Persero) sehingga belum ada laporan penerimaan, penolakan dan pemberian gratifikasi yang harus disalurkan kepada KPK untuk dianalisis dan penetapan status kepemilikannya oleh KPK.

GRATUITY CONTROL

Gratuity refers to the action of giving/receiving money/money equivalent, goods, rebates (*discount*), commissions, interest-free loans, travel tickets, accommodation facilities, travel, free healthcare treatment, and other facilities of any value. This definition applies regardless of the fact that it is received at home or abroad, given or received by ASDP personnel through electronic or non-electronic means, whether it occurs in relation to their position/authority in ASDP that could cause conflict of interest in the future. The acceptable limit of gift is at the maximum value of 1 million rupiah (non-cash) in one year for the same recipient.

GRATIFICATION REPORT IN 2022

Gratification Control were implemented for ASDP Indonesia Ferry (Persero) personnel in 2022. As a result, there are no reports of receiving, rejecting, or giving gratuities that need to be forwarded to the KPK for analysis and determination of their ownership status since the ASDP Indonesia Ferry (Persero) staff has not reported receiving, rejecting, or giving any gratuities.

PENGELOLAAN LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

MANAGEMENT OF STATE OFFICIALS' WEALTH REPORTS (LHKPN)

Perusahaan mendukung program Pemerintah dalam upaya pemberantasan korupsi dan menciptakan kegiatan usaha yang bersih salah satunya melalui pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). ASDP mewajibkan pejabat struktural sampai dengan dua tingkat di bawah Direksi untuk menyampaikan laporan harta kekayaannya kepada Komisi Pemberantasan Korupsi Republik Indonesia.

The Company supports the Government's program to eradicate corruption and create clean business activities, one of which is through the management of the State Organizer's Asset Report (LHKPN). ASDP requires structural officials up to two levels below the Board of Directors to submit their wealth reports to the Corruption Eradication Commission of the Republic of Indonesia.

DASAR HUKUM

Dasar hukum Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di lingkungan ASDP mengacu pada ketentuan sebagai berikut:

1. Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari KKN;
2. Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi;
3. Peraturan Komisi Pemberantasan Korupsi No. 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Pejabat Negara;
4. Surat Edaran Pimpinan Komisi Pemberantasan Korupsi No. 08/01/10/2016 tentang Pendukung Teknis Penyampaian LHKPN pada masa Peralihan.

KEBIJAKAN PENYAMPAIAN DAN PENGELOLAAN LHKPN

Perusahaan telah menetapkan kebijakan mengenai Penyampaian dan Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) berdasarkan Keputusan Direksi Nomor KD.175/PA-109/ASDP-2017 tentang Penyampaian LHKPN Melalui Sistem e-LHKPN di lingkungan PT ASDP Indonesia Ferry (Persero). Kebijakan ini merupakan komitmen ASDP terhadap penyelenggaraan LHKPN yang mengatur tata cara penyampaian, pengelolaan LHKPN, Pegawai yang diwajibkan untuk menyampaikan LHKPN dan sanksi bagi pegawai terkait yang tidak melaporkan LHKPN. Selain itu, perusahaan juga menetapkan Surat Keputusan Direksi Nomor SK.631/PA.105/ASDP-2021 tentang Penunjukan Administrator Instansi dan Administrator Unit Kerja Aplikasi e-Registration Laporan Harta Kekayaan Penyelenggara Negara (e-LHKPN) di lingkungan PT ASDP Indonesia Ferry (Persero).

PENGELOLA LHKPN

Pengelolaan LHKPN di Lingkungan PT ASDP Indonesia Ferry (Persero) dikoordinasikan oleh Vice President Pengelolaan SDM pada Divisi SDM dengan rincian tugas sebagai berikut:

1. Berkoordinasi dengan KPK dalam hal:
 - a. *Monitoring* dan evaluasi terhadap kepatuhan wajib LHKPN dalam pelaporan dan mengumumkan harta kekayaannya;

LEGAL BASIS

The legal basis for the Management of the State Officials Wealth Report (LHKPN) within ASDP refers to the following provisions:

1. Law No. 28/1999 on Clean and Free State Administration;
2. Law No. 30/2002 on the Corruption Eradication Commission;
3. Corruption Eradication Commission Regulation No. 07/2016 on Procedures for Registration, Announcement and Examination of State Officials' Wealth;
4. Circular Letter of the Chairman of the Corruption Eradication Commission No. 08/01/10/2016 concerning Technical Support for Submission of LHKPN during the Transitional Period.

LHKPN SUBMISSION AND MANAGEMENT POLICY

The Company has established a policy regarding the Submission and Management of the State Officials Wealth Report (LHKPN) based on the Decree of the Board of Directors Number KD.175/PA-109/ASDP-2017 concerning Submission of LHKPN through the e-LHKPN System within PT ASDP Indonesia Ferry (Persero). This policy is ASDP's commitment to the implementation of LHKPN which regulates the procedures for submission, management of LHKPN, employees who are required to submit LHKPN and sanctions for related employees who do not report LHKPN. In addition, the Company also stipulates the Decree of the Board of Directors Number SK.631/PA.105/ASDP-2021 concerning the Appointment of Agency Administrators and Work Unit Administrators for the e-Registration of State Officials Wealth Report (e-LHKPN) application within PT ASDP Indonesia Ferry (Persero).

LHKPN MANAGEMENT

LHKPN Management within PT ASDP Indonesia Ferry (Persero) is coordinated by the Vice President of HR Management at the HR Division with the following task details:

1. Coordinating with KPK in terms of:
 - a. Monitoring and evaluation of compliance with LHKPN obligations in reporting and announcing their assets;



- b. Pemanfaatan Aplikasi e-LHKPN melalui www.elhkpn.kpk.go.id;
- c. Pemberian sosialisasi kewajiban LHKPN dan bimbingan teknis mengenai tata cara pengisian LHKPN.
2. Melakukan Verifikasi terhadap data yang disampaikan oleh KPK mengenai kepatuhan Wajib Laporkan LHKPN dan menyampaikan hasil verifikasi tersebut kepada KPK;
3. Menyampaikan data kepada KPK mengenai data kepegawaian dan data setiap adanya perubahan jabatan Wajib Laporkan LHKPN;
4. Melakukan pemutakhiran data sebagaimana dimaksud dalam aplikasi e-LHKPN;
5. Mengingatkan Wajib LHKPN untuk mematuhi kewajiban penyampaian dan pengumuman LHKPN.

MEKANISME PELAPORAN LHKPN

Pelaporan harta kekayaan pejabat perusahaan dilakukan dengan mekanisme yang mengacu pada Undang-Undang No. 28 tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme di mana penyelenggara berkewajiban untuk:

1. Bersedia diperiksa kekayaannya sebelum, selama dan sesudah menjabat;
2. Melaporkan dan mengumumkan kekayaannya sebelum dan setelah menjabat.

Laporan LHKPN tahun 2022

Pada tahun 2022, total pejabat wajib lapor di perusahaan berjumlah 6 orang Direksi, 6 orang Dewan Komisaris dan 282 orang pejabat sampai dengan dua tingkat dibawah Direksi. Penyampaian LHKPN tahun 2022 untuk organ Dewan Komisaris dan Direksi telah mencapai 100% dan pejabat sampai dengan dua tingkat dibawah Direksi telah mencapai 100% atau sebanyak 282 orang.

- b. Utilization of e-LHKPN Application through www.elhkpn.kpk.go.id;
- c. Providing socialization of LHKPN obligations and technical guidance on procedures for filling out LHKPN.
2. Verifying the data delivered by KPK regarding the eligible employees and communicating the verification results to KPK;
3. Providing employment data of the eligible employees to KPK as well as the updates if there are any changes to them;
4. Updating the data as needed in e-LHKPN application;
5. Giving reminders to the eligible employees to submit their LHKPN

LHKPN SUBMISSION PROCEDURE

The reporting of assets of company officials is conducted with a mechanism that refers to Law No. 28 of 1999 concerning Clean and Free State Administrators from Corruption, Collusion and Nepotism where the organizers are obliged to:

1. Cooperate with the audit of their wealth before, during, and after they are in office;
2. Report and declare their wealth before and after they are in office

LHKPN report in 2022

In 2022, the total number of mandatory reporting officials in the company amounted to 6 Directors, 6 Board of Commissioners and 282 officials up to two levels below the Board of Directors. The submission of LHKPN in 2022 for the Board of Commissioners and the Board of Directors has reached 100% and officials up to two levels below the Board of Directors has reached 100% or 282 people.

TRANSPARANSI PRAKTIK KEPATUHAN TRANSPARENCY OF COMPLIANCE PRACTICES

KETIDAKSESUAIAN PENYAJIAN LAPORAN TAHUNAN DAN LAPORAN KEUANGAN DENGAN PERATURAN YANG BERLAKU DAN STANDAR AKUNTANSI KEUANGAN (SAK)

Berbagai informasi, analisa dan pembahasan kinerja pada laporan tahunan ini mengacu pada Laporan Keuangan perusahaan untuk tahun-tahun yang berakhir 31 Desember 2021 yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan, Laporan keuangan konsolidasian perusahaan disusun dan disajikan sesuai Standar Akuntansi Keuangan (SAK) di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan (“DSAK”) Ikatan Akuntan Indonesia dan Peraturan Pasar Modal yang berlaku antara lain Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No. VIII.G.7 tentang Pedoman Penyajian Laporan Keuangan, keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

PENGUNGKAPAN SEGMENT OPERASI PADA LAPORAN KEUANGAN

Sebagaimana yang tercantum dalam PSAK No. 5 (Penyesuaian 2015) tentang Segmen Operasi dan untuk kepentingan manajemen, perusahaan telah menyajikannya menurut pengelompokan (segment) jenis usaha dan berdasarkan geografis sebagai bentuk pelaporan segmen operasi, seperti yang telah disampaikan dalam Laporan Keuangan Audit tahun buku 2022 catatan “Informasi Segmen”.

KESESUAIAN BUKU LAPORAN TAHUNAN DAN LAPORAN TAHUNAN DIGITAL

Laporan Tahunan perusahaan baik yang disampaikan kepada pemegang saham, investor, pemangku kepentingan, maupun yang telah diunggah pada situs web resmi perusahaan telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh perusahaan.

NON-COMPLIANCE OF ANNUAL REPORT AND FINANCIAL STATEMENTS PRESENTATION WITH APPLICABLE REGULATIONS AND FINANCIAL ACCOUNTING STANDARDS (SAK)

Various information, analysis and discussion of performance in this annual report refer to the Company’s Financial Statements for the years ended December 31, 2021 which have been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan, The Company’s consolidated financial statements are prepared and presented in accordance with Indonesian Financial Accounting Standards (SAK), namely the Statement of Financial Accounting Standards (PSAK), which includes Statements and Interpretations issued by the Financial Accounting Standards Board (“DSAK”) of the Indonesian Institute of Accountants and applicable Capital Market Regulations, among others, the Regulation of the Capital Market Supervisory Agency and Financial Institutions (Bapepam-LK) No. VIII.G.7 regarding Guidelines for the Presentation of Financial Statements, Decree of the Head of Bapepam-LK No. KEP-347/BL/2012 regarding Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

DISCLOSURE OF OPERATING SEGMENTS IN THE FINANCIAL STATEMENTS

As stated in PSAK No. 5 (Adjustment 2015) regarding Operating Segments and for the benefit of management, company has presented it by grouping (segment) type of business and by geography as a form of operating segment reporting, as presented in the Audited Financial Statements for the 2022 fiscal year, in the note section, “Segment Information”.

CONFORMANCE OF PRINTED ANNUAL AND DIGITAL ANNUAL REPORT

The Company’s Annual Report, whether submitted to shareholders, investors, stakeholders, or uploaded on company’s official website, is in accordance with the Annual Report book printed and published by company.



LAPORAN ATAS AKTIVITAS PERUSAHAAN YANG MENCEMARI LINGKUNGAN

Sepanjang tahun 2022, perusahaan tidak pernah mendapatkan adanya laporan atas aktivitas perusahaan yang mencemari lingkungan. Perusahaan memberikan perhatian terhadap seluruh aspek dalam kegiatan bisnis perusahaan.

PENGUNGKAPAN PEMENUHAN KEWAJIBAN PERPAJAKAN

Hingga akhir tahun 2022, perusahaan tidak memiliki kasus yang berkaitan dengan perpajakan. Perusahaan taat dan patuh dalam membayar dan melaporkan pajak sesuai kewajibannya.

REPORTS ON ENVIRONMENTAL POLLUTION CAUSED BY COMPANY ACTIVITIES

Throughout 2022, the company never received any reports on company activities that pollute the environment. The Company pays attention to all aspects of company's business activities.

DISCLOSURE OF TAX OBLIGATIONS COMPLIANCE

Until the end of 2022, the company has no cases related to taxation. Company is obedient and compliant in paying and reporting taxes according to its obligations.

PEMBERIAN DANA KEGIATAN SOSIAL DAN/ATAU POLITIK PROVISION OF FUNDS FOR SOCIAL AND/OR POLITICAL ACTIVITIES

PEMBERIAN DANA KEGIATAN SOSIAL

Biaya yang dikeluarkan untuk kegiatan sosial merupakan bagian dari program tanggung jawab sosial dan lingkungan perusahaan. Informasi terkait Pemberian Dana Kegiatan Sosial diuraikan pada bagian Tanggung Jawab Sosial dan Lingkungan yang menjadi bagian tidak terpisahkan dalam Laporan Tahunan ini.

SOCIAL ACTIVITY FUNDING

Costs incurred for social activities are part of the Company's social and environmental responsibility program. Information related to Funding for Social Activities is described in the Social and Environmental Responsibility section which is an integral part of this Annual Report.

PEMBERIAN DANA KEGIATAN POLITIK

Perusahaan tidak diperkenankan untuk terlibat dan memberikan dana untuk kegiatan politik atau kepada partai politik. Perusahaan memiliki kebijakan terkait dengan pemberian dana kegiatan politik yang tertuang dalam Pedoman Etika perusahaan (*Code of Conduct*) PT ASDP Indonesia Ferry (Persero).

POLITICAL ACTIVITIES FUNDING

The Company is not allowed to be involved and provide funds for political activities or to political parties. Company has a policy related to the provision of funds for political activities as stated in the Code of Conduct of PT ASDP Indonesia Ferry (Persero).

KEBIJAKAN PEMBERIAN KOMPENSASI JANGKA PANJANG LONG-TERM COMPENSATION POLICY

Perusahaan bukan merupakan Perusahaan Terbuka yang mencatatkan sahamnya di Bursa serta seluruh saham perusahaan dimiliki oleh Negara Republik Indonesia. Dengan demikian, tidak terdapat kebijakan pemberian kompensasi jangka panjang seperti program kepemilikan saham oleh manajemen (*Management Stock Ownership Program/MSOP*) dan/atau program kepemilikan saham oleh karyawan (*Employee Stock Ownership Program/ESOP*).

The Company is not a publicly listed company and all of the Company's shares are owned by the Republic of Indonesia. Therefore, there is no long-term compensation policy such as management stock ownership program (MSOP) and/or employee stock ownership program (ESOP).

PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

IMPLEMENTATION OF CODE OF CORPORATE GOVERNANCE FOR PUBLIC COMPANY

Perusahaan bukan merupakan Perusahaan Terbuka yang mencatatkan sahamnya di Bursa, sehingga dengan demikian perusahaan tidak berkewajiban untuk mematuhi ketentuan-ketentuan yang terdapat dalam Pedoman Tata Kelola Perusahaan Terbuka.

The Company is not a public company listed on the Stock Exchange, therefore the Company is not obliged to comply with the provisions contained in Code of Corporate Governance for Public Company.

PENERBITAN LAPORAN TAHUNAN SECARA TERINTEGRASI INTEGRATED ANNUAL REPORT ISSUANCE

Perusahaan telah menerbitkan laporan tahunan secara terintegrasi yang mengacu pada Kriteria *Annual Report Award (ARA)* 2022. Seluruh isi yang tercantum dalam Laporan Tahunan 2022 perusahaan telah menggambarkan kinerja historis yang menggambarkan risiko, peluang dan prospek korporasi di masa mendatang yang tercantum dalam Bagian Ikhtisar Data Keuangan Penting, Bab Analisis dan Pembahasan Manajemen serta Bab Tata Kelola Perusahaan. Hal ini dimaksudkan untuk membantu pemegang saham dan pemangku kepentingan dalam memahami tujuan strategis korporasi dan kemajuannya untuk menciptakan nilai yang berkelanjutan.

The Company has published an integrated annual report that refers to the 2022 Annual Report Award (ARA) Criteria. The entire content contained in the Company's 2022 Annual Report has described the historical performance that illustrates the risks, opportunities and future prospects of the corporation listed in the Key Financial Data Overview Section, Management Discussion and Analysis Chapter and Corporate Governance Chapter. This is intended to assist shareholders and stakeholders in understanding the strategic objectives of the corporation and its progress to create sustainable value.





Tanggung Jawab Sosial dan Lingkungan

Social and Environmental Responsibility



PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAMS



Program Tanggung Jawab Sosial dan Lingkungan (TJSL) BUMN adalah kegiatan yang merupakan komitmen dan bakti perusahaan terhadap pembangunan yang berkelanjutan dengan memberikan manfaat pada ekonomi, sosial, lingkungan serta hukum dan tata kelola dengan prinsip yang lebih terintegrasi, terarah, terukur dampaknya serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis perusahaan. Program TJSL BUMN dilakukan secara sistematis dan terpadu untuk menjamin pelaksanaan, pencapaian keberhasilan serta pengelolaan dampak Program TJSL BUMN sesuai dengan prioritas dan/atau pencapaian dari tujuan Program TJSL BUMN yang berpedoman pada rencana kerja.

Implementasi CSR dimaksudkan untuk memastikan prinsip-prinsip keberlanjutan dalam bisnis dapat terlaksana dengan baik serta sebagai bagian dari kontribusi Perusahaan bagi Tujuan Pembangunan Berkelanjutan (TPB). Dalam upaya mendukung praktik keberlanjutan pula, ASDP secara konsisten menerbitkan Laporan Keberlanjutan *Sustainability Report* (SR) secara terpisah namun menjadi bagian tak terpisahkan dari Laporan Tahunan ini.

The SOE Social and Environmental Responsibility (TJSL) Program is an activity that represents the company's commitment and devotion to sustainable development by providing benefits to the economy, social, environment as well as law and governance with principles that are more integrated, focused, the impact will be measurable and accountable for, and are part of the company's business approach. The SOE TJSL Programs are conducted in a systematic and integrated manner to ensure its implementation, achievement of success and management are in accordance with the priorities and/or achievement of the program's objectives guided by a work plan.

The implementation of CSR is intended to ensure that the principles of sustainability in business can be implemented properly and as part of the Company's contribution to the Sustainable Development Goals (SDGs). In an effort to support sustainability practices, ASDP consistently publishes the Sustainability Report (SR) separately, but it is an integral part of this Annual Report.

Program TJSL BUMN dilaksanakan dengan tujuan:

1. Memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan;
2. Memberikan kontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel; dan
3. Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri, serta masyarakat sekitar perusahaan.

Dalam melaksanakan Program TJSL BUMN, perusahaan menerapkan prinsip:

1. Terintegrasi, yaitu berdasarkan analisa risiko dan proses bisnis yang memiliki keterkaitan dengan pemangku kepentingan;
2. Terarah, yaitu memiliki arah yang jelas untuk mencapai tujuan perusahaan;
3. Terukur dampaknya, yaitu memiliki kontribusi dan memberikan manfaat yang menghasilkan perubahan atau nilai tambah bagi pemangku kepentingan dan perusahaan; dan
4. Akuntabilitas, yaitu dapat dipertanggungjawabkan sehingga menjauhkan dari potensi penyalahgunaan dan penyimpangan.
5. Hukum dan tata kelola, untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

Program TJSL BUMN dilaksanakan berdasarkan pilar utama sebagai berikut:

1. Sosial, untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat;
2. Lingkungan, untuk pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan;
3. Ekonomi, untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusif, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan; dan
4. Hukum dan tata kelola, untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

Pelaksanaan Program TJSL BUMN bertransformasi melalui 5 (lima) prioritas utama yakni fokus pada dampak; perbaikan tata kelola; pemanfaatan teknologi; peningkatan keterlibatan karyawan dan peningkatan kolaborasi. Pelaksanaan TJSL BUMN juga berorientasi untuk pencapaian 17 (tujuh belas) Tujuan Pembangunan Berkelanjutan (TPB) dengan berpedoman kepada 7 (tujuh) Subjek Inti ISO 26000 sebagai Standar Global dalam pelaksanaan CSR.

The SOE TJSL Programs are implemented with the following objectives:

1. Providing benefits for economic development, social development, environmental development, as well as law and governance development for the company;
2. Contributing to the creation of added value for the company with principles that are more integrated, focused, the impact will be measurable and accountable for; and
3. Fostering micro and small businesses to be more resilient and independent, as well as communities around the company.

In implementing SOE TJSL Programs, the Company applies the principles of:

1. Integrated, which means it is based on risk analysis and business processes that related to stakeholders;
2. Focused, which means having a clear direction to achieve the company's goals;
3. Measurable impact, which means it is contributing and providing benefits that result in changes or added value for stakeholders and the company; as well as
4. Accountable, which means it can be accounted for to keep away from potential abuse and irregularities.
5. Law and governance, to achieve legal certainty and effective, transparent, accountable as well as participatory governance to create security stability and achieve a state based on law.

SOE TJSL programs are implemented based on the following main pillars:

1. Social, to achieve the fulfillment of quality basic human rights in a fair and equal manner to improve welfare for the entire community;
2. Environmental, for the sustainable management of natural resources and the environment as the support of all life;
3. Economy, to achieve quality economic growth through sustainability of employment and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy and supported by partnerships; and
4. Law and governance, to achieve legal certainty and effective, transparent, accountable as well as participatory governance to create security stability and achieve a state based on law.

The implementation of the SOE TJSL Program is transformed through 5 (five) main priorities, namely focusing on impact; improving governance; utilizing technology; increasing employee involvement and increasing collaboration. The implementation of SOE TJSL is also oriented towards achieving the 17 (seventeen) Sustainable Development Goals (SDGs) by being guided by the 7 (seven) Core Subjects of ISO 26000 as a Global Standard in the implementation of CSR.



KOMITMEN PENERAPAN TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL) PERUSAHAAN

Komitmen ASDP dalam memenuhi tanggung jawab sosial kepada seluruh pemangku kepentingan tertuang dalam pernyataan setiap Misi Perusahaan butir pertama hingga ke lima yang mana keberadaan Perusahaan selalu diupayakan untuk dapat memberikan nilai tambah bagi seluruh pemangku kepentingan. Berkaitan hal tersebut, guna memastikan tercapainya misi tersebut maka perusahaan menjalankan bisnis sesuai dengan prinsip keberlanjutan dan praktik GCG yang baik.

ASDP berkomitmen penuh untuk mendukung inisiatif pencapaian TPB Pemerintah Indonesia, sebagai bagian dari upaya memenuhi target-target pembangunan berkelanjutan skala global dalam rumusan *Sustainable Development Goals* (SDGs).

Dalam rangka mendukung keberlanjutan bisnis perusahaan yang berorientasi pada aspek ekonomi, sosial, dan lingkungan, ASDP terus melaksanakan aktivitas berkelanjutan melalui pelaksanaan Program TJSL BUMN sebagai tanggung jawab sosial perusahaan yang memberikan dampak positif dan mengurangi dampak negatif pada kegiatan yang dilakukan. Pemetaan Program TJSL BUMN didahului dengan pemetaan sosial untuk memastikan bahwa program yang dijalankan sesuai dan tepat sasaran. Proses pemetaan sosial dilakukan untuk mengidentifikasi masalah sosial yang terjadi di sekitar wilayah operasional perusahaan agar program dapat dirancang sesuai dengan kebutuhan masyarakat sekitar, sehingga program yang dilaksanakan mampu mendorong masyarakat untuk lebih berdaya dan mandiri.

Rangkaian kegiatan TJSL dilaksanakan berdasarkan kondisi aktual dan hasil pelibatan serta interaksi dengan masyarakat sekitar sebagai penerima manfaat program. Selain melibatkan masyarakat sebagai penerima manfaat, ASDP juga melakukan peningkatan kerja sama dengan pihak terkait/sinergi dengan BUMN Penyalur dalam melakukan pembinaan dan pengawasan terhadap keberlangsungan program.

LANDASAN PENERAPAN TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

ASDP dalam melaksanakan tanggung jawab sosial didasarkan terhadap peraturan perundang-undangan yang berlaku terkait TJSL. Selain itu, ruang lingkup penerapan pelaksanaan Program TJSL BUMN juga dilakukan dengan mengacu pada kerangka umum ISO 26000 sebagai standar global yang membagi kegiatan TJSL dalam tujuh subjek inti, yaitu Tata Kelola Organisasi, Hak Asasi Manusia, Praktik Ketenagakerjaan, Lingkungan, Prosedur Operasi yang wajar, Isu konsumen, serta Pelibatan dan pengembangan masyarakat.

COMMITMENT TO THE IMPLEMENTATION OF CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (TJSL/CSER)

ASDP's commitment in fulfilling social responsibility to all stakeholders is stated in the statement of each of the Company's Missions, points one to five, in which the Company's existence is always strived to provide added value to all stakeholders. In this regard, to ensure the achievement of the mission, the Company conducts business in accordance with the principles of sustainability and good GCG practices.

ASDP is fully committed to supporting the Government of Indonesia's SDG achievement initiatives, as part of efforts to meet global-scale sustainable development targets in the formulation of the Sustainable Development Goals (SDGs).

In order to support the sustainability of the company's business that is oriented towards economic, social, and environmental aspects, ASDP continues to conduct sustainable activities through the implementation of the SOE TJSL Program as a corporate social responsibility that has a positive impact and reduces the negative impact on the activities carried out. The SOE TJSL Program Mapping is preceded mapping by social mapping to ensure that the program is appropriate and on target. The social mapping process is conducted to identify social problems that occur around the company's operational areas so that programs can be designed in accordance with the needs of the surrounding community, thus, the programs implemented are able to encourage the community to be more empowered and independent.

The series of TJSL activities are implemented based on actual conditions and the results of involvement and interaction with the surrounding community as program beneficiaries. In addition to involving the community as beneficiaries, ASDP also increases cooperation with related parties/synergies with SOEs Distributors in providing guidance and supervision of program sustainability.

FOUNDATION FOR THE IMPLEMENTATION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

ASDP in implementing social responsibility is based on applicable laws and regulations related to Social and Environmental Responsibility. In addition, the scope of implementation of the SOE TJSL Program is also conducted with reference to the general framework of ISO 26000 as a global standard that divides TJSL activities into seven core subjects, namely Organizational Governance, Human Rights, Labor Practices, Environment, Fair Operating Practices, Consumer issues, and Community involvement and development.

TUJUAN PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Program TJSL BUMN bertujuan untuk memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan; berkontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel; membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta masyarakat sekitar perusahaan.

PENGELOLA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Sebagai bentuk komitmen perusahaan, ASDP telah memiliki struktur dan infrastruktur tata kelola perusahaan yang berperan untuk mendukung penerapan tata kelola berkelanjutan. Sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang perusahaan Terbatas, organ perusahaan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi, di mana Dewan Komisaris dan Direksi memiliki wewenang dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam Anggaran Dasar dan peraturan perundang-undangan, termasuk bertanggungjawab untuk memelihara keberlanjutan usaha ASDP dalam jangka panjang.

Untuk mendukung penerapan tata kelola keberlanjutan melalui penerapan Program TJSL BUMN, perusahaan telah menetapkan pengelola TJSL yang bertanggung jawab mulai dari proses perencanaan, pelaksanaan, sampai dengan pemantauan dan evaluasi penerapan TJSL di perusahaan yang berada langsung dibawah pembinaan Direktur Utama sebagai Direktur Pembina TJSL ASDP tahun 2022.

FOKUS UTAMA TJSL PERUSAHAAN

Selama tahun 2022, perusahaan memfokuskan pelaksanaan Program TJSL BUMN ke dalam 3 (tiga) bidang, yakni bidang Pendidikan, Lingkungan, dan Pengembangan UMKM.

PENCAPAIAN TJSL PERUSAHAAN TAHUN 2022

Selama tahun 2022 perusahaan telah mendapatkan beberapa penghargaan atas penerapan TJSL dan Tujuan Pembangunan Berkelanjutan, antara lain:

1. BUMN Track, Top Sustainability Goals Award Tahun 2022 (Top SDGS Award)
2. BUMN Track, Appreciation Awards, SPB
3. BUMN Track, Awards ISVI
4. BUMN Track, Pilar Sosial Terbaik Kategori 4 Bintang
5. Penghargaan Prima Madya untuk Pelabuhan Merak dalam Penilaian Pelayanan Prima yang diselenggarakan oleh Kementerian Perhubungan RI;

OBJECTIVES OF THE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM

The SOE TJSL program aims to provide benefits for economic development, social development, environmental development as well as law and governance development for the company; contribute to the creation of added value for the company with principles that are more integrated, focused, the impact will be measurable and accountable for; foster micro and small businesses to be more resilient and independent as well as communities around the company.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY MANAGEMENT

As a form of the Company's commitment, ASDP has a corporate governance structure and infrastructure that performs a role in supporting the implementation of sustainable governance. In accordance with Law No. 40 of 2007 on Limited Liability Companies, the company's organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors, where the Board of Commissioners and the Board of Directors have clear authorities and responsibilities according to their respective functions as mandated in the Articles of Association and laws and regulations, including being responsible for maintaining the sustainability of ASDP's business in the long term.

To support the implementation of sustainability governance through the implementation of the SOE TJSL Program, the company has appointed a TJSL management team who is responsible for the planning, implementation, and monitoring as well as evaluation of the company's TJSL program. This team reports directly to the President Director as the Supervising Director of ASDP TJSL 2022.

MAIN FOCUS OF THE COMPANY'S TJSL

During 2022, the company focused the implementation of the SOE TJSL Program into 3 (three) areas, namely Education, Environment, and MSME Development.

ACHIEVEMENTS OF THE COMPANY'S TJSL IN 2022

During 2022, the company has received several awards for the implementation of TJSL and Sustainable Development Goals, among others:

1. SOE Track, Top Sustainability Goals Award in 2022 (Top SDGS Award)
2. BUMN Track, Appreciation Awards, SPB
3. SOE Track, ISVI Awards
4. SOE Track, Best Social Pillar 4 Star Category
5. Prima Madya Award for Merak Port in the Service Excellence Assessment organized by the Indonesian Ministry of Transportation;



- Penghargaan Prima Madya untuk Pelabuhan Bakauheni dalam Penilaian Pelayanan Prima yang diselenggarakan oleh Kementerian Perhubungan RI.
- Infobrand dan Tras Mediacom dengan penghargaan *Top Sustainable Development Goals Award 2022 Kategori In Implementing Sustainable Development Goals Based on SDG's Initiative, SDG's implementation and CSR/TJSL Fund*

Selain penghargaan, perusahaan juga telah mendapatkan beberapa sertifikasi, antara lain:

- Sertifikat SMK3 (Sistem Manajemen Keselamatan dan Kesehatan Kerja) dari Kementerian Ketenagakerjaan yang diterbitkan tanggal 13 Mei 2022 untuk Cabang Lembar.
- Sertifikat SMK3 (Sistem Manajemen Keselamatan dan Kesehatan Kerja) dari Kementerian Ketenagakerjaan yang diterbitkan tanggal 13 Mei 2022 untuk Cabang Kayangan.
- Sertifikat SMC (*Safety Management Certificate*) Kapal yang terbit tahun 2022 (pembaharuan sertifikat) dari PT BKI.
- Sertifikat DOC (*Document of Compliance*) dari PT BKI.

REALISASI TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL) 2022

Perusahaan menetapkan Anggaran tanggung jawab sosial perusahaan dengan berpedoman pada Peraturan Menteri BUMN Nomor PER-05/MBU/04/2021 tentang Program TJSL BUMN. Sebagaimana diamanatkan dalam peraturan tersebut, Perusahaan telah menetapkan anggaran pelaksanaan Program TJSL yang berasal dari anggaran kegiatan yang diperhitungkan sebagai biaya perusahaan dalam tahun anggaran berjalan sesuai dengan ketentuan peraturan perundang-undangan. Sepanjang tahun 2022, ASDP telah merealisasikan dana untuk pelaksanaan Program TJSL sebesar Rp6,56 miliar dengan realisasi penyerapan sebesar 93,84% dari jumlah anggaran dana TJSL Perusahaan. Berikut realisasi biaya pelaksanaan Program TJSL ASDP tahun 2022 dikelompokkan dalam 4 (empat) pilar Tujuan Pembangunan Berkelanjutan (TPB), yaitu sebagai berikut:

- Prima Madya Award for Bakauheni Port in the Service Excellence Assessment organized by the Indonesian Ministry of Transportation.
- Infobrand and Tras Mediacom with the Top Sustainable Development Goals Award 2022 for the Category of in Implementing Sustainable Development Goals Based on SDG's Initiative, SDG's implementation and CSR/TJSL Fund.

In addition to awards, the company has also received several certifications, including:

- OHSMS (Occupational Health and Safety Management System) certificate from the Ministry of Manpower issued on May 13, 2022 for Lembar Branch.
- OHSMS (Occupational Health and Safety Management System) Certificate from the Ministry of Manpower issued on May 13, 2022 for Kayangan Branch.
- Safety Management Certificate (SMC) for ships issued in 2022 (certificate renewal) from PT BKI.
- DOC (Document of Compliance) certificate from PT BKI.

REALIZATION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (TJSL) 2022

The Company sets the Corporate Social Responsibility budget based on the Regulation of the Minister of SOEs Number PER-05/MBU/04/2021 concerning SOE TJSL Program. As mandated in the regulation, the company has established a budget for the implementation of the TJSL Program that comes from the activity budget that is calculated as the company's costs in the current fiscal year based on the provisions of laws and regulations. Throughout 2022, ASDP has realized funds for the implementation of the TJSL Program amounting to IDR 6.56 billion with a realization of 93.84% of the total budget for the Company's TJSL funds being absorbed. The following is the fund realization in implementing ASDP's TJSL Program in 2022 grouped into 4 (four) pillars of the Sustainable Development Goals (SDGs), as follows:

Tabel Realisasi Pelaksanaan Program TJSL 2022 (dalam Rupiah)
Table of TJSL Program Implementation Realization in 2022 (in IDR)

No	Pilar Kegiatan Activity Pillar	RKA Tahun 2022 2022 Work Plan and Budget	Realisasi Tahun 2022 2022 Realization	Pencapaian Achievement (%)
1	Pilar Sosial Social Pillar	3.012.500.000	2.554.749.678	84,80
2	Pilar Ekonomi Economy Pillar	1.975.000.000	1.505.206.892	76,21
3	Pilar Lingkungan Environmental Pillar	1.875.000.000	2.497.244.973	133,19
4	Pilar Hukum dan Tata Kelola Law and Governance Pillar	125.000.000	0	0
Jumlah Total		6.987.500.000	6.557.201.543	93,84

REALISASI TJSL SESUAI 3 (TIGA) FOKUS BIDANG

REALIZATION OF TJSL IN ACCORDANCE WITH 3 (THREE) FOCUS AREAS

Bidang Pendidikan Education

No.	Program di Bidang Pendidikan Program in Education	Dampak Program Impact of the Program	Nominal (Rupiah) Nominal (IDR)
1.	Pelatihan Guru di Merak Teachers' Training at Merak	Meningkatkan kemampuan guru dalam mengajar dengan metode <i>game based learning</i> . Improve teachers' ability to teach with game-based learning methods.	247.000.000
2.	Pendidikan Kewirausahaan Pemuda sekitar Pelabuhan Entrepreneurship Education for Youth around the Port	Meningkatkan Skill/Keterampilan untuk pemuda di sekitar pelabuhan dengan skill siap kerja dan berwirausaha Improve skills for youth around the port with work-ready and entrepreneurial skills.	150.000.000
3.	<i>Inspiration Day</i>	Meningkatkan motivasi belajar dan tujuan pasca kelulusan sekolah serta memberikan wawasan tentang pekerjaan di ASDP Increase learning motivation and post-graduation goals and provide insight into jobs at ASDP	211.580.000

Bidang Lingkungan Environment

No.	Program di Bidang Lingkungan Program in Environmental	Dampak Program Impact of the Program	Nominal (Rupiah) Nominal (IDR)
1.	Pengelolaan Sampah Pelabuhan Waste Management at Ports	Pengelolaan sampah di pelabuhan yang dapat meningkatkan <i>awareness</i> dan tingkat pengetahuan penumpang maupun karyawan tentang penilaian sampah Waste management at ports that can increase awareness and the level of knowledge of passengers and employees about waste assessment	82.015.684
2.	Rehabilitasi Terumbu Karang Coral Reef Rehabilitation	Perbaikan Ekosistem Lautan di Area Labuan Bajo yang dapat meningkatkan usia hidup ekosistem bawah laut Improvement of Marine Ecosystems in the Labuan Bajo area that can increase the life span of underwater ecosystems	100.000.000
3.	Penanaman Pohon Tree Planting	Penyediaan tanaman yang dapat mengurangi tingkat karbon dalam jangka panjang. Dan dalam jangka pendek dapat memperindah lokasi tanam. Provision of plants that can reduce carbon levels in the long term and can enhance the planting location in a short term.	52.700.000



Bidang Pengembangan UMKM MSMEs Development

No.	Program di Bidang Pengembangan UMKM Program on MSME Development	Dampak Program Impact of the Program	Nominal (Rupiah) Nominal (IDR)
1.	Pelatihan marketing Marketing training	Meningkatkan UMKM Mandalika untuk <i>digital marketing</i> dan <i>packaging</i> Improving MSMEs in Mandalika for digital marketing and packaging	25.192.474
2.	Sertifikasi halal Halal certification	Penyediaan Sertifikasi Halal sebanyak 10 UMK kuliner Labuan Bajo Provision of Halal Certification for 10 Labuan Bajo culinary MSMEs	271.130.000
3.	Pelatihan Sustainable Fashion Sustainable Fashion Training	Pelatihan untuk UMKM Kriya yang fokus terhadap zero waste dari pembuatan produk kriya Training for Craft MSMEs that focus on zero waste from making craft products	139.392.000

PROGRAM CREATING SHARE VALUE

Sepanjang tahun 2022, perusahaan telah mengembangkan beberapa program TJSL menjadi program *Creating Share Value*, diantaranya sebagai berikut:

CREATING SHARE VALUE PROGRAM

Throughout 2022, the Company has developed several TJSL programs into *Creating Share Value* programs, including the following:

No.	Program Program	Dampak Program Impact of the Program	Nominal (Rupiah) Nominal (IDR)
1.	Padat Karya Lintasan Perintis Work-Intensive on Pioneer Line	Terciptanya kemandirian serta lapangan kerja baru bagi masyarakat sekaligus efisiensi terhadap biaya kebersihan di atas kapal Creating independence and new jobs for the community as well as efficiency of cleaning costs on the ship	139.392.000
2.	Sampah Jadi Berkah Trash turns to Blessings	Terciptanya lingkungan yang bersih dan membantu masyarakat untuk dapat memilah sampah. Serta efisiensi biaya penarikan sampah dari pelabuhan dan kapal Creating a clean environment and helping the community to be able to sort waste. As well as the efficiency of waste collection costs from ports and ships	298.000.000

KETENAGAKERJAAN, KESEHATAN & KESELAMATAN KERJA

Komitmen dan Kebijakan Dalam Aspek Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Perusahaan menyadari karyawan adalah aset yang perlu dikelola serta dipenuhi hak dan kewajibannya, salah satunya dalam hal Keselamatan dan Kesehatan Kerja (K3). Untuk itu, perusahaan berkomitmen penuh untuk menyelenggarakan pengelolaan SDM yang profesional, adil dan transparan serta menciptakan lingkungan kerja yang layak dan kondusif bagi karyawan.

Pengelolaan SDM yang dijalankan mengacu pada berbagai peraturan yang berlaku, untuk selanjutnya dituangkan dalam kebijakan internal yang berkaitan dengan aspek ketenagakerjaan sebagaimana tercantum dalam Perjanjian Kerja Bersama (PKB) serta pengelolaan K3 yang tercantum dalam Surat Keputusan Direksi Nomor: 34/HK.002/ASDP/2014 tentang Pemberlakuan Sistem Manajemen Keselamatan dan Perlindungan Lingkungan dan Surat Keputusan Direksi Nomor: KD.80/PA.205/ASDP-2015 Tanggal 04 Maret 2015 tentang Parameter Penilaian Terhadap Sistem Manajemen Keselamatan Internasional (ISMCode) Pada Kapal dan Cabang Di Lingkungan PT. ASDP Indonesia Ferry.

Perencanaan dan Pelaksanaan Inisiatif Program Pengelolaan Ketenagakerjaan, Kesehatan dan Keselamatan Kerja Tahun 2022

Selama tahun 2022 perusahaan telah merealisasikan program-program pengelolaan Ketenagakerjaan, Kesehatan dan Keselamatan Kerja sebagai berikut:

1. Latihan *Top Dril* dilaksanakan pada kantor pusat dan kantor cabang dalam rangka meningkatkan kemampuan dan keterampilan karyawan dalam menghadapi keadaan darurat gedung atau pun bencana alam serta meningkatkan kemampuan dan kesiapan dalam mengantisipasi kemungkinan terjadi kejadian darurat di kapal dan pelabuhan.
2. Rapat Tinjauan Manajemen dilaksanakan guna perusahaan dapat melakukan *review* atas insiden-insiden yang terjadi selama tahun 2022 untuk selanjutnya dapat dilakukan peningkatan sistem manajemen keselamatan dengan cara: *building habit, monitoring and inspection, individual, reportin, evaluation*.
3. Benchmark ke PT Pelindo
4. Benchmark dari TSDP & BPTD ke ASDP dalam rangka pembahasan mengenai praktek dan tata cara pelaksanaan audit dan penerbitan DOC.

EMPLOYMENT, HEALTH AND SAFETY

Commitments and Policies in the Aspects of Employment, as well as Occupational Health and Safety

The Company realizes that employees are assets that need to be managed and their rights and obligations fulfilled, one of which is in terms of Occupational Health and Safety (OHS). Thus, the Company is fully committed to organizing professional, fair and transparent HR management and creating a decent and conducive work environment for employees.

HR management carried out by the Company refers to various applicable regulations, to be further outlined in internal policies relating to labor aspects as stated in the Collective Labor Agreement (CLA) and OHS management stated in the Decree of the Board of Directors Number: 34/HK.002/ASDP- concerning the Enforcement of Safety and Environmental Protection Management System and Board of Directors Decree Number: KD.80/PA.205/ASDP- 2015 Dated March 04, 2015 concerning Assessment Parameters of the International Safety Management System (ISMCode) on Ships and Branches within PT ASDP Indonesia Ferry.

Planning and Implementation of Employment, Health and Safety Management Program Initiatives in 2022

During 2022 ASDP has accomplished the following Employment, Health and Safety management programs:

1. Top Drills are conducted at the head office and branch offices in order to improve the ability and skills of employees in dealing with emergencies or natural disasters in the building as well as to improve the ability and readiness in anticipating possible emergency events on ships and ports.
2. Management Review Meetings are held so that the company can review the incidents that occurred during 2022 thus, further improvements can be made to the safety management system by: *building habits, monitoring and inspection, individual, reporting, evaluation*.
3. Benchmark to PT Pelindo
4. Benchmark from TSDP & BPTD to ASDP in order to discuss the practices and procedures for conducting audits and issuing Document of Compliance (DOCs).



Mekanisme Penanganan Pengaduan Masalah Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Perusahaan menerima pengaduan karyawan atas keluhan-keluhan yang dihadapi dalam lingkup pekerjaan maupun personal. Perusahaan telah menyediakan saluran pengaduan terkait masalah ketenagakerjaan yakni dengan menghubungi *Contact Center* di nomor (021)-191 atau 08111-021191 dan di alamat *email* pelanggan@indonesiaferry.co.id. Seluruh pengaduan yang masuk akan diterima oleh Divisi Pelayanan dan diproses langsung oleh Divisi SDM secara komunikatif dan terarah. Divisi SDM kemudian meneruskan pengaduan karyawan kepada unit-unit yang bertanggung jawab atas pokok permasalahan sehingga karyawan dapat berkomunikasi langsung tanpa perantara.

Sedangkan pengaduan yang berkaitan dengan aspek K3 dan keselamatan pelayaran dapat disampaikan melalui saluran yang telah disediakan oleh ASDP, yaitu melalui *Call Comment Centre* di nomor telepon: 021 42879066.

Dampak dan Capaian yang Diperoleh

Selama tahun 2022 tidak ada pengaduan resmi yang disampaikan, baik oleh karyawan maupun para pemangku kepentingan lainnya akan dampak negatif dari kegiatan operasional yang dijalankan, serta tidak terdapat denda maupun sanksi yang diberikan atas ketidakpatuhan terhadap hukum dan peraturan terkait kesehatan dan keselamatan kerja.

Biaya Pengelolaan Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Selama tahun 2022, perusahaan merealisasikan biaya pengelolaan Ketenagakerjaan, Kesehatan dan Keselamatan Kerja sebesar Rp47.984.935.823.

KESELAMATAN, KESEHATAN & LINGKUNGAN

Komitmen dan Kebijakan Dalam Pengelolaan dan Pelestarian Lingkungan

Perusahaan berkomitmen untuk menjalankan bisnis yang menerapkan standar lingkungan berkelanjutan dengan meminimalkan dampak lingkungan serta memenuhi peraturan perundang-undangan di bidang perlindungan lingkungan guna mewujudkan transportasi berkelanjutan (*sustainable transportation*). Kebijakan ASDP untuk menjalankan bisnis yang menerapkan standar lingkungan berkelanjutan tercantum dalam Keputusan Direksi Nomor 34/HK.002/ASDP/2014 tentang Pemberlakuan Sistem Manajemen Keselamatan dan Perlindungan Lingkungan dan Dokumen Evaluasi Lingkungan Hidup (DELH).

Mechanism on Handling Complaints on Employment, Health and Safety Issues

ASDP receives complaints from the employees on both personal and professional matters. ASDP has provided a complaint channel related to employment issues by contacting the Contact Center at (021)-191 or 08111-021191 and at the email address pelanggan@indonesiaferry.co.id. All incoming complaints will be received by the Service Division and processed directly by the HR Division in a communicative and directed manner. The HR Division then forwards employee complaints to the units responsible for the subject matter so that employees can communicate directly without intermediaries.

Meanwhile, complaints related to OHS and shipping safety aspects can be submitted through channels provided by the ASDP Company, namely through the Call Comment Center at telephone number: 021 42879066.

Impact and Accomplishments

During 2022, there were no formal complaints submitted, either by employees or other stakeholders about the negative impact of operational activities, and no fines or sanctions were given for non-compliance with laws and regulations related to occupational health and safety.

Employment and Occupational Health and Safety Management Expenses

Throughout the year 2022, ASDP realized the cost of managing Employment, Health, and Safety amounting to IDR47,984,935,823.

SAFETY, HEALTH & ENVIRONMENT

Commitment and Policy in Environmental Management and Preservation

ASDP is committed to running a business that implements sustainable environmental standards by minimizing environmental impact and complying with environmental protection regulations to provide sustainable transportation. ASDP's policy on running a business that implements sustainable environmental standards is established in the Decree of the Board of Directors No. 34/HK.002/ASDP/2014 on the Implementation of Environmental Safety and Protection Management System and the Environmental Impact Assessment Document (DELH).

Perencanaan dan Pelaksanaan Inisiatif Program Pengelolaan dan Pelestarian Lingkungan Hidup Tahun 2022

Sasaran/target perusahaan terkait lingkungan pada tahun 2022 adalah menjamin pengoperasian seluruh Kapal dan Pelabuhan yang dikelola tidak mencemari lingkungan dan selalu berupaya dan bertanggung jawab dalam menjaga kelestarian lingkungan dalam wilayah operasional perusahaan. Untuk mencapai sasaran/target tersebut, selama tahun 2022 perusahaan telah merealisasikan program-program sebagai berikut:

Program – program Lingkungan

Selama tahun 2022, perusahaan juga telah merealisasikan program-program lingkungan sebagai berikut:

1. Membuat Dokumen Lingkungan (DELH/DPLH/UKL-UPL/AMDAL/ANDALALIN) dalam rangka perolehan Izin Lingkungan untuk Pelabuhan ASDP;
2. Pengelolaan dan pemantauan Lingkungan (Survey Sosial Ekonomi Budaya, Pengujian Kimia, Fisika dan Biologi, Kualitas Udara dan Kebisingan) di 9 (Sembilan) Pelabuhan ASDP selama dua semester / setiap 6 bulan sekali yaitu Pelabuhan : Merak, Bakauheni, Tanjung Kelian (Cabang Bangka), Telaga Punggur (Cabang Batam), Pagimana (Cabang Luwuk), Bitung, Bajoe, Bastiong (Cabang Ternate) dan Sape.

Pengelolaan Penggunaan Energi

Dalam rangka meminimalkan dampak lingkungan, perusahaan mengoptimalkan penggunaan energi primer dari sumber energi terbarukan melalui konsumsi energi B-20 untuk operasional Kapal. Perusahaan juga berkomitmen mengoptimalkan penggunaan B-30 yaitu program bahan bakar solar dengan campuran FAME 30% untuk pengoperasian kapal dan pelabuhan.

Mekanisme Penanganan Pengaduan Masalah Lingkungan

Perusahaan telah memiliki mekanisme pengaduan terkait masalah lingkungan yang dapat disampaikan melalui saluran pengaduan yang telah disediakan perusahaan pada *Contact Center*: (021) 191 atau 08111-021191, serta melalui *email*: pelanggan@indonesiaferry.co.id. Seluruh pengaduan yang masuk akan diterima oleh Divisi Pelayanan dan diproses langsung oleh Divisi Keselamatan, Kesehatan & Lingkungan secara komunikatif dan terarah. Pengaduan juga dapat disampaikan secara langsung kepada petugas di lapangan, Kantor Cabang atau Kantor Pusat.

Planning and Implementation of Environmental Management and Preservation Program Initiatives in 2022

For 2022, ASDP's target for the environment was to ensure the operation of all vessels and ports it manages will not pollute the environment. ASDP also takes responsibility of preserving the environment within its operational areas. To meet this target, ASDP has carried out the following programs for 2022:

Environmental Programs

During 2022, ASDP has also implemented the following environmental programs:

1. Preparing Environmental Documents (DELH/DPLH/UKL-UPL/AMDAL/ANDALALIN) in order to obtain Environmental Permits for ASDP Ports;
2. Environmental management and monitoring (Socio-Economic and Cultural Survey, Chemical, Physical and Biological Testing, Air Quality and Noise) in 9 (Nine) ASDP Ports for two semesters/every 6 months, namely Ports: Merak, Bakauheni, Tanjung Kelian (Bangka Branch), Telaga Punggur (Batam Branch), Pagimana (Luwuk Branch), Bitung, Bajoe, Bastiong (Ternate Branch) and Sape.

Energy Use Management

In order to minimize environmental impacts, ASDP optimizes the use of primary energy from renewable energy sources through the consumption of B-20 energy for ship operations. ASDP is also committed to optimizing the use of B-30, which is a diesel fuel program with a 30% FAME mixture for ship and port operations.

Mechanism on Handling Environmental Issues Complaints

The Company has a complaint mechanism related to environmental issues that can be submitted through the complaint channel provided by the Company at the *Contact Center*: (021) 191 or 08111-021191, and via *email*: pelanggan@indonesiaferry.co.id. All incoming complaints will be received by the Service Division and processed directly by the Safety, Health & Environment Division in a communicative and directed manner. Complaints can also be submitted directly to officers in the field, Branch Office or Head Office.



Selama tahun 2022, perusahaan tidak menerima pengaduan dari para pemangku kepentingan perusahaan terkait dengan pencemaran lingkungan, sehingga perusahaan tidak mendapatkan denda maupun sanksi karena ketidakpatuhan terhadap Undang-undang dan/atau peraturan terkait lingkungan.

Dampak dan Capaian Yang Diperoleh

Dengan senantiasa mematuhi ketentuan yang berlaku bagi pengelolaan dan pelestarian lingkungan, perusahaan dapat mengurangi atau memitigasi risiko kerusakan lingkungan melalui inisiatif efisiensi penggunaan energi, air dan kertas, serta pengelolaan limbah yang telah dilakukan sepanjang tahun 2022.

Biaya Program Pengelolaan dan Pelestarian Lingkungan Hidup

Selama tahun 2022, perusahaan merealisasikan biaya pengelolaan lingkungan sebesar Rp 2,188 miliar, yang terbagi pada beberapa program dan kegiatan, yaitu biaya pemantauan lingkungan dan penyusunan dokumen lingkungan. Termasuk diantaranya penyusunan dokumen KKPR (Kesesuaian Kegiatan Pemanfaatan Ruang) guna memperoleh ijin lingkungan.

During 2022, ASDP did not receive any complaints from the Company's stakeholders related to environmental pollution, so ASDP did not receive any fines or sanctions for non-compliance with environmental laws and/or regulations.

Impact and Accomplishments

By always complying with the applicable regulations for environmental management and preservation, ASDP can reduce or mitigate the risk of environmental damage through energy, water and paper use efficiency initiatives, as well as waste management that has been carried out throughout 2022.

Environmental Management and Preservation Program

Expense Throughout 2022, the company spent IDR 2.188 billion on environmental management, which were divided into several programs and activities, namely environmental monitoring, and preparation of environmental documents expenses. This includes the preparation of KKPR (Conformity of Space Utilization Activities) documents to obtain environmental permits.





Laporan Keuangan

Financial Report



**PT ASDP INDONESIA FERRY (PERSERO)
DAN ENTITAS ANAKNYA/
AND SUBSIDIARIES**

**Laporan Keuangan Konsolidasian
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2022 dan 2021/
*Consolidated Financial Statements
For the Years Ended
December 31, 2022 and 2021***

**PT ASDP INDONESIA FERRY (PERSERO)
DAN ENTITAS ANAKNYA**

**PT ASDP INDONESIA FERRY (PERSERO)
AND SUBSIDIARY**

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PT ASDP Indonesia Ferry (Persero)
 Kantor Pusat
 J. Jend Achmad Yani Kav 52 A
 Jakarta 10510, Indonesia
 www.asdp.id
 tel: +6221 4208911 - 10 - 10
 fax: +6221 4210544

**SURAT PERNYATAAN DIREKSI
 TENTANG TANGGUNG JAWAB ATAS
 LAPORAN KEUANGAN KONSOLIDASIAN
 UNTUK TAHUN-TAHUN YANG BERAKHIR
 PADA 31 DESEMBER 2022 DAN 2021**

**DIRECTORS' STATEMENT LETTER
 RELATING TO THE RESPONSIBILITY ON THE
 CONSOLIDATED FINANCIAL STATEMENTS
 FOR THE YEARS ENDED
 DECEMBER 31, 2022 AND 2021**

**PT ASDP INDONESIA FERRY (PERSERO)
 DAN ENTITAS ANAK**

**PT ASDP INDONESIA FERRY (PERSERO) AND
 SUBSIDIARIES**

Kami yang bertanda tangan dibawah ini

We, the undersigned:

- | | | |
|---|----|--|
| 1. Nama | :: | Ira Puspadewi |
| Alamat Kantor | :: | Jl. Jend Achmad Yani Kav 52 A
Jakarta Pusat 10510 |
| Alamat Domisili sesuai KTP atau
Kartu Identitas Lain | :: | Jl. Anggrek Raya No. 23 RT 08 RW 02
Kel. Malaka Sari, Kecamatan Duren Sawit
Jakarta Timur |
| Nomor Telepon
Jabatan | :: | 021 - 4208911
Direktur Utama/ President Director |
| 2. Nama | :: | Djunia Satriawan |
| Alamat Kantor | :: | Jl. Jend Achmad Yani Kav 52 A
Jakarta Pusat 10510 |
| Alamat Domisili sesuai KTP atau Kartu
Identitas Lain | :: | Taman Permata Cikunir Blok A. 10 No.22 RT/RW
001/014 Jaka Mulya
Bekasi Selatan |
| Nomor Telepon
Jabatan | :: | 021 - 4208911
Direktur Keuangan TI & Manajemen Risiko/ Finance
IT & Management Risk Director |

Menyatakan bahwa:

State that:

- | | |
|---|---|
| 1. Kami bertanggung jawab atas penyusunan dan penyajian laporan Keuangan konsolidasian PT ASDP Indonesia Ferry (Persero) dan entitas anak ("Perusahaan"); | 1. We are responsible for the preparation and the presentation of the consolidated financial statements of PT ASDP Indonesia Ferry (Persero) and subsidiaries ("the Company"); |
| 2. Laporan Keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; | 2. The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards; |
| 3. a. Semua informasi dalam laporan keuangan konsolidasian telah dimuat secara lengkap dan benar;
b. Laporan keuangan konsolidasian Perusahaan tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material, dan | 3. a All information contained in the consolidated financial statements is complete and correct;
b The Company's consolidated financial statements do not contain misleading material information or facts, nor do not omit material information or facts; and |

we bridge the nation
 "Bangga Menyatakan Nusantara"

4. Kami bertanggung jawab atas sistem pengendalian intern dan aplikasinya di dalam Perusahaan.

4. We are responsible for the Company's internal control system and its application

Demikian pernyataan ini dibuat dengan sebenarnya

This statement letter is made truthfully

Jakarta, April 2023

Abs Nama dan Mewakil Direksi/ On Behalf on the Board of Directors

Direktur Utama/ President Director

Direktur Keuangan TI & Manajemen Risiko/
Finance IT & Management Risk Director



Ira Puspodewi Djunis Satriawan

we bridge the nation
"Bangga Menyajikan Nusantara"

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

RSM Indonesia

Plaza ASIA Level 12

East Sudirman-Cor. 5B

Jakarta 12100 Indonesia

T +62 215340 1390

F +62 215340 1350

www.rsmid.com

Nomor/Number : 00561/2.1030/AU.1/06/1155-3/1/IV/2023

Laporan Auditor Independen/ Independent Auditor's Report

Pemegang Saham, Dewan Komisaris dan Direksi
The Shareholders, Board of Commissioners, and Directors

PT ASDP Indonesia Ferry (Persero)

Laporan Audit atas Laporan Keuangan Konsolidasian

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT ASDP Indonesia Ferry (Persero) dan Entitas Anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan konsolidasian berlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2022, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of PT ASDP Indonesia Ferry (Persero) and its Subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2022, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Hal Lain

Audit kami atas laporan keuangan konsolidasian PT ASDP Indonesia Ferry (Persero) dan entitas anaknya pada tanggal 31 Desember 2022 dan untuk tahun yang berakhir pada tanggal tersebut terlampir, dilaksanakan dengan tujuan untuk merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan. Informasi keuangan Perusahaan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk") yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian tersebut di atas, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian tersebut di atas yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian tersebut di atas. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian tersebut di atas berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian tersebut di atas secara keseluruhan.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk dalam laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

Our audit of the accompanying consolidated financial statements of PT ASDP Indonesia Ferry (Persero) and its subsidiary as of December 31, 2022 and for the year ended was performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial information of the Company (Parent Entity), which comprises the statement of financial position as of December 31, 2022, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended (collectively referred to as "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas jika tersedia, dan dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dalam laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standard on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We Also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related

ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Laporan Kepatuhan terhadap Peraturan Perundang-undangan dan Pengendalian Internal

Kami juga melakukan pengujian atas kepatuhan Entitas Induk terhadap peraturan perundang-undangan tertentu dan pengendalian internal. Kepatuhan terhadap peraturan perundang-undangan tertentu dan pengendalian internal adalah tanggung jawab manajemen. Tanggung jawab kami terletak pada pernyataan kesimpulan atas kepatuhan terhadap peraturan perundang-undangan dan pengendalian internal berdasarkan audit kami. Pengujian atas kepatuhan terhadap peraturan perundang-undangan tertentu dan pengendalian internal tersebut kami laksanakan berdasarkan Standar Pemeriksaan Keuangan Negara yang diterbitkan Badan Pemeriksa Keuangan Republik Indonesia dan Pernyataan Standar Audit No. 62 (Seksi 801) yang ditetapkan oleh Institut Akuntan Publik Indonesia.

disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on the Compliance to Regulations and Internal Controls

We also have tested on the Parent Entity compliance with certain regulations and internal controls. The compliance with certain regulations and internal controls are the responsibility of the management. Our responsibility is to express a conclusion on the compliance with certain regulations and internal controls based on our audit. Testing of the compliance with certain regulations and internal controls that we performed were in accordance with State Financial Auditing Standards established by the Supreme Audit Board of the Republic of Indonesia and Statement of Standards on Auditing No. 62 (Section 801) established by the Indonesian Institute of Certified Public Accountants.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Laporan kepatuhan terhadap peraturan perundang-undangan dan pengendalian intern disampaikan secara terpisah kepada manajemen, masing-masing dalam laporan kami nomor R/089.AAT/eiz/2023 dan R/090.AAT/eiz/2023.

The reports of compliance to laws and regulations and internal controls, are submitted separately to the management, in our reports number R/089.AAT/eiz/2023 and R/090.AAT/eiz/2023 respectively.

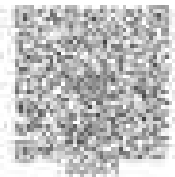
Amir Abadi Jusuf, Aryanto, Mawar & Rekan



Eishennoraz

Nomor Izin Akuntan Publik: AP.1155/
Public Accountant License Number: AP.1155

Jakarta, 28 April / April 28, 2023



**PT ASDP INDONESIA FERRY (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN**

Per 31 Desember 2022 dan 2021
(Disajikan Dalam Rupiah Penuh,
Kecuali Dinyatakan Lain)

**PT ASDP INDONESIA FERRY (PERSERO)
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION**

As of December 31, 2022 and 2021
(Expressed in Full of Rupiah,
Unless Otherwise Stated)

	Catatan	2022 Rp	2021 Rp	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan Setara Kas	4, 34, 38	1,341,490,853,172	1,858,783,651,360	Cash and Cash Equivalents
Piutang Usaha	5, 38			Trade Receivables
Pihak Berelasi	34	3,317,679,812	6,933,411,663	Related Parties
Pihak Ketiga		28,519,162,355	25,548,729,985	Third Parties
Aset Keuangan Lancar Lainnya	6, 38	54,531,246,075	71,860,326,722	Other Current Financial Assets
Pendapatan yang Masih Harus Diterima	7, 38	75,622,851,676	66,249,349,558	Accrued Income
Persediaan	8	80,950,768,144	52,464,284,385	Inventories
Pajak Dibayar di Muka	16.a	64,698,051,571	64,482,272,446	Prepaid Taxes
Uang Muka dan Biaya Dibayar di Muka	9	47,635,984,566	34,130,365,111	Advances and Prepaid Expenses
Jumlah Aset Lancar		1,696,766,597,371	2,180,452,391,230	Total Current Assets
ASET TIDAK LANCAR				NON CURRENT ASSETS
Aset Keuangan Tidak Lancar Lainnya	10, 38	277,280,114,349	3,088,716,431	Other Non Current Financial Assets
Uang Muka dan Biaya Dibayar di Muka Jangka Panjang		488,175,884	520,541,132	Advances and Long Term Prepaid Expenses
Properti Investasi	11	665,536,600,000	677,534,100,000	Investment Properties
Aset Tetap	12	7,277,013,237,961	5,242,249,190,936	Fixed Assets
Aset Hak-Guna	13	76,258,086,731	100,188,572,576	Rights-of-Use Assets
Aset Takberwujud	14	17,391,769,229	16,060,905,914	Intangible Assets
Aset Pajak Tangguhan	16.d	512,179,225	1,042,010,333	Deferred Tax Assets
Jumlah Aset Tidak Lancar		8,314,480,163,379	6,040,684,037,322	Total Non Current Assets
JUMLAH ASET		10,011,246,760,750	8,221,136,428,552	TOTAL ASSETS

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT ASDP INDONESIA FERRY (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (Lanjutan)
Per 31 Desember 2022 dan 2021
(Disajikan Dalam Rupiah Penuh,
Kecuali Dinyatakan Lain)**

**PT ASDP INDONESIA FERRY (PERSERO)
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION (Continued)
As of December 31, 2022 and 2021
(Expressed in Full of Rupiah,
Unless Otherwise Stated)**

	Catatan	2022 Rp	2021 Rp	
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang Bank Modal Kerja	20	20,000,000,000	--	Working Capital Bank Loan
Utang Usaha	15, 38			Trade Payables
Pihak Berelasi	34	107,314,611,051	96,325,015,018	Related Parties
Pihak Ketiga		197,809,257,144	168,998,735,817	Third Parties
Utang Pajak	16.b	33,688,208,807	23,704,840,546	Taxes Payables
Utang Asuransi	17, 38	23,750,369,602	18,939,795,039	Insurance Payables
Beban Akrual dan Provisi	18, 36.a, 38	202,315,116,673	107,504,141,488	Accrued Expenses and Provision
Liabilitas Jangka Pendek Lainnya	19, 38	194,561,398,068	164,122,814,089	Other Current Liabilities
Bagian Liabilitas Jangka Panjang				Current Portion of Long
yang Jatuh Tempo dalam Satu Tahun:				Term Liabilities:
Utang Bank	20	78,097,349,184	--	Bank Loans
Pinjaman Sindikasi	21, 38, 39	24,411,158,400	20,749,484,645	Syndicated Loan
Liabilitas Sewa	13, 39	37,799,648,325	64,591,158,749	Lease Liabilities
Utang Pembiayaan	23, 39	--	7,112,876,402	Financing Liabilities
Jumlah Liabilitas Jangka Pendek		919,747,117,254	672,048,861,793	Total Current Liabilities
LIABILITAS JANGKA PANJANG				NON CURRENT LIABILITIES
Liabilitas Jangka Panjang - Setelah Dikurangi				Non Current Portion of Long
Bagian Yang Jatuh Tempo				Term Liabilities:
Dalam Satu Tahun:				Bank Loans
Utang Bank	20	931,193,758,548	--	Syndicated Loan
Pinjaman Sindikasi	21, 39	438,180,293,382	462,583,049,052	Lease Liabilities
Liabilitas Sewa	13, 39	37,352,941,821	43,590,507,276	Other Non Current
Liabilitas Keuangan				Financial Liabilities
Jangka Panjang Lainnya	38	4,665,842,727	4,136,849,039	Employee Benefits Liabilities
Liabilitas Imbalan Pascakerja	22	142,105,812,883	119,926,065,413	Deferred Tax Liabilities
Liabilitas Pajak Tangguhan	16.d	68,974,507,710	11,376,209,849	
Jumlah Liabilitas Jangka Panjang		1,622,473,157,071	641,612,680,629	Total Non Current Liabilities
JUMLAH LIABILITAS		2,542,220,274,325	1,313,661,542,422	TOTAL LIABILITIES
EKUITAS				EQUITY
Modal Saham - nilai nominal Rp1.000.000				Capital Stock - par value Rp1,000,000
Modal Dasar - 6.000.000 saham				Authorized Capital - 6,000,000 shares
Modal Ditempatkan dan Disetor Penuh -				Issued and Fully Paid
5.173.195 saham	24	5,173,195,000,000	5,173,195,000,000	- 5,173,195 shares
Tambahan Modal Disetor	25	8,445,362,065	8,445,362,065	Additional Paid in Capital
Saldo Laba				Retained Earnings
Telah Ditentukan Penggunaannya	26	1,368,261,856,102	1,042,809,239,338	Appropriated
Belum Ditentukan Penggunaannya		768,065,949,095	553,419,344,852	Unappropriated
Ekuitas Yang Dapat				Equity Attributable to
 Diatribusikan Kepada:				 Owners of the Parent
Pemilik Entitas Induk		7,317,968,167,262	6,777,868,946,255	 Non-Controlling Interest
Kepentingan Nonpengendali		151,058,319,163	129,605,939,875	TOTAL EQUITY
JUMLAH EKUITAS		7,469,026,486,425	6,907,474,886,130	TOTAL LIABILITIES AND EQUITY
JUMLAH LIABILITAS DAN EKUITAS		10,011,246,760,750	8,221,136,428,552	

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT ASDP INDONESIA FERRY (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN**
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2022 dan 2021
(Disajikan Dalam Rupiah Penuh,
Kecuali Dinyatakan Lain)

**PT ASDP INDONESIA FERRY (PERSERO)
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF PROFIT OR
LOSS AND OTHER COMPREHENSIVE INCOME**
For the Years Ended
December 31, 2022 and 2021
(Expressed in Full of Rupiah,
Unless Otherwise Stated)

	Catatan	2022 Rp	2021* Rp	
PENDAPATAN USAHA	28	4,322,161,355,618	3,487,203,952,904	REVENUES
BEBAN POKOK PENDAPATAN	29	(2,890,946,868,126)	(2,512,574,086,505)	COST OF REVENUES
LABA BRUTO		<u>1,431,214,487,492</u>	<u>974,629,866,399</u>	GROSS PROFIT
BEBAN USAHA				OPERATING EXPENSES
Beban Administrasi dan Umum	30	(840,688,534,554)	(653,174,521,414)	General and Administrative Expenses
Pendapatan Lainnya	31	182,388,800,613	84,905,082,490	Other Income
Beban Lainnya	31	(32,356,499,483)	(24,166,265,054)	Other Expenses
Beban Pajak Final		(33,559,466,757)	(25,443,509,063)	Final Tax Expenses
LABA USAHA		<u>706,998,787,311</u>	<u>356,750,653,358</u>	INCOME FROM OPERATION
Pendapatan Keuangan	32	41,389,226,068	51,090,743,540	Financial Income
Beban Keuangan	32	(132,201,822,301)	(48,460,791,714)	Financial Charge
LABA SEBELUM PAJAK		<u>616,186,191,078</u>	<u>359,380,605,184</u>	INCOME BEFORE TAX
BEBAN PAJAK PENGHASILAN	16.e	(31,011,798,938)	(33,079,756,473)	INCOME TAX EXPENSES
LABA TAHUN BERJALAN		<u>585,174,392,140</u>	<u>326,300,848,711</u>	INCOME FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Pengukuran Kembali Liabilitas Imbalan Pasti	22	(25,761,167,715)	(32,775,011,786)	Remeasurement of Defined Benefits Plan
Pajak Penghasilan Terkait	16.d	2,138,375,870	8,094,668,709	Related income Tax
Jumlah Penghasilan				Total Other Comprehensive Income-
Komprensif Lain Setelah Pajak		(23,622,791,845)	(24,680,343,077)	Net of Tax
JUMLAH LABA KOMPREHENSIF		<u>561,551,600,295</u>	<u>301,620,505,634</u>	TOTAL COMPREHENSIVE INCOME
Laba Tahun Berjalan Yang				Profit for the Year
Dapat Diatribusikan Kepada:				Attributable to:
Pemilik Entitas Induk		563,765,073,338	325,452,616,764	Owners of the Parent
Kepentingan Nonpengendali		21,409,318,802	848,231,947	Non-Controlling Interest
JUMLAH LABA TAHUN BERJALAN		<u>585,174,392,140</u>	<u>326,300,848,711</u>	TOTAL PROFIT FOR THE YEAR
Laba Komprensif Yang				Comprehensive Income for the Year
Dapat Diatribusikan Kepada:				Attributable to:
Pemilik Entitas Induk		540,099,221,007	300,818,120,386	Owners of the Parent
Kepentingan Nonpengendali		21,452,379,288	802,385,248	Non-Controlling Interest
JUMLAH LABA KOMPREHENSIF		<u>561,551,600,295</u>	<u>301,620,505,634</u>	TOTAL COMPREHENSIVE INCOME

*) Direklasifikasi (Catatan 40)

*)As Reclassified (Notes 40)

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT ASDP INDONESIA FERRY (PERSERO)
DAN ENTITAS ANAKNYA**

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN

Untuk Tahun-tahun yang Berakhir

Pada Tanggal 31 Desember 2022 dan 2021

(Disajikan Dalam Rupiah Penuh,

Kecuali Dinyatakan Lain)

**PT ASDP INDONESIA FERRY (PERSERO)
AND SUBSIDIARY**

CONSOLIDATED STATEMENTS OF CHANGE IN EQUITY

For the Years Ended

December 31, 2022 and 2021

(Expressed in Full of Rupiah,

Unless Otherwise Stated)

Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/
Equity Attributable to Owners of the Parent

Catatan/ Note	Modal Ditempatkan Dan Ditetapkan Capital Stock Issued and Fully Paid		Tambahan Modal Disetor/ Additional Paid In Capital		Bantuan Pemerintah Yang Belum Ditetapkan Statusnya (BPYBDS/ Undetermined Status Government Assistance (USGA))		Telah Ditetapkan Penggunaannya/ Appropriated		Belum Ditetapkan Penggunaannya/ Unappropriated		Jumlah/ Total		Kepentingan Nonpengendali/ Non-Controlling Interest		Jumlah Ekuitas/ Total Equity		
	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp	Rp
PER 31 DESEMBER 2020																	
Tambahan Modal Disetor	4,030,810,000,000		3,445,362,065		620,969,314,032		1,424,217,555,587		414,998,271,185		6,499,440,502,969		128,803,554,627				6,628,244,057,496
Cadangan Umum	1,142,385,000,000				(588,579,637,032)		(543,805,362,968)		(162,397,046,719)								
Penyerahan BPYBDS ke Pemerintah Daerah							162,397,046,719										
Laba Tahun Berjalan					(22,389,677,000)				325,452,616,764		(22,389,677,000)		848,231,947				(22,389,677,000)
Penghasilan Komprehensif Lain									(24,634,496,378)		325,452,616,764		(45,846,699)				326,300,848,711
PER 31 DESEMBER 2021																	
Cadangan Umum	5,173,195,000,000		3,445,362,065				1,042,809,239,338		553,419,344,852		6,777,868,946,255		128,605,939,875				6,907,474,886,130
Laba Tahun Berjalan							325,452,616,764		(325,452,616,764)				21,409,318,802				585,174,392,140
Penghasilan Komprehensif Lain									563,765,073,338		563,765,073,338		43,060,486				(23,622,791,845)
PER 31 DESEMBER 2022																	
	5,173,195,000,000		3,445,362,065				1,366,261,656,102		768,065,949,095		7,317,968,167,262		151,058,319,163				7,469,026,486,425

BALANCE AS OF DECEMBER 31, 2020

Additional Paid- In Capital
General Reserve

Submission of BPYBDS to Local Government

Income For The Year

Other Comprehensive Income

BALANCE AS OF DECEMBER 31, 2021

General Reserve

Income For The Year

Other Comprehensive Income

BALANCE AS OF DECEMBER 31, 2022

*) Saldo Laba Termasuk Kembali Program Imbalan Pasti

*) Retained Earnings Including Remeasurement of Defined Benefit Plan

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT ASDP INDONESIA FERRY (PERSERO)
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OF CASH FLOWS**

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(Expressed in Full of Rupiah,
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	Catatan/ Note	2022 Rp	2021* Rp	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan dari Pelanggan		4,322,806,655,099	3,498,050,780,982	Received from Customers
Pembayaran Kas kepada Pemasok		(2,069,281,439,697)	(1,412,293,562,433)	Cash Paid to Supplier
Pembayaran kepada Karyawan		(983,682,892,292)	(764,254,073,465)	Cash Paid to Employee
Pembayaran Beban Usaha		(350,134,254,001)	(293,799,003,323)	Payment of Operating Expenses
Penerimaan Lain-lain		49,246,214,132	74,994,089,803	Received from Others
Pembayaran Bunga Pinjaman		(107,155,315,190)	(28,958,375,803)	Payment of Interest Loans
Penerimaan Bunga	32	41,389,226,068	51,090,743,540	Receipt from Interest Income
Pembayaran Pajak Penghasilan		(109,813,833,328)	(84,078,238,858)	Payment of Income Tax
Kas Neto Diperoleh dari Aktivitas Operasi		793,374,360,791	1,040,752,360,443	Net Cash Provided by Operating Activities
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES
Penerimaan Jaminan Usaha		20,003,560,497	88,251,807,224	Receipt of Business Guarantees
Pembayaran Jaminan Usaha		(41,222,580,474)	(258,723,506,438)	Payment of Business Guarantees
Perolehan Aset Takberwujud	14	(6,257,758,834)	(1,139,826,645)	Acquisition of Intangible Assets
Perolehan Aset Tetap	12	(819,455,903,991)	(370,566,661,151)	Acquisition of Fixed Assets
Hasil Penjualan Aset Tetap	12	--	25,068,179,140	Sales of Fixed Assets
Pembayaran Uang Muka Pembangunan	9	(8,065,454,555)	(12,098,181,832)	Advance Payment for Development
Pembayaran Akuisisi Entitas Anak	33	(837,871,965,767)	--	Payment of Subsidiary Acquisition
Kas Neto Digunakan untuk Aktivitas Investasi		(1,692,870,103,124)	(529,208,189,702)	Net Cash Used in Investing Activities
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES
Pencairan Pinjaman Sindikasi	21	--	327,543,590,434	Disbursement of Syndicated Loans
Pembayaran Pinjaman Sindikasi	21	(20,741,081,915)	(4,882,231,681)	Repayment of Syndicated Loans
Pembayaran Utang Bank Jangka Pendek		--	(347,000,000,000)	Repayments of Short Term Bank Loan
Pembayaran Pinjaman Bank	20	(120,132,214,198)	--	Repayments of Bank Loan
Penerimaan Pinjaman Bank	20	600,000,000,000	--	Proceeds from Bank Loan
Pencairan Pinjaman Pihak Berelasi	19	2,720,251,986	109,000,000,000	Disbursement of Related Parties Loans
Pembayaran Utang Pembiayaan	23	(26,005,176,402)	(15,776,016,745)	Payment of Financing Liabilities
Pembayaran Liabilitas Sewa	39	(53,645,429,851)	(50,874,360,174)	Payment of Lease Liabilities
Kas Neto Diperoleh dari Aktivitas Pendanaan		382,196,349,620	18,010,981,834	Net Cash Provided by Financing Activities
KENAIKAN (PENURUNAN) KAS DAN SETARA KAS		(517,299,392,713)	529,555,152,575	NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENT
PENGARUH SELISIH KURS ATAS KAS DAN SETARA KAS		6,594,525	398,301,721	EFFECTS OF EXCHANGE RATE FLUCTUATION UPON CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS AWAL TAHUN		1,858,783,651,360	1,328,830,197,064	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN		1,341,490,853,172	1,858,783,651,360	CASH AND CASH EQUIVALENTS AT END OF YEAR

*) Direklasifikasi (Catatan 40)

*) As Reclassified (Notes 40)

Informasi transaksi yang tidak mempengaruhi arus kas disajikan dalam Catatan 39

Information of non-cash transactions is presented in Note 39

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT ASDP INDONESIA FERRY (PERSERO)
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1. Umum

1. General

1.a. Pendirian Perusahaan

PT ASDP Indonesia Ferry (Persero) ("Perusahaan") didirikan pada tahun 1973 dengan nama Proyek Angkutan Sungai Danau dan Ferry (PASDF) berdasarkan Surat Keputusan Menteri Perhubungan Republik Indonesia No. KM.50/R/PHB-1973 tanggal 27 Maret 1973, di bawah pembinaan Direktorat Jenderal Perhubungan Darat. Berdasarkan Peraturan Pemerintah No. 8 Tahun 1986, status Perusahaan ditetapkan menjadi Perusahaan Umum Angkutan Sungai Danau dan Penyeberangan (PERUM ASDP). Berdasarkan Peraturan Pemerintah No. 15 tahun 1992 tanggal 17 Maret 1992, Pemerintah meningkatkan status dari bentuk PERUM ASDP menjadi PT Angkutan Sungai Danau dan Penyeberangan (Persero).

Anggaran dasar telah mengalami beberapa perubahan, terakhir berdasarkan Akta No. 9 tanggal 1 September 2021 yang dibuat di hadapan Jose Dima Satria, S.H., M.kn., Notaris di Jakarta. Perubahan tersebut telah diterima oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan No. AHU-AH.01.03-0449066 tanggal 16 September 2021.

Sesuai dengan anggaran dasar Perusahaan, ruang lingkup kegiatan Perusahaan terutama meliputi bidang penyelenggaraan jasa pelabuhan, jasa angkutan sungai, danau dan penyeberangan dan jasa angkutan laut. Perusahaan mulai beroperasi secara komersial pada tahun 1973.

Perusahaan berkedudukan dan berkantor pusat di Jalan Ahmad Yani No. 52 A, Jakarta Timur. Jumlah cabang operasional dan pelabuhan Perusahaan terdiri dari 29 Cabang operasional dan 34 pelabuhan sesuai dengan surat keputusan Direksi PT ASDP Indonesia Ferry (Persero) No.SK.1545/HK.001/ASDP-2017 tanggal 4 Desember 2017 tentang penetapan kelas cabang di lingkungan PT ASDP Indonesia Ferry (Persero).

Pemerintah Republik Indonesia adalah pemegang saham Perusahaan, dengan kepemilikan 100%.

1.a. The Company's Establishment

PT ASDP Indonesia Ferry (Persero) ("the Company") was established in 1973 under the name Proyek Angkutan Sungai Danau dan Ferry (PASDF) based on the Decree of the Minister of Transportation of the Republic of Indonesia No. KM.50/R/PHB-1973 dated March 27, 1973, under the guidance of the Directorate General of Land Transportation. Based on Government Regulation No. 8 of 1986, the status of the Company was determined to be the Public Company for River Lake and Ferry Transportation (PERUM ASDP). Based on Government Regulation no. 15 of 1992 dated March 17, 1992, the Government upgraded its status from the PERUM ASDP form to PT Angkutan Sungai Danau dan Penyeberangan (Persero).

The Company's Article of Association has been amended for several times, most recently based on Deed No. 9 dated September 1, 2021 made before Jose Dima Satria, S.H. M.Kn., Notary in Jakarta. This amendment has been received by the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-AH.01.03-0449066 dated September 16, 2021.

In accordance with the Company's articles of association, the scope of activities of the Company mainly includes the provision of port services, river, lake and ferry services and sea transportation services. The company started commercial operations in 1973.

The company is domiciled and headquartered at Jalan Ahmad Yani No. 52 A, East Jakarta. The number of operational branches and ports of the Company consists of 29 operational branches and 34 ports in accordance with the Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) No.SK.1545 / HK.001 / ASDP-2017 dated December 4, 2017 concerning the assignment of branch classes within PT ASDP Indonesia Ferry (Persero).

The Government of the Republic of Indonesia is the shareholder of the Company, with 100% ownership.

1.b. Dewan Komisaris, Direksi dan Karyawan

Susunan anggota Dewan Komisaris dan Dewan Direksi pada tanggal 31 Desember 2022 dan 2021 berdasarkan Akta Pernyataan Keputusan Rapat No. 3 tanggal 3 November 2022 yang telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia dengan Surat Pemberitahuan No.AHU-AH.01.09-0136433 tanggal 28 Desember 2022 dan Akta No. 1424 tanggal 20 Oktober 2020 yang telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-AH.01.03-0403042 tanggal 2 November 2020, adalah sebagai berikut:

	2022	2021	
Dewan Komisaris			Board of Commissioners
Komisaris Utama	Saiful Haq Manan	Saiful Haq Manan	President Commissioner
Komisaris Independen	Iwan Hari Sugiarto	Iwan Hari Sugiarto	Independent Commissioners
Komisaris Independen	Hendar Ristriawan	Hendar Ristriawan	Independent Commissioners
Komisaris	Susi Mayrista Tarigan	Susi Mayrista Tarigan	Commissioners
Komisaris	Budi Setiyadi	Umar Aris	Commissioners
Komisaris	Edmil Nurjamil	Edmil Nurjamil	Commissioners
Dewan Direksi			Board of Directors
Direktur Utama	Ira Puspawati	Ira Puspawati	President Director
Direktur Teknik dan Fasilitas	Kusnadi Chandra Wijaya	Kusnadi Chandra Wijaya	Engineering and Facilities Director
Direktur Perencanaan dan Pengembangan	Harry Muhammad Adhi Caksono	Harry Muhammad Adhi Caksono	Planning and Development Director
Direktur Komersial dan Pelayanan	Muhammad Yusuf Hadi	Muhammad Yusuf Hadi	Commercial and Service Director
Direktur SDM dan Layanan Korporasi	Wahyu Wibowo	Wahyu Wibowo	HR and Corporate Service Director
Direktur Keuangan dan Teknologi Informasi	Djunia Satriawan	Djunia Satriawan	Finance and Information Technology Director

Pada tanggal 31 Desember 2022 dan 2021 jumlah karyawan Perusahaan masing-masing sejumlah 4.627 dan 4.589 orang (tidak diaudit).

As of December 31, 2022 and 2021, the Company's employees are 4,627 and 4,589 people, respectively (unaudited).

1.c. Komite Audit, Sekretaris Perusahaan, dan Kepala Internal Audit

Susunan anggota Komite Audit pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

1.c. Audit Committee, Corporate Secretary and Head of Internal Audit

Board of Audit Committee as of December 31, 2022 and 2021 is as follows:

	2022 dan/ and 2021	
Ketua	Hendar Ristriawan	Chairman
Wakil Ketua	Edmil Nurjamil	Vice Chairman
Anggota	Made Sumadi Arta	Members
Anggota	Triandi	Members

Sekretaris Perusahaan adalah Shelvy Arifin masing-masing pada 31 Desember 2022 dan 2021.

The Company's corporate secretary is Shelvy Arifin as of December 31, 2022 and 2021, respectively.

Kepala Internal Audit Perusahaan pada 31 Desember 2022 dan 2021 masing-masing dijabat oleh Theresia Damayanti.

Head of Internal Audit as of December 31, 2022 and 2021, respectively is Theresia Damayanti.

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1.d. Struktur Entitas Anak

Perusahaan memiliki pengendalian atas entitas anak yang dikonsolidasi pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

Entitas Anak/ Subsidiary	Kegiatan Usaha Utama/ Primary Activities	Lokasi Domisili/ Domicile	Tahun Beroperasi Komersil/ Year Of Commercial Operation	Persentase Kepemilikan/ Percentage of Ownership		Total Aset/ Total Assets	
				2022 %	2021 %	2022 Rp	2021 Rp
PT Indonesia Ferry Property	Perdagangan Umum dan Real Estat	Jakarta	2017	51.00	51.00	1,167,903,966,797	1,088,203,849,895
PT Jembatan Nusantara	Jasa Pelayaran	Surabaya	2022	99.99	--	1,723,854,781,737	--

PT Indonesia Ferry Property (IFPRO)

Berdasarkan Akta No. 21 tanggal 5 September 2017 yang dibuat di hadapan Jose Dima Satria, S.H.,M.Kn., Notaris di Jakarta. Perusahaan memiliki 120.000 lembar saham senilai Rp120.000.000.000 yang mewakili kepemilikan sebesar 51%. Akta pendirian ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusan No.AHU.0041206.AH.01.01 tahun 2017 tanggal 19 September 2017.

Berdasarkan akta No.10 tanggal 6 Februari 2018 yang dibuat dihadapan Jose Dima Satria, S.H.,M.Kn., Notaris di Jakarta Para Pemegang Saham IFPRO menyetujui untuk melakukan peningkatan modal ditempatkan dan disetor menjadi sebesar Rp309.583.000.000 dengan nilai per lembar saham sebesar Rp1.000.000. Atas peningkatan modal disetor tersebut, kepemilikan Perusahaan menjadi sebesar Rp157.887.000.000 atau 51%. Akta tersebut telah diberitahukan perubahannya kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat No.AHU-AH.01.03-0063595 tanggal 12 Februari 2018.

PT Jembatan Nusantara (JN)

JN mengalami beberapa kali perubahan anggaran dasar terakhir Akta No. 8 tanggal 17 Oktober 2022 yang dibuat di hadapan Atika Batohir, S.H., M.Kn., Notaris di Surabaya. Akta perubahan ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No.AHU-0075049.AH.01.02 TAHUN 2022 tanggal 18 Oktober 2022.

1.d. The Structure of Subsidiary

The Company owns control over the management of the subsidiary as of December 31, 2022 and 2021 as follows:

PT Indonesia Ferry Property (IFPRO)

Based on the Deed No. 21 dated September 5, 2017 made before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta. The Company owns 120,000 shares valued at Rp120,000,000,000, which represents 51% ownership. This deed of establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No.AHU.0041206.AH.01.01 of 2017 dated September 19, 2017.

Based on deed No.10 dated February 6, 2018 made before Jose Dima Satria, SH, M.Kn., Notary in Jakarta, the Shareholders of PT Indonesia Ferry Properti (IFPRO) agreed to increase their issued and paid-up capital to be Rp309,583,000,000 with a value per share of Rp1,000,000. Due to the increase in paid-in capital, the company's ownership amounted to Rp157,887,000,000 or 51%. The amendment of the deed has been announced to the Minister of Law and Human Rights of the Republic of Indonesia with Letter No.AHU-AH.01.03-0063595 dated February 12, 2018.

PT Jembatan Nusantara (JN)

JN Article of Association has been amended for several times, most recently based on Deed No. 8 dated October 17, 2022 made before Atika Batohir, S.H. M.Kn., Notary in Surabaya. This amendment has been received by the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0075049 TAHUN 2022 dated October 18, 2022.

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Berdasarkan Akta No. 140 tanggal 22 Februari 2022 oleh Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, yang telah disahkan dengan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0116605 tanggal 22 Februari 2022, Pemegang Saham JN menyetujui perjanjian jual beli 1.573.115.400 lembar saham milik PT Mahkota Pratama dan 174.790.600 lembar saham milik PT Indonesia VIP, setara dengan 100% kepemilikan saham JN, kepada Perusahaan dan menyetujui pembelian 7 kapal dari PT Prima Eksekutif.

Berdasarkan Akta No. 16 tanggal 13 Juli 2022 oleh Eva Purwanty, S.H., M.Kn., Notaris di Jakarta, yang telah disahkan dengan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0267941 tanggal 20 Juli 2022, Pemegang Saham menyetujui untuk meningkatkan modal disetor JN sebesar Rp380.000.000.000 sehingga total modal saham JN menjadi sebesar Rp1.253.953.000.000.

Berdasarkan Akta Notaris No. 6 tanggal 12 Oktober 2022 oleh Aryanti Artisari, S.H., M.Kn., Notaris di Jakarta dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. AHU-0204896.AH.01.11.TAHUN 2022 tanggal 13 Oktober 2022, Perusahaan mengalihkan sejumlah 174.791 lembar saham JN senilai Rp87.395.500 kepada Dana Pensiun ASDP.

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Based on deed No.140 dated February 22, 2022 made before Jose Dima Satria, SH, M.Kn., Notary in Jakarta, that has been announced to the Minister of Law and Human Rights of the Republic of Indonesia with Letter No.AHU-AH.01.03-0116605 dated February 22, 2022, the Shareholders of JN agreed to sale and purchase 1,573,115,400 shares of PT Mahkota Pratama and 174,790,600 shared of PT Indonesia VIP, equivalent to the ownership of JN, to the Company and agreed to the purchase of 7 ships from PT Prima Eksekutif.

Based on the Deed No. 16 dated July 13, 2022 made before Eva Purwanty, S.H., M.Kn., Notary in Jakarta, that has been announced to the Minister of Law and Human Rights of the Republic of Indonesia with Letter No.AHU-AH.01.03-0267941 dated July 20, 2022, the Shareholder agreed to increase their paid-up capital to be Rp380,000,000,000, so the capital of JN amounted to Rp1,253,953,000,000.

Based on the Deed No. 6 dated October 12, 2022 before Aryanti Artisari, S.H., M.Kn., Notary in Jakarta that has been received by the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0204896.AH.01.11.TAHUN 2022 dated October 13, 2022. The Company transferred a total of 174,791 shares of JN amounting to Rp87,395,500 to ASDP Pension Funds.

2. Kebijakan Akuntansi Signifikan

2.a. Kepatuhan Terhadap Standar Akuntansi Keuangan (SAK)

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan - Ikatan Akuntan Indonesia (DSAK-IAI).

2. Significant Accounting Policies

2.a. Compliance with the Financial Accounting Standards (SAK)

The consolidated financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standard Board – Indonesian Institute of Accountant (DSAK – IAI).

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**2.b. Dasar Pengukuran dan Penyusunan
Laporan Keuangan Konsolidasian**

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan Entitas anak (selanjutnya secara kolektif disebut sebagai "Grup").

Laporan keuangan konsolidasian disusun dan disajikan berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas konsolidasian. Dasar pengukuran dalam penyusunan laporan keuangan konsolidasian ini adalah konsep biaya perolehan, kecuali beberapa akun tertentu yang didasarkan pengukuran lain sebagaimana dijelaskan dalam kebijakan akuntansi masing-masing akun tersebut. Biaya perolehan umumnya didasarkan pada nilai wajar imbalan yang diserahkan dalam pemerolehan aset.

Laporan arus kas konsolidasian disajikan dengan metode langsung (*direct method*) dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan konsolidasian ini adalah Rupiah yang merupakan mata uang fungsional Grup. Setiap entitas di dalam Grup menetapkan mata uang fungsional sendiri dan unsur-unsur dalam laporan keuangan dari setiap entitas diukur berdasarkan mata uang fungsional tersebut.

**2.c. Pernyataan dan Interpretasi Standar
Akuntansi Baru dan Revisi yang Berlaku
Efektif pada Tahun Berjalan**

Berikut amendemen dan penyesuaian atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, dengan penerapan dini diperkenankan yaitu:

- PSAK 22 (Amendemen 2019): Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual;
- Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Merugi - Biaya Memenuhi Kontrak;
- Amendemen PSAK 16: Aset Tetap tentang Hasil Sebelum Penggunaan yang Diintensikan;

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**2.b. The Basis of Measurement and
Preparation of Consolidated Financial
Statements**

The consolidated financial statements include the financial statements of the Company and its subsidiary (hereinafter collectively referred as the "Group").

The consolidated financial statements have been prepared and presented based on going concern assumption and accrual basis of accounting, except for the consolidated statements of cash flows. Basis of measurement in preparation of these consolidated financial statements is the historical costs concept, except for certain accounts which have been prepared on the basis of other measurements as described in their respective policies. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

The consolidated statements of cash flows are prepared using the direct method by classifying cash flows into operating, investing and financing activities.

The presentation currency used in the preparation of the consolidated financial statements is Indonesian Rupiah which is the functional currency of the Group. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

**2.c. New and Revised Statements and
Interpretation of Financial Accounting
Standards Effective in the Current Year**

The following are amendment and improvements to standards which effective for periods beginning on or after January 1, 2022, with early adoption is permitted, are as follows:

- PSAK 22 (Amendemen 2019): Business Combinations concerning Reference to the Conceptual Framework;
- Amendment to PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets on Onerous Contracts - Cost of Fulfilling Contracts;
- Amendment to PSAK 16: Property, Plant and Equipment concerning Proceeds Before Intensified Use;

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- PSAK 69 (Penyesuaian Tahunan 2020):
Agrikultur;
- PSAK 71 (Penyesuaian Tahunan 2020):
Instrumen Keuangan; dan
- PSAK 73 (Penyesuaian Tahunan 2020):
Sewa.

Implementasi dari standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

2.d. Prinsip-prinsip Konsolidasian

Laporan keuangan konsolidasian mencakup laporan keuangan Grup seperti disebutkan pada Catatan 1.d.

Entitas anak adalah entitas yang dikendalikan oleh Grup, yakni Grup terekspos, atau memiliki hak, atas imbal hasil variabel dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kemampuan kini untuk mengarahkan aktivitas relevan dari entitas (kekuasaan atas investee).

Keberadaan dan dampak dari hak suara potensial dimana Grup memiliki kemampuan praktis untuk melaksanakan (yakni hak substantif) dipertimbangkan saat menilai apakah Grup mengendalikan entitas lain.

Laporan keuangan konsolidasian Grup mencakup hasil usaha, arus kas, aset dan liabilitas dari Perusahaan dan seluruh entitas anak yang, secara langsung dan tidak langsung, dikendalikan oleh Perusahaan. Entitas anak dikonsolidasikan sejak tanggal efektif akuisisi, yaitu tanggal dimana Grup secara efektif memperoleh pengendalian atas bisnis yang diakuisisi, sampai tanggal pengendalian berakhir.

Entitas induk menyusun laporan keuangan konsolidasian dengan menggunakan kebijakan akuntansi yang sama untuk transaksi dan peristiwa lain dalam keadaan yang serupa. Seluruh transaksi, saldo, penghasilan, beban, dan arus kas dalam intra kelompok usaha terkait dengan transaksi antar entitas dalam kelompok usaha dieliminasi secara penuh.

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- PSAK 69 (Annual Improvement 2020):
Agriculture;
- PSAK 71 (Annual Improvement 2020):
Financial Instruments; and
- PSAK 73 (Annual Improvement 2020):
Leases.

The implementation of the above standards had no significant effect on the amounts reported for the current period or prior financial year.

2.d. Principles of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and subsidiary as described in Note 1.d.

A subsidiary is an entity controlled by the Group, ie the Group is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its current ability to direct the entity's relevant activities (power over the investee).

The existence and effect of substantive potential voting rights that the Group has the practical ability to exercise (ie substantive rights) are considered when assessing whether the Group controls another entity.

The Group's consolidated financial statements incorporate the results, cash flows, assets and liabilities of the Company and all of its directly and indirectly controlled subsidiary. Subsidiary are consolidated from the effective date of acquisition, which is the date on which the Group effectively obtains control of the acquired business, until that control ceases.

A parent prepares consolidated financial statements using uniform accounting policies for like transactions and other events in similar circumstances. All intragroup transactions, balances, income, expenses and cash flows relating to transaction between entities of the group are eliminated in full, on consolidated.

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Grup mengatribusikan laba rugi dan setiap komponen dari penghasilan komprehensif lain kepada pemilik entitas induk dan kepentingan nonpengendali meskipun hal tersebut mengakibatkan kepentingan nonpengendali memiliki saldo defisit. Grup menyajikan kepentingan nonpengendali di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian adalah transaksi ekuitas (yaitu transaksi dengan pemilik dalam kapasitasnya sebagai pemilik). Ketika proporsi ekuitas yang dimiliki oleh kepentingan nonpengendali berubah, Grup menyesuaikan jumlah tercatat kepentingan pengendali dan kepentingan nonpengendali untuk mencerminkan perubahan kepemilikan relatifnya dalam entitas anak. Selisih antara jumlah dimana kepentingan nonpengendali disesuaikan dan nilai wajar dari jumlah yang diterima atau dibayarkan diakui langsung dalam ekuitas dan diatribusikan pada pemilik dari entitas induk.

Jika Grup kehilangan pengendalian, maka Grup:

- (a) Menghentikan pengakuan aset (termasuk *goodwill*) dan liabilitas entitas anak pada jumlah tercatatnya ketika pengendalian hilang;
- (b) Menghentikan pengakuan jumlah tercatat setiap kepentingan nonpengendali pada entitas anak terdahulu ketika pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan pada kepentingan nonpengendali);
- (c) Mengakui nilai wajar pembayaran yang diterima (jika ada) dari transaksi, peristiwa, atau keadaan yang mengakibatkan hilangnya pengendalian;
- (d) Mengakui sisa investasi pada entitas anak terdahulu pada nilai wajarnya pada tanggal hilangnya pengendalian;
- (e) Mereklasifikasi ke laba rugi, atau mengalihkan secara langsung ke saldo laba jika disyaratkan oleh SAK lain, jumlah yang diakui dalam penghasilan komprehensif lain dalam kaitan dengan entitas anak; dan

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The Group attributed the profit and loss and each component of other comprehensive income to the owners of the parent and non-controlling interest even though this results in the non-controlling interests having a deficit balance. The Group presents non-controlling interest in equity in the consolidated statement of financial position, separately from the equity owners of the parent.

Changes in the parent's ownership interest in a subsidiary that do not result in loss of control are equity transactions (i.e. transactions with owners in their capacity as owners). When the proportion of equity held by non-controlling interest change, the Group adjusted the carrying amounts of the controlling interest and non-controlling interest to reflect the changes in their relative interest in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the parent.

If the Group loses control, the Group:

- (a) *Derecognize the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;*
- (b) *Derecognize the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);*
- (c) *Recognize the fair value of the consideration received, if any, from the transaction, event or circumstances that resulted in the loss of control;*
- (d) *Recognizes any investment retained in the former subsidiary at fair value at the date when control is lost;*
- (e) *Reclassify to profit or loss, or transfer directly to retained earnings if required by other SAKs, the amount recognized in other comprehensive income in relation to the subsidiary; and*

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- (f) Mengakui perbedaan apapun yang dihasilkan sebagai keuntungan atau kerugian dalam laba rugi yang diatribusikan kepada entitas induk.

2.e. Kombinasi Bisnis

Kombinasi bisnis adalah suatu transaksi atau peristiwa lain dimana pihak pengakuisisi memperoleh pengendalian atas satu atau lebih bisnis. Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Imbalan yang dialihkan dalam suatu kombinasi bisnis diukur pada nilai wajar, yang dihitung sebagai hasil penjumlahan dari nilai wajar tanggal akuisisi atas seluruh aset yang dialihkan oleh Grup, liabilitas yang diakui oleh Grup kepada pemilik sebelumnya dari pihak yang diakuisisi dan kepentingan ekuitas yang diterbitkan oleh Grup dalam pertukaran pengendalian dari pihak yang diakuisisi. Biaya-biaya terkait akuisisi diakui sebagai beban pada periode saat biaya tersebut terjadi dan jasa diterima.

Pada tanggal akuisisi, aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih diakui pada nilai wajar kecuali untuk aset dan liabilitas tertentu yang diukur sesuai dengan standar yang relevan.

Komponen kepentingan non-pengendali pada pihak diakuisisi diukur baik pada nilai wajar ataupun pada bagian proporsional instrumen kepemilikan yang ada dalam jumlah yang diakui atas aset neto teridentifikasi dari pihak diakuisisi.

Bila suatu kombinasi bisnis dilakukan secara bertahap, kepemilikan terdahulu Grup atas pihak terakuisisi diukur kembali ke nilai wajar pada tanggal akuisisi dan keuntungan atau kerugiannya, jika ada, diakui dalam laba rugi. Apabila dalam periode sebelumnya, perubahan nilai wajar yang berasal dari kepentingan ekuitasnya sebelum tanggal akuisisi telah diakui dalam penghasilan komprehensif lain, jumlah tersebut diakui dengan dasar yang sama sebagaimana dipersyaratkan jika Grup telah melepas secara langsung kepentingan ekuitas yang dimiliki sebelumnya.

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- (f) Recognizes any resulting difference as a gain or loss attributable to the parent.

2.e. Business Combination

Business combination is a transaction or other event in which an acquirer obtains control of one or more businesses. Business combination is accounted for by applying the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to former owners of the acquiree, and the equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognized as expenses in the periods in which the costs are incurred and the services are received.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognized at their fair value except for certain assets and liabilities that are measured in accordance with the relevant standards.

Component of non-controlling interests are measured either at fair value or at the present ownership instruments' proportionate share in the recognized amounts of the acquiree's identifiable net assets.

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date and the resulting gain or loss, if any, is recognized in profit or loss. When in prior periods, a change in the value of its equity interest in the acquiree prior to the acquisition date had been recognized in other comprehensive income, that amount shall be recognized on the same basis as would be required if the Group had disposed directly of the previously held equity interest.

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Jika akuntansi awal untuk kombinasi bisnis belum selesai pada akhir periode pelaporan saat kombinasi terjadi, Grup melaporkan jumlah sementara untuk pos-pos yang proses akuntansinya belum selesai dalam laporan keuangannya. Selama periode pengukuran, pihak pengakuisisi menyesuaikan, aset atau liabilitas tambahan yang diakui, untuk mencerminkan informasi baru yang diperoleh tentang fakta dan keadaan yang ada pada tanggal akuisisi dan, jika diketahui, akan berakibat terhadap pengakuan aset dan liabilitas dimaksud pada tanggal tersebut.

Pada tanggal akuisisi, *goodwill* diukur pada harga perolehan yang merupakan selisih lebih antara (a) nilai gabungan dari imbalan yang dialihkan dan jumlah setiap kepentingan non-pengendali, atas (b) jumlah neto teridentifikasi dari aset yang diperoleh dan liabilitas yang diambil alih. Jika imbalan tersebut kurang dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui dalam laporan laba rugi sebagai keuntungan dari akuisisi entitas anak setelah sebelumnya manajemen menilai kembali apakah telah mengidentifikasi dengan tepat seluruh aset yang diperoleh dan liabilitas yang diambil alih serta mengakui setiap aset atau liabilitas tambahan yang dapat diidentifikasi dalam penelaahan tersebut.

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan pengujian penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi dialokasikan kepada setiap Unit Penghasil Kas dari Grup yang diperkirakan akan memberikan manfaat dari sinergi kombinasi bisnis tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditempatkan dalam Unit Penghasil Kas tersebut.

Jika *goodwill* telah dialokasikan pada suatu Unit Penghasil Kas dan operasi tertentu atas Unit Penghasil Kas tersebut dilepaskan, maka *goodwill* yang terkait dengan operasi yang dilepaskan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi Unit Penghasil Kas yang ditahan.

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If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete in its financial statements. During the measurement period, the acquirer adjust, recognised additional assets or liabilities, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have resulted in the recognition of those assets and liabilities as of that date.

At acquisition date, goodwill is measured at its cost being the excess of (a) the aggregate of the consideration transferred and the amount of any non-controlling interest, over (b) the net of identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss as gain on bargain purchase after previously the management reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and recognize any additional assets or liabilities that are identified in that review.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination, from the acquisition date, be allocated to each of the Group's Cash Generating Units that is expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those Cash Generating Units.

If goodwill has been allocated to Cash Generating Units and certain operations on the Cash Generating Units is disposed, the goodwill associated with the operation disposed is included in the carrying amount of the operation when determining the gain or losses on disposal. Disposed goodwill is measured on the basis of relative values of the operation disposed of and the portion of the Cash Generating Units retained.

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2.f. Transaksi dan Saldo dengan Pihak Berelasi

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- a) Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - i. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
 - ii. Memiliki pengaruh signifikan atas entitas pelapor; atau
 - iii. Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
- b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
 - i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
 - ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
 - iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - v. Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
 - vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a); atau
 - vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas); atau

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2.f. Related Parties Transactions and Balances

A related party is a person or an entity that is related to the reporting entity:

- a) A person or a close member of that person's family is related to a reporting entity if that person:
 - i. Has control or joint control over the reporting entity;
 - ii. Has significant influence over the reporting entity; or
 - iii. Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.
- b) An entity is related to the reporting entity if any of the following conditions applies:
 - i. The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - iii. Both entities are joint ventures of the same third party;
 - iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
 - vi. The entity is controlled or jointly controlled by a person identified in (a); or
 - vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity); or

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viii. Entitas, atau anggota dari kelompok dimana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

viii. *The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.*

Entitas yang berelasi dengan Pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

A government-related entity is an entity that is controlled, jointly controlled or significant influence by a government. Government refers to government agencies and similar bodies whether local, national or international.

Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian Negara BUMN sebagai kuasa pemegang saham.

Entity related to the Government can be an entity which controlled or significantly influenced by the Ministry of Finance that representing as the shareholders of the entity or an entity controlled by the Government of Republic of Indonesia, represented by the Ministry of BUMN as a shareholder's representative.

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam catatan yang relevan.

All significant transactions and balances with related parties are disclosed in the relevant notes.

2.g. Transaksi dan Saldo dalam Mata Uang Asing

Dalam menyiapkan laporan keuangan, setiap entitas di dalam Grup mencatat dengan menggunakan mata uang dari lingkungan ekonomi utama di mana entitas beroperasi ("mata uang fungsional"). Mata uang fungsional Perusahaan dan seluruh entitas anak adalah Rupiah.

2.g. Foreign Currency Transactions and Balances

In preparing financial statements, each of the entities within the Group record by using the currency of the primary economic environment in which the entity operates ("the functional currency"). The functional currency of the Company and all of the subsidiary is Rupiah.

Transaksi-transaksi selama tahun berjalan dalam mata uang asing dicatat dalam Rupiah dengan kurs spot antara Rupiah dan valuta asing pada tanggal transaksi.

Transactions during the year in foreign currencies are recorded in Rupiah by applying spot exchange rate between Rupiah and the foreign currency at the date of transactions.

Pada akhir periode pelaporan, pos moneter dalam mata uang asing dijabarkan ke dalam Rupiah menggunakan kurs penutup, yaitu kurs tengah Bank Indonesia pada 31 Desember 2022 dan 2021 sebagai berikut:

At the end of reporting period, foreign currency monetary items are translated to Rupiah using the closing rate, i.e. middle rate of Bank of Indonesia at December 31, 2022 and 2021 as follows:

	2022 Rp	2021 Rp	
1 Dollar Amerika Serikat (USD)	15,731	14,269	1 United State Dollar (USD)
1 Euro (EUR)	16,713	16,127	1 Euro (EUR)

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Selisih kurs yang timbul dari penyelesaian pos moneter dan dari penjabaran pos moneter dalam mata uang asing diakui dalam laba rugi.

2.h. Kas dan Setara kas

Kas dan setara kas termasuk kas, kas di bank (rekening giro), dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang pada saat penempatan yang tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

2.i. Persediaan

Persediaan dinyatakan berdasarkan jumlah terendah antara biaya perolehan dan nilai realisasi neto. Biaya persediaan terdiri dari seluruh biaya pembelian, biaya konversi dan biaya lain yang timbul sampai persediaan berada dalam kondisi dan lokasi saat ini. Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi neto merupakan taksiran harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk membuat penjualan.

Setiap penurunan nilai persediaan di bawah biaya perolehan menjadi nilai realisasi neto dan seluruh kerugian persediaan diakui sebagai beban pada periode terjadinya penurunan atau kerugian tersebut. Setiap pemulihan kembali penurunan nilai persediaan karena peningkatan kembali nilai realisasi neto, diakui sebagai pengurangan terhadap jumlah beban persediaan pada periode terjadinya pemulihan tersebut.

2.j. Biaya Dibayar di Muka

Biaya dibayar di muka diamortisasi sesuai masa manfaat dengan menggunakan metode garis lurus (*straight-line method*).

2.k. Properti Investasi

Properti investasi adalah properti (tanah atau bangunan atau bagian dari suatu bangunan atau kedua-duanya) yang dikuasai oleh pemilik atau penyewa melalui sewa pembiayaan untuk menghasilkan sewa atau untuk kenaikan nilai atau kedua-duanya, dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif; atau dijual dalam kegiatan usaha sehari-hari.

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Exchange differences arising on the settlement of monetary items and on translating monetary items in foreign currencies are recognized in profit or loss.

2.h. Cash and Cash Equivalent

Cash and cash equivalents are cash on hand, cash in banks (current account) and time deposits with maturity periods of three months or less at the time of placement that are not used as collateral or are not restricted.

2.i. Inventories

Inventories are carried at the lower of cost and net realizable value. The cost of inventories comprise all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Cost is determined using the weighted average method. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

The amount of any write-down of inventories to net realizable value and all losses of inventories shall be recognized as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realizable value, is recognized as a reduction in the amount of inventories recognized as an expense in the period in which the reversal occurs.

2.j. Prepaid Expenses

Prepaid expenses are amortized over its beneficial periods by using the straight line method.

2.k. Investment Properties

Investment properties are properties (land or a building or part of a building or both) held by the owner or the lessee under a finance lease to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes; or sale in the daily business activities.

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Properti investasi diakui sebagai aset jika dan hanya jika besar kemungkinan manfaat ekonomik masa depan yang terkait dengan properti investasi akan mengalir ke entitas; dan biaya perolehan properti investasi dapat diukur dengan andal.

Properti investasi pada awalnya diukur sebesar biaya perolehan, meliputi harga harga pembelian dan setiap pengeluaran yang dapat diatribusikan secara langsung (biaya jasa hukum, pajak pengalihan properti, dan biaya transaksi lain). Biaya transaksi termasuk dalam pengukuran awal tersebut.

Setelah pengakuan awal, Grup memilih menggunakan model nilai wajar dan mengukur seluruh properti investasi berdasarkan nilai wajar. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar properti investasi diakui dalam laba rugi pada periode terjadinya.

Penentuan nilai wajar investasi didasarkan pada penilaian oleh penilai independen yang mempunyai kualifikasi profesional yang telah diakui dan relevan serta memiliki pengalaman terkini di lokasi dan kategori properti investasi yang dinilai.

Biaya pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya, sedangkan pemugaran dan penambahan dikapitalisasi.

Grup mengalihkan properti ke, atau dari, properti investasi jika, dan hanya jika, ketika properti memenuhi, atau berhenti memenuhi, definisi properti investasi dan terdapat bukti atas perubahan penggunaan, mencakup:

- a. Dimulainya penggunaan oleh pemilik, atau, pengembangan untuk pemilik, untuk pengalihan dari properti investasi menjadi properti yang digunakan sendiri;
- b. Dimulainya pengembangan untuk dijual, untuk pengalihan dari properti investasi menjadi persediaan;
- c. Berakhirnya pemakaian oleh pemilik, untuk pengalihan dari properti yang digunakan sendiri menjadi properti investasi; dan
- d. Insepsi sewa operasi kepada pihak lain, untuk pengalihan dari persediaan menjadi properti investasi.

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Investment property is recognised as an asset when, and only when it is probable that the future economic benefits that are associated with the investment property will flow to the entity; and the cost of the investment property can be measured reliably.

An investment property shall be measured initially at its cost, comprises its purchase price and any directly attributable expenditure (professional fees for legal services, property transfer taxes and other transaction costs). Transaction costs are included in the initial measurement.

After initial recognition, the Group choose to use fair value model and measure all of its investment property at fair value. A gain or loss arising from a change in the fair value of investment property is recognized in profit or loss for the period in which it arises.

The fair value of investment property is based on a valuation by an independent valuer who holds a recognized and relevant professional qualification and has recent experience in the location and category of the investment property being valued.

Maintenance and repairment costs are charged to profit or loss as incurred, while renewals and betterments are capitalized.

The Group shall transfer a property, to, or from investment property when, and only when, there the property meets, or ceases to meet, the definition of investment property and there is evidence of the change in use, include:

- a. *Commencement of owner-occupation, or of development with a view to owner-occupation, for a transfer from investment property to owner-occupied property;*
- b. *Commencement of development with a view to sale, for a transfer from investment property to inventories;*
- c. *End of owner-occupation, for a transfer from owner-occupied property to investment property; and*
- d. *Inception of an operating lease to another party, for a transfer from inventories to investment property.*

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Properti investasi dihentikan pengakuannya pada saat dilepaskan atau ketika tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomi masa depan yang diperkirakan dari pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan ditentukan dari selisih antara hasil neto pelepasan dan jumlah tercatat aset, dan diakui dalam laba rugi pada periode terjadinya penghentian atau pelepasan.

An investment property is derecognizes on disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Gains or losses arising from the retirement or disposal are determined as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognized in profit or loss in the period of the retirement or disposal.

2.1. Aset Tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan yang meliputi harga perolehannya dan setiap biaya yang dapat diatribusikan langsung untuk membawa aset ke kondisi dan lokasi yang diinginkan agar aset siap digunakan sesuai intensi manajemen.

2.1. Fixed Assets

Fixed assets are initially recognized at cost, which comprises its purchase price and any cost directly attributable in bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

Apabila relevan, biaya perolehan juga dapat mencakup estimasi awal biaya pembongkaran dan pemindahan aset tetap dan restorasi lokasi aset tetap, kewajiban tersebut timbul ketika aset tetap diperoleh atau sebagai konsekuensi penggunaan aset tetap selama periode tertentu untuk tujuan selain untuk memproduksi persediaan selama periode tersebut.

When applicable, the cost may also comprises the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Setelah pengakuan awal, aset tetap kecuali tanah dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

After initial recognition, fixed assets, except land, are carried at its cost less any accumulated depreciation, and any accumulated impairment losses.

Tanah diakui sebesar harga perolehannya dan tidak disusutkan.

Lands are recognised at its cost and are not depreciated.

Penyusutan aset tetap dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomis aset sebagai berikut:

Depreciation of fixed assets starts when its available for use and its computed by using straight-line method based on the estimated useful lives of assets as follows:

	<u>Tahun/ Years</u>	
Bangunan, Rumah Dinas dan kantor	5 - 20	<i>Building, Official Houses, and Offices</i>
Bangunan Pelabuhan	5 - 20	<i>Port Buildings</i>
Armada Kapal	5 - 30	<i>Fleets</i>
Kendaraan	5	<i>Vehicles</i>
Perlengkapan Kantor	5	<i>Office Equipment</i>

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Aset tetap yang dikonstruksi sendiri disajikan sebagai bagian aset tetap sebagai "Aset dalam Penyelesaian" dan dinyatakan sebesar biaya perolehannya. Semua biaya, termasuk biaya pinjaman, yang terjadi sehubungan dengan penyelesaian aset tersebut dikapitalisasi sebagai bagian dari biaya perolehan aset tetap dalam penyelesaian. Biaya perolehan aset tetap dalam penyelesaian tidak termasuk setiap laba internal, jumlah tidak normal dari biaya pemborosan yang terjadi dalam pemakaian bahan baku, tenaga kerja atau sumber daya lain.

Akumulasi biaya perolehan akan dipindahkan ke masing-masing pos aset tetap yang sesuai pada saat aset tersebut selesai dikerjakan atau siap digunakan dan disusutkan sejak beroperasi.

Nilai tercatat dari suatu aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak terdapat lagi manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (yang ditentukan sebesar selisih antara jumlah hasil pelepasan neto, jika ada, dan jumlah tercatatnya) dimasukkan dalam laba rugi pada saat penghentian pengakuan tersebut dilakukan.

Pada akhir periode pelaporan, Grup melakukan penelaahan berkala atas masa manfaat, nilai residu, metode penyusutan, dan sisa umur pemakaian berdasarkan kondisi teknis.

2.m. Aset Takberwujud

Aset takberwujud diukur sebesar nilai perolehan pada pengakuan awal. Setelah pengakuan awal, aset takberwujud dicatat pada biaya perolehan dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai (jika ada). Umur manfaat aset takberwujud dinilai apakah terbatas atau tidak terbatas.

Aset takberwujud dengan umur manfaat terbatas

Aset takberwujud dengan umur manfaat terbatas diamortisasi selama umur manfaat ekonomis dengan metode garis lurus.

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Self-constructed fixed assets are presented as part of the fixed assets under "Construction In Progress" and are stated at its cost. All costs, including borrowing costs, incurred in relation with the construction of these assets are capitalized as part of the cost of assets in construction. Cost of assets in construction shall exclude any internal profits, cost of abnormal amounts of wasted material, labour, or other resources incurred.

The accumulated costs will be transferred to the respective fixed assets items at the time the asset is completed or ready for use and are depreciated since the operation.

The carrying amount of an item of fixed assets is derecognized on disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition (that determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item) is included in profit or loss when item is derecognized.

At the end of each reporting period, the Group made regular review of the useful lives, residual values, depreciation method and residual life based on the technical conditions.

2.m. Intangible Asset

Intangible asset is measured on initial recognition at cost. After initial recognition, intangible asset is carried at cost less any accumulated amortization and any accumulated impairment loss if any. The useful life of intangible asset is assessed to be either definite or indefinite.

Intangible Asset with Definite Useful Life

Intangible asset finite useful is amortized over the economic useful life by using a straight-line method.

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Amortisasi dihitung sebagai penghapusan biaya perolehan aset takberwujud, dikurangi nilai residunya, atas umur ekonomisnya sehubungan dengan *software* selama 5 tahun.

Periode amortisasi dan metode amortisasi untuk aset takberwujud dengan umur manfaat terbatas ditelaah setidaknya setiap akhir tahun buku.

2.n. Sewa

Pada tanggal inisiasi kontrak, Grup menilai apakah kontrak merupakan, atau mengandung sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasi selama suatu jangka waktu, Grup menilai apakah selama periode penggunaan, Grup memiliki dua hal berikut:

- a. Hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasi; dan
- b. Hak untuk mengarahkan penggunaan aset identifikasi, yaitu hanya jika:
 - (i) Grup memiliki hak untuk mengarahkan bagaimana dan untuk tujuan apa aset digunakan selama periode penggunaan; atau
 - (ii) keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
 - Grup memiliki hak mengoperasikan aset (atau mengarahkan pihak lain untuk mengoperasikan aset dengan cara yang telah ditentukan) selama periode penggunaan, tanpa pemasok memiliki hak untuk mengubah instruksi operasi tersebut; atau
 - Grup mendesain aset (atau aspek tertentu dari aset) dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

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Amortization is calculated so as to write-off the cost of the asset less its estimated residual value, over its useful economic life of 5 years.

The amortization period and the amortization method for an intangible asset with a definite useful life are reviewed at least at each financial year end.

2.n. Lease

At inception of a contract, the Group shall assess whether the contract is, or contains, a lease. A contract is, or contains, a lease if he contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset for a period of time, the Group shall assess whether, throughout the period of use, the Group has both of the following:

- a. *The right to obtain substantially all of the economic benefits from use of the identified asset; and*
- b. *The right to direct the use of the identified asset, only if either:*
 - (i) *The Group has the right to direct how and for what purpose the asset is used throughout the period of use; or*
 - (ii) *the relevant decisions about how and for what purpose the asset is used are predetermined and*
 - *The Group has the right to operate the asset (or to direct others to operate the asset in a manner that it determines) throughout the period of use, without the supplier having the right to change those operating instructions; or*
 - *The Group designed the asset (or specific aspects of the asset) in a way that predetermines how and for what purpose the asset will be used throughout the period of use.*

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Grup Sebagai Penyewa (Lessee)

Pada tanggal permulaan, Grup mengakui aset hak-guna dan liabilitas sewa.

Pada tanggal permulaan, Grup mengukur aset hak-guna pada biaya perolehan, yang meliputi jumlah pengukuran awal liabilitas sewa, pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi dengan insentif yang diterima, biaya langsung awal yang dikeluarkan oleh Grup, dan estimasi biaya yang akan dikeluarkan oleh Grup dalam membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, kecuali biaya-biaya tersebut dikeluarkan untuk menghasilkan persediaan.

Setelah tanggal permulaan, Grup mengukur aset hak-guna dengan menerapkan model biaya, kecuali entitas menerapkan model pengukuran lain.

Pada tanggal permulaan, Grup mengukur liabilitas sewa pada nilai kini pembayaran sewa yang belum dibayar pada tanggal tersebut. Pembayaran sewa didiskontokan dengan menggunakan suku bunga implisit dalam sewa, jika suku bunga tersebut dapat ditentukan. Jika suku bunga tersebut tidak dapat ditentukan, maka Grup menggunakan suku bunga pinjaman inkremental Grup.

Setelah tanggal permulaan, Grup mengukur liabilitas sewa dengan:

- a. meningkatkan jumlah tercatat untuk merefleksikan bunga atas liabilitas sewa;
- b. mengurangi jumlah tercatat untuk merefleksikan sewa yang telah dibayar; dan
- c. mengukur kembali jumlah tercatat untuk merefleksikan penilaian kembali atau modifikasi sewa atau untuk merefleksikan pembayaran sewa tetap secara substansi revisian.

Grup Sebagai Pemberi Sewa

Grup mengklasifikasi masing-masing sewanya baik sebagai sewa operasi atau sewa pembiayaan.

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The Group as Lessee

At the commencement date, the Group shall recognise a right-of-use asset and a lease liability.

At the commencement date, the Group shall measure the right-of-use asset at cost, which includes the amount of the initial measurement of the lease liability, any lease payments made at or before the commencement date, less any lease incentives received, any initial direct costs incurred by the Group, and an estimate of costs to be incurred by the Group in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

After the commencement date, the Group shall measure the right-of-use asset applying a cost model, unless it applies either of the measurement models

At the commencement date, the Group shall measure the lease liability at the present value of the lease payments that are not paid at that date. The lease payments shall be discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group shall use the Group's incremental borrowing rate.

After the commencement date, the Group shall measure the lease liability by:

- a. increasing the carrying amount to reflect interest on the lease liability;
- b. reducing the carrying amount to reflect the lease payments made; and
- c. remeasuring the carrying amount to reflect any reassessment or lease modifications, or to reflect revised in-substance fixed lease payments.

Group as Lessor

The Group shall classify each of its leases as either an operating lease or a finance lease.

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Sewa diklasifikasikan sebagai sewa pembiayaan jika mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Sewa diklasifikasikan sebagai sewa operasional jika sewa tersebut tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar.

Pada tanggal permulaan, Grup mengakui aset yang dimiliki dalam sewa pembiayaan dalam laporan posisi keuangan dan menyajikannya sebagai piutang pada jumlah yang sama dengan investasi neto aset.

Grup mengakui penghasilan keuangan sepanjang masa sewa, berdasarkan suatu pola yang merefleksikan tingkat imbalan periodik yang konstan atas investasi neto sewa pesewa.

Grup mengakui pembayaran sewa dari sewa operasi sebagai penghasilan dengan dasar garis lurus atau dasar sistematis lain. Grup menerapkan dasar sistematis lain jika dasar tersebut lebih mempresentasikan pola manfaat dari penggunaan aset pendasar yang menurun.

2.o. Pengakuan Pendapatan dan Beban

Dalam menentukan pengakuan pendapatan, Grup melakukan analisa transaksi melalui lima langkah analisa berikut:

1. Mengidentifikasi kontrak dengan pelanggan, dengan kriteria sebagai berikut:
 - Kontrak telah disetujui oleh pihak-pihak terkait dalam kontrak
 - Grup bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan.
 - Kontrak memiliki substansi komersial
2. Mengidentifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.
3. Menentukan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan, pajak penjualan barang

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A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset.

At the commencement date, the Group shall recognise assets held under a finance lease in its statement of financial position and present them as a receivable at an amount equal to the net investment in the lease.

The Group shall recognise finance income over the lease term, based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease.

The Group shall recognise lease payments from operating leases as income on either a straight-line basis or another systematic basis. The Group shall apply another systematic basis if that basis is more representative of the pattern in which benefit from the use of the underlying asset is diminished.

2.o. Revenues and Expenses Recognition

In determining revenue recognition, the Group perform analysis transaction through the following five steps of assessment:

1. *Identify contracts with customers, with certain criteria as follows:*
 - *The contract has been agreed by the parties involved in the contract*
 - *The Group can identify the rights of relevant parties and the term of payment for the goods or services to be transferred*
 - *The contract has commercial substance*
2. *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct.*
3. *Determine the transaction price, net of discounts, returns, sales incentives, luxury sales tax, value added tax and export duty,*

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mewah, pajak pertambahan nilai dan pungutan ekspor, yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan.

4. Mengalokasikan harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual dari setiap barang atau jasa berbeda yang dijanjikan di kontrak.
5. Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi (sepanjang waktu atau pada suatu waktu tertentu).

Kewajiban pelaksanaan dapat dipenuhi dengan cara sebagai berikut:

- Suatu waktu tertentu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
- Sepanjang waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi sepanjang waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

Suatu kewajiban pelaksanaan dipenuhi pada suatu waktu tertentu kecuali jika memenuhi salah satu kriteria berikut, dalam hal ini dipenuhi dari sepanjang waktu:

- Pelanggan secara bersamaan menerima dan menggunakan manfaat yang diberikan oleh pelaksanaan Grup sebagaimana yang dilakukan Grup;
- Pelaksanaan Grup menciptakan atau meningkatkan aset yang dikendalikan pelanggan saat aset itu dibuat atau ditingkatkan; dan
- Pelaksanaan Grup tidak menciptakan aset dengan penggunaan alternatif untuk Grup dan Grup memiliki hak yang dapat diberlakukan atas pembayaran untuk pelaksanaan yang diselesaikan hingga saat ini.

Pendapatan dari penjualan barang diakui pada saat pengendalian atas barang telah berpindah kepada pelanggan. Pendapatan jasa diakui pada saat pelanggan menerima dan mengonsumsi manfaat dari jasa tersebut.

Beban diakui pada saat terjadinya, dengan menggunakan dasar akrual.

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which an entity expects to be entitled in exchange for transferring promised goods or services to a customer.

4. *Allocate the transaction price to each performance obligation on the basis of the selling prices of each distinct goods or services promised in the contract.*
5. *Recognise revenue when performance obligation is satisfied (over time or at a point in time).*

A performance obligation may be satisfied at the following:

- *A point in time (typically for promises to transfer goods to a customer); or*
- *Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that should be recognized as the performance obligation is satisfied.*

A performance obligation is satisfied at a point in time unless it meets one of the following criteria, in which case it is satisfied over time:

- *The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;*
- *The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; and*
- *The Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.*

Revenue from the sale of goods is recognised when the control of goods has been transferred to the customer. Revenue from the rendering of services is recognised when the customer has received and consumed benefit from the services.

Expenses are recognised as incurred on an accruals basis.

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2.p. Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek diakui ketika seorang karyawan telah bekerja dalam suatu periode akuntansi. Jumlah imbalan kerjanya diukur berdasarkan nilai nominal tanpa memperhitungkan nilai tunainya.

Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus dan insentif.

Imbalan Pascakerja

Imbalan pascakerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Perpu No. 2/2022 Untuk Tahun 2022 dan Peraturan Pemerintah No. 35 Tahun 2021 Serta Undang-Undang Cipta Kerja No. 11/2020 untuk tahun 2021.

Grup mengakui jumlah liabilitas imbalan pasti neto sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program yang dihitung oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Nilai kini kewajiban imbalan imbalan pasti ditentukan dengan mendiskontokan imbalan tersebut.

Grup mencatat tidak hanya kewajiban hukum berdasarkan persyaratan formal program imbalan pasti, tetapi juga kewajiban konstruktif yang timbul dari praktik informal entitas.

Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian atas penyelesaian, serta bunga neto atas liabilitas (aset) imbalan pasti neto diakui dalam laba rugi.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang terdiri dari keuntungan dan kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

Pesangon

Grup mengakui pesangon sebagai liabilitas dan beban pada tanggal yang lebih awal di antara:

- Ketika Grup tidak dapat lagi menarik tawaran atas imbalan tersebut; dan
- Ketika Grup mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 57 dan melibatkan pembayaran pesangon

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2.p. Employee Benefits

Short-term Employee Benefits

Short-term employee benefits are recognized when an employee has worked for an accounting period. The amount of employee benefits is measured at nominal value without taking into account the cash value

Short-term employee benefits include such as wages, salaries, bonus and incentive.

Post-Employment Benefit

Post-employment benefits such as retirement, severance and service payments are calculated based on Government Regulation in Lieu of Law No. 2/2022 for year 2022 and Omnibus Law No. 11/2020 for year 2021.

The Group recognizes the amount of the net defined benefit liability at the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets which calculated by independent actuaries using the Projected Unit Credit method. Present value benefit obligation determine by discounting the benefit.

The Group accounts not only for its legal obligation under the formal terms of a defined benefit plan, but also for any constructive obligation that arises from the entity's informal practices.

Current service cost, past service cost and gain or loss on settlement, and net interest on the net defined benefit liability (asset) are recognized in profit and loss.

The remeasurement of the net defined benefit liability (assets) comprises actuarial gains and losses, the return on plan assets, and any change in effect of the asset ceiling are recognized in other comprehensive income.

Termination Benefits

The Group recognizes a liability and expense for termination benefits at the earlier of the following dates:

- When the Group can no longer withdraw the offer of those benefits; and
- When the Group recognizes costs for a restructuring that is within the scope of PSAK 57 and involves payment of termination benefits.

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Grup mengukur pesangon pada saat pengakuan awal dan mengukur serta mengakui perubahan selanjutnya sesuai dengan sifat imbalan kerja.

2.q. Pajak Penghasilan

Beban pajak adalah jumlah gabungan pajak kini dan pajak tangguhan yang diperhitungkan dalam menentukan laba rugi pada suatu periode. Pajak kini dan pajak tangguhan diakui dalam laba rugi, kecuali pajak penghasilan yang timbul dari transaksi atau peristiwa yang diakui dalam penghasilan komprehensif lain atau secara langsung di ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Jumlah pajak kini untuk periode berjalan dan periode sebelumnya yang belum dibayar diakui sebagai liabilitas. Jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang untuk periode tersebut, maka kelebihanannya diakui sebagai aset. Liabilitas (aset) pajak kini untuk periode berjalan dan periode sebelumnya diukur sebesar jumlah yang diperkirakan akan dibayar kepada (direstitusi dari) otoritas perpajakan, yang dihitung menggunakan tarif pajak (dan undang-undang pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan.

Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset. Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

Seluruh perbedaan temporer kena pajak diakui sebagai liabilitas pajak tangguhan, kecuali perbedaan temporer kena pajak yang berasal dari:

- a. Pengakuan awal *goodwill*; atau
- b. Pengakuan awal aset atau liabilitas dari transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak).

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The Group measures termination benefits on initial recognition, and measures and recognizes subsequent changes, in accordance with the nature of the employee benefits

2.q. Income Tax

Tax expense is the aggregate amount included in the determination of profit or loss for the period in respect of current tax and deferred tax. Current tax and deferred tax is recognized in profit or loss, except for income tax arising from transactions or events that are recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

Current tax for current and prior periods shall, to the extent unpaid, be recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognised as an asset. Current tax liabilities (assets) for the current and prior periods shall be measured at the amount expected to be paid to (recovered from) the taxation authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax benefits relating to tax loss that can be carried back to recover current tax of a previous periods is recognized as an asset. Deferred tax asset is recognized for the carryforward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized.

A deferred tax liability shall be recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

- a. *The initial recognition of goodwill; or*
- b. *The initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).*

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Aset pajak tangguhan diakui untuk seluruh perbedaan temporer dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan untuk mengurangi laba dimaksud, kecuali jika aset pajak tangguhan timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak).

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan. Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara Grup memperkirakan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir periode pelaporan. Grup mengurangi jumlah tercatat aset pajak tangguhan jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut. Setiap pengurangan tersebut dilakukan pembalikan atas aset pajak tangguhan hingga kemungkinan besar laba kena pajak yang tersedia jumlahnya memadai.

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika:

- a. Grup memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini; dan
- b. Aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas:
 - i. Entitas kena pajak yang sama; atau
 - ii. Entitas kena pajak yang berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas

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A deferred tax asset shall be recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting profit nor taxable profit (tax loss).

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and deferred tax assets shall reflect the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

The carrying amount of a deferred tax asset reviewed at the end of each reporting period. The Group shall reduce the carrying amount of a deferred tax asset to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilised. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

The Group offset deferred tax assets and deferred tax liabilities if, and only if:

- a. *The Group has a legally enforceable right to set off current tax assets against current tax liabilities; and*
- b. *The deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either:*
 - i. *The same taxable entity; or*
 - ii. *Different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in*

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secara bersamaan, pada setiap periode masa depan dimana jumlah signifikan atas aset atau liabilitas pajak tangguhan diperkirakan untuk diselesaikan atau dipulihkan.

Grup melakukan saling hapus atas aset pajak kini dan liabilitas pajak kini jika dan hanya jika, Grup:

- a. Memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan
- b. Bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

2.r. Musyarakah

Musyarakah adalah akad kerjasama antara dua pihak atau lebih untuk suatu usaha tertentu, di mana masing-masing pihak memberikan kontribusi dana dengan ketentuan bahwa keuntungan dibagi berdasarkan kesepakatan sedangkan kerugian berdasarkan porsi kontribusi dana. Dana tersebut meliputi kas atau aset nonkas yang diperkenankan oleh syariah. Pendapatan usaha musyarakah yang menjadi hak mitra aktif diakui sebesar haknya sesuai dengan kesepakatan atas pendapatan usaha musyarakah. Sedangkan pendapatan usaha untuk mitra pasif diakui sebagai hak pihak mitra pasif atas bagi hasil dan liabilitas.

2.s. Instrumen Keuangan

Pengakuan dan Pengukuran Awal

Grup mengakui aset keuangan atau liabilitas keuangan dalam laporan posisi keuangan konsolidasian, jika dan hanya jika, Grup menjadi salah satu pihak dalam ketentuan pada kontrak instrumen tersebut. Pada saat pengakuan awal aset keuangan atau liabilitas keuangan, Grup mengukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah atau dikurangi dengan biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan atau liabilitas keuangan tersebut. Biaya transaksi yang dikeluarkan sehubungan dengan perolehan aset keuangan dan penerbitan liabilitas keuangan yang diklasifikasikan pada nilai wajar melalui laba rugi dibebankan segera.

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which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

The Group offset current tax assets and current tax liabilities if, and only if, the Group:

- a) Has legally enforceable right to set off the recognized amounts, and
- b) Intends either to settle on a net basis, or to realize the assets and settle liabilities simultaneously.

2.r. Musyarakah

Musyarakah is a cooperation contract between two or more parties for a particular business, in which each party contributes funds with the condition that profits are shared based on an agreement while losses are based on the portion of the contribution of funds. These funds include cash or non-cash assets that are permitted by sharia. Musyarakah operating income which becomes the right of the active partner is recognized in accordance with the agreement on musyarakah operating income. Meanwhile, business income for passive partners is recognized as the passive partner's right to profit sharing and liabilities.

2.s. Financial Instrument

Initial Recognition and Measurement

The Group recognize a financial assets or a financial liabilities in the consolidated statement of financial position when, and only when, it becomes a party to the contractual provisions of the instrument. At initial recognition, the Group measure all financial assets and financial liabilities at its fair value. In the case of a financial asset or financial liability not at fair value through profit or loss, fair value plus or minus with the transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Transaction costs incurred on acquisition of a financial asset and issue of a financial liability classified at fair value through profit or loss are expensed immediately.

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Pengukuran Selanjutnya Aset Keuangan

Aset keuangan Grup diklasifikasikan sebagai berikut: aset keuangan yang diukur pada biaya perolehan yang diamortisasi, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain, dan aset keuangan yang diukur pada nilai wajar melalui laba rugi.

i. **Aset Keuangan yang Diukur pada Biaya Perolehan Diamortisasi**

Aset keuangan diukur pada biaya perolehan diamortisasi ketika kedua kondisi berikut terpenuhi:

- 1) Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual saja; dan
- 2) Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga (*Solely Payments of Principal and Interest - SPPI*) dari jumlah pokok terutang.

Aset keuangan ini diukur pada jumlah yang diakui pada awal pengakuan dikurangi dengan pembayaran pokok, kemudian dikurangi atau ditambah dengan jumlah amortisasi kumulatif atas perbedaan jumlah pengakuan awal dengan jumlah pada saat jatuh tempo, dan penurunan nilainya.

Pendapatan keuangan dihitung dengan menggunakan metode suku bunga efektif dan diakui di laba rugi. Perubahan pada nilai wajar diakui di laba rugi ketika aset dihentikan atau direklasifikasi.

Aset keuangan yang diklasifikasikan menjadi aset keuangan yang diukur pada biaya perolehan diamortisasi dapat dijual ketika terdapat peningkatan risiko kredit. Penghentian untuk alasan lain diperbolehkan namun jumlah penjualan tersebut harus tidak signifikan jumlahnya atau tidak sering.

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Subsequent Measurement of Financial Assets

The Group's financial assets are classified into the following specified categories: financial assets at amortized costs, financial assets at fair value through other comprehensive income, and financial assets at fair value through profit or loss.

i. **Financial Assets Measured at Amortized Costs**

Financial assets are measured at amortized costs if both following conditions are met:

- 1) The objective of business model to hold the financial assets is only to collect contractual cash flows; and
- 2) The contractual cash flows of the financial asset give rise to payments on specified dates that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.

The financial asset is measured at the amount recognized at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount and any loss allowance.

Interest income is calculated using the effective interest method and is recognized in profit or loss. Changes in fair value are recognized in profit and loss when the asset is derecognized or reclassified.

Financial assets classified to amortized cost may be sold where there is an increase in credit risk. Disposals for other reasons are permitted but such sales should be insignificant in value or infrequent in nature.

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ii. Aset Keuangan yang Diukur pada Nilai Wajar Melalui Penghasilan Komprehensif Lain ("FVTOCI")

Aset keuangan diukur pada FVTOCI jika kedua kondisi berikut terpenuhi:

- 1) Aset keuangan dikelola dalam model bisnis yang tujuannya akan terpenuhi dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- 2) Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga (*Solely Payments of Principal and Interest - SPPI*) dari jumlah pokok terutang.

Aset keuangan tersebut diukur sebesar nilai wajar. Keuntungan atau kerugian diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian akibat penurunan nilai dan keuntungan atau kerugian akibat perubahan kurs, diakui pada laba rugi. Ketika aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

iii. Aset Keuangan yang Diukur pada Nilai Wajar Melalui Laba Rugi ("FVTPL")

Aset keuangan yang diukur pada FVTPL adalah aset keuangan yang tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau untuk diukur FVTOCI.

Setelah pengakuan awal, aset keuangan yang diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

Aset keuangan berupa derivatif dan investasi pada instrumen ekuitas tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau kriteria untuk diukur pada FVTOCI, sehingga diukur pada FVTPL. Namun demikian, Grup dapat menetapkan pilihan yang tidak dapat dibatalkan saat pengakuan awal atas investasi pada instrumen ekuitas yang bukan untuk

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ii. Financial Assets Measured at Fair Value Through Other Comprehensive Income ("FVTOCI")

The financial assets are measured at FVTOCI if these conditions are met:

- 1) The objective of business model to hold the financial assets is to collect contractual cash flows and to sell the assets; and
- 2) The contractual cash flows of the financial asset give rise to payments on specified dates that are Solely Payments of Principal and Interest ("SPPI") on the principal amount outstanding.

The financial assets are measured at fair value. The changes in fair value are recognized initially in Other Comprehensive Income (OCI), except for impairment gains and losses, and a portion of foreign exchange gains and losses, are recognized in profit or loss. When the asset is derecognized or reclassified, changes in fair value previously recognized in other comprehensive income and accumulated in equity are reclassified from equity to profit and loss as a reclassification adjustment.

iii. Financial Assets at Fair Value Through Profit or Loss ("FVTPL")

Financial assets measured at FVTPL are those which do not meet both criteria for neither amortized costs nor FVTOCI.

After initial recognition, FVTPL financial assets are measured at fair value. The changes in fair value are recognized in profit or loss.

Financial assets in form of derivatives and investment in equity instrument are not eligible to meet both criteria for amortized costs or fair value through other comprehensive income FVTOCI. Hence, these are measured at fair value through profit or loss FVTPL. Nonetheless, the Group may irrevocably designate an investment in an equity instrument which is not held for trading in any time soon as

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diperjualbelikan dalam waktu dekat (*held for trading*) untuk diukur pada FVTOCI. Penetapan ini menyebabkan semua keuntungan atau kerugian disajikan di penghasilan komprehensif lain, kecuali pendapatan dividen tetap diakui di laba rugi. Keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke saldo laba tidak melalui laba rugi.

Pengukuran Selanjutnya Liabilitas Keuangan

Grup mengklasifikasikan seluruh liabilitas keuangan sehingga setelah pengakuan awal liabilitas keuangan diukur pada biaya perolehan diamortisasi, kecuali:

- a) Liabilitas keuangan pada nilai wajar melalui laba rugi. Liabilitas dimaksud, termasuk derivatif yang merupakan liabilitas, selanjutnya akan diukur pada nilai wajar.
- b) Liabilitas keuangan yang timbul ketika pengalihan aset keuangan yang tidak memenuhi kualifikasi penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan.
- c) Kontrak jaminan keuangan dan komitmen untuk menyediakan pinjaman dengan suku bunga dibawah pasar. Setelah pengakuan awal, penerbit kontrak dan penerbit komitmen selanjutnya mengukur kontrak tersebut sebesar jumlah yang lebih tinggi antara:
 - i. Jumlah penyisihan kerugian dan
 - ii. Jumlah yang pertama kali diakui dikurangi dengan, jika sesuai, jumlah kumulatif dari penghasilan yang diakui sesuai dengan prinsip PSAK 72.
- d) Imbalan kontijensi yang diakui oleh pihak pengakusisi dalam kombinasi bisnis Ketika PSAK 22 diterapkan. Imbalan kontijensi selanjutnya diukur pada nilai wajar dan selisihnya dalam laba rugi.

Liabilitas Keuangan Yang Diukur pada Nilai Wajar Melalui Laba Rugi

Saat pengakuan awal Grup dapat membuat penetapan yang takterbatalkan untuk mengukur liabilitas keuangan pada nilai wajar melalui laba rugi, jika diizinkan oleh standar atau jika penetapan akan menghasilkan informasi yang lebih relevan, karena:

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FVTOCI. This designation result in gains and losses to be presented in other comprehensive income, except for dividend income on a qualifying investment which is recognized in profit or loss. Cumulative gains or losses previously recognized in other comprehensive income are reclassified to retained earnings, not to profit or loss.

Subsequent Measurement of Financial Liabilities

The Group shall classify all financial liabilities as subsequently measured at amortised cost, except for:

- a) *Financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.*
- b) *Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies.*
- c) *Financial guarantee contracts and commitments to provide a loan at a below-market interest rate. After initial recognition, an issuer of such a contract and an issuer of such a commitment shall subsequently measure it at the higher of:
 - i. *The amount of the loss allowance*
 - ii. *The amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of PSAK 72.**
- d) *Contingent consideration recognised by an acquirer in a business combination to which PSAK 22 applies. Such contingent consideration shall subsequently be measured at fair value with changes recognised in profit or loss.*

Financial liability at fair value through profit or loss

An entity may, at initial recognition, irrevocably designate a financial liability as measured at fair value through profit or loss when permitted by the standard or when doing so results in more relevant information, because either:

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- a) Mengeliminasi atau mengurangi secara signifikan inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai "accounting mismatch") yang dapat timbul dari pengukuran aset atau liabilitas atau pengakuan keuntungan dan kerugian atas aset atau liabilitas dengan dasar yang berbeda beda; atau
- b) Sekelompok liabilitas keuangan atau aset keuangan dan liabilitas keuangan dikelola dan kinerjanya dievaluasi berdasarkan nilai wajar, sesuai manajemen risiko atau strategi investasi yang terdokumentasi, dan informasi dengan dasar nilai wajar dimaksud atas kelompok tersebut disediakan secara internal untuk personil manajemen kunci Grup.

Penghentian Pengakuan Aset dan Liabilitas Keuangan

Grup menghentikan pengakuan aset keuangan, jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir atau Grup mengalihkan hak kontraktual untuk menerima kas yang berasal dari aset keuangan atau tetap memiliki hak kontraktual untuk menerima kas tetapi juga menanggung kewajiban kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima melalui suatu kesepakatan. Jika Grup secara substansial mengalihkan seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Grup menghentikan pengakuan aset keuangan dan mengakui secara terpisah sebagai aset atau liabilitas untuk setiap hak dan kewajiban yang timbul atau yang masih dimiliki dalam pengalihan tersebut. Jika Grup secara substansial tidak mengalihkan dan tidak memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut dan masih memiliki pengendalian, maka Grup mengakui aset keuangan sebesar keterlibatan berkelanjutan dengan aset keuangan tersebut. Jika Grup secara substansial masih memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Grup tetap mengakui aset keuangan tersebut.

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- a) *It eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as "an accounting mismatch") that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases; or*
- b) *A group of financial liabilities or financial assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to the Grup's key management personnel.*

Derecognition of Financial Liabilities

The Group derecognize a financial asset when, and only when the contractual rights to the cash flows from the financial asset expire or the Group transfer the contractual rights to receive the cash flows of the financial asset or retains the contractual rights to receive the cash flows but assumes a contractual obligation to pay the cash flows to one or more recipients in an arrangement. If the Group transfers substantially all the risks and rewards of ownership of the financial asset, the Group derecognize the financial asset and recognize separately as asset or liabilities any rights and obligation created or retained in the transfer. If the Group neither transfer nor retains substantially all the risks and rewards of ownership of the financial asset and has retained control, the Group continue to recognize the financial asset to the extent of its continuing involvement in the financial asset. If the Group retains substantially all the risks and rewards of ownership of the financial asset, the Group continue to recognize the financial asset.

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Grup menghentikan pengakuan liabilitas keuangan, jika dan hanya jika, liabilitas keuangan tersebut berakhir, yaitu ketika kewajiban yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluarsa.

Penurunan Nilai Aset Keuangan

Aset keuangan dinilai apakah terdapat indikasi penurunan nilai pada setiap akhir periode pelaporan. Aset keuangan diturunkan nilainya apabila terdapat bukti obyektif sebagai akibat adanya satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset keuangan tersebut dan dilakukan estimasi terhadap arus kas masa depan dari investasi tersebut yang akan berdampak.

Grup mengakui kerugian kredit ekspektasian untuk aset keuangan yang diukur pada biaya perolehan diamortisasi, aset keuangan yang diukur pada FVTOCI.

Pada setiap tanggal pelaporan, Grup mengukur penyisihan kerugian instrumen keuangan sejumlah kerugian kredit ekspektasian sepanjang umurnya jika risiko kredit atas instrumen keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal. Namun, jika risiko kredit instrumen keuangan tersebut tidak meningkat secara signifikan sejak pengakuan awal, maka mengakui sejumlah kerugian kredit ekspektasian 12 bulan

Grup menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang usaha dan aset kontrak tanpa komponen pendanaan yang signifikan.

Grup menganggap aset keuangan gagal bayar ketika pihak ketiga tidak mampu membayar kewajiban kreditnya kepada Grup secara penuh. Periode maksimum yang dipertimbangkan ketika memperkirakan kerugian kredit ekspektasian adalah periode maksimum kontrak dimana Grup terekspos terhadap risiko kredit.

Penyisihan kerugian diakui sebagai pengurang jumlah tercatat aset keuangan kecuali untuk aset keuangan yang diukur pada FVTOCI yang penyisihan kerugiannya

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The Group remove a financial liability from its statement of financial position when, and only when, it is extinguished, ie when the obligation specified in the contract is discharged or cancelled or expires.

Impairment of Financial Assets

Financial assets are assessed for indicators of impairment at the end of each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset and the estimated future cash flows of the investment have been affected.

The Group recognize expected credit loss for its financial assets measured at amortized costs and financial assets measured at FVTOCI.

At the end of each reporting date, the Group calculates any impairment provision in financial instruments based on its lifetime expected credit loss if the credit risk of the financial instruments has increased significantly since its initial recognition. However, if credit risk has not increased significantly since initial recognition, then a 12 months expected credit loss is recognized.

The Group applied a simplified approach to measure such expected credit loss for trade receivables and contract assets without significant financing component.

The Group considers a financial asset to be in default when the counterparty is unlikely to pay its credit obligations to the Group in full. The maximum period considered when estimating expected credit loss is the maximum contractual period over which the Group is exposed to credit risk.

Impairment losses are recognized as a deduction in financial assets' carrying amount, except for financial assets measured at FVTOCI where its impairment is recognized in

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diakui dalam penghasilan komprehensif lain. Sedangkan jumlah kerugian kredit ekspektasian (atau pemulihan kerugian kredit) diakui dalam laba rugi, sebagai keuntungan atau kerugian penurunan nilai.

Pengukuran kerugian kredit ekspektasian dari instrumen keuangan dilakukan dengan suatu cara yang mencerminkan:

- i. Jumlah yang tidak bias dan rata-rata probabilitas tertimbang yang ditentukan dengan mengevaluasi serangkaian kemungkinan yang dapat terjadi;
- ii. Nilai waktu uang; dan
- iii. Informasi yang wajar dan terdukung yang tersedia tanpa biaya atau upaya berlebihan pada tanggal pelaporan mengenai peristiwa masa lalu, kondisi kini, dan perkiraan kondisi ekonomi masa depan.

Aset keuangan dapat dianggap tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal jika aset keuangan memiliki risiko kredit yang rendah pada tanggal pelaporan. Risiko kredit pada instrumen keuangan dianggap rendah ketika aset keuangan tersebut memiliki risiko gagal bayar yang rendah, peminjam memiliki kapasitas yang kuat untuk memenuhi kewajiban arus kas kontraktualnya dalam jangka waktu dekat dan memburuknya kondisi ekonomi dan bisnis dalam jangka waktu panjang mungkin, namun tidak selalu, menurunkan kemampuan peminjam untuk memenuhi kewajiban arus kas kontraktualnya. Untuk menentukan apakah aset keuangan memiliki risiko kredit rendah, Grup dapat menggunakan peringkat risiko kredit internal atau penilaian eksternal. Misal, aset keuangan dengan peringkat "investment grade" berdasarkan penilaian eksternal merupakan instrumen yang memiliki risiko kredit yang rendah, sehingga tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal.

Metode Suku Bunga Efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset atau liabilitas keuangan (atau kelompok aset atau liabilitas keuangan) dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan.

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other comprehensive income. The expected credit loss (or recovery of credit loss) is recognized in profit or loss, as gains or losses of financial asset impairment.

The expected credit loss of financial instruments are conducted by a means which reflect:

- i. An unbiased and probability-weighted amount that reflects a range of possible outcomes
- ii. Time value of money; and
- iii. Reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future conditions.

Financial assets may be considered to not having significant increase in credit risk since initial recognition if the financial assets have a low credit risk at the reporting date. Credit risk on financial instrument may be considered be low if there is a low risk of default, the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. To determine whether a financial asset has a low credit risk, the Group may use internal credit risk rating or external assessment. For example, a financial asset with 'investment grade' according to external assessment has a low credit risk rating, thus it does not experience an increase in significant credit risk since initial recognition.

The Effective Interest Method

The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability (or the group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period.

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Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas masa depan selama perkiraan umur dari instrumen keuangan, atau jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh jumlah tercatat neto dari aset keuangan atau liabilitas keuangan.

Pada saat menghitung suku bunga efektif, Grup mengestimasi arus kas dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, seperti pelunasan dipercepat, opsi beli dan opsi serupa lain, tetapi tidak mempertimbangkan kerugian kredit masa depan. Perhitungan ini mencakup seluruh komisi dan bentuk lain yang dibayarkan atau diterima oleh pihak-pihak dalam kontrak yang merupakan bagian takterpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premium atau diskonto lain.

Reklasifikasi

Grup mereklasifikasi aset keuangan ketika Grup mengubah tujuan model bisnis untuk pengelolaan aset keuangan sehingga penilaian sebelumnya menjadi tidak dapat diterapkan.

Ketika Grup mereklasifikasi aset keuangan, maka Grup menerapkan reklasifikasi secara prospektif dari tanggal reklasifikasi. Grup tidak menyajikan kembali keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai), atau bunga yang diakui sebelumnya.

Ketika Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran biaya perolehan diamortisasi menjadi kategori FVTPL, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar aset keuangan diakui dalam laba rugi. Pada saat Grup melakukan reklasifikasi sebaliknya, yaitu dari aset keuangan kategori FVTPL menjadi kategori pengukuran biaya perolehan diamortisasi, maka nilai wajar pada tanggal reklasifikasi menjadi jumlah tercatat bruto yang baru.

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The effective interest rate is the rate that exactly discount estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability.

When calculating the effective interest rate, the Group estimates cash flows considering all contractual terms of the financial instrument, for example, prepayment, call and similar option, but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Reclassification

The Group reclassifies a financial asset if and only if the Group's business model objective for its financial assets changes so its previous model assessment would no longer apply.

If the Group reclassifies a financial asset, it is required the Group to apply the reclassification prospectively from the reclassification date. The Group does not restate previously recognized gains, losses (including impairment gains or losses) or interest.

When the Group reclassifies its financial asset out of the amortized cost into FVTPL, then its fair value is measured at reclassification date. Any gains or losses resulted from the difference between previous amortized cost and its fair value is recognized in profit or loss. Otherwise, if the Group reclassifies its financial asset from FVTPL into amortized cost, then its fair value at the date of reclassification becomes new gross carrying amount.

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Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran biaya perolehan diamortisasi menjadi kategori FVTOCI, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar aset keuangan diakui dalam penghasilan komprehensif lain. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi. Ketika Grup mereklasifikasi aset keuangan sebaliknya, yaitu keluar dari kategori FVTOCI menjadi kategori pengukuran biaya perolehan diamortisasi, aset keuangan direklasifikasi pada nilai wajarnya pada tanggal reklasifikasi. Akan tetapi keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dihapus dari ekuitas dan disesuaikan terhadap nilai wajar aset keuangan pada tanggal reklasifikasi. Akibatnya, pada tanggal reklasifikasi aset keuangan diukur seperti halnya jika aset keuangan tersebut selalu diukur pada biaya perolehan diamortisasi.

Penyesuaian ini memengaruhi penghasilan komprehensif lain tetapi tidak memengaruhi laba rugi, dan karenanya bukan merupakan penyesuaian reklasifikasi. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi.

Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran FVTPL menjadi kategori pengukuran FVTOCI, aset keuangan tetap diukur pada nilai wajarnya. Sama halnya, ketika Grup mereklasifikasi aset keuangan keluar dari kategori FVTOCI menjadi kategori pengukuran FVTPL, aset keuangan tetap diukur pada nilai wajarnya. Keuntungan atau kerugian kumulatif yang sebelumnya diakui di penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi pada tanggal reklasifikasi.

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When the Group reclassifies its financial asset out of the amortized cost into FVTOCI, its fair value is measured at the reclassification date. Any gains or losses resulted from the difference between previous amortized cost and fair value is recognized in other comprehensive income. Effective interest rate and expected credit loss measurement are not adjusted as a result of the reclassification. Otherwise, when the Group reclassifies its financial asset out of the fair value through other comprehensive income into amortized cost, the financial asset is reclassified by its fair value at the reclassification date. However, any cumulative gains or losses previously recognized in other comprehensive income are omitted from equity and adjusted to the financial asset's fair value at the date of reclassification. Consequently, at the reclassification date, the financial asset is measured the same way as if it were amortized cost.

This adjustment affects other comprehensive income but not profit or loss, and hence it is not a reclassification adjustment. Effective interest rate and expected credit loss are no longer adjusted as a result of the reclassification.

When the Group reclassifies its financial asset out of the FVTPL into FVTOCI, the financial asset is measured at its fair value. Similarly, when the Group reclassifies its financial asset out of the FVTOCI into FVTPL, the financial asset is measured at its fair value. Any gains or losses previously recognized in other comprehensive income are reclassified out of the equity to profit or loss as a reclassification adjustment at the date of reclassification.

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**Saling Hapus Aset Keuangan dan
Liabilitas Keuangan**

Aset keuangan dan liabilitas keuangan disalinghapuskan, jika dan hanya jika, Grup saat ini memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut; dan berintensi untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Pengukuran Nilai Wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengukuran dan pengukuran atau untuk keperluan pengungkapan.

Nilai wajar dikategorikan dalam level yang berbeda dalam suatu hierarki nilai wajar berdasarkan pada apakah input suatu pengukuran dapat diobservasi dan signifikansi input terhadap keseluruhan pengukuran nilai wajar:

- i. Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran (Level 1);
- ii. Input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung maupun tidak langsung (Level 2);
- iii. Input yang tidak dapat diobservasi untuk aset atau liabilitas (Level 3)

Dalam mengukur nilai wajar aset atau liabilitas, Grup sebisa mungkin menggunakan data pasar yang dapat diobservasi. Apabila nilai wajar aset atau liabilitas tidak dapat diobservasi secara langsung, Grup menggunakan teknik penilaian yang sesuai dengan keadaannya dan memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Perpindahan antara level hierarki nilai wajar diakui oleh Grup pada akhir periode pelaporan dimana perpindahan terjadi.

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**Offsetting a Financial Asset and a Financial
Liability**

A financial asset and financial liability shall be offset when and only when, the Group currently has a legally enforceable right to set off the recognized amount; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

- i. Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date (Level 1);
- ii. Inputs other than quoted prices included in Level 1 that are observable for the assets or liabilities, either directly or indirectly (Level 2);
- iii. Unobservable inputs for the assets or liabilities (Level 3)

When measuring the fair value of an asset or a liability, the Group uses market observable data to the extent possible. If the fair value of an asset or a liability is not directly observable, the Group uses valuation techniques that appropriate in the circumstances and maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs.

Transfers between levels of the fair value hierarchy are recognised by the Group at the end of the reporting period during which the change occurred.

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**3. Sumber Ketidakpastian Estimasi dan
Pertimbangan Akuntansi yang Penting**

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat pada aset dan liabilitas dalam periode pelaporan berikutnya.

Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama ketidakpastian estimasi yang lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

i. Ketidakpastian Estimasi

Estimasi Umur Manfaat Aset Tetap

Grup melakukan penelaahan berkala atas masa manfaat ekonomis aset tetap berdasarkan faktor-faktor seperti kondisi teknis (estimasi daya pakai, pengoperasi, pemeliharaan) dan perkembangan teknologi di masa depan. Hasil operasi di masa depan akan dipengaruhi secara material atas perubahan estimasi ini yang diakibatkan oleh perubahan faktor yang telah disebutkan di atas. Nilai tercatat aset tetap disajikan di Catatan 12.

Estimasi Beban Pensiun dan Imbalan Pascakerja

Nilai kini liabilitas imbalan pascakerja yang masih harus dibayar tergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan

**3. Source of Estimation Uncertainty and
Critical Accounting Judgment**

The preparation of consolidated financial statements requires management to make judgment, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and disclosure of contingent liabilities, at the end of the reporting period. Uncertainty regarding the assumptions and estimates could result in material adjustments to the carrying value of the assets and liabilities within the next reporting period.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

i. Estimation Uncertainty

Estimated Useful Lives of Fixed Assets

The Group made periodic review of the useful lives of investment properties and fixed assets based on factors such as technical conditions (power estimation using, operating, maintenance) and development of technology in the future. The results of future operations will be materially influenced the change in estimate is caused by changes in the factors mentioned above. Carrying amount of investment property and fixed assets are stated in Notes 12.

Estimated Pension Expenses and Post Employment Benefits

The present value of post-employment benefits obligations and accrued pension expenses depends on several factors that are determined by actuarial basis based on

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beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya (penghasilan) mencakup tingkat diskonto. Perubahan asumsi ini akan mempengaruhi jumlah tercatat imbalan pascakerja.

Grup menentukan tingkat diskonto yang sesuai pada akhir periode pelaporan, yakni tingkat suku bunga yang harus digunakan untuk menentukan nilai kini arus kas keluar masa depan estimasian yang diharapkan untuk menyelesaikan liabilitas. Dalam menentukan tingkat suku bunga yang sesuai, Grup mempertimbangkan rata-rata tingkat suku bunga obligasi pemerintah pada pasar yang aktif yang didenominasikan dalam mata uang Rupiah.

Asumsi kunci liabilitas imbalan pascakerja sebagian ditentukan berdasarkan kondisi pasar saat ini. Informasi tambahan diungkapkan pada Catatan 22.

Cadangan Kerugian Penurunan Nilai Piutang Usaha

Grup menilai penurunan nilai pada aset keuangan dengan biaya perolehan yang diamortisasi pada setiap tanggal pelaporan. Dalam menentukan apakah rugi penurunan nilai harus dicatat dalam laba rugi, manajemen harus mempertimbangkan informasi yang wajar dan terdukung yang tersedia tanpa biaya atau upaya berlebihan pada tanggal pelaporan mengenai peristiwa masa lalu, kondisi kini, dan perkiraan kondisi ekonomi masa depan. Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang menggunakan *roll rate* dan *discounted cash flow* untuk menilai kas dan setara kas, dana yang dibatasi penggunaannya, piutang usaha dan piutang lain-lain. Nilai tercatat nves keuangan telah diungkapkan dalam Catatan 6.

Realisasi dari Aset Pajak Tangguhan

Aset pajak tangguhan diakui atas seluruh rugi nvest yang belum digunakan sepanjang besar kemungkinannya bahwa penghasilan

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several assumptions. Assumptions used to determine net pension cost (income) include the discount rate and salary increase rate. Changes in these assumptions will affect the carrying amount of post-employment benefits.

The Group determines the appropriate discount rate at the end of each reporting period. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the obligations. In determining the appropriate discount rate, the Group considers the interest rates of government bonds that are enominated in the Rupiah currency.

Key assumptions for post-employment benefit obligations are based in part on current market conditions. Additional information are disclosed in Note 22.

Allowance for Impairment Losses on Trade Receivables

Group assesses their financial assets measured at amortized cost for impairment at each reporting date. In determining whether an impairment loss should be recorded in profit or loss, management makes a judgement as to whether there is reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future conditions. Group applies simplified approach using *roll rate* dan *discounted cash flow* to measuring cash and equivalents, restricted fund, account receivables and other receivable. The carrying amounts of financial assets are disclosed in Note 6.

Realization of Deferred Tax Assets

Deferred tax assets are recognized for all unused tax losses to the extent that it is probable that taxable income will be available from which the tax losses can be

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kena pajak akan tersedia sehingga rugi investasi tersebut dapat digunakan. Estimasi oleh manajemen yang disyaratkan untuk menentukan jumlah investasi pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak dan strategi perencanaan pajak masa depan.

Pengukuran Nilai Wajar untuk Properti Investasi

Properti investasi Grup diukur pada nilai wajar untuk tujuan pelaporan keuangan. Dalam mengestimasi nilai wajar, Grup menugaskan penilai independen untuk melakukan penilaian. Penilaian tersebut didasarkan pada pendekatan pendapatan, pendekatan biaya, dan pendekatan pasar. Nilai tercatat investasi y investasi diungkapkan dalam Catatan 11.

ii. Pertimbangan Penting dalam Penentuan Kebijakan Akuntansi

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian.

Klasifikasi Aset dan Liabilitas Keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan bila definisi yang ditetapkan PSAK 71. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2.s dan 38.

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used. The estimate by management required to determine the amount of deferred tax assets that can be recognized, based on the timing of use and the level of taxable income and future tax planning strategies.

Fair Value Measurement for Investment Properties

The Group's investment properties are measured at fair value for financial reporting purposes. In estimating fair value, the Group assigns an independent appraiser to perform the appraisal. The assessment is based on the revenue approach, cost approach, and market approach. The carrying amount of investment properties is disclosed in Note 11.

ii. Critical Judgments in Determining the Accounting Policies

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements.

Classification of Financial Assets and Liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by considering the definition set forth in PSAK 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in Notes 2.s and 38.

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4. Kas dan Setara Kas

4. Cash and Cash Equivalents

	2022 Rp	2021 Rp
Kas/ Cash	6,856,946,582	5,394,740,129
Bank/ Bank		
Pihak Berelasi/ Related Parties		
<u>Rupiah</u>		
PT Bank Rakyat Indonesia (Persero) Tbk	191,257,138,218	266,138,154,192
PT Bank Tabungan Negara (Persero) Tbk	100,322,908,489	104,324,796,883
PT Bank Mandiri (Persero) Tbk	51,511,316,007	13,450,823,106
PT Bank Syariah Indonesia Tbk	14,331,820,699	2,662,224,440
PT Bank Negara Indonesia (Persero) Tbk	6,022,333,609	21,033,863,808
	<u>363,445,517,022</u>	<u>407,609,862,429</u>
<u>Dolar Amerika Serikat/ United States Dollar</u>		
PT Bank Rakyat Indonesia (Persero) Tbk (2022: USD4,189.68; 2021: USD2,297,196.80)	65,907,886	32,778,724,181
<u>Euro</u>		
PT Bank Rakyat Indonesia (Persero) Tbk (2022: EUR729.48; 2021: EUR849.48)	12,191,529	13,699,429
	<u>78,099,415</u>	<u>32,792,423,610</u>
Pihak Ketiga/ Third Parties		
<u>Rupiah</u>		
PT Bank Central Asia Tbk	77,007,995,183	5,395,920,222
PT Bank CIMB Niaga Tbk	70,796,051,916	412,133
PT Bank Danamon Indonesia Tbk	806,887	337,373,708
	<u>147,804,853,986</u>	<u>5,733,706,063</u>
<u>Dolar Amerika Serikat/ United States Dollar</u>		
PT Bank Danamon Indonesia Tbk (2022: USD28.68; 2021: USD137,704.97)	451,168	1,964,913,624
	<u>451,168</u>	<u>1,964,913,624</u>
Total Bank/ Total Cash in Banks	511,328,921,591	448,100,905,726
Deposito Berjangka/ Time Deposits		
Pihak Berelasi/ Related Parties		
<u>Rupiah</u>		
PT Bank Rakyat Indonesia (Persero) Tbk	248,304,984,999	556,000,000,000
PT Bank Tabungan Negara (Persero) Tbk	225,000,000,000	250,000,000,000
PT Bank Mandiri (Persero) Tbk	150,000,000,000	150,000,000,000
PT Bank Negara Indonesia (Persero) Tbk	150,000,000,000	100,000,000,000
PT Bank Raya Indonesia Tbk	50,000,000,000	150,000,000,000
Deposito on Call		
Pihak Berelasi/ Related Parties		
<u>Rupiah</u>		
PT Bank Rakyat Indonesia (Persero) Tbk	--	199,288,005,505
	<u>823,304,984,999</u>	<u>1,405,288,005,505</u>
Total	1,341,490,853,172	1,858,783,651,360
Tingkat Bunga Deposito/ Deposito Interest Rate	2.25%-4.25%	2.10%-5.50%
Jangka Waktu/ Time Period	3 bulan/ months	3 hari/ days - 3 bulan/ months

Tidak ada saldo kas dan setara kas yang digunakan sebagai jaminan.

There is no placement of cash and cash equivalent used as collateral.

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5. Piutang Usaha

5. Trade Receivables

a. Berdasarkan Pelanggan

a. By Customers

	2022 Rp	2021 Rp
Pihak Berelasi (Catatan 34)	3,610,112,242	7,168,817,539
Cadangan Kerugian Penurunan Nilai	(292,432,430)	(235,405,876)
Sub Total	3,317,679,812	6,933,411,663
Pihak Ketiga	56,074,017,328	55,209,624,828
Cadangan Kerugian Penurunan Nilai	(27,554,854,973)	(29,660,894,843)
Sub Total	28,519,162,355	25,548,729,985
Total	31,836,842,167	32,482,141,648

Related Parties (Notes 34)
Allowance for Impairment Losses
Sub Total

Third Parties
Allowance for Impairment Losses
Sub Total
Total

b. Berdasarkan Umur

b. By Aging

	2022 Rp	2021 Rp
Belum Jatuh tempo	26,509,029,847	19,305,979,599
Sampai Dengan 30 hari	8,541,780,901	6,329,489,000
31 - 60 hari	3,462,973,684	5,863,697,374
60 - 90 hari	2,776,358,240	3,315,395,516
Lebih dari 90 hari	18,393,986,898	27,563,880,878
Sub Total	59,684,129,570	62,378,442,367
Cadangan Kerugian Penurunan Nilai	(27,847,287,403)	(29,896,300,719)
Total	31,836,842,167	32,482,141,648

Not Yet Due
Up to 30 Days
31 - 60 Days
60 - 90 Days
More than 90 Days
Sub Total

Allowance for Impairment Losses
Total

c. Mutasi Cadangan Kerugian Penurunan Nilai

c. The Movement of Allowance for Impairment Losses

	2022 Rp	2021 Rp
Saldo Awal	29,896,300,719	18,343,386,329
Akuisisi Entitas Anak	563,614,528	--
Penambahan (Catatan 30)	8,200,371,752	11,861,598,359
Pemulihan (Catatan 31)	(10,812,999,596)	(308,683,969)
Total	27,847,287,403	29,896,300,719

Beginning Balance
Acquisition of subsidiary entity
Addition (Note 30)
Recovery (Note 31)
Total

Seluruh piutang usaha didenominasi dalam mata uang Rupiah.

All receivables are denominated in Rupiah Currency.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai piutang diatas cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang usaha di kemudian hari.

Management believes that the above allowances for impairment are adequate to cover any possible losses that may arise from uncollectible trade receivables in the future.

Piutang usaha dijadikan jaminan atas utang bank (Catatan 21).

Trade receivables are pledged as collateral for banking facilities (Note 21).

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6. Aset Keuangan Lancar Lainnya

6. Other Current Financial Assets

	2022 Rp	2021 Rp	
Bank Garansi	24,911,962,247	46,130,982,224	Bank Guarantee
Dana yang Dibatasi Penggunaannya	20,649,249,604	20,649,249,604	Restricted Fund
Kas Kapal Loket	--	--	
yang Belum Dipertanggungjawabkan	1,481,849,955	1,297,119,885	Unaccounted Ship Cash Counter
Lain-lain	7,488,184,269	3,782,975,009	Others
Total	54,531,246,075	71,860,326,722	Total

Bank Garansi merupakan jaminan pekerjaan atas pengoperasian trip subsidi kapal pada lintasan perintis antara Direktorat Jenderal Perhubungan Darat dengan Perusahaan.

Bank Guarantee is a job guarantee for the operation of subsidized ship trips on the pioneer route between the Directorate General of Land Transportation and the Company.

Dana yang dibatasi penggunaannya merupakan rekening penampungan pendapatan jasa pelabuhan Dermaga IV Merak-Bakauheni antara Perusahaan dengan PT Infiniti Indosakti. Perusahaan juga mencatat utang atas rekening penampungan tersebut (Catatan 19).

Restricted Fund are accounts for collecting revenue from the Port IV of Merak-Bakauheni port services between the Company and PT Infiniti Indosakti. The Company also records the debt on the escrow account (Note 19).

7. Pendapatan yang Masih Harus Diterima

7. Accrued Income

	2022 Rp	2021 Rp	
Pihak Berelasi (Catatan 34)	44,795,677,685	43,944,560,570	Related Parties (Note 34)
Pihak Ketiga	30,827,173,991	22,304,788,988	Third Parties
Total	75,622,851,676	66,249,349,558	Total

Pendapatan yang masih harus diterima terutama merupakan penjualan bahan bakar minyak divisi aneka usaha kerjasama cabang Merak.

Accrued income is mainly from the sales of fuel oil from the Merak branch of various cooperative business divisions.

8. Persediaan

8. Inventories

	2022 Rp	2021 Rp	
Suku Cadang dan Perlengkapan Kapal	75,945,084,241	49,518,783,783	Sparepart and Ship Equipment
Bahan Bakar	2,263,018,126	2,158,172,290	Fuel
Perlengkapan dan Perabotan Hotel	2,742,665,777	787,328,312	Equipment and Furniture Hotel
Total	80,950,768,144	52,464,284,385	Total

Manajemen berpendapat bahwa persediaan telah mencerminkan nilai realisasi bersihnya, sehingga tidak perlu dilakukan penyisihan atas persediaan tersebut.

Management believes that inventories reflect their net realizable value, so no allowance of inventories is provided.

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Manajemen tidak mengasuransikan persediaan terhadap risiko kerugian atas kebakaran dan pencurian mengingat jenis, sifat dan risiko masing-masing persediaan pada tanggal 31 Desember 2022 dan 2021.

Tidak terdapat persediaan yang dijadikan jaminan atas liabilitas dan pinjaman lainnya.

Management does not insure the inventories against the risk of loss from fire and theft in view of the type, nature and risks of each inventory as of December 31, 2022 and 2021.

There are no inventory that pledged as collateral for the loan.

9. Uang Muka dan Biaya Dibayar di Muka

9. Advances and Prepaid Expenses

	2022 Rp	2021 Rp
Uang Muka:		
Pihak Berelasi (Catatan 34)		
Pembangunan	8,065,454,555	12,098,181,832
Pihak ketiga	24,490,674,563	7,040,625,853
Sub Total	32,556,129,118	19,138,807,685
Biaya Dibayar di Muka:		
Sewa	9,078,514,866	1,187,551,641
Asuransi	1,645,320,444	12,537,539,363
Lain-lain	4,356,020,138	1,266,466,422
Sub Total	15,079,855,448	14,991,557,426
Total	47,635,984,566	34,130,365,111

**Advances:
Related Parties (Note 34)**
Development
Third Parties
Sub Total

Prepaid Expenses:
Rental
Insurance
Others
Sub Total
Total

Uang muka operasional terutama merupakan pembayaran gaji *outsourcing* yang sudah dibayarkan kepada tenaga kerja *outsourcing*.

Advances primarily is salary that has been paid to the outsource labour

10. Aset Keuangan Tidak Lancar Lainnya

10. Other Non-Current Financial Assets

	2022 Rp	2021 Rp
Deposito yang Dijaminkan	275,000,000,000	--
Piutang Pegawai	3,777,631,586	3,680,775,476
Cadangan Kerugian Penurunan Nilai	(1,688,511,291)	(1,516,980,258)
Pendapatan Yang Masih Harus Diterima	2,347,293,146	2,703,937,790
Cadangan Kerugian Penurunan Nilai	(2,156,299,092)	(1,779,016,577)
Total	277,280,114,349	3,088,716,431

Guaranteed Deposits
Employees Receivable
Allowance for Impairment Losses
Accrued Income
Allowance for Impairment Losses
Total

Deposito yang dijaminkan merupakan deposito milik Perusahaan yang menjadi jaminan utang bank di PT Bank Rakyat Indonesia (Persero) Tbk (Catatan 20).

Deposits that are pledged are Deposits owned by the Company that are used as collateral for bank loans at PT Bank Rakyat Indonesia (Persero) Tbk (Note 20).

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

The movement of the allowance for impairment losses is as follows:

	2022 Rp	2021 Rp
Saldo Awal	3,295,996,835	3,319,577,126
Penambahan (Catatan 30)	1,647,805,610	--
Pemulihan (Catatan 31)	(1,098,992,062)	(23,580,291)
Total	3,844,810,383	3,295,996,835

Beginning Balance
Addition (Note 30)
Recovery (Note 31)
Total

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Manajemen berpendapat bahwa cadangan kerugian penurunan nilai piutang diatas cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang pegawai di kemudian hari.

Management believes that the allowance for impairment losses is adequate to cover the possible losses on uncollectible accounts.

11. Properti Investasi

11. Investment Properties

	2022				
	Saldo Awal/ Beginning Balance	Reklasifikasi/ Reclassification	Revaluasi/ Revaluation	Saldo Akhir/ Ending Balance	
	Rp	Rp	Rp	Rp	
Harga Revaluasi					Revaluation Cost
Tanah	108,582,700,000	--	3,452,700,000	112,035,400,000	Land
Bangunan	568,951,400,000	(21,685,969,946)	6,235,769,946	553,501,200,000	Building
Total	677,534,100,000	(21,685,969,946)	9,688,469,946	665,536,600,000	Total
	2021				
	Saldo Awal/ Beginning Balance	Reklasifikasi/ Reclassification	Revaluasi/ Revaluation	Saldo Akhir/ Ending Balance	
	Rp	Rp	Rp	Rp	
Harga Revaluasi					Revaluation Cost
Tanah	106,833,100,000	--	1,749,600,000	108,582,700,000	Land
Bangunan	563,766,000,000	--	5,185,400,000	568,951,400,000	Building
Total	670,599,100,000	--	6,935,000,000	677,534,100,000	Total

Properti investasi merupakan bangunan Sosoro Mall Merak, Anjungan Agung Mall Bakauheni dan Plaza Labuan Bajo, serta beberapa tanah yang tersebar di berbagai cabang di seluruh Indonesia.

The investment properties are the building of Sosoro Mall Merak, Anjungan Agung Mall and Plaza Labuan Bajo, as well as several lands spread across various branches throughout Indonesia.

Berdasarkan laporan penilai KJPP Bambang Purwanto Rozak Uswatun dan Rekan dalam laporan No. 00037/2.0027-05/PI/06/0278/1/I/2023 tanggal 31 Januari 2023 nilai wajar dari properti investasi pada 31 Desember 2022 untuk tanah sebesar Rp112.035.400.000 serta bangunan sebesar Rp18.213.200.000 dan Rp535.288.000.000 dan No. 00053/2.0027-00/PI/11/0196/1/I/2022 tanggal 31 Januari 2022, nilai wajar dari properti investasi pada 31 Desember 2021 untuk tanah sebesar Rp108.582.700.000 serta bangunan sebesar Rp18.826.200.000 dan Rp550.125.200.000.

Based on the report of KJPP assessor Bambang Purwanto Rozak Uswatun and Partners in the report 00037/2.0027-05/PI/06/0278/1/I/2023 dated January 31, 2023 the fair value of investment property as of December 31, 2022 for lands amounted to Rp112,035,400,000 and buildings amounted to Rp18,213,200,000 and Rp535,288,000,000, and No. 00053/2.0027-00/PI/11/0196/1/I/2022 dated January 31, 2022, the fair value of investment property as of December 31, 2021 for lands amounted to Rp108,582,700,000 and buildings amounted to Rp18,826,200,000 and Rp550,125,200,000.

Pendekatan yang digunakan dalam menentukan nilai wajar properti adalah pendekatan pasar, pendekatan pendapatan dan pendekatan biaya. Metodologi penilaian yang digunakan dalam pendekatan pasar adalah metode perbandingan data pasar, metodologi yang digunakan dalam pendekatan biaya adalah metode biaya pengganti terdepresiasi, dan metodologi yang digunakan dalam pendekatan pendapatan adalah arus kas terdiskonto.

The approaches used in determining the fair value of the property are the market approach, the income approach and the cost approach. The valuation methodology used in the market approach is the market data comparison method, the methodology used in the cost approach is the depreciated replacement cost method, and the methodology used in the income approach is discounted cash flows.

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Pembebanan penyusutan dialokasikan
sebagai berikut:

	2022 Rp	2021 Rp
Beban Pokok - Usaha Penyeberangan (Catatan 29)	265,175,508,385	170,509,296,324
Beban Pokok - Usaha Pelabuhan (Catatan 29)	153,596,535,544	140,306,043,958
Beban Pokok - Usaha Aneka dan Jasa (Catatan 29)	9,690,000,357	6,942,665,522
Beban Administrasi dan Umum (Catatan 30)	41,431,820,191	36,989,247,750
Total	469,893,864,477	354,747,253,554

Depreciation charges are allocated as follows:

<i>Cost - Ferry Business (Note 29)</i>
<i>Cost - Port Business (Note 29)</i>
<i>Cost - Various Services Business (Note 29)</i>
<i>General and Administrative Expenses (Note 30)</i>
Total

Pengurangan aset tetap merupakan
penghapusan dan penjualan aset tetap untuk
tahun-tahun yang berakhir pada
31 Desember 2022 dan 2021 adalah sebagai
berikut:

*Deduction of fixed assets are write-off and
sale of fixed assets for the year ended
December 31 2022 and 2021 are as follows:*

	2022 Rp	2021 Rp
Penghapusan Aset Tetap		
Harga Perolehan	11,042,413,936	--
Akumulasi Penyusutan	(10,490,293,240)	--
Kerugian Penghapusan Aset Tetap (Catatan 29)	552,120,696	--

<i>Written Off of Fixed Assets</i>
<i>Acquisition Cost</i>
<i>Accumulated Depreciation</i>
Loss on Written Off of Fixed Assets (Note 29)

	2022 Rp	2021 Rp
Penjualan Aset Tetap		
Harga Jual	--	25,068,179,140
Dikurangi: Nilai Buku	--	(23,616,144,140)
Keuntungan Penjualan Aset Tetap (Catatan 31)	--	1,452,035,000

<i>Sales of Fixed Assets</i>
<i>Selling Price</i>
<i>Less: Book Value</i>
Gain on Sale of Fixed Assets (Note 31)

	2022 Rp	2021 Rp
Hibah ke Pemerintah Daerah		
Harga Perolehan (Catatan 27 dan 37.h)	--	22,389,677,000
Akumulasi Penyusutan	--	(5,074,993,453)
Nilai buku	--	17,314,683,547

<i>Grant to Local Government</i>
<i>Acquisition Cost (Notes 27 and 37.h)</i>
<i>Accumulated Depreciation</i>
Book Value

Aset tetap dalam konstruksi terdiri dari pembangunan gedung di Jl. Ahmad Yani, Jakarta, pembangunan hotel tahap II dan Multifunction di Kawasan Marina Labuan Bajo. Jangka waktu penyelesaian pembangunan tersebut berkisar antara 6 (enam) sampai dengan 10 (Sepuluh) bulan. Pada 31 Desember 2022, persentase penyelesaian dari berkisar antara 10% sampai dengan 95%.

Fixed assets under construction consist of building construction on Jl. Ahmad Yani, Jakarta, phase II hotel and multifunction construction in the Marina Labuan Bajo area. The period of completion of the construction ranges from 6 (six) to 10 (ten) months. As of December 31, 2022, the percentage of completion will range from 10% to 95%.

Manajemen berkeyakinan tidak terdapat masalah dengan perpanjangan hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti pemilikan yang memadai.

Management believes there is no issue with the extension of land rights because all land was obtained legally and supported by adequate proof of ownership.

Pada tahun 2022, IFPRO telah mereklasifikasi properti investasi menjadi aset tetap sebesar Rp21.685.969.946 (Catatan 11).

In 2022, IFPRO has reclassified investment property to fixed assets amounting to Rp21,685,969,946 (Note 11).

Pada tahun 2022, Grup telah melakukan reklasifikasi aset tetap menjadi aset tidak produktif sebesar Rp9.603.090.087.

In 2022, the Group has reclassified fixed assets to unproductive assets amounting to Rp9,603,090,087.

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Pada tahun 2021, Grup telah mereklasifikasi aset tetap dalam konstruksi ke akun aset takberwujud sebesar Rp3.074.972.120 (Catatan 14).

In 2021, the Group has reclassified property, plant and equipment under construction to an intangible asset account amounting to Rp3,074,972,120 (Note 14).

Aset tetap Grup berupa kapal telah diasuransikan kepada PT Asuransi Central Asia terhadap segala risiko masing-masing dengan jumlah pertanggungan sebesar Rp7.833.458.997.178 dan USD592,000,000 untuk periode 31 Desember 2022 dan Rp7.131.326.916.866 dan USD611,000,000 untuk periode 31 Desember 2021. Manajemen berkeyakinan jumlah pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

The Group's fixed assets in the form of ships are insured with PT Asuransi Central Asia for all risks with a total coverage of Rp7,833,458,997,178 and USD592,000,000 as of December 31, 2022 and Rp7,131,326,916,866 and USD611,000,000 as of December 31, 2021. Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Berdasarkan penelaahan aset tetap secara individual pada akhir tahun, manajemen berkeyakinan bahwa tidak terdapat indikasi penurunan nilai aset tetap pada tanggal 31 Desember 2022 dan 2021.

Based on the review of individual property, plant and equipment at the end of the year, management believes that there is no indication of impairment in property and equipment as of December 31, 2022 and 2021.

Sebagian aset tetap digunakan sebagai jaminan atas pinjaman sindikasi (Catatan 21).

Fixed assets are pledged as collateral for syndicated loan (Notes 21).

13. Aset Hak-Guna

13. Rights-of-Use Assets

Rincian aset hak-guna adalah sebagai berikut:

The details of the rights-of-use assets are as follows:

	2022				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Saldo Akhir/ Ending Balance	
	Rp	Rp	Rp	Rp	
Harga Perolehan					Acquisition Cost
Bangunan	36,758,381,824	1,052,560,957	(1,496,857,795)	36,314,084,986	Building
Peralatan Komputer	137,063,384,762	--	(10,171,007,609)	126,892,377,153	Computer Equipments
Kapal	8,000,850,000	9,348,000,000	--	17,348,850,000	Ship
Kendaraan	--	4,467,236,082	--	4,467,236,082	Vehicle
Sub Total	181,822,616,586	14,867,797,039	(11,667,865,404)	185,022,548,221	Sub Total
Akumulasi					Acumulated
Penyusutan					Depreciation
Bangunan	23,990,910,359	3,026,481,833	(643,523,460)	26,373,868,732	Building
Peralatan Komputer	57,109,743,651	25,378,475,431	(4,237,919,838)	78,250,299,244	Computer Equipments
Kapal	533,390,000	3,313,970,000	--	3,847,360,000	Ship
Kendaraan	--	292,933,514	--	292,933,514	Vehicle
Sub Total	81,634,044,010	32,011,860,778	(4,881,443,298)	108,764,461,490	Sub Total
Nilai Buku	100,188,572,576			76,258,086,731	Book Value

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	2021				
	Saldo Awal/ Beginning Balance Rp	Penambahan/ Addition Rp	Pengurangan/ Deduction Rp	Saldo Akhir/ Ending Balance Rp	
Harga Perolehan					Acquisition Cost
Bangunan	35,816,117,993	942,263,831	--	36,758,381,824	Building
Peralatan Komputer	137,063,384,762	--	--	137,063,384,762	Computer Equipments
Kapal	--	8,000,850,000	--	8,000,850,000	Ship
Sub Total	172,879,502,755	8,943,113,831	--	181,822,616,586	Sub Total
Akumulasi					Accumulated
Penyusutan					Depreciation
Bangunan	12,874,313,070	11,116,597,290	--	23,990,910,359	Building
Peralatan Komputer	29,697,066,698	27,412,676,952	--	57,109,743,651	Computer Equipments
Kapal	--	533,390,000	--	533,390,000	Ship
Sub Total	42,571,379,768	39,062,664,242	--	81,634,044,010	Sub Total
Nilai Buku	130,308,122,987			100,188,572,576	Book Value

Rincian liabilitas sewa adalah sebagai berikut:

The details of the lease liabilities are as follows:

	2022 Rp	2021 Rp	
Liabilitas Sewa			Lease Liabilities
Tidak lebih dari 1 tahun	34,851,549,525	70,373,516,432	Less than 1 Year
Lebih dari 1 tahun	49,182,112,848	57,233,781,503	More than 1 Year
Total	84,033,662,373	127,607,297,935	Total
Dikurangi Bagian Bunga	(8,881,072,227)	(19,425,631,910)	Less Interest
Nilai Kini Pembayaran Sewa Minimum	75,152,590,146	108,181,666,025	Current Amount of Minimum Leases Payment
Dikurangi Bagian Jatuh Tempo Dalam Satu Tahun	(37,799,648,325)	(64,591,158,749)	Less Expired in 1 Year
Bagian Jangka Panjang	37,352,941,821	43,590,507,276	Long Term

Beban yang timbul untuk tahun-tahun yang berakhir pada 31 Desember 2022 dan 2021 adalah sebagai berikut:

Expenses incurred for the years ended December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Jumlah yang Diakui di Laba Rugi yang Timbul dari Sewa adalah Sebagai Berikut :			Amount Recognized in Profit and Loss Arising from Leases are as Follows:
Beban Bunga atas Liabilitas Sewa (Catatan 32)	5,748,556,933	8,027,076,141	Interest Expense on Lease Liabilities (Note 32)
Beban Penyusutan			Depreciation Expense of
Aset Hak-Guna (Catatan 29 dan 30)	32,011,860,778	39,062,664,242	Right-of-Use Assets (Notes 29 and 30)
Beban terkait Liabilitas Sewa Jangka Pendek	16,826,750,878	5,731,941,950	Expenses related to Current Lease Liabilities
Total	54,587,168,589	52,821,682,333	Total

14. Aset Takberwujud

14. Intangible Assets

Rincian aset takberwujud adalah sebagai berikut:

The details of the intangible assets are as follows:

	2022				
	Saldo Awal/ Beginning Balance Rp	Penambahan/ Addition Rp	Reklasifikasi/ Reclassification Rp	Saldo Akhir/ Ending Balance Rp	
Harga Perolehan					Acquisition cost
Lisensi Software	19,043,196,340	6,257,758,834	--	25,300,955,174	Software License
Sub Total	19,043,196,340	6,257,758,834	--	25,300,955,174	Sub-Total
Akumulasi Penyusutan					Accumulated depreciation
Lisensi Software	2,982,290,426	4,926,895,519	--	7,909,185,945	Software License
Sub Total	2,982,290,426	4,926,895,519	--	7,909,185,945	Sub-Total
Nilai Buku	16,060,905,914			17,391,769,229	Book value

	2021				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
	Rp	Rp	Rp	Rp	
Harga Perolehan					Acquisition cost
Lisensi Software	14,828,397,575	1,139,826,645	3,074,972,120	19,043,196,340	Software License
Sub Total	14,828,397,575	1,139,826,645	3,074,972,120	19,043,196,340	Sub-Total
Akumulasi Penyusutan					Accumulated depreciation
Lisensi Software	72,092,920	2,910,197,506	--	2,982,290,426	Software License
Sub Total	72,092,920	2,910,197,506	--	2,982,290,426	Sub-Total
Nilai Buku	14,756,304,655			16,060,905,914	Book value

Pada tahun 2021, Grup telah mereklasifikasi aset tetap dalam konstruksi ke akun aset takberwujud sebesar Rp3.074.972.120 (Catatan 12).

In 2021, the Group has reclassified property, plant and equipment under construction to an intangible asset account amounting to Rp3,074,972,120 (Note 12).

Beban amortisasi untuk tahun-tahun yang berakhir pada 31 Desember 2022 dan 2021 adalah masing-masing sebesar Rp4.926.895.519 dan Rp2.910.197.506 (Catatan 30).

Amortization expenses for the years ended December 31, 2022 and 2021 amounting to Rp4,926,895,519 and Rp2,910,197,506 (Note 30).

15. Utang Usaha

15. Trade Payables

	2022 Rp	2021 Rp	
Pihak Berelasi (Catatan 34)	107,314,611,051	96,325,015,018	Related Parties (Note 34)
Pihak Ketiga	197,809,257,144	168,998,735,817	Third Parties
Total	305,123,868,195	265,323,750,835	Total

Akun ini terutama merupakan utang terkait pengadaan barang dan jasa, serta utang kepada perusahaan pelayaran terkait penjualan tiket terpadu.

This account mainly represents payables related to the procurement of goods and services, as well as payables to shipping companies related to integrated ticket sales.

Seluruh saldo utang usaha dalam mata uang Rupiah dan tidak ada jaminan yang diberikan yang diberikan oleh Perusahaan atas perolehan utang ini.

All trade payables are denominated in Rupiah and there are no guarantees given by the Company for this debt acquisition.

16. Perpajakan

16. Taxation

a. Pajak Dibayar di Muka

a. Prepaid Taxes

	2022 Rp	2021 Rp	
Entitas Anak - IFPRO			Subsidiary
Pajak Pertambahan Nilai	61,381,217,027	60,805,465,749	Value Added Tax
Pajak Penghasilan			Income Taxes
Pasal 28.a - 2022	1,985,439,889	--	Article 28.a - 2022
Pasal 28.a - 2021	1,331,394,655	1,331,394,655	Article 28.a - 2021
Pasal 28.a - 2020	--	777,816,469	Article 28.a - 2020
Pasal 28.a - 2019	--	1,567,595,573	Article 28.a - 2019
Total	64,698,051,571	64,482,272,446	Total

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Pada tanggal 31 Mei 2022, IFPRO menerima Surat Ketetapan Pajak Lebih Bayar Pajak Penghasilan Badan untuk tahun fiskal 2020 No. 00039/406/20/093/22 yang menyatakan lebih bayar sebesar Rp313.254.843 dari Rp777.816.469. Selisih antara yang disetujui oleh Kantor Pelayanan Pajak dibebankan di beban pajak penghasilan (Catatan 16.c) dan jumlah yang diterima setelah dikurangi dengan Surat Ketetapan Pajak Kurang Bayar PPh pasal 4 (2), PPh 21 dan PPh 23 menjadi nihil. Untuk pajak lebih bayar Pajak Penghasilan Badan untuk tahun fiskal 2019 telah dilakukan penyesuaian mengikuti pelaporan SPT sehingga jumlah Rp1.567.595.573 dibebankan di Denda Pajak tahun berjalan.

On May 31, 2022, IFPRO received a Corporate Income Tax Overpayment Assessment Letter for fiscal year 2020 No. 00039/406/20/093/22 which stated an overpayment of Rp313,254,843 from Rp777,816,469. The difference between the amount approved by the Tax Service Office is charged to income tax expense (Note 16.c) and the amount received after deducting the Underpaid Tax Assessment Letter of Article 4 (2), PPh 21 and PPh 23 becomes nil. For corporate income tax overpayments for the 2019 fiscal year, adjustment has been made following the SPT reporting so that the amount of Rp1,567,595,573 is charged to the current year's tax expense.

b. Utang Pajak

b. Taxes Payable

	2022 Rp	2021 Rp	
Perusahaan			The Company
Pajak Penghasilan			Income Taxes
Pasal 4 (2)	1,809,058,671	2,021,690,031	Article 4(2)
Pasal 15	1,828,709,061	2,261,560,229	Article 15
Pasal 21	5,324,203,020	3,443,384,809	Article 21
Pasal 22	461,762,216	157,946,180	Article 22
Pasal 23	1,842,937,041	432,435,501	Article 23
Pasal 25	1,043,321,865	1,043,321,865	Article 25
Pasal 29	10,881,636,898	9,081,505,608	Article 29
Pajak Pertambahan Nilai Masukan (PPN Wapau)	6,262,321,698	3,509,081,878	Value Added Tax In - VAT Collector
Pajak Pertambahan Nilai Keluaran	934,239,545	661,120,051	Value Added Tax Out
Sub Total	30,388,190,015	22,612,046,152	Sub Total
Entitas Anak			Subsidiary
Pajak Penghasilan			Income Taxes
Pasal 4 (2)	4,961,298	53,413,945	Article 4(2)
Pasal 23	640,866,447	208,011,811	Article 23
Pasal 21	1,169,745,349	426,606,079	Article 21
Pasal 15	755,864,260	-	Article 15
Pajak Pertambahan Nilai Masukan (PPN Wapau) PB1	5,100,354	-	Value Added Tax Out Local Tax
	723,481,084	404,762,559	Local Tax
Sub Total	3,300,018,792	1,092,794,394	Sub Total
Jumlah	33,688,208,807	23,704,840,546	Total

c. Pajak Kini

c. Current Tax

	2022 Rp	2021 Rp	
Perusahaan			The Company
Pajak Kini	25,720,141,700	23,877,827,820	Current Tax
Pajak Tangguhan	4,322,050,705	10,505,368,865	Deferred Tax
Efek Perubahan Tarif Pajak	-	788,372,425	Effect of Tax Rates Changes
Sub Total	30,042,192,405	35,171,569,110	Sub Total
Entitas Anak			Subsidiary
Pajak Tangguhan	505,044,907	(719,572,534)	Deferred Tax
Penyesuaian Pajak Periode Lalu	464,561,626	-	Prior Year Adjustment
Efek Perubahan Tarif Pajak	-	(1,372,240,103)	Effect of Tax Rates Changes
Sub Total	969,606,533	(2,091,812,637)	Sub Total
Konsolidasian			Consolidated
Pajak Kini	25,720,141,700	23,877,827,820	Current Tax
Pajak Tangguhan	4,827,095,612	9,785,796,331	Deferred Tax
Penyesuaian Pajak Periode Lalu	464,561,626	-	Prior Year Adjustment
Efek Perubahan Tarif Pajak	-	(583,867,678)	Effect of Tax Rates Changes
Total	31,011,798,938	33,079,756,473	Total

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Rekonsiliasi antara laba sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan taksiran laba kena pajak untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

A reconciliation between earning before tax as presented in the consolidated statements of profit or loss and other comprehensive income with estimated taxable income for the years ended December 31, 2022 and 2021 is as follows:

	2022 Rp	2021 Rp	
Laba Sebelum Pajak			<i>Income Before Tax</i>
Penghasilan Konsolidasian	616,186,191,078	359,380,605,184	<i>Consolidated Income</i>
Dikurangi: Laba (Rugi) Entitas Anak			<i>Deduction: Income (Loss) of Subsidiary</i>
Sebelum Beban Pajak Penghasilan	(23,765,112,116)	(360,730,791)	<i>Before Income Tax Expenses</i>
Disesuaikan dengan			<i>Adjusted to Consolidated</i>
Jurnal Eliminasi Konsolidasi	113,340,938,201	--	<i>Elimination Journal</i>
Laba Sebelum Pajak			<i>Income Before the Company's</i>
Penghasilan Perusahaan	526,610,364,994	359,741,335,975	<i>Income Tax</i>
Koreksi Non Final			<i>Non Final Correction</i>
Beda Tetap			<i>Permanent Differences</i>
Beban Pajak	66,613,458,211	61,389,199,160	<i>Income Tax</i>
Sumbangan, Jamuan, dan Representasi	11,904,639,260	12,538,799,137	<i>Donation, Meals, Representations</i>
Manfaat Karyawan	40,201,995,413	25,715,697,403	<i>Employee Allowances</i>
Denda Pajak	86,845,868	441,427,750	<i>Tax Penalty</i>
Hibah	--	(9,803,322)	<i>Government Assistance</i>
Beban Lainnya	--	563,682,876	<i>Other Expenses</i>
Kenaikan Nilai Wajar			<i>Increase in Fair Value</i>
Properti Investasi - bersih	(2,839,700,000)	(1,193,200,000)	<i>of Investment Properties - Net</i>
Pendapatan Denda/Klaim/Pinalti	(5,415,371,974)	(10,354,850,357)	<i>Penalty Income/Claim</i>
Jumlah Beda Tetap	110,551,866,778	89,090,952,647	<i>Total Permanent Differences</i>
Beda Waktu			<i>Time Differences</i>
Penyusutan Aset Tetap	(37,253,401,755)	(32,156,228,374)	<i>Depreciation of Fixed Assets</i>
Penyusutan Aset Hak Guna	(837,545,168)	(829,312,627)	<i>Depreciation of Right-of-Use Assets</i>
Imbalan Pascakerja	30,516,568,778	713,445,881	<i>Employee Benefit</i>
Cadangan Penurunan Nilai Piutang	8,243,661,952	11,861,598,359	<i>Allowance for Impairment Losses</i>
Bunga Liabilitas Sewa	5,700,021,556	8,027,076,141	<i>Interest Lease Liabilities</i>
Jumlah Beda Waktu	6,369,305,363	(12,383,420,620)	<i>Total Time Differences</i>
Pendapatan Yang Dikenakan PPh Final			<i>Income Subjected to Final Income Tax</i>
Beban Pokok Penyeberangan	1,548,105,543,613	1,656,964,957,165	<i>Cost of Crossing</i>
Beban Usaha Penyeberangan	370,456,333,759	337,700,399,251	<i>Expenses of Crossing</i>
Beban Non Usaha	4,745,450,273	759,739,127	<i>Non - Business Expenses</i>
Pendapatan Penyeberangan	(2,348,740,412,425)	(2,219,349,693,123)	<i>Revenue of Crossing</i>
Loyalty Program	--	(19,549,931,125)	<i>Program Loyalty</i>
Pendapatan Usaha Aneka			<i>Revenues of Miscellaneous Services</i>
Jasa atas Sewa	(41,146,853,448)	(31,484,502,292)	<i>Business Rental</i>
Pendapatan Bunga Deposito dan Jasa Giro	(60,041,863,837)	(52,954,255,679)	<i>Interest Income</i>
Jumlah Pendapatan -			<i>Total Revenue -</i>
Dikenakan PPh Final	(526,621,802,065)	(327,913,286,676)	<i>Subjected to Final Income Tax</i>
Penghasilan Kena Pajak	116,909,735,070	108,535,581,327	<i>Taxable Income</i>
Penghasilan Kena Pajak - Dibulatkan	116,909,735,000	108,535,581,000	<i>Taxable Income - Rounded</i>
PPH Badan Terutang:			<i>Corporate Income Tax Payable</i>
22% X Rp116.909.735.000			<i>22% X Rp96,715,016,000</i>
(2021: 22% X Rp108.535.581.000)	25,720,141,700	23,877,827,820	<i>(2021: 22% X Rp108,535,581,000)</i>
Pajak Penghasilan Dibayar di Muka			<i>Prepaid Income Tax</i>
Pasal 22	407,026,461	684,818,756	<i>Article 22</i>
Pasal 23	1,911,615,973	1,591,641,077	<i>Article 23</i>
Pasal 25	12,519,862,368	12,519,862,379	<i>Article 25</i>
Jumlah Pajak Penghasilan Dibayar di Muka	14,838,504,802	14,796,322,212	<i>Total Prepaid Income Tax</i>
Utang Pajak Penghasilan - Perusahaan	10,881,636,898	9,081,505,608	<i>The Company's Income Tax Payable</i>
Utang Pajak Penghasilan - Entitas Anak	--	--	<i>Subsidiary's Income Tax Payable</i>
Kurang Bayar Pajak Penghasilan Badan	10,881,636,898	9,081,505,608	<i>Underpayment of Corporate Income Tax</i>

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d. Pajak Tangguhan

	2021	Dikreditkan (Dibebankan) ke Laporan Laba Rugi Credited (Charged) to Profit or Loss	Dikreditkan ke ke Penghasilan Komprehensif Lain/ Credited (Charged) to Other Comprehensive Income	Entitas Akuisisi/ Entity Acquisition	2022
	Rp	Rp	Rp	Rp	Rp
a. Aset Pajak Tangguhan					
Entitas Anak					
Penyusutan Aset Tetap	(23,074,522)	(491,341,847)	--	--	(514,416,369)
Liabilitas Imbalan Pasca Kerja	336,412,563	(48,279,828)	(24,786,201)	--	263,346,554
Penyisihan Piutang	728,672,272	34,576,768	--	--	763,249,040
Total Aset Pajak Tangguhan	1,042,010,333	(505,044,907)	(24,786,201)	--	512,179,225
b. Liabilitas Pajak Tangguhan					
Perusahaan					
Penyisihan Piutang	5,848,513,886	(197,076,948)	--	--	5,651,436,938
Aset Tetap	(41,818,816,996)	(9,812,074,896)	--	--	(51,630,891,892)
Aset Hak-Guna	(1,453,228,547)	(184,259,937)	--	--	(1,637,488,484)
Liabilitas Imbalan Kerja	26,047,321,808	2,463,409,536	2,163,162,071	--	30,673,893,415
Selisih Nilai Wajar Kombinasi Bisnis	--	3,407,951,540	--	(55,439,409,227)	(52,031,457,687)
Total Liabilitas Pajak Tangguhan	(11,376,209,849)	(4,322,050,705)	2,163,162,071	(55,439,409,227)	(68,974,507,710)
Total Aset (Liabilitas) Pajak Tangguhan	(10,334,199,516)	(4,827,095,612)	2,138,375,870	(55,439,409,227)	(68,462,328,485)

	2020	Penyesuaian Tarif ke Laporan Laba Rugi/ Tax Rate Adjustment to Profit or Loss	Dikreditkan (Dibebankan) ke Laporan Laba Rugi Credited (Charged) to Profit or Loss	Penyesuaian Tarif Penghasilan Komprehensif Lain/ Tax Rate Adjustment to Other Comprehensive Income	Dikreditkan ke ke Penghasilan Komprehensif Lain/ Credited (Charged) to Other Comprehensive Income	2021
	Rp	Rp	Rp	Rp	Rp	Rp
a. Aset Pajak Tangguhan						
Entitas Anak						
Penyusutan Aset Tetap	(1,345,326,666)	1,345,326,666	(23,074,522)	--	--	(23,074,522)
Liabilitas Imbalan Pascakerja	87,422,823	8,742,282	213,857,494	--	26,389,984	336,412,583
Penyisihan Piutang	181,711,555	18,171,155	528,789,562	--	--	728,672,272
Total Aset Pajak Tangguhan	(1,076,192,288)	1,372,240,103	719,572,534	--	26,389,984	1,042,010,333
b. Aset Pajak Tangguhan						
Perusahaan						
Penyisihan Piutang	4,960,644,407	(1,721,682,160)	2,609,551,639	--	--	5,848,513,886
Penyusutan Aset Tetap	(34,334,234,911)	(410,211,843)	(7,074,370,242)	--	--	(41,818,816,996)
Aset Hak-Guna	(1,155,254,335)	(115,525,434)	(182,448,778)	--	--	(1,453,228,547)
Liabilitas Imbalan Kerja	23,432,131,278	1,459,047,012	(6,912,135,207)	884,166,116	7,184,112,609	26,047,321,808
Selisih Penilaian Properti Investasi	(1,054,033,723)	--	1,054,033,723	--	--	--
Total Liabilitas Pajak Tangguhan	(8,150,747,284)	(788,372,425)	(10,505,368,865)	884,166,116	7,184,112,609	(11,376,209,849)
Total Aset (Liabilitas) Pajak Tangguhan	(9,226,939,572)	583,867,678	(9,785,796,331)	884,166,116	7,210,502,593	(10,334,199,516)

e. Rekonsiliasi

Rekonsiliasi antara beban pajak penghasilan dan hasil perkalian laba Akuntansi Sebelum pajak dengan tarif pajak yang berlaku adalah sebagai berikut:

	2022	2021
	Rp	Rp
Laba Sebelum Pajak Penghasilan Konsolidasian	616,186,191,078	359,380,605,184
Laba (Rugi) Entitas Anak		
Sebelum Beban Pajak Penghasilan	(23,765,112,116)	(360,730,791)
Disesuaikan dengan Jurnal Eliminasi Konsolidasi	113,340,938,201	--
Laba Sebelum Pajak Penghasilan Perusahaan	526,610,366,994	359,741,335,975
Laba Sebelum Pajak Setelah Pembulatan	526,610,364,000	359,741,335,000
Tarif Pajak yang Berlaku	22%	22%
Pajak Penghasilan Sesuai Tarif Pajak yang Berlaku	115,854,280,080	79,143,093,700
Pengaruh Pajak atas Beda Tetap	24,321,410,691	19,600,009,582
Pengaruh Pajak atas Beda Waktu	1,401,247,180	(2,724,352,536)
Pengaruh Pajak atas Pengaruh Koreksi Pajak Final	(115,856,796,251)	(72,140,922,926)
Beban Pajak Kini - Perusahaan	25,720,141,700	23,877,827,820
Beban Pajak Tangguhan - Perusahaan	4,322,050,705	10,505,368,865
Efek Perubahan Tarif Pajak	--	788,372,425
Beban Pajak Penghasilan - Perusahaan	30,042,192,405	35,171,569,110
Beban Pajak Tangguhan - Entitas Anak	505,044,907	(719,572,534)
Beban Pajak Kini Penyesuaian Periode Lalu	464,561,626	--
Efek Perubahan Tarif Pajak	--	(1,372,240,103)
Beban Pajak Kini Konsolidasian	31,011,798,938	33,079,756,473

e. Reconciliation

A reconciliation between income tax expense and multiplication of profit before tax with the applicable tax rates is as follows:

Income Before Tax
Income (Loss) from Subsidiaries
before Estimated Income Tax Expenses
Adjusted to Consolidated Elimination Journal
the Company's Income Before Tax
Income Before Tax after Rounding
Applicable Tax Rates
Income Tax with
Applicable Tax Rates
Tax Effect of Permanent Differences
Tax Effect of Time Differences
Tax Effect of Final
Income Tax Correction
The Company's Current Tax Expense
The Company's Deferred Tax Expenses
Tax Effect of Changes in Tax Rates
The Company's Income Tax Expenses
Subsidiaries Deferred Tax Expenses
Current Tax Expenses Prior Year Adjustment
Tax Effect of Changes in Tax Rates
Consolidated Current Tax Expenses

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f. Administrasi

Berdasarkan peraturan perpajakan yang berlaku, Perusahaan menghitung, menetapkan dan membayar sendiri jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan dan mengubah kewajiban pajak dalam batas waktu 5 (lima) tahun sejak tanggal terhutangnya pajak.

Sebagaimana dijelaskan dalam Catatan 25 atas laporan keuangan, Perusahaan pada tanggal 4 Januari 2017 telah mengikuti program pengampunan pajak.

g. Surat Ketetapan Pajak

Selama tahun 2022, Perusahaan telah membayar Surat Tagihan Pajak PPh 21 Masa tahun 2017, 2018, 2019, 2020, 2021 dan 2022 sebesar Rp73.288.347, membayar Surat Tagihan Pajak PPh 22 Masa tahun 2018 dan 2019 sebesar Rp 338.515, membayar Surat Tagihan Pajak PPh 23 Masa tahun 2017, 2018, 2019, 2020, 2021, dan 2022 sebesar Rp12.189.462, serta denda administrasi sebesar Rp1.000.000.

f. Administration

Based on the prevailing tax regulations, the Company calculates, determines and pays the amount of tax due on its own. The Directorate General of Taxes can determine and amend tax liabilities within 5 (five) years from the date the tax becomes due.

As explained in Note 25 to the financial statements, on January 4, 2017, the Company has participated in the tax amnesty program.

g. Tax Assessment Letter

During 2022, the Company has paid PPh 21 Period Tax Collections 2017, 2018, 2019, 2020, 2021 and 2022 amounting to Rp73,288,347, paid PPh 22 Tax Collection Letters for 2018 and 2019 Period amounting to Rp338,515, paid PPh 23 Tax Collection Letters for 2017, 2018, 2019, 2020, 2021 and 2022 amounting to Rp12,189,462 and an administrative fine amounting to Rp1,000,000.

17. Utang Asuransi

17. Insurance Payable

	2022 Rp	2021 Rp	
Pihak Berelasi (Catatan 34)			Related Parties (Note 34)
PT Jasa Raharja (Persero)	4,815,290,044	3,454,167,685	PT Jasa Raharja (Persero)
PT Jasa Raharja Putera	18,935,079,558	15,485,627,354	PT Jasa Raharja Putera
Total	23,750,369,602	18,939,795,039	Total

Akun ini merupakan utang kepada perusahaan asuransi terkait dengan asuransi kecelakaan penumpang, kendaraan bermotor dan barang-barang yang disebangkan, serta barang lainnya yang dipertanggungkan.

This account represents payables to insurance companies related to accident insurance for passengers, motor vehicles and goods being crossed, as well as other insured items.

18. Beban Akrua dan Provisi

18. Accrued Expenses and Provision

	2022 Rp	2021 Rp	
Beban Akrua			Accrued Expenses
Umum	155,736,809,025	80,372,436,537	General
Bonus	23,560,152,348	2,050,870,939	Bonus
Kepelabuhanan	1,534,312,513	2,738,289,210	Port
Lain-Lain	831,672,419	1,690,374,434	Others
Sub Total	181,662,946,305	86,851,971,120	Sub Total
Provisi (Catatan 36.a)	20,652,170,368	20,652,170,368	Provision (Note 36.a)
Total	202,315,116,673	107,504,141,488	Total

Beban akrua umum per tanggal 31 Desember 2022 termasuk saldo utang Perusahaan terkait akuisi saham sebesar Rp48.500.000.000.000 (Catatan 33).

Accrued Expenses as of December 31, 2022, included the Company's payable related to share acquisition amounting to Rp48.500.000.000.000 (Note 33).

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19. Liabilitas Jangka Pendek Lainnya

	2022 Rp	2021 Rp
Pihak Berelasi (Catatan 34)	125,811,276,546	123,091,024,560
Pihak Ketiga		
Utang Bagi Hasil PT Infiniti Indosakti	20,649,249,604	20,649,249,604
Sales Chanel	14,743,138,360	355,693,890
Uang Jaminan	9,279,222,700	3,002,324,545
Asuransi dan Kesejahteraan Karyawan	6,915,092,669	6,222,208,044
Utang Pelayaran	2,395,125,258	3,437,270,988
Lain-lain	14,768,292,931	7,365,042,458
Jumlah	194,561,398,068	164,122,814,089

19. Other Current Liabilities

	2022 Rp	2021 Rp
Related Parties (Note 34)		
Third Parties		
Profit Sharing Debt PT Infiniti Indosakti		
Sales Channel		
Deposit Fund		
Employee's Insurance and Allowance		
Shipping Payables		
Others		
Total		

20. Utang Bank

	2022 Rp	2021 Rp
Kredit Modal Kerja/ Working Capital Credit		
Entitas Anak/ Subsidiary - JN		
Pihak Berelasi/ Related Party		
PT Bank Rakyat Indonesia (Persero) Tbk	20,000,000,000	--
Sub Total	20,000,000,000	--
Kredit Investasi/ Credit Investment		
Perusahaan/ The Company		
Pihak Berelasi/ Related Party		
PT Bank Rakyat Indonesia (Persero) Tbk	600,000,000,000	--
Sub Total	600,000,000,000	--
Entitas Anak/ Subsidiary - JN		
Pihak Berelasi/ Related Parties		
Pokok Utang/ Principle Debt		
PT Bank Syariah Indonesia Tbk	153,676,889,259	--
PT Bank Negara Indonesia (Persero) Tbk	146,550,000,000	--
PT Bank Rakyat Indonesia (Persero) Tbk	99,599,999,999	--
Bunga Ditangguhkan/ Deferred Interest		
PT Bank Negara Indonesia (Persero) Tbk	6,662,343,750	--
PT Bank Rakyat Indonesia (Persero) Tbk	2,801,874,724	--
Sub Total	1,009,291,107,732	--
Dikurangi: Bagian yang Jatuh Tempo Dalam Satu Tahun/ Deduction: Current Portion	(78,097,349,184)	--
Total Utang Bank Jangka Panjang/ Total Long Term Bank Loan	931,193,758,548	--

20. Bank Loans

	2022 Rp	2021 Rp
The Company		
PT Bank Rakyat Indonesia (Persero) Tbk		
Based on the Deed of Credit Agreement No. 1-4 made in presence of Sriyani Burlian, S.H., a Notary in Jakarta dated May 25, 2022, the Company obtained a Special Transaction Working Capital Loan facilities with a maximum credit of Rp975,000,000,000. This loan period is five years (including availability period and grace period of 12 months after the loan agreement) with an interest rate of 7% per annum. The purpose of this loan is to financing the transaction with PT Mahkota Pratama and PT Indonesia VIP related to share acquisition of PT Jembatan Nusantara, repayment of affiliated ship and		

Perusahaan

PT Bank Rakyat Indonesia (Persero) Tbk
Berdasarkan Akta Perjanjian Kredit No. 1-4 yang dibuat dihadapan Notaris Sriyani Burlian, S.H., di Jakarta tanggal 25 Mei 2022, Perusahaan memperoleh fasilitas Kredit Modal Transaksi Khusus dengan batas maksimum kredit sebesar Rp975.000.000.000. Jangka waktu pinjaman berlaku lima tahun (termasuk *availability period* dan *grace period* selama 12 bulan setelah akad kredit) dengan tingkat bunga pinjaman sebesar 7% per tahun. Tujuan dari pinjaman ini adalah untuk membiayai transaksi dengan PT Mahkota Pratama dan PT Indonesia VIP terkait akuisisi 100% saham PT Jembatan Nusantara, pelunasan

The Company

PT Bank Rakyat Indonesia (Persero) Tbk
Based on the Deed of Credit Agreement No. 1-4 made in presence of Sriyani Burlian, S.H., a Notary in Jakarta dated May 25, 2022, the Company obtained a Special Transaction Working Capital Loan facilities with a maximum credit of Rp975,000,000,000. This loan period is five years (including availability period and grace period of 12 months after the loan agreement) with an interest rate of 7% per annum. The purpose of this loan is to financing the transaction with PT Mahkota Pratama and PT Indonesia VIP related to share acquisition of PT Jembatan Nusantara, repayment of affiliated ship and

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kapal afiliasi dan pengalihan kapal, dan *refinancing shareholder* atas pelunasan pinjaman kepada PT Bank Oke Indonesia Tbk dan PT Chandra Sakti Utama.

Pinjaman ini dijamin dengan:

- Saham PT Jembatan Nusantara dengan nilai penjaminan Rp873.953.000
- Deposito giro yang dimiliki dalam bentuk jaminan gadai dengan nilai penjaminan Rp275.000.000.000 (Catatan 10).

Sehubungan dengan fasilitas kredit tersebut, Perusahaan diharuskan menjaga ekuitas selalu positif, kolektibilitas fasilitas kredit dalam keadaan lancar, rasio *Debt Equity Ratio* maksimal 150%, dan menjaga rasio *Debt Service Coverage Ratio* diatas 100%.

Selama fasilitas kredit belum lunas, maka tanpa persetujuan tertulis Perusahaan tidak diperkenankan:

- Melakukan penurunan modal dasar atau modal disetor;
- Mengajukan permohonan pernyataan pailit kepada Pengadilan Niaga untuk menyatakan pailit Perusahaan;
- Mengalihkan/menyerahkan kepada pihak lain, sebagian atau seluruhnya atas hak dan kewajiban yang timbul berkaitan dengan Fasilitas Kredit ini;
- Mengagunkan aset Perusahaan termasuk aset JN kecuali aset yang telah dijamin pada saat transaksi akuisisi ini dilakukan;
- Memberikan fasilitas/pinjaman kepada pihak manapun, kecuali pemberian pinjaman kepada pegawai dan/atau pemberian pinjaman dalam rangka menjalankan kegiatan usaha sehari-hari Perusahaan yang wajar;
- Membuat perjanjian dan transaksi tidak wajar
- Mengadakan kontrak atau perjanjian dengan pihak lain dan/atau afiliasinya yang dapat mempengaruhi secara negatif kelancaran usaha Perusahaan;
- Melakukan divestasi aset/penjualan saham JN;
- Perusahaan dilarang untuk menunggak dalam jumlah berapapun, dalam keadaan apapun yang disebabkan oleh sebab apapun.

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transfer of ship, and refinancing shareholder for settlement of loans to PT Bank Oke Indonesia Tbk and PT Chandra Sakti Utama.

This loan is secured by:

- *Share of PT Jembatan Nusantara with guarantee value amounting to Rp873,953,000*
- *Deposits with collateral guarantee amounting to Rp275,000,000,000 (Note 10)*

In relation to these credit facilities, the Company is required to maintain positive equity, the collectibility of credit facilities is in current condition, the maximum Debt Equity Ratio is 150%, and the Debt Service Coverage Ratio is above 100%.

As long as the credit facility has not been paid off, then without a written approval, the Company is not allowed to:

- *Decrease the authorized capital or paid-up capital;*
- *Submitting an application for a declaration of bankruptcy to the Commercial Court to declare the Company bankruptcy;*
- *Transferring/handing over to other parties, part or all of the rights and obligations arising in connection with this Credit Facility;*
- *Collateralize the Company's assets including JN's assets except for the assets that have been pledged as collateral at the time this acquisition transaction was made;*
- *Providing facilities/loans to any party, except for providing loans to employees and/or providing loans in order to carry out the Company's normal daily business activities;*
- *Making unfair agreements and transactions*
- *Enter into contracts or agreements with other parties and/or affiliates that may negatively affect the smooth running of the Company's business;*
- *Divestment of JN assets/sale of shares;*
- *Companies are prohibited from being in arrears of any amount, under any circumstances for any reason.*

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Pada tanggal 31 Desember 2022,
Perusahaan telah memenuhi syarat dan
kondisi pinjaman yang ditetapkan Bank.

Saldo per 31 Desember 2022 adalah sebesar
Rp600.000.000.000.

**Entitas Anak - JN
PT Bank Syariah Indonesia Tbk**

Berdasarkan perjanjian kredit No.
BNISy/CRD/288/R tanggal 29 Juni 2018, JN
memperoleh fasilitas pinjaman musyarakah
mutanaqisah produktif dari PT Bank Syariah
Indonesia Tbk dengan rincian sebagai
berikut:

Fasilitas Musyarakah Mutanaqisah/ Musyarakah Mutanaqisah Facility

Plafon/ Credit Limit	: Rp163.016.260.829
Nisbah Bagi Hasil/ Profit Sharing Ratio	: Bank 39,96% dan Nasabah 60,64%
Jangka Waktu/ Period	: Sampai dengan 25 Juli 2026/ until July 25, 2026
Tujuan/ Purpose	: Refinancing syariah 2 kapal/ Sharia Refinancing of 2 ships

Perjanjian diatas telah beberapa kali
mengalami adendum, adapun perubahan
terakhir yaitu melalui perjanjian No. 01/ADD-
006/CB1-FOG/VII/2021/MMQ tanggal 28 Juli
2021. Dengan rincian sebagai berikut:

Fasilitas Musyarakah Mutanaqisah/ Musyarakah Mutanaqisah Facility

Plafon/ Credit Limit	: Rp161.077.113.461
Nisbah Bagi Hasil/ Profit Sharing Ratio	: Bank 39,96% dan Nasabah 60,64%
Jangka Waktu/ Period	: Sampai dengan 25 Juli 2027/ until July 25, 2027
Tujuan/ Purpose	: Restrukturisasi fasilitas Musyarakah Mutanaqisah/ Restructurisation of Musyarakah Mutanaqisah Facility

Fasilitas pinjaman ini dijamin dengan aset JN
(Catatan 12):

- 1 unit kapal penumpang dengan nama
KMP Mahkota Nusantara sesuai dengan
dokumen kepemilikan Grosse Akta
Pendaftaran Kapal No. 2296 tanggal 29
Mei 2009 dan Akta Hipotek Pertama No.
17/2018 tanggal 8 Agustus 2018;
- 1 unit kapal penumpang dengan nama
KMP Safira Nusantara sesuai dengan
dokumen kepemilikan Grosse Akta
Pendaftaran Kapal No. 4947 tanggal
6 Maret 2012 dan Akta Hipotek Pertama
No. 50/2020 tanggal 29 Juli 2020.

Selama kredit belum lunas, JN diwajibkan
untuk:

- Perbandingan antara aset lancar dan
utang lancar harus diupayakan minimal
1,0 kali;

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As of December 31, 2022, the Company is in
compliance with the terms and conditions of
loan.

The balances as of December 31, 2022
amounted to Rp600,000,000,000.

**Subsidiary - JN
PT Bank Syariah Indonesia Tbk**

Based on credit agreement No.
BNISy/CRD/288/R dated June 29, 2018, JN
received musyarakah mutanaqisah loan
facility from PT Bank Syariah Indonesia Tbk
with the details are as follows:

The Agreement have been amended for
several times, most recently by agreement
No. 01/ADD-006/CB1-FOG/VII/2021/MMQ
dated July 28, 2021, with the details are as
follows:

The Loan Facility is guaranteed with the
assets of JN (Note 12):

- 1 unit of ship named KMP Mahkota
Nusantara, based on ownership
documents Grosse Deed of Ship
Registration No. 2296 date May 29, 2009
and First Mortgage Deed No. 17/2018
dated August 8, 2018.
- 1 unit of ship named KMP Safira
Nusantara, based on ownership
documents Grosse Deed of Ship
Registration No. 4947 dated March 6,
2012 and First Mortgage Deed No. 50/2020
dated July 29, 2020.

As long as the credit has not been paid off,
JN is required to:

- The comparison between current assets
and current liabilities must be attempted
at least 1.0 times;

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- Perbandingan antara jumlah utang dengan modal maksimal 2,2 kali;
- Perbandingan antara EBITDA dengan kewajiban angsuran minimal 1,0 kali;
- Tidak menjual atau memindahtangankan aset yang diagungkan/ dijaminkan di bank;
- Tidak mengikat diri sebagai penjamin utang atau menjaminkan aset JN yang telah diagungkan/dijaminkan kepada bank;
- Tidak mengajukan permohonan untuk dinyatakan pailit oleh Pengadilan Niaga atau pengajuan permohonan penundaan pembayaran utang kepada Pengadilan Niaga, melakukan pembubaran atau likuidasi berdasarkan keputusan RUPS;
- Tidak melakukan kegiatan usaha yang bertentangan dengan prinsip-prinsip syariah.

Berdasarkan surat No.KU.8/B/075/JN/X/Dir-21 tanggal 18 Oktober 2021 perihal permohonan persetujuan atas rencana pengambilalihan saham JN, PT Bank Syariah Indonesia Tbk menyetujui dan mengkonfirmasi terkait mekanisme fasilitas pembiayaan setelah akuisisi melalui surat No. 011/1194-3/CB1 pada tanggal 29 November 2021. Berdasarkan surat konfirmasi tersebut JN telah memberikan balasan melalui surat No. KU.8/B/132/JN/XII/Dir-21.

Manajemen berkomitmen untuk memenuhi dan memastikan pemenuhan kewajiban-kewajiban sesuai ketentuan *covenant* melalui pemastian pembayaran-pembayaran kewajiban dan terus-menerus memperbaiki manajemen operasional dan keuangan JN, serta berkomunikasi intens dengan para kreditur.

Jumlah pembayaran pinjaman pada tahun 2022 adalah sebesar Rp4.961.990.193. Nilai terutang pada tanggal 31 Desember 2022 adalah sebesar Rp153.676.889.259.

PT Bank Negara Indonesia (Persero) Tbk

Berdasarkan perjanjian kredit No. 16.006 tanggal 19 Agustus 2016 dan persetujuan pemberian fasilitas kredit No. SPM/2.1/308/R tanggal 28 Agustus 2016, JN memperoleh fasilitas kredit dari PT Bank Negara Indonesia (Persero) Tbk dengan rincian sebagai berikut:

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- Comparison between total debt and maximum capital of 2.2 times;
- Comparison between EBITDA and installment obligations at least 1.0 times;
- Not selling or transferring assets that are pledged as collateral at the bank;
- Not binding as a debt guarantor or guaranteeing JN assets that have been pledged/guaranteed to the bank;
- Not submitting an application to be declared bankrupt by the Commercial Court or submitting an application for postponement of debt payments to the Commercial Court, dissolving or liquidating based on a RUPS decision;
- Not conducting business activities that are contrary to sharia principles.

Based on letter No.KU.8/B/075/JN/X/Dir-21 dated October 18, 2021 regarding the request of approval for the planned takeover of JN shares, PT Bank Syariah Indonesia Tbk approved and confirmed the financing facility mechanism after the acquisition through letter No. 011/1194-3/CB1 on November 29, 2021. Based on the confirmation letter, JN has provided a reply via letter No. KU.8/B/132/JN/XII/Dir-21.

Management is committed to fulfilling and ensuring the fulfillment of obligations in accordance with the covenants by ensuring obligation payments and continuously improving JN's operational and financial management, as well as communicating intensely with creditors.

The amount of loan payments in 2022 is Rp4,961,990,193. The outstanding amount as of December 31, 2022 is Rp.153,676,889,259.

PT Bank Negara Indonesia (Persero) Tbk

Based on credit agreement No. 16.006 dated August 19, 2016 and the approval for granting of credit facility no. SPM/2.1/308/R dated August 28, 2016, JN obtained a credit facility from PT Bank Negara Indonesia (Persero) Tbk with the following details:

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Fasilitas Kredit Investasi/ <i>Investment Credit Facility</i>	
Plafon/ <i>Credit Limit</i>	: Rp180.000.000.000
Tingkat Bunga/ <i>Interest Rate</i>	: 11,25% per tahun/ <i>per annum</i>
Jangka Waktu/ <i>Period</i>	: Sampai dengan 18 Agustus 2023/ <i>until August 18, 2023</i>
Tujuan/ <i>Purpose</i>	: Pembiayaan 7 kapal/ <i>Financing of 7 ships</i>

Pada tanggal 30 April 2020, atas perjanjian tersebut dilakukan restrukturisasi melalui surat keputusan kredit No. SPM/2.1/192/R, dengan rincian sebagai berikut tersebut:

On April 30, 2020, the agreement was restructured through credit decision letter No. SPM/2.1/192/R, with the following details:

Fasilitas Kredit Investasi/ <i>Investment Credit Facility</i>	
Plafon/ <i>Credit Limit</i>	: Rp87.550.000.000
Tingkat Bunga/ <i>Interest Rate</i>	: 11,25% per tahun/ <i>per annum</i>
Jangka Waktu/ <i>Period</i>	: Sampai dengan 25 Agustus 2024/ <i>until August 25, 2024</i>
Tujuan/ <i>Purpose</i>	: Restrukturisasi fasilitas kredit/ <i>Credit facility restructuring</i>

Berdasarkan perjanjian kredit No. 009/SPM/PKKI/2019 tanggal 20 Mei 2019, JN memperoleh fasilitas kredit dari PT Bank Negara Indonesia (Persero) Tbk dengan rincian sebagai berikut:

Based on credit agreement No. 009/SPM/PKKI/2019 dated May 20, 2019, JN obtained a credit facility from PT Bank Negara Indonesia (Persero) Tbk with the following details:

Fasilitas Kredit Investasi/ <i>Investment Credit Facility</i>	
Plafon/ <i>Credit Limit</i>	: Rp100.000.000.000
Tingkat Bunga/ <i>Interest Rate</i>	: 11,25% per tahun/ <i>per annum</i>
Jangka Waktu/ <i>Period</i>	: Sampai dengan 25 Agustus 2024/ <i>until August 25, 2024</i>
Tujuan/ <i>Purpose</i>	: Pembiayaan 2 kapal/ <i>Financing of 2 ships</i>

Pada tanggal 4 Juni 2020, atas perjanjian tersebut dilakukan restrukturisasi melalui surat keputusan kredit No. SPM/2.1/232b/R. Dengan rincian sebagai berikut tersebut:

On June 4, 2020, the agreement was restructured through credit decision letter No. SPM/2.1/232b/R. With the following details:

Fasilitas Kredit Investasi/ <i>Investment Credit Facility</i>	
Plafon/ <i>Credit Limit</i>	: Rp88.100.000.000
Tingkat Bunga/ <i>Interest Rate</i>	: 11,25% per tahun dengan pembebanan 9,00% dan 2,25% ditangguhkan/ <i>11.25% per year with a charge of 9.00% and 2.25% deferred</i>
Jangka Waktu/ <i>Period</i>	: Sampai dengan 19 Mei 2026/ <i>until May 19, 2026</i>
Tujuan/ <i>Purpose</i>	: Restrukturisasi fasilitas kredit/ <i>Credit facility restructuring</i>

Fasilitas-fasilitas tersebut dijamin dengan:

- i. Piutang usaha (Catatan 5);
- ii. Kapal (Catatan 12); dan
- iii. Persediaan (Catatan 8).

The facilities are guaranteed with:

- i. Receivables (Note 5)*
- ii. Ships (Note 12); and*
- iii. Inventories (Note 8).*

JN diwajibkan untuk menjaga *current ratio* minimal 1 kali, *debt equity ratio* maksimal 2,5 kali, dan *debt service coverage* minimal 100,00%.

JN is required to maintain a current ratio of at least 1 time, a maximum debt equity ratio of 2.5 times, and debt service coverage of at least 100.00%.

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Selama kredit belum lunas, JN diwajibkan untuk:

- Menggunakan dana JN untuk tujuan di luar usaha yang dibiayai dengan fasilitas Bank BNI;
- Mengikatkan diri sebagai penjamin, menjaminkan harta kekayaan yang telah dijaminkan kepada pihak lain;
- Membagi laba usaha dan membayar dividen kepada pemegang saham;
- Melakukan likuidasi atau pembubaran atau tindakan kepailitan;
- Mengubah bidang usaha;
- Membuka usaha baru yang tidak terkait dengan usaha yang telah ada;
- Membuat perjanjian dan transaksi tidak wajar;
- Menyerahkan atau mengalihkan seluruh atau sebagian dari hak dan atau kewajiban saudara yang timbul berdasarkan perjanjian kredit;
- Menarik kembali modal yang disetor;
- Merubah bentuk atau status hukum JN, merubah anggaran dasar (kecuali meningkatkan modal perusahaan) berupa memindahtangankan saham JN baik antar pemegang saham maupun kepada pihak lain yang mengakibatkan perubahan pemegang saham dominan;
- Menjual atau menjaminkan harta kekayaan JN kepada pihak lain termasuk unit-unit kapal yang belum menjadi jaminan/agunan di bank atau lembaga keuangan lainnya;
- Menerima fasilitas kredit baru baik dari bank lain maupun lembaga keuangan lainnya;
- Melakukan merger akuisisi atau reorganisasi atau investasi/penyertaan kepada JN lain;
- Melakukan investasi yang melebihi *proceed* JN;
- Menggadaikan atau dengan cara lain mempertanggungkan saham JN kepada pihak manapun;
- Melakukan *interfinancing* dengan JN afiliasi, induk JN dan atau anak JN kecuali yang berhubungan dengan operasional JN;
- Menerbitkan atau menjual saham kecuali dikonversi menjadi modal, yang dibuat secara notariil;

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As long as the credit has not been paid off, JN is required to:

- Using JN funds for purposes of other than businesses that financed with Bank BNI facilities;
- Binding as a guarantor, guaranteeing assets that have been guaranteed to other parties;
- Sharing operating profits and paying dividends to shareholders;
- Carry out liquidation or dissolution or bankruptcy action;
- Changing line of business;
- Opening a new business that is not related to the existing business;
- Making an unfair agreements and transactions;
- Hand over or transfer all or part of the rights and or obligations arising from the credit agreement;
- Withdraw paid-up capital;
- Changing the form or legal status of JN, changing the articles of association (except for increasing the company's capital) in the form of transferring JN shares either between shareholders or to other parties resulting to a change in the dominant shareholder;
- Selling or guaranteeing JN's assets to other parties, including ship units that have not become collateral at a bank or other financial institution;
- Receive new credit facilities either from other banks or other financial institutions;
- Carrying out merger acquisitions or reorganizations or investments/investments in other JN;
- Make investments that exceed JN proceeds;
- Pledge or in other ways guarantee JN shares to any party;
- Interfinancing with affiliated JN, parent of JN and or JN's subsidiary except those related to JN operations;
- Issuing or selling shares unless converted into capital, which is been notarized;

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- Melunasi selusuh atau sebagian hutang kepada pemegang saham dan atau perusahaan afiliasi yang belum atau telah didudukkan sebagai pinjaman subordinasi fasilitas kredit BNI;
- Melunasi atau membayar pokok atau biaya bunga dan atau biaya-biaya lainnya atas pinjaman kepada pihak yang telah disetujui atau ditetapkan dalam perjanjian kredit, akan tetapi tidak terbatas kepada pemegang saham dan atau afiliasinya;
- Memberikan pinjaman kepada pihak lain, kecuali dalam rangka transaksi operasional usaha yang lazim atau wajar berdasarkan penilaian BNI.

Berdasarkan surat No.KU.8/B/073/JN/II/Dir-21 tanggal 18 Februari 2022 perihal permohonan persetujuan atas rencana pengambilalihan saham JN, PT Bank Negara Indonesia (Persero) Tbk menyetujui atas permohonan tersebut melalui surat No. KOM1/4.1/101/R pada tanggal 21 Februari 2022.

Manajemen berkomitmen untuk memenuhi dan memastikan pemenuhan kewajiban-kewajiban sesuai ketentuan covenant melalui pemastian pembayaran-pembayaran kewajiban dan terus-menerus memperbaiki manajemen operasional dan keuangan JN, serta berkomunikasi intens dengan para kreditur.

Jumlah pembayaran pinjaman pada tahun 2022 adalah sebesar Rp21.944.671.875. Nilai terutang pada tanggal 31 Desember 2022 adalah sebesar Rp153.212.343.750.

PT Bank Rakyat Indonesia (Persero) Tbk

Berdasarkan perjanjian kredit No. 8 dan 9 tanggal 8 Maret 2017 oleh Notaris Vestina Ria Kartika, S.H., M.H., di Jakarta, JN memperoleh fasilitas kredit modal kerja dan kredit investasi dari PT Bank Rakyat Indonesia (Persero) Tbk. Fasilitas pinjaman ini digunakan untuk operasional JN.

Perjanjian ini telah beberapa kali mengalami adendum, adapun perubahan terakhir yaitu melalui Akta No. 28 dan 29 tanggal 29 Juni 2021 oleh Notaris Vestina Ria Kartika, S.H., M.H., di Jakarta dengan rincian sebagai berikut:

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- Pay off all or part of debt to shareholders and or affiliated companies that have not been or have been assigned as subordinated loans to BNI's credit facilities;
- Paying off or paying principal or interest fees and or other costs on loans to parties that have been approved or stipulated in the credit agreement, but not limited to shareholders and or affiliates;
- Providing loans to other parties, except in the context of business operational transactions that are common or reasonable based on BNI's assessment.

Based on letter No.KU.8/B/073/JN/II/Dir-21 dated February 18, 2022 regarding the request of approval for the takeover plan of JN shares, PT Bank Negara Indonesia (Persero) Tbk approved the request through letter No. KOM1/4.1/101/R on February 21, 2022.

Management is committed to fulfilling and ensuring the fulfillment of obligations in accordance with the covenants by ensuring obligation payments and continuously improving JN's operational and financial management, as well as communicating intensely with creditors.

The amount of loan payments in 2022 is Rp21,944,671,875. The outstanding amount as of December 31, 2022 is Rp.153,212,343,750.

PT Bank Rakyat Indonesia (Persero) Tbk

Based on credit agreement No. 8 and 9 dated March 8, 2017 by Notary Vestina Ria Kartika, S.H., M.H., in Jakarta, JN obtained working capital credit and investment credit facilities from PT Bank Rakyat Indonesia (Persero) Tbk. This loan facility is used for JN operations.

This agreement has been amended several times, most recently by Deed No. 28 and 29 dated June 29, 2021 by Notary Vestina Ria Kartika, S.H., M.H., in Jakarta, with details as follows:

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Fasilitas Kredit Modal Kerja/ Working Capital Credit Facility

Plafon/ Credit Limit	: Rp20.000.000.000
Tingkat Bunga/ Interest Rate	: 11,50% per tahun/ per annum
Jangka Waktu/ Period	: Sampai dengan 9 Maret 2023/ until March 9, 2023

Fasilitas Kredit Investasi/ Investment Credit Facility

Plafon/ Credit Limit	: Rp131.800.000.000
Tingkat Bunga/ Interest Rate	: 11,50% per tahun/ per annum
Jangka Waktu/ Period	: Sampai dengan 8 Februari 2025/ until February 8, 2025

Fasilitas-fasilitas tersebut dijamin dengan:

- i. Piutang usaha (Catatan 5);
- ii. Kapal (Catatan 12); dan
- iii. Persediaan (Catatan 8).

Those Facilities has been guaranteed with:

- i. Receivables (Note 5)*
- ii. Ships (Note 12); and*
- iii. Inventories (Note 8).*

Selama kredit belum lunas, JN diwajibkan untuk:

- Tidak melakukan *merger* dan *go public*;
- Tidak melakukan perubahan/pengalihan kepemilikan saham, perubahan struktur permodalan yang menyebabkan kepemilikan saham menjadi minoritas;
- Tidak mengikatkan diri sebagai penanggung atau penjamin utang;
- Tidak memperoleh pinjaman/kredit baru dari bank atau lembaga lain;
- Tidak melakukan investasi, peluasan usaha atau penjualan aset melebihi Rp100.000.000.000;
- Tidak melakukan pengajuan pailit ke Pengadilan Niaga tanpa persetujuan tertulis terlebih dahulu dari bank;
- Tidak melakukan perlunasan dan atau membayar hutang kepada pemegang saham sebelum hutang di bank dilunasi;
- Tidak memberikan pinjaman kepada pemegang saham dan pihak berelasi dengan alasan apapun

As long as the credit has not been paid off, JN is required to:

- *Not doing mergers and going public;*
- *Not making changes/transfers of share ownership, changes to the capital structure which causes share ownership to become a minority;*
- *Not binding as guarantor or debt guarantor;*
- *Not obtaining new loans/credit from banks or other institutions;*
- *Not investing, expanding business or selling assets of more than Rp100,000,000,000;*
- *Not submitting a bankruptcy filing to the Commercial Court without prior written approval from the bank;*
- *Not doing payment and/or pay debts to shareholders before the bank's debts are repaid;*
- *Not providing loans to shareholders and related parties for any reason*

Berdasarkan surat No.KU.8/B/015/JN/II/Dir-22 tanggal 17 Februari 2022 perihal permintaan persetujuan tertulis dan pemberitahuan terkait rencana akuisisi JN sehubungan dengan ketentuan *Negative Covenants* dalam perjanjian kredit investasi dan kredit modal kerja, pengalihan kepemilikan saham telah disetujui dan ditandatangani oleh PT Bank Rakyat Indonesia (Persero) Tbk pada tanggal 21 Februari 2022.

Based on letter No.KU.8/B/015/JN/II/Dir-22 dated February 17, 2022 regarding the request for approval and notification of the planned acquisition of JN in connection with the provisions of the Negative Covenants in the investment credit and working capital credit agreement, transfer of share ownership has been approved and signed by PT Bank Rakyat Indonesia (Persero) Tbk on February 21, 2022.

Pada 31 Desember 2022, JN telah memenuhi persyaratan yang ditentukan oleh bank.

As of December 31, 2022, JN has complied with the requirements set by the bank.

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Jumlah pembayaran pinjaman pada tahun 2022 adalah sebesar Rp32.069.125.276. Nilai terutang pada tanggal 31 Desember 2022 adalah sebesar Rp122.401.874.723.

The amount of loan payments in 2022 is Rp32,069,125,276. The outstanding amount as of December 31, 2022 is Rp122,401,874,723.

PT Bank Oke Indonesia Tbk

Berdasarkan perjanjian kredit No. 25 tanggal 25 April 2019 oleh Notaris Dewi Kusumawati, S.H., di Jakarta, JN memperoleh fasilitas kredit PT Bank Oke Indonesia Tbk dengan plafon sebesar Rp20.000.000.000. Fasilitas pinjaman ini digunakan untuk operasional JN.

PT Bank Oke Indonesia Tbk

Based on credit agreement No. 25 dated April 25, 2019 by Notary Dewi Kusumawati, S.H., in Jakarta, JN obtained a credit facility from PT Bank Oke Indonesia Tbk with a limit of Rp20,000,000,000. This loan facility is used for JN operations.

Perjanjian tersebut telah beberapa kali mengalami adendum, adapun perubahan terakhir yaitu melalui surat pemberitahuan persetujuan kredit No. 081/SME1/BOI/VII/2021 tanggal 16 Juli 2021. Dalam perjanjian tersebut, fasilitas yang diperoleh JN adalah sebagai berikut:

The agreement has been amended several times, most recently with a credit approval notification letter No. 081/SME1/BOI/VII/2021 dated July 16, 2021. The facilities obtained by JN are as follows:

	Fasilitas Kredit Investasi I/ <i>Investment Credit Facility I</i>
Plafon/ <i>Credit Limit</i>	: Rp15,691,369,996
Tingkat Bunga/ <i>Interest Rate</i>	: 12,50% per tahun/ <i>per annum</i>
Jangka Waktu/ <i>Period</i>	: Sampai dengan 29 Juni 2027/ <i>until June 29, 2027</i>

	Fasilitas Kredit Investasi II/ <i>Investment Credit Facility II</i>
Plafon/ <i>Credit Limit</i>	: Rp39,323,583,928
Tingkat Bunga/ <i>Interest Rate</i>	: 11,50% per tahun/ <i>per annum</i>
Jangka Waktu/ <i>Period</i>	: Sampai dengan 29 April 2030/ <i>until April 29, 2030</i>

	Fasilitas Kredit Investasi III/ <i>Investment Credit Facility III</i>
Plafon/ <i>Credit Limit</i>	: Rp9,291,472,930
Tingkat Bunga/ <i>Interest Rate</i>	: 11,50% per tahun/ <i>per annum</i>
Jangka Waktu/ <i>Period</i>	: Sampai dengan 29 April 2025/ <i>until April 29, 2025</i>

Selama kredit belum lunas, JN diwajibkan untuk:

- Tidak mengubah susunan pemegang saham JN;
- Tidak mengajukan permohonan untuk dinyatakan pailit atau permohonan penundaan kewajiban pembayaran utang (PKPU);
- Tidak memindahkan sebagian aset atau aset penting;
- Tidak memberikan utang kepada pihak ketiga selain dari pada yang timbul dalam usaha;
- Tidak mengikatkan diri sebagai penjamin;
- Mengambil bagian modal (dividen) untuk kepentingan diluar usaha atau kepentingan pribadi.

As long as the credit has not been paid off, JN is required to:

- *Not changing the composition of JN shareholders;*
- *Not filing a request for bankruptcy or a request for postponement of debt payment obligations (PKPU);*
- *Not transferring some of the assets or significant assets;*
- *Do not provide debt to third parties other than those arising in business;*
- *Not binding himself as a guarantor;*
- *Take a share of capital (dividends) for interests outside the business or personal interests.*

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Berdasarkan surat No.KU.8/B/012/JN/II/Dir-22 tanggal 17 Februari 2022 perihal pemberitahuan dan permintaan mengesampingkan *Negative Covenants* dalam perjanjian kredit terkait dengan rencana akuisisi JN, telah disetujui dan ditandatangani oleh PT Bank Oke Indonesia Tbk pada tanggal 21 Februari 2022.

Pada 31 Desember 2022 dan 2021, JN telah memenuhi persyaratan yang ditentukan oleh bank.

Jumlah pembayaran pinjaman pada tahun 2022 adalah sebesar Rp63.406.426.854. Nilai terutang pada tanggal 31 Desember 2022 adalah sebesar nihil. Pada tanggal 27 April 2022, pinjaman ini telah dilunasi.

Based on letter No.KU.8/B/012/JN/II/Dir-22 dated February 17, 2022 regarding the notification and request to override the *Negative Covenants* in the credit agreement related to the planned acquisition of JN, it was approved and signed by PT Bank Oke Indonesia Tbk on February 21, 2022.

As of December 31, 2022 and 2021, JN has complied with the requirements set by the bank.

The amount of loan payments in 2022 is Rp63,406,426,854. The outstanding amount as of December 31, 2022 is nil. On April 27, 2022, this loan has been repaid.

21. Pinjaman Sindikasi

21. Syndicated Loan

	2022 Rp	2021 Rp
PT Bank Rakyat Indonesia (Persero) Tbk	146,012,894,668	152,560,185,041
PT Bank Central Asia Tbk	131,246,985,657	137,131,952,932
PT Bank Raya Indonesia Tbk	77,591,007,252	81,069,241,989
PT Sarana Multi Infrastruktur (Persero)	107,740,564,205	112,571,153,735
Sub Total	462,591,451,782	483,332,533,697
Dikurangi: Bagian yang Jatuh Tempo Dalam Satu Tahun	(24,411,158,400)	(20,749,484,645)
Bagian Jangka Panjang	438,180,293,382	462,583,049,052

PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Central Asia Tbk
PT Bank Raya Indonesia Tbk
PT Sarana Multi Infrastruktur (Persero)

Deduction: Current Portion
Long Term Portion

Berdasarkan Perjanjian Kredit Sindikasi No. 3 pada tanggal 3 Oktober 2019 antara IFPRO, entitas anak, dengan kreditur yang terdiri dari PT Bank Rakyat Indonesia (Persero) Tbk ("BRI"), PT Bank Raya Indonesia (d/h PT Bank Rakyat Indonesia Agroniaga Tbk), PT Sarana Multi Infrastruktur (Persero), pihak berelasi dan PT Bank Central Asia Tbk ("BCA"), pihak ketiga telah sepakat untuk menyediakan suatu fasilitas pinjaman Kredit Investasi dan IDC dalam Rupiah pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp660.032.000.000. Pinjaman ini digunakan untuk membiayai proyek IFPRO.

Plafon pinjaman sindikasi per masing-masing bank adalah sebagai berikut:

Based on the Syndicated Credit Agreement No. 3 on October 3, 2019 between IFPRO, a subsidiary, and creditors consisting of PT Bank Rakyat Indonesia (Persero) Tbk ("BRI"), PT Bank Raya Indonesia Tbk (d/h PT Bank Rakyat Indonesia Agroniaga Tbk), PT Sarana Multi Infrastruktur (Persero), a related party and PT Bank Central Asia Tbk ("BCA"), a third party have agreed to provide an Investment Credit and IDC loan facility in Rupiah as of December 31, 2022 and 2021 amounting to Rp660,032,000,000 respectively. This loan is used to finance the IFPRO project.

The syndicated loan limit per each bank is as follows:

	Kredit Tranche I/ Tranche Loan I	Kredit Tranche II/ Tranche Loan II	Kredit Tranche IIIA/ Tranche Loan IIIA	Kredit Tranche IIIB/ Tranche Loan IIIB	Kredit IDC Tranche IIIA/ IDC Tranche Loan IIIA	Kredit IDC Tranche IIIB/ IDC Tranche Loan IIIB	TOTAL
	Rp	Rp	Rp	Rp	Rp	Rp	Rp
PT Bank Rakyat Indonesia (Persero) Tbk	56,303,278,265	54,481,404,726	41,510,484,209	43,053,900,753	2,264,008,290	2,386,923,757	200,000,000,000
PT Bank Central Asia Tbk	50,392,601,392	48,761,986,802	38,154,091,140	37,532,786,689	2,022,366,678	1,989,434,287	178,853,266,988
PT Bank Raya Indonesia Tbk	28,821,882,210	27,889,257,573	25,905,102,754	17,383,757,464	1,384,799,979	940,666,044	102,325,466,024
PT Sarana Multi Infrastruktur	50,392,601,392	48,761,986,802	-	75,686,877,829	-	4,011,800,965	178,853,266,988
Total	185,910,363,259	179,894,635,903	105,569,678,103	173,657,322,735	5,671,174,947	9,328,825,053	660,032,000,000

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Suku bunga fasilitas kredit ini ditetapkan sebesar JIBOR 3 bulan ditambah margin (4,65%) per tahun. Kreditur sindikasi memberikan masa tenggang (*grace period*) untuk pembayaran pokok kredit selama 24 bulan terhitung sejak tanggal penandatanganan Perjanjian ini.

Jangka waktu kredit berdasarkan perjanjian kredit adalah 12 tahun sejak tanggal penandatanganan. Perjanjian ini termasuk masa tenggang (*grace period*).

IFPRO setuju untuk membayar *structuring fee* kepada kreditur sindikasi dengan jadwal sebagai berikut:

- a. *Structuring Fee*
 - 50% (lima puluh persen) dari *structuring fee* wajib dibayarkan paling lambat 5 (lima) hari kerja bank setelah penandatanganan perjanjian; dan
 - 50% (lima puluh persen) dari *structuring fee* wajib dibayarkan paling lambat 3 (tiga) bulan sejak pembayaran pertama *structuring fee*.
- b. *Agency Fee*

Pembayaran pertama kali dilakukan paling lambat pada 5 (lima) hari kerja setelah penandatanganan Perjanjian Kredit dan selanjutnya dibayar pada saat setiap ulang tahun Perjanjian Kredit.
- c. *Commitment Fee*

Dibayarkan sebesar 0.5% dari sisa *outstanding* tiap Fasilitas Kredit *Tranche I, Tranche II, Tranche III A dan Tranche III B*. Pembayaran *commitment fee* dilakukan paling lambat 5 hari kerja bank setelah tanggal berakhirnya jangka waktu penyediaan kredit masing-masing fasilitas kredit.

Pada tanggal 31 Desember 2022 dan 2021 jumlah pembayaran pokok pinjaman masing-masing sebesar Rp20.741.081.915 dan Rp4.882.231.681 sedangkan pembayaran bunga masing-masing sebesar Rp50.353.798.323 dan Rp35.052.441.900.

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The interest rate for this credit facility is at 3 months JIBOR plus a margin (4.65%) per annum. Syndicated creditors provide a grace period for the principal payment of 24 months from the date of signing this Agreement.

The credit period based on the credit agreement is 12 years the date of signing This agreement is including a grace period.

IFPRO agrees to pay a *structuring fee* to syndicated creditors with the following schedule:

- a. *Structuring Fee*
 - 50% (fifty percent) of the *structuring fee* must be paid no later than 5 (five) bank working days after signing the agreement; And
 - 50% (fifty percent) of the *structuring fee* must be paid no later than 3 (three) months after the first payment of the *structuring fee*.
- b. *Agency Fee*

The first payment is made no later than 5 (five) working days after the signing of the Credit Agreement and is subsequently paid on every year of the Credit Agreement.
- c. *Commitment Fee*

Paid in the amount of 0.5% of the *outstanding balance* of each *Tranche I, Tranche II, Tranche III A and Tranche III B Credit Facilities*. Payment of the *commitment fee* is made no later than 5 days after the expiration date of the credit provision period for each credit facility.

As of December 31, 2022 and 2021, the total principal of repayments amounted to Rp20,741,081,915 and Rp4,882,231,681, respectively, while the interest payments amounted to Rp50,353,798,323 and Rp35,052,441,900, respectively.

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Pinjaman ini digunakan untuk membiayai proyek IFPRO dan dijamin dengan:

- Jaminan Fidusia atas Bangunan serta benda-benda lain milik debitur yang melekat diatas tanah yang berada di lokasi proyek termasuk namun tidak terbatas atas Bangunan Dermaga Eksekutif Pelabuhan Merak dan Dermaga Eksekutif Pelabuhan Bakauheni dan Kawasan Pelabuhan Labuan Bajo (Catatan 12);
- Jaminan Fidusia atas Pendapatan dan Piutang Usaha (Catatan 5);
- Jaminan Fidusia atas hasil klaim bank garansi terhadap pekerjaan pekerjaan pembangunan;
- Insfrastuktur proyek yang diterima dari kontraktor dan atau supplier/vendor atau pemasok;
- Jaminan Fidusia atas hasil klaim asuransi;
- Gadai atas rekening penampungan; dan
- Cessie atas perjanjian kerja sama tentang pemanfaatan lahan untuk kegiatan Bangun Guna Serah (BGS)/Build Operate Transfer (BOT) Terminal Eksekutif dan Area Komersial di pelabuhan Merak dan Bakauheni tanggal 30 April 2019 antara Perusahaan dan PT ASDP Indonesia Ferry (Persero), pemegang saham, ("Perjanjian Bangun Guna Serah Merak-Bakauheni") dan Perjanjian kerja sama pemanfaatan Lahan untuk kegiatan Bangun Guna Serah (BGS)/Build Operate Transfer (BOT) Hotel, Marina dan Area Komersial di Pelabuhan Labuan Bajo antara IFPRO dan Perusahaan, pemegang saham, tanggal 30 April 2019 ("Perjanjian Bangun Guna Serah Labuan Bajo") ("Cessie atas Perjanjian Bangun Guna Serah").

Yang mana nilai pengikatan atas Jaminan minimal sebesar nilai RAB/Total Investasi Proyek dan IFPRO wajib menjaga nilai *security coverage ratio* minimal sebesar 120% dari nilai RAB selama jangka waktu fasilitas kredit.

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This loan is used to financing IFPRO's project and is secured by:

- *Fiducia guarantees for buildings and other objects belonging to the debtor attached to the land located at the project site including but not limited to the Executive Wharf Building of Merak Port and Executive Wharf of Bakauheni Port and Labuan Bajo Port Area (Note 12);*
- *Fiducia Guarantee on Income and Accounts Receivable (Note 5);*
- *Fiducia guarantees on the results of bank guarantee claims on construction work;*
- *Project infrastructure received from contractors and/or suppliers/vendors or suppliers;*
- *Fiduciary guarantees for the results of insurance claims;*
- *Guarantee of the escrow account; and*
- *Cessie for the cooperation agreement regarding land use for Build Use Transfer (BGS)/Build Operate Transfer (BOT) activities at the Executive Terminal and Commercial Area at Merak and Bakauheni ports on April 30, 2019 between the Company and PT ASDP Indonesia Ferry (Persero), the holder shares, ("Merak-Bakauheni Build Use Transfer Agreement") and Land use cooperation agreement for Build Use Transfer (BGS)/Build Operate Transfer (BOT) activities for Hotels, Marinas and Commercial Areas at Labuan Bajo Port between IFPRO and the Company, the holder shares, dated April 30, 2019 ("Labuan Bajo Build Use Transfer Agreement") ("Cessie for Build Use Transfer Agreement").*

Where the binding value of the Guarantee is at least equal to the value of the RAB/Total Investment Project and IFPRO is required to maintain a security coverage ratio value of at least 120% of the RAB value during the term of the credit facility.

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Berdasarkan ketentuan-ketentuan dalam perjanjian kredit, IFPRO, entitas anak harus menjaga rasio keuangan berikut yang harus dipenuhi 3 tahun setelah penandatanganan perjanjian kredit ini (tahun 2022):

- *Leverage* (Total Current Asset : Total Current Liabilities) kurang dari 30%;
- *Current ratio* (Total Current Asset : Total Current Liabilities) lebih besar dari 100%; dan
- *Debt Service Coverage Ratio* [EBITDA : (Interest Expense + Current Portion Long Term Liabilities)] lebih besar dari 125%.

Selama utang belum dilunasi IFPRO tanpa persetujuan tertulis dari kreditur sindikasi terlebih dahulu, IFPRO, entitas anak berjanji tidak akan melakukan:

- Mengajukan permohonan dan/atau menyuruh pihak lain mengajukan permohonan kepada Pengadilan untuk dinyatakan pailit atau meminta penundaan pembayaran utang atau agar diangkat pengampu atas suatu bagian atau semua aset IFPRO;
- Mengalihkan/menyerahkan kepada pihak lain, sebagian atau seluruhnya atas hak dan kewajiban yang timbul berkaitan dengan fasilitas kredit;
- Mengadakan perubahan atas status kelembagaan, maksud tujuan dan kegiatan usaha IFPRO;
- Mengubah susunan pemegang saham IFPRO;
- Membayar atau membayar kembali tagihan atau piutang berupa apapun juga yang sekarang dan atau/dikemudian hari akan diberikan oleh para pemegang saham dan/atau afiliasi IFPRO baik berupa utang pokok, bunga dan lain-lain jumlah uang yang wajib dibayar (utang subordinasi), kecuali pembayaran kewajiban pokok utang dan/atau bunga kepada pemegang saham tersebut timbul dari kegiatan operasional usaha IFPRO;
- Melakukan perubahan terhadap struktur permodalan IFPRO (*corporate structure*), termasuk namun tidak terbatas, melakukan

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Based on the provisions of the credit agreement, IFPRO, a subsidiary must maintain the following financial ratios that must be met 3 years after the signing of this credit agreement (2022):

- *Leverage* (Total Current Assets : Total Current Liabilities) less than 30%;
- *Current ratio* (Total Current Assets : Total Current Liabilities) is greater than 100%; and
- *Debt Service Coverage Ratio* [EBITDA : (Interest Expense + Current Portion Long Term Liabilities)] is greater than 125%.

As long as the debt has not been repaid by IFPRO without prior written approval from the syndicated creditor, IFPRO, the subsidiary promises not to:

- Submitting an application and/or ordering other parties to submit an application to the Court to be declared bankrupt or to request a postponement of debt payments or to be appointed as a trustee for a part or all of IFPRO's assets;
- Transferring/handing over to other parties, part or all of the rights and obligations arising in connection with the credit facility;
- Making changes to the institutional status, objectives and business activities of IFPRO;
- Change the composition of IFPRO shareholders;
- Pay or repay bills or receivables in whatever form now and/or in the future will be provided by shareholders and/or IFPRO affiliates in the form of principal, interest and other amounts of money that must be paid (subordinated debt), except payment of debt principal and/or interest obligations to the shareholders arises from the operational activities of IFPRO's business;
- Making changes to IFPRO's capital structure (*corporate structure*), including but not limited to consolidating,

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- peleburan, penggabungan,
pengambilalihan, dan/atau
pembubaran;
- Memindahkan atau mengalihkan haknya dan/atau memindahkan/mengalihkan tanggung jawab dan kewajiban IFPRO terkait Perjanjian BGS kepada pihak lain;
 - Bertindak sebagai penanggung atau perjanjian dalam bentuk dan dengan nama apapun juga dan/atau menjaminkan atau mengagunkan harta kekayaan IFPRO kecuali menjaminkan/ mengagunkan kekayaan kepada Kreditor sebagaimana termaktub dalam Dokumen Jaminan;
 - Mengadakan perjanjian kredit/ pembiayaan yang dapat menimbulkan kewajiban IFPRO kepada pihak ketiga;
 - Mengadakan penyertaan baru dalam perusahaan-perusahaan lain dan atau turut membiayai perusahaan-perusahaan lain dan atau turut membiayai perusahaan-perusahaan lain;
 - Memberikan kredit kepada pihak manapun termasuk tetapi tidak terbatas kepada pemegang saham, kecuali pemberian pinjaman kepada pegawai dan/atau untuk kegiatan usaha normal dan usaha IFPRO;
 - Melakukan pembagian dividen, kecuali dalam hal setelah pembagian dividen *Financial Covenant* terpenuhi, cukup memberitahukan kepada Kreditor Sindikasi;
 - Melakukan investasi yang nilainya sama dengan atau melebihi dari 20% dari nilai aset IFPRO;
 - Melakukan perubahan yang bersifat material atas perjanjian BGS;
 - Menjual atau melepaskan harta tidak bergerak atau harta kekayaan utama dalam menjalankan usahanya, kecuali dalam rangka menjalankan usaha sehari-hari;
 - Melakukan transaksi dengan seseorang atau sesuatu pihak termasuk tidak terbatas dengan perusahaan afiliasinya, dengan cara yang berbeda atau di luar praktek dan kebiasaan yang ada.

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- merging, taking over, and/or dissolving;*
- *Transferring or assigning their rights and/or transferring/transferring the responsibilities and obligations of IFPRO related to the BGS Agreement to another party;*
 - *Act as a guarantor or agreement in any form and with any name and/or guarantee or collateralize IFPRO's assets except guaranteeing/collateralizing wealth to Creditors as stated in the Collateral Documents;*
 - *Enter into credit/financing agreements that may result in IFPRO's obligations to third parties;*
 - *Holding new investments in other companies and or co-financing other companies and or co-financing other companies;*
 - *Providing credit to any party including but not limited to shareholders, except for providing loans to employees and/or for normal business activities and IFPRO business;*
 - *Distribute dividends, except in the event that after the distribution of dividends in the Financial Covenant is fulfilled, it is sufficient to notify the Syndicated Creditors;*
 - *Make investments whose value is equal to or exceeds 20% of IFPRO's asset value;*
 - *Making material changes to the BGS agreement;*
 - *Selling or releasing immovable assets or main assets in running their business, except in the context of running their daily business;*
 - *Carrying out transactions with a person or party, including but not limited to affiliated companies, in a way that is different or outside of existing practices and habits.*

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Pada tanggal 31 Desember 2022 dan 2021, IFPRO telah mematuhi seluruh hal-hal yang telah dipersyaratkan dalam perjanjian pinjaman.

Pada tanggal 27 September 2021, IFPRO telah mencairkan fasilitas tranche 1 dan 2 sebesar Rp327.543.590.434 yang digunakan untuk pembayaran kontraktor dan vendor untuk proyek Terminal Eksekutif Merak dan Terminal Eksekutif Bakauheni.

As of December 31, 2022 and 2021, IFPRO has complied with all the requirements of the loan agreement.

On September 27, 2021, IFPRO has disbursed tranche 1 and 2 facilities amounting to Rp327,543,590,434 which were used to pay contractors and vendors for the Merak Executive Terminal and Bakauheni Executive Terminal projects.

22. Liabilitas Imbalan Pascakerja

Total liabilitas imbalan kerja yang disajikan dalam laporan posisi keuangan konsolidasian dan beban imbalan kerja yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 dihitung oleh Kantor Konsultan Aktuaria I Gde Eka Sarmaja, FSAI dan Rekan, aktuaris independen.

	2022 Rp	2021 Rp	
Dana Pensiun	41,054,539,149	93,715,982,297	Pension Fund
Imbalan Pascakerja	101,051,273,734	26,210,083,116	Post-Employment Benefit
Tunjangan Hari Tua	--	--	Old Age Benefits
Total Liabilitas	142,105,812,883	119,926,065,413	Total Liabilities

a) Dana Pensiun

Program Pensiun Iuran Pasti

Biaya pensiun iuran pasti masing-masing pada tahun 2022 dan 2021 adalah sebesar Rp4.374.911.384 dan Rp3.705.420.953 yang dikelola oleh Dana Pensiun PT ASDP Indonesia Ferry (Persero) untuk kompensasi pensiun pegawai.

Program Pensiun Manfaat Pasti

Perusahaan menyelenggarakan program dana pensiun manfaat pasti untuk sebagian besar karyawan yang memenuhi persyaratan. Program dana pensiun tersebut dikelola oleh Dana Pensiun PT ASDP Indonesia Ferry (Persero) yang peraturannya telah disetujui oleh Menteri Keuangan Republik Indonesia. Program dana pensiun memberikan imbalan pascakerja berdasarkan penghasilan dasar pensiun dan masa kerja karyawan. Jumlah karyawan Perusahaan peserta dana pensiun masing-masing adalah 1.302 dan 1.431 pada 31 Desember 2022 dan 2021.

22. Employee Benefits Liabilities

The total employee benefit liabilities presented in the consolidated statement of financial position and employee benefits expense recognized in the consolidated statements of profit or loss and other comprehensive income for the year ended December 31, 2022 and 2021 were calculated by the Actuarial Consulting Firm I Gde Eka Sarmaja, FSAI and Partners, an independent actuary.

a) Pension Fund

Fixed Contribution Pension Program

The defined contribution pension costs in 2022 and 2021 are Rp4,374,911,384 and Rp3,705,420,953, respectively, which are managed by the PT ASDP Indonesia Ferry (Persero) Pension Fund for employee pension compensation.

Defined Benefit Pension Program

The Company has a defined benefit pension plan covering most of its employees who meet the requirements. The pension fund program is managed by the PT ASDP Indonesia Ferry (Persero) Pension Fund whose regulations have been approved by the Minister of Finance of the Republic of Indonesia. The pension plan provides post-employment benefits based on the basic pension income and years of service of the employees. The number of employees of the Companies participating in the pension funds were 1,302 and 1,431 as of December 31, 2022 and 2021, respectively.

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Liabilitas program pensiun manfaat pasti karyawan adalah sebagai berikut:

The liabilities for the employee defined benefit pension plan are as follows:

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	316,387,602,297	338,847,465,131	Present Value of Liabilities
Nilai Wajar Aset	(275,333,063,148)	(245,131,482,834)	Fair Value Asset
Liabilitas yang Diakui	41,054,539,149	93,715,982,297	Liabilities Recognized

Beban pensiun adalah sebagai berikut:

Pension expenses are as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	6,888,809,081	7,010,636,619	Current Service Cost
Biaya Jasa Lalu	(26,564,563,815)	--	Past Service Cost
Biaya Bunga	20,159,698,409	18,299,961,047	Interest Expense
Pendapatan Bunga Dari Aset	(14,956,297,691)	(13,644,770,441)	Interest Income from Asset
Beban yang Diakui	(14,472,354,016)	11,665,827,225	Expenses Recognized

Mutasi liabilitas program pensiun manfaat pasti Perusahaan adalah sebagai berikut:

Movements of the Company's defined benefit pension plan liabilities are as follows:

	2022 Rp	2021 Rp	
Liabilitas Awal Tahun	93,715,982,297	81,493,686,319	Balance at the Beginning of the Year
Pendapatan (Beban) Tahun Berjalan	(14,472,354,016)	11,665,827,225	Current Year Income (Expenses)
Penghasilan (Beban) Komprehensif Lain	(15,783,492,619)	23,869,890,536	Other Comprehensive Income (Expenses)
Iuran Pemberian Kerja	(22,405,596,513)	(23,313,421,783)	Employer Contribution
Liabilitas Akhir Tahun	41,054,539,149	93,715,982,297	Balance at the End of the Year

Rekonsiliasi saldo awal dan akhir dari pengukuran kembali liabilitas imbalan pasti yang diakui di penghasilan komprehensif lain adalah sebagai berikut:

Reconciliation of the beginning and ending balances from the remeasurement of the defined benefit obligation recognized in other comprehensive income is as follows:

	2022 Rp	2021 Rp	
Saldo Awal	112,319,819,150	88,449,928,614	Beginning Balance
Efek Perubahan dari			Effect of Experience
Penyesuaian Pengalaman	(161,698,643,115)	18,872,426,577	Adjustments
Keuntungan Aktuarial pada Aset Program	(10,836,791,477)	4,997,463,959	Actuarial Gain on Program Assets
Efek Perubahan dari Asumsi Aktuarial	156,751,941,973	--	Effect of Actuarial Assumptions
Saldo Akhir Tahun	96,536,326,531	112,319,819,150	Ending Balance

b) Imbalan Pascakerja

Liabilitas imbalan pascakerja dalam laporan posisi keuangan adalah sebagai berikut:

b) Post-employment Benefits

Post-employment benefit liabilities in the statement of financial position are as follows:

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	101,051,273,734	26,210,083,116	Present Value of Liabilities
Nilai Wajar Aset	--	--	Fair Value Asset
Liabilitas yang Diakui	101,051,273,734	26,210,083,116	Liabilities Recognized

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Beban imbalan pascakerja Grup dialokasikan pada beban produksi dan beban usaha sebagai berikut:

The Group's post-employment benefits are allocated to production expenses and operating expenses as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	3,629,270,431	4,430,702,811	Current Service Cost
Biaya Bunga	1,608,987,283	2,166,009,661	Interest Expense
Biaya Jasa Lalu:	68,213,722,701	(23,183,735,894)	Past Service Cost
Keuntungan (Kerugian) atas penyelesaian	723,964,745	--	Gain (Loss) on settlement
Beban Diakui	74,175,945,160	(16,587,023,422)	Expenses Recognized

Perubahan estimasi liabilitas atas imbalan kerja dalam laporan posisi keuangan adalah sebagai berikut:

Changes in estimated liabilities for employee benefits in the statement of financial position are as follows:

	2022 Rp	2021 Rp	
Liabilitas Awal Tahun	26,210,083,116	36,104,084,187	Balance at the Beginning of the Year
Pembayaran Imbalan	(25,063,009,377)	(2,212,098,899)	Payment of Benefit
Beban Tahun Berjalan	74,175,945,160	(16,587,023,422)	Current Year Expenses
Penghasilan Komprehensif Lain	25,728,254,835	8,905,121,250	Other Comprehensive Income
Liabilitas Akhir Tahun	101,051,273,734	26,210,083,116	Balance at the End of the Year

Rekonsiliasi saldo awal dan akhir dari pengukuran kembali liabilitas imbalan pascakerja yang diakui di penghasilan komprehensif lain adalah sebagai berikut:

The reconciliation of the beginning and ending balances from the remeasurement of the post-employment benefits liability recognized in other comprehensive income is as follows:

	2022 Rp	2021 Rp	
Saldo Awal	40,899,516,643	31,994,395,393	Beginning Balance
Dampak karena perubahan asumsi finansial	(2,315,093,972)	28,498,545	Effect of Changes in financial assumptions
Dampak karena penyesuaian pengalaman	28,043,348,807	8,876,622,705	Effect of Experience Adjustments
Saldo Akhir Tahun	66,627,771,478	40,899,516,643	Ending Balance

Program imbalan pasti memberikan eksposur Grup terhadap risiko tingkat bunga dan risiko gaji, sebagai berikut:

The defined benefit plans provide the Group's exposure to interest rate risk and salary risk, as follows:

- a. **Risiko Tingkat Bunga**
Nilai kini kewajiban pensiun imbalan pasti dihitung menggunakan tingkat diskonto yang ditetapkan dengan mengacu pada imbal hasil obligasi korporasi berkualitas tinggi. Penurunan suku bunga obligasi akan meningkatkan liabilitas program.
- b. **Risiko Gaji**
Nilai kini kewajiban imbalan pasti dihitung dengan mengacu pada gaji masa depan peserta program. Dengan demikian, kenaikan gaji peserta program akan meningkatkan liabilitas program itu.

- a. **Interest Rate Risk**
The present value of the defined benefit pension obligation is calculated using a discount rate determined by reference to the high quality corporate bond yields. A decrease in the bond interest rate will increase the plan liability.
- b. **Salary Risk**
The present value of the defined benefit obligation is calculated by referring to the plan participant's future salary. Thus, an increase in the salaries of program participants will increase the program liabilities.

Analisa Sensitivitas

Asumsi aktuarial yang signifikan untuk penentuan kewajiban imbalan pasti adalah tingkat diskonto dan kenaikan gaji yang diharapkan. Analisa sensitivitas dibawah ditentukan berdasarkan masing-masing perubahan asumsi yang mungkin terjadi pada akhir periode pelaporan dan semua asumsi lain akhir periode pelaporan, dengan semua asumsi lain konstan.

Sensitivity Analysis

Significant actuarial assumptions for determining the defined benefit obligation are the discount rate and expected salary increase. The sensitivity analysis below is determined based on changes in the assumptions that may occur at the end of the reporting period and all other assumptions at the end of the reporting period, with all other assumptions constant.

	2022		2021		
	Dana Pensiun/ Pensiun Funds	Nilai Kini Kewajiban Imbalan Pasca Kerja/ Present Value of Post Employment Benefits Liabilities	Dana Pensiun/ Pensiun Funds	Nilai Kini Kewajiban Imbalan Pasca Kerja/ Present Value of Post Employment Benefits Liabilities	
	Rp	Rp	Rp	Rp	
Analisa Sensitivitas Tingkat Diskonto					Sensitivity Analysis of Discount Rate
Jika Tingkat +1%	310,785,162,061	(4,168,537,194)	332,523,563,248	24,550,019,739	If Rate +1%
Jika Tingkat -1%	322,398,684,585	4,515,545,819	345,662,412,318	28,001,624,428	If Rate -1%
Analisa Sensitivitas Kenaikan Gaji					Sensitivity Analysis of Salary Increase
Jika Tingkat +1%	321,868,700,146	2,386,327,447	345,679,106,221	27,988,576,986	If Rate +1%
Jika Tingkat -1%	311,181,581,846	(2,341,955,960)	332,391,815,964	24,530,995,961	If Rate -1%

Profil Jatuh Tempo Pembayaran Imbalan Pascakerja adalah:

Maturity Profiles of Post-Employment Benefits Payments are:

	2022 Rp	2021 Rp	
Nilai Kini Manfaat Diharapkan akan Dibayar di:			Present Value of Benefits Expected to be Paid in:
- Tahun ke-1	13,284,913,782	2,016,443,312	1st year -
- Tahun ke-2	14,125,658,670	3,019,154,385	2nd year -
- Tahun ke-3	18,743,941,324	2,472,247,517	3rd year -
- Tahun ke-4	16,806,294,520	3,278,350,291	4th year -
- Tahun ke-5	15,263,654,315	3,104,290,613	5th year -
- 5 tahun kedepan	120,296,786,352	52,178,002,776	5 year ahead -

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas imbalan pensiun dan imbalan pasca kerja pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities for pension benefits and post-employment benefits as of December 31, 2022 and 2021 are as follows:

	2022	2021	
Usia pensiun	56 tahun/ year	56 tahun/ year	Normal Retirement Age
Tingkat kematian	GAM - 1971 (IFPRO: TMI IV)	GAM - 1971 (IFPRO: TMI IV)	Mortality Rate
Tingkat cacat:			Disability Rate
Usia 20 - 55 tahun	0.01%	0.01%	Age of 20 - 55 Year
Tingkat pengunduran diri:			Turnover Rate
Usia 18 - 45 tahun	5% per tahun/ year	5% per tahun/ year	Age of 18 - 45 Year
Usia 46 - 55 tahun	10% pada usia 46, turun 1% linier sampai usia 55/ 10% at age 46, decrease 1% linearly until age 55	10% pada usia 46, turun 1% linier sampai usia 55/ 10% at age 46, decrease 1% linearly until age 55	Age of 46 - 55 Year
Kenaikan Gaji	5-6% per tahun/ year (IFPRO: 8% per tahun/ year, JN: 1% per tahun/ year)	5-6% per tahun/ year (IFPRO: 8% per tahun/ year)	Salary Increase
Tingkat bunga:			Interest Rate
Kewajiban	6,75% per tahun/ year (IFPRO: 6,93% per tahun/ year)	6,25% per tahun/ year (IFPRO: 6,93% per tahun/ year)	Liabilities
Aset	6,25% per tahun/ year	6,25 - 8% per tahun/ year	Assets
Metode	Projected Unit Credit	Projected Unit Credit	Method

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c) Tunjangan Hari Tua

Perusahaan memberikan tunjangan hari tua yang pendanaannya dikelola oleh Asuransi Jiwa Bersama Bumiputera 1912.

Liabilitas tunjangan hari tua dalam laporan posisi keuangan adalah sebagai berikut:

	2022 Rp	2021 Rp	
Nilai kini liabilitas	22,037,558,838	42,748,778,004	Present Value of Liabilities
Nilai wajar aset program	77,391,968,252	75,052,765,082	Fair Value Plan Asset
Status Pendanaan	(55,354,409,414)	(32,303,987,078)	Funding Status
Dampak dari Batas Aset	55,354,409,414	32,303,987,078	Impact of Asset Limit
	--	--	

Perubahan estimasi liabilitas atas tunjangan hari tua dalam laporan posisi keuangan adalah sebagai berikut:

	2022 Rp	2021 Rp	
Liabilitas awal tahun	--	--	Balance at the Beginning of the Year
Pendapatan (Beban) tahun berjalan	(14,890,876,096)	837,001,538	Current Year Income (Expenses)
Pendapatan komprehensif lain	15,816,405,499	644,703,920	Other Comprehensive Income
Iuran pemberian kerja	(925,529,403)	(1,481,705,458)	Employer Contribution
Liabilitas Akhir Tahun	--	--	Balance at the End of the Year

Beban tunjangan hari tua Perusahaan dialokasikan pada beban produksi dan beban usaha sebagai berikut:

	2022 Rp	2021 Rp	
Biaya jasa kini	1,741,711,839	864,001,587	Current Service Cost
Biaya jasa lalu	(16,703,349,285)	--	Past Service Cost
Biaya bunga	2,537,419,273	3,020,656,205	Interest Expense
Pendapatan bunga dari aset	(4,556,418,465)	(4,350,450,114)	Interest Income from Asset
Bunga atas dampak batasan aset	2,018,999,192	1,302,793,860	Interest on the impact of asset limits
Biaya administrasi dan/atau pajak (tidak disediakan dalam imbalan pasti)	70,761,350	--	Administrative costs and/or taxes (not provided in defined benefits)
Beban (Pendapatan) yang diakui	(14,890,876,096)	837,001,538	Expense (Revenue) recognized

Rekonsiliasi saldo awal dan akhir dari pengukuran kembali tunjangan hari tua yang diakui dipenghasilan komprehensif lain adalah sebagai berikut:

	2022 Rp	2021 Rp	
Saldo Awal	(7,760,368,732)	(8,405,072,652)	Beginning Balance
Dampak karena perubahan asumsi finansial	(1,935,831,622)	--	Effect of Changes in financial assumptions
Dampak karena penyesuaian pengalaman	(5,148,366,132)	(10,673,895,198)	Effect of Experience Adjustments
Imbal hasil pada aset program	1,869,180,109	1,162,107,658	Return on Plan Assets
Perubahan pada batas atas aset	21,031,423,144	10,156,491,460	Changes in Asset Ceiling
Saldo Akhir Tahun	8,056,036,767	(7,760,368,732)	Ending Balance

c) Pension

The company provides old-age benefits whose funding is managed by Asuransi Jiwa Bersama Bumiputera 1912.

The old-age benefits liabilities in the statement of financial position are as follows:

Changes in the estimated liability for old-age benefits in the statement of financial position are as follows:

The cost of Companies old-age benefits are allocated to production and operating expenses as follows:

The reconciliation of the beginning and ending balance of remeasurement of old-age benefits recognized in other comprehensive income is as follows:

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23. Utang Pembiayaan

23. Financing Liabilities

	2022 Rp	2021 Rp	
PT PANN Pembiayaan Maritim (Persero)	201,294,072	8,890,868,809	PT PANN Pembiayaan Maritim (Persero)
Dikurangi: Bunga	(201,294,072)	(1,777,992,407)	Less: Interest
Sub Total	--	7,112,876,402	Sub Total
Bagian:			Portions:
Jangka Panjang	--	--	Non-Current Portion
Bagian yang Jatuh Tempo dalam Satu Tahun	--	7,112,876,402	Current Portion
Total	--	7,112,876,402	Total

Perusahaan

Utang pembiayaan merupakan utang pembelian KMP Port Link VIII Eks Songlim Golden tue, dengan surat perjanjian No. 11 tanggal 28 Maret 2016 dan addendum 1 No. 9 tanggal 24 Agustus 2016 dengan PT PANN Pembiayaan Maritim (Persero), harga kapal sebesar USD6,750,000 atau sejumlah Rp89.835.750.000.000. Nilai pembiayaan adalah sebesar 79,70% dari harga kapal atau ekuivalen sebesar Rp71.604.000.000, berjangka waktu selama 72 bulan dengan suku bunga 12,50% per tahun, bersifat mengambang yang dapat berubah sesuai ketentuan bunga dari bank sumber dana lessor yaitu PT Bank Rakyat Indonesia (Persero) Tbk.

Entitas Anak - JN

Utang pembiayaan modal kerja kepada PT Chandra Sakti Utama Leasing yang dinyatakan dalam Akta No. 130 tanggal 26 September 2019 oleh Notaris M. Kholid Artha, S.H., dengan fasilitas plafond sebesar Rp18.892.300.000 dan bunga 15% per tahun dengan jangka waktu pinjaman 12 bulan. Fasilitas pinjaman ini dijaminkan dengan sebidang tanah Hak Guna Bangunan nomor 58/Kertajaya Surabaya, HGB nomor 59/Kertajaya Surabaya, HGB nomor 000076/Kertajaya Surabaya semuanya atas nama Bapak Adjie dan HGB nomor 281/K/Krempangan Selatan Surabaya atas nama PT Prima Eksekutif.

Berdasarkan addendum perjanjian Nomor: 414/CSUL/IX/2020 tanggal 23 September 2020 menyetujui perpanjangan jangka waktu fasilitas pembiayaan paling lama 2 tahun sejak tanggal penarikan plafond fasilitas.

The Company

Financing debt represents the purchase debt of KMP Port Link VIII Eks Songlim Golden tue, with a letter of agreement No. 11 dated March 28, 2016 and addendum 1 No. 9 dated August 24, 2016 with PT PANN Financing Maritim (Persero), the price of the ship is USD6,750,000 or an amount of IDR 89,835,750,000,000. The financing value is 79.70% of the ship price or the equivalent of IDR 71,604,000,000, with a term of 72 months with an interest rate of 12.50% per year, floating in nature which can change according to the interest provisions of the lessor source bank, namely PT Bank Rakyat Indonesia (Persero) Tbk.

Subsidiary - JN

Working capital financing debt to PT Chandra Sakti Utama Leasing stated in Deed No. 130 dated September 26, 2019 by Notary M. Kholid Artha, S.H., with a limit facility of Rp18,892,300,000 and an interest of 15% per year with a loan term of 12 months. This loan facility is guaranteed by a land with Building Rights (HGB) number 58/Kertajaya Surabaya, HGB number 59/Kertajaya Surabaya, HGB number 000076/Kertajaya Surabaya all in the name of Mr. Adjie and HGB number 281/K/Krempangan Selatan Surabaya on behalf of PT Prima Executive.

Based on the addendum to the agreement No: 414/CSUL/IX/2020 dated September 23, 2020, agreed to extend the term of the financing facility for a maximum of 2 years from the date of withdrawal of the facility limit.

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Pinjaman JN kepada PT Chandra Sakti Utama Leasing mencakup persyaratan yang membatasi hak JN (*negative covenants*) yang dalam pelaksanaannya membutuhkan persetujuan tertulis dari PT Chandra Sakti Utama Leasing.

JN's loan to PT Chandra Sakti Utama Leasing includes conditions that limits JN's rights (negative covenants) which in practice require written approval from PT Chandra Sakti Utama Leasing.

Pada tanggal 27 April 2022, pinjaman ini telah dilunasi.

On April 27, 2022, this loan has been repaid.

Nilai terutang pada tanggal 31 Desember 2022 dan 2021 adalah sebesar Nihil dan Rp18.892.300.000.

The outstanding amount as of December 31, 2022 and 2021 is Nil and Rp18,892,300,000.

24. Modal Saham

24. Capital Stock

Sesuai dengan Akta No. 9 tanggal 1 September 2021 yang dibuat oleh Notaris Johny Dwikora Aron, S.H., dan telah disahkan Menteri Hukum dan Hak Asasi Manusia sesuai Surat No. AHU-005.0275.AH.01.02 tanggal 16 September 2021 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar Perusahaan, Perusahaan meningkatkan modal ditempatkan dan disetor penuh sebesar Rp1.142.385.000.000 yang berasal dari Bantuan Pemerintah Yang Belum Ditentukan Statusnya dan Penggunaan Saldo Laba (Catatan 26 dan 27).

In accordance with the Deed No. 9 dated September 1, 2021, drawn up by Notary Johny Dwikora Aron, S.H., and has been approved by the Minister of Law and Human Rights in accordance with Letter No. AHU-005.0275.AH.01.02 dated September 16, 2021 regarding Receipt of Notice of Amendment to the Company's Articles of Association, the Company increased its issued and fully paid capital by Rp1,142,385,000,000 which came from Government Assistance whose status has not been determined and the use of retained earnings (Notes 26 and 27).

Susunan pemegang saham Perusahaan adalah sebagai berikut:

The composition of the Company's shareholders is as follows:

31 Desember 2022 dan 2021/ December 31, 2022 and 2021				
Pemegang Saham/ <i>Stockholders</i>	Saham (Lembar)/ <i>Shares (Sheets)</i>	Nilai Nominal Per Saham/ <i>Par Value per Share</i> Rp	Kepemilikan/ <i>Ownership</i> %	Jumlah Modal Ditempatkan dan Disetor Penuh/ <i>Issued and Fully Paid Capital</i> Rp
Negara Republik Indonesia	5,173,195	1,000,000	100	5,173,195,000,000

Mutasi lembar saham Perusahaan adalah sebagai berikut:

Movements in the Company's shares are as follows:

	2022	2021	
	Lembar/Sheets	Lembar/Sheets	
Jumlah Saham Awal Tahun	5,173,195	4,030,810	<i>Number of Shares Beginning of the Year</i>
Penambahan	—	1,142,385	<i>Addition</i>
Jumlah Saham Akhir Tahun	5,173,195	5,173,195	<i>Number of Shares Ending Balance</i>

25. Tambahan Modal Disetor

25. Additional Paid-in Capital

	2022 Rp	2021 Rp	
a. Pengalihan Aset Perum			a. Perum's Assets Acquisition
Saldo Awal	7,741,162,065	7,741,162,065	Beginning Balance
Pemindahan ke Modal Saham	--	--	Transfer to Paid in Capital
Saldo Akhir	7,741,162,065	7,741,162,065	Ending Balance
b. Pengampunan Pajak			b. Tax Amnesty
Aset Tetap - Kendaraan	594,200,000	594,200,000	Fixed Assets - Vehicles
Aset Tetap - Tanah dan Bangunan	110,000,000	110,000,000	Fixed Assets - Land and Building
Sub Total	704,200,000	704,200,000	Sub Total
Total	8,445,362,065	8,445,362,065	Total

Berdasarkan Surat Keterangan Pengampunan Pajak (SKPP) yang diterbitkan oleh Direktorat Jenderal Pajak No. 09300001103 tertanggal 4 Januari 2017, dengan uang tebusan yang dibayarkan ke kas Negara sebesar Rp35.210.000 dan tambahan harta yang dilaporkan untuk Program Pengampunan Pajak adalah sebesar Rp704.200.000.

Based on the Tax Amnesty Certificate (SKPP) issued by the Directorate General of Taxes No. 09300001103 dated January 4, 2017, with a ransom paid to the state treasury of Rp35,210,000 and additional assets reported for the Tax Amnesty Program amounting to Rp704,200,000.

26. Penggunaan Saldo Laba Yang Ditentukan Penggunaannya

26. Use of Retained Earnings

Berdasarkan akta Berita Acara Rapat Umum Pemegang Saham (RUPS) tanggal 13 Juni 2022 dan 11 Mei 2021, pemegang saham menyetujui penetapan penggunaan laba bersih Perseroan tahun buku 2022 dan 2021 masing-masing sebesar Rp325.452.616.764 dan Rp162.397.046.719.

Based on the deed of the Minutes of the General Meeting of Shareholders (RUPS) dated June 13, 2022 and May 11, 2021, the shareholders approved the determination of the use of the Company's net profit for the 2022 and 2021 fiscal years amounting to Rp325,452,616,764 and Rp162,397,046,719, respectively.

Berdasarkan Pernyataan Keputusan Pemegang Saham dalam Akta No. 9 tanggal 1 September 2021, pemegang saham menyetujui penggunaan laba bersih tahun 2020 untuk ditetapkan menjadi modal saham sebesar Rp543.805.362.968 pada tahun 2021 (Catatan 24).

Based on the Shareholders' Decision Statement in Deed No. 9 dated September 1, 2021, the shareholders approved the use of 2020 net profit to be determined as share capital of Rp543,805,362,968 for the year 2021 (Note 24).

Mutasi penggunaan saldo laba laba yang ditentukan penggunaannya adalah sebagai berikut:

Movements in the use of retained earnings that are determined for use are as follows:

	2022 Rp	2021 Rp	
Saldo Awal	1,042,809,239,338	1,424,217,555,587	Beginning Balance
Penambahan			Additional
Ditentukan Penggunaannya	325,452,616,764	162,397,046,719	General Reserves
Reklasifikasi Saldo Laba ke Modal ditempatkan dan Disetor	--	(543,805,362,968)	Reclassification Retained Earnings to Issued and Fully Paid Capital
Saldo akhir	1,368,261,856,102	1,042,809,239,338	Ending Balance

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**27. Bantuan Pemerintah Yang Belum
Ditetapkan Statusnya**

**27. Undetermined Status Government
Assistance**

	2022 Rp	2021 Rp	
Saldo Awal	--	620,969,314,032	Beginning balance
Reklasifikasi ke Modal ditempatkan dan Disetor	--	(598,579,637,032)	Reclassification to Issued and Paid-up Capital
Pengurangan di Tahun Berjalan (Catatan 12 dan 37.h)	--	(22,389,677,000)	Deduction in Current Year (Notes 12 and 37.h)
Saldo akhir	--	--	Ending balance

Akun ini merupakan kekayaan Negara yang diserahkan kepada Perusahaan, tetapi masih menunggu diterbitkan Peraturan Pemerintah mengenai status kekayaan Negara tersebut sebagai modal ditempatkan dan disetor dengan rincian sebagai berikut:

This account represents State assets submitted to the Company, but is still waiting for the issuance of a Government Regulation regarding the status of the State's assets as issued and paid-up capital with the following details:

Keterangan/ <i>Description</i>	Berita Acara/ <i>Minutes of Meeting</i>	Rp
Dermaga Penyeberangan Paciran & Break Water sisi Barat Pelabuhan Paciran	07/LLASDP-JTM/SRT-II/2015	22,389,677,000
Pelabuhan Penyeberangan Waipirit	KU.103/08/XII/PLLASDP-MAL/2015	17,441,750,000
Dermaga V Merak, Dermaga VI Bakauheni	01/PTASDP-BASTO/XII/2015	132,978,286,601
Dermaga Penyeberangan Merak V Tahap II	01/PTASDP-BASTO/XII/2015	3,021,343,339
Dermaga Penyeberangan Merak VI Tahap I s/d Tahap III dan biaya FS dan DED	01/PTASDP-BASTO/XII/2015	158,671,024,742
Dermaga Penyeberangan Bakauheni VI Tahap I s.d Tahap III dan biaya FS dan DED	01/PTASDP-BASTO/XII/2015	121,703,305,350
Pembangunan Elevated Side Ramp Dermaga II Merak	01/PTASDP-BASTO/XII/2015	7,352,522,500
Pembangunan Elevated Side Ramp Dermaga II Bakauheni	01/PTASDP-BASTO/XII/2015	7,352,522,500
KMP. Dalente Woba	KU.001/53/P-LLASDP/SU-2016	34,881,625,000
Dermaga MB III Pelabuhan Ketapang tahap I s/d III termasuk pekerjaan pengawas	01/Hubdat.Jatim/STO/IV/2016	59,951,700,000
Dermaga II Bastiong	KU.10/186/LLASDP/MU/2015	31,497,407,000
KMP. Ngafi	KU.10/179.1/SAT-LLASDP/MU/2015	23,728,150,000
Jumlah		620,969,314,032

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 52 tahun 2021 tanggal 4 Maret 2021, Pemerintah Republik Indonesia melakukan penambahan penyertaan modal kepada Perusahaan melalui bantuan pemerintah yang belum ditetapkan statusnya sebesar Rp598.579.637.032 dan kemudian ditetapkan menjadi modal saham melalui Akta No. 9 tanggal 1 September 2021 (Catatan 24).

Based on the Government Regulation of the Republic of Indonesia No. 52 year 2021 dated March 4, 2021, the Government of the Republic of Indonesia made additional capital participation in the Company through government assistance whose status has not yet been determined, amounting to Rp598,579,637,032 and then determined to be share capital through Deed No. 9 dated September 1, 2021 (Note 24).

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28. Pendapatan Usaha

28. Revenues

	2022 Rp	2021 Rp	
Penyebrangan dan Lintas Perintis	2,846,094,789,045	2,219,349,693,123	<i>Ferry and Pioneer Line</i>
Pelabuhan	951,614,634,475	783,865,511,679	<i>Port</i>
Aneka Jasa dan Kerjasama	524,451,932,098	483,988,748,102	<i>Various Services Business</i>
Total	4,322,161,355,618	3,487,203,952,904	Total

29. Beban Pokok Pendapatan

29. Cost of Revenues

	2022 Rp	2021 Rp	
Penyeberangan dan Lintas Perintis	1,985,940,554,012	1,656,964,957,165	<i>Ferry and Pioneer Line</i>
Pelabuhan	332,173,260,250	391,918,083,911	<i>Port</i>
Aneka Jasa dan Kerjasama	572,833,053,864	463,691,045,429	<i>Various Services Business</i>
Total	2,890,946,868,126	2,512,574,086,505	Total

Termasuk dalam beban pokok pendapatan, beban penyusutan aset tetap dan aset hak-guna masing-masing sebesar Rp428.462.044.286 dan Rp3.313.970.000 untuk tahun 2022 dan Rp317.758.005.804 dan Rp533.390.000 untuk tahun 2021 (Catatan 12 dan 13). Serta kerugian penghapusan aset tetap sebesar Rp552.120.696 (Catatan 12) di tahun 2022.

Included in cost of revenue, the depreciation expense of fixed assets and right-of-use assets amounting to Rp428,462,044,286 and Rp3,313,970,000 for 2022 and Rp317,758,005,804 and Rp533,390,000 for 2021, respectively (Notes 12 and 13). As well as losses on write-offs of fixed assets amounting to Rp552,120,696 (Note 12) in 2022.

30. Beban Administrasi dan Umum

30. General and Administrative Expenses

	2022 Rp	2021 Rp	
Gaji dan Tunjangan	420,424,569,584	309,300,505,162	<i>Salaries and Allowances</i>
Pemeliharaan	58,156,946,182	24,648,244,282	<i>Maintenance</i>
Perjalanan Dinas	50,392,710,830	30,968,805,219	<i>Travel</i>
Jasa Profesional	50,261,684,209	60,012,329,323	<i>Professional Fees</i>
Pajak	48,416,300,989	42,867,348,184	<i>Taxes</i>
Penyusutan (Catatan 12)	41,431,820,191	36,989,247,750	<i>Depreciation (Note 12)</i>
Telekomunikasi dan Perlengkapan Kantor	36,906,480,794	31,284,435,009	<i>Telecommunication and Office Supplies</i>
Penyusutan Aset Hak-Guna (Catatan 13)	28,697,890,778	38,529,274,242	<i>Depreciation of Rights-of-Use Assets (Note 13)</i>
Representasi, Jamuan dan Sumbangan	27,760,172,859	21,967,717,572	<i>Representation, Entertainment and Donations</i>
Pendidikan dan Pelatihan	13,714,708,882	7,184,275,519	<i>Education and Training</i>
BBM, Listrik, dan Air	13,574,919,987	11,554,435,408	<i>Fuel, Electricity, and Water</i>
Penurunan Nilai Piutang (Catatan 5 dan 10)	9,848,177,362	14,265,187,276	<i>Impairment of Receivables (Notes 5 and 10)</i>
Program Kemitraan dan Bina Lingkungan	7,274,408,737	8,528,324,580	<i>Partnership Program and Community Development</i>
Amortisasi (Catatan 14)	4,926,895,519	2,910,197,506	<i>Amortization (Note 14)</i>
Lain-lain (Dibawah Rp4 Milyar)	28,900,847,651	12,164,194,382	<i>Others (Under Rp4billion)</i>
Total	840,688,534,554	653,174,521,414	Total

31. Pendapatan dan Beban Lainnya

	2022 Rp	2021 Rp
Pendapatan Lainnya		
Goodwill Negatif - Neto (Catatan 33)	103,595,656,393	--
Pendapatan Non Usaha Lainnya	42,844,729,698	64,306,975,186
Pemulihan Nilai Piutang (Catatan 5 dan 10)	11,911,991,658	332,264,260
Surplus Nilai Wajar Properti Investasi (Catatan 11)	9,688,469,946	6,935,000,000
Denda/Klaim/Pinalti	6,401,484,434	10,354,850,357
Selisih <i>Stock Opname</i> - Bersih	4,384,470,371	1,126,487,020
Laba Selisih Kurs	3,561,998,113	397,470,667
Laba Penjualan Aset (Catatan 12)	--	1,452,035,000
Total	182,388,800,613	84,905,082,490
Beban Lainnya		
Denda/Klaim/Pinalti	11,134,239,957	15,262,778,000
Beban di Luar Usaha Lainnya	11,858,586,211	6,425,552,644
Jasa Administrasi Bank	6,192,163,638	2,036,506,660
Denda Pajak	3,171,509,677	441,427,750
Total	32,356,499,483	24,166,265,054

31. Other Income and Expenses

Other Income	
Negative Goodwill (Note 33)	
Other Non Operating Revenues	
Recovery of Receivables (Notes 5 and 10)	
Surplus of Fair Value of Investment (Note 11)	
Penalty/ Claim	
Difference of Stock Opname - Net	
Gain on Foreign Exchange	
Gain on Sale of Fixed Assets (Note 12)	
Total	
Other Expenses	
Penalty/ Claim	
Other Expenses	
Bank Administration	
Penalty of Taxes	
Total	

32. Pendapatan dan Beban Keuangan

	2022 Rp	2021 Rp
Pendapatan Keuangan		
Pendapatan Bunga Deposito	31,918,180,195	40,994,168,413
Pendapatan Jasa Giro	9,471,045,873	10,096,575,127
Total	41,389,226,068	51,090,743,540
Beban Keuangan		
Beban Bunga Pinjaman Bank	77,716,868,334	37,314,498,049
Bunga Aset Hak-Guna (Catatan 13)	5,748,556,933	8,027,076,141
Beban Bunga Utang Pembiayaan	29,438,446,856	1,777,992,407
Beban Bunga Pinjaman kepada Pemegang Saham	19,297,950,178	1,341,225,117
Total	132,201,822,301	48,460,791,714

32. Financial Income and Expenses

Financial Income	
Time Deposit Interest Income	
Current Account Income	
Total	
Financial Expenses	
Bank Loan Interest Expense	
Interest on Right-of-Use Assets (Note 13)	
Interest Expense on Financing Payable	
Loan Interest Expense to Shareholders	
Total	

33. Kombinasi Bisnis

Pada 22 Februari 2022, Perusahaan mengakuisisi 100% saham PT Jembatan Nusantara (JN) dari pihak ketiga dengan nilai pengambilalihan sebesar Rp1.272.000.000.000 (Catatan 1.d), yang terdiri dari akuisisi saham sebesar Rp892.000.000.000 dan tambahan modal disetor sebesar Rp380.000.000.000 dalam rangka perluasan usaha yang memiliki nilai strategis dan mendukung kegiatan usaha Grup.

Nilai akuisisi saham sebesar Rp892.000.000.000, dibayar langsung dari dana Perusahaan sebesar Rp243.500.000.000 dan melalui pinjaman bank sebesar Rp600.000.000.000, serta sisanya sebesar Rp48.500.000.000 masih terhutang yang dicatat pada utang umum (Catatan 18).

33. Business Combination

On February 22, 2022, the Company acquired 100% shares of PT Jembatan Nusantara (JN) from a third party with a takeover value of Rp1,272,000,000,000 (Note 1.d), consisting of acquisition of shares of Rp892,000,000,000 and additional paid-in capital amounting to Rp380,000,000,000 in the context of business expansion which has strategic value and supports the Group's business activities.

The acquisition amount of the shares amounted to Rp.892,000,000,000, paid directly from the Company's funds amounting to Rp243,500,000,000 and through bank loans amounting to Rp600,000,000,000, and the remaining amount of Rp48,500,000,000 is still outstanding which is recorded in general debt (Note 18).

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Untuk tambahan modal disetor sebesar Rp380.000.000.000 digunakan untuk membeli 7 kapal sebesar Rp298.000.000.000 dan membayar utang akuisisi 4 kapal sebesar Rp82.000.000.000 yang akan dilakukan oleh JN.

The additional paid-in capital of Rp380,000,000,000 is used to purchase 7 ships amounting to of Rp. 298,000,000,000 and pay debts for the acquisition of 4 ships amounting to Rp82,000,000,000 which will be carried out by JN.

Tabel berikut merangkum jumlah asset teridentifikasi yang diperoleh dan liabilitas yang diambil-alih pada tanggal akuisisi adalah:

The following table summarizes the identifiable assets acquired and liabilities assumed at the acquisition date:

	Nilai Buku/ Book Value Rp	Nilai Wajar/ Fair Value Rp	
Aset Neto yang Diperoleh			Net Assets Required
Kas dan Bank	5,628,034,233	5,628,034,233	Cash and Banks
Piutang Usaha	3,478,552,031	3,478,552,031	Trade Receivables
Piutang Lain-lain	219,562,296	219,562,296	Other Receivables
Pendapatan yang Masih Harus Diterima	163,374,846	163,374,846	Deferred Revenue
Persediaan	22,985,168,981	22,985,168,981	Inventories
Uang Muka dan Biaya Dibayar di Muka	2,130,689,722	2,130,689,722	Advance and Prepaid Expenses
Aset Tetap	1,749,893,485,750	2,001,890,800,417	Fixed Assets
Utang Usaha	(28,313,335,452)	(28,313,335,452)	Trade Payables
Utang Pajak	(111,616,252)	(111,616,252)	Tax Payables
Beban Akrua	(7,061,469,747)	(7,061,469,747)	Accrued Expenses
Liabilitas Jangka Pendek Lainnya	(1,409,073,525)	(1,409,073,525)	Short-Term Liability
Utang Pembiayaan	(18,892,300,000)	(18,892,300,000)	Financing Liabilities
Utang Bank	(549,423,321,930)	(549,423,321,930)	Bank Loan
Liabilitas Pajak Tangguhan	--	(55,439,409,227)	Employee Benefits Liabilities
Liabilitas Keuangan Jangka Panjang Lainnya	(250,000,000)	(250,000,000)	Other Non Current Financial Liabilities
Total Aset Neto	1,179,037,750,953	1,375,595,656,393	Total of Net Assets
Porsi Kepemilikan yang Diperoleh		100%	Portion of Ownership Acquired
Porsi Kepemilikan atas Nilai Wajar Aset Neto		1,375,595,656,393	Portion of ownership of Net Assets's Fair Value
Total Nilai Pengalihan		1,272,000,000,000	Total Transfer Value
Goodwill Negatif - Neto (Catatan 31)		(103,595,656,393)	Negative Goodwill - Neto (Note 31)

Sehubungan dengan akuisisi tersebut, maka laporan keuangan JN terhitung sejak tanggal akuisisi dikonsolidasi ke dalam laporan keuangan Grup.

In connection with the acquisition, JN's financial statements as of the acquisition date are consolidated into the Group's financial statements.

Jumlah pendapatan usaha dan rugi/komprehensif sebelum pajak penghasilan JN sejak tanggal akuisisi yang dimasukkan dalam laporan laba rugi komprehensif konsolidasian untuk tahun berakhir pada tanggal 31 Desember 2022 adalah sebesar Rp497.354.376.620 dan Rp68.651.982.850.

JN's total operating income and loss/comprehensive before income tax since the acquisition date included in the consolidated statement of comprehensive income for the year ended December 31, 2022 amounted to Rp497,354,376,620 and Rp68,651,982,850, respectively.

Pendapatan usaha dan rugi/komprehensif dari JN untuk tahun yang berakhir pada tanggal 31 Desember 2022 adalah sebesar Rp534.254.341.448 dan Rp126.218.583.196.

JN's operating and loss/comprehensive income for the year ended December 31, 2022 amounted to Rp534,254,341,448 and Rp126,218,583,196, respectively.

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34. Saldo Dan Transaksi dengan Pihak Berelasi

Dalam kegiatan usahanya, Grup melakukan transaksi dengan pihak berelasi. Kebijakan Perusahaan mengatur bahwa penetapan harga atas transaksi-transaksi tersebut sama dengan transaksi - transaksi yang dilakukan dengan pihak ketiga.

Berikut adalah perjanjian/transaksi signifikan dengan pihak berelasi:

34. Balance and Transaction with Related Parties

In its business activities, the Group enters into transactions with related parties. It is the Company's policy that the pricing for these transactions is the same as for transactions made with third parties.

The following are significant agreements/ transactions with related parties:

	Jumlah/ Total		Persentase Terhadap Jumlah Aset/Liabilitas/Pendapatan dan Beban yang Bersangkutan Percentage to Total Assets/Liabilities/Respective Revenue and Expenses	
	2022 Rp	2021 Rp	2022 %	2021 %
Bank (Catatan/ Note 4)				
Rupiah				
PT Bank Rakyat Indonesia (Persero) Tbk	191,257,138,218	266,138,154,192	1.91	3.24
PT Bank Tabungan Negara (Persero) Tbk	100,322,908,489	104,324,796,883	1.00	1.27
PT Bank Mandiri (Persero) Tbk	51,511,316,007	13,450,823,106	0.51	0.16
PT Bank Syariah Indonesia Tbk	14,331,820,699	2,662,224,440	0.14	0.03
PT Bank Negara Indonesia (Persero) Tbk	6,022,333,609	21,033,863,808	0.06	0.26
Dolar Amerika Serikat/ United States Dollar				
PT Bank Rakyat Indonesia (Persero) Tbk	65,907,886	32,778,724,181	0.00	0.40
Euro				
PT Bank Rakyat Indonesia (Persero) Tbk	12,191,529	13,699,429	0.00	0.00
Total	363,523,616,437	440,402,286,039	3.62	5.36
Deposito/ Time Deposit (Catatan/ Note 4)				
PT Bank Rakyat Indonesia (Persero) Tbk	248,304,984,999	755,288,005,505	2.48	9.19
PT Bank Tabungan Negara (Persero) Tbk	225,000,000,000	250,000,000,000	2.25	3.04
PT Bank Mandiri (Persero) Tbk	150,000,000,000	150,000,000,000	1.50	1.82
PT Bank Negara Indonesia (Persero) Tbk	150,000,000,000	100,000,000,000	1.50	1.22
PT Bank Raya Indonesia Tbk	50,000,000,000	150,000,000,000	0.50	1.82
Total	823,304,984,999	1,405,288,005,505	8.23	17.09
Piutang Usaha/ Accounts receivable (Catatan/ Note 5)				
KSO IFPRO - ISS	2,577,556,119	5,509,322,278	0.03	0.07
PT Jasa Raharja (Persero) Tbk	633,462,654	447,906,062	0.01	0.01
PT Bank Rakyat Indonesia (Persero) Tbk	143,101,046	3,326,700	0.00	0.00
Kementerian Perhubungan	--	1,011,343,658	0.00	0.01
Lain-lain/ Others	255,992,423	196,918,841	0.00	0.00
Sub Total	3,610,112,242	7,168,817,539	0.04	0.09
Cadangan Kerugian Penurunan Nilai/ Allowance for Impairment Losses	(292,432,430)	(235,405,876)	0.00	0.00
Total	3,317,679,812	6,933,411,663	0.04	0.08
Pendapatan yang Masih Harus Diterima/ Accrued Income (Catatan/ Note 7)				
PT Bank Rakyat Indonesia (Persero) Tbk	21,477,863,746	5,541,048,416	0.21	0.07
Kementerian Perhubungan	20,976,776,058	20,976,776,058	0.21	0.26
PT Asuransi Jasa Indonesia (Persero)	1,829,580,359	7,453,752,919	0.02	0.09
PT Jasa Raharja (Persero) Tbk	86,726,324	173,022,571	0.00	0.00
PT Bank Mandiri (Persero) Tbk	170,175,710	167,585,000	0.00	0.00
Perum DAMRI	174,125,000	134,868,000	0.00	0.00
KSO IFPRO - ISS	--	8,665,233,571	0.00	0.11
Lain-lain/ Others	80,430,488	832,274,035	0.00	0.01
Total	44,795,677,685	43,944,560,570	0.44	0.47
Uang Muka/ Advances (Catatan/ Note 9)				
PT Industri Kapal Indonesia (Persero)	8,065,454,555	12,098,181,832	0.32	0.92
Total	8,065,454,555	12,098,181,832	0.32	-

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	Jumlah/ Total		Persentase Terhadap Jumlah Aset/Liabilitas/Pendapatan dan Beban yang Bersangkutan Percentage to Total Assets/Liabilities/Respective Revenue and Expenses	
	2022	2021	2022	2021
	Rp	Rp	%	%
Utang Usaha/ Trade Payable (Catatan/ Note 15)				
PT Pembangunan Perumahan (Persero) Tbk	80,056,879,820	39,589,851,213	3.15	3.01
PT Amarta Karya (Persero)	8,781,542,000	--	0.35	--
PT Dok & Perkapalan Kodja Bahari	4,760,457,256	936,109,730	0.19	0.07
PT Pelayaran Nasional Indonesia (Pelni)	2,753,667,744	--	0.11	--
PT Biro Klasifikasi Indonesia (Persero)	2,394,001,196	2,642,362,558	0.09	0.20
PT Industri Kapal Indonesia (Persero)	2,359,733,623	897,106,619	0.09	0.07
PT Asuransi Jiwa Inhealth Indonesia	1,993,695,400	--	0.08	--
PT Jasa Raharja Putera	555,245,020	3,910,253,757	0.02	0.30
PT Surveyor Indonesia	952,956,291	782,751,620	0.04	0.06
PT Pos Indonesia (Persero)	369,582,269	777,019,336	0.01	0.06
PT Sucofindo (Persero)	273,297,500	390,425,000	0.01	0.03
PT Pertamina (Persero)	238,108,964	355,979,080	0.01	0.03
PT Yoda Karya (Persero)	172,062,500	172,062,500	0.01	0.01
PT Pelabuhan Indonesia IV (Persero)	573,039,760	170,340,462	0.02	0.01
PT Asuransi Jasa Indonesia (Persero)	--	10,695,098,295	0.00	0.81
KSO IFPRO - ISS	--	20,722,819,083	0.00	1.58
PT Bank Rakyat Indonesia (Persero) Tbk	--	9,066,236,624	0.00	0.69
Lain-lain/ Other	1,080,341,708	5,216,599,141	0.04	0.40
Total	107,314,611,051	96,325,015,018	4.22	7.33
Utang Asuransi/ Insurance Payable (Catatan/ Note 17)				
PT Jasa Raharja Putera	18,935,079,558	15,485,627,354	0.74	1.18
PT Jasa Raharja (Persero) Tbk	4,815,290,044	3,454,167,685	0.19	0.26
Total	23,750,369,602	18,939,795,039	0.93	0.26
Liabilitas Jangka Pendek Lainnya/ Other Short-term Liabilities (Catatan/ Note 19)				
PT Pembangunan Perumahan (Persero) Tbk	109,000,000,000	109,000,000,000	2.52	8.30
PT Bank Rakyat Indonesia (Persero) Tbk	15,900,000,000	--	0.37	0.00
PT Pelabuhan Indonesia (Persero)	251,621,337	--	0.01	0.00
Kementerian Perhubungan	--	2,659,941,124	0.00	0.20
Lain-lain/ Others	659,655,209	11,431,083,436	0.02	0.33
Total	125,811,276,546	123,091,024,560	2.92	8.83
Pinjaman Sindikasi/ Syndicated Loans (Catatan/ Note 21)				
PT Bank Rakyat Indonesia (Persero) Tbk	146,012,894,668	152,560,185,041	5.74	11.61
PT Sarana Multi Infrastruktur (Persero)	107,740,564,205	112,571,153,735	4.24	8.57
PT Bank Raya Indonesia Tbk	77,591,007,252	81,069,241,989	3.05	6.17
Total	331,344,466,125	346,200,580,765	13.03	26.35
Utang Pembiayaan/ Financing Payable (Catatan/ Note 23)				
PT PANN Pembiayaan Maritim (Persero)	--	7,112,876,402	0.00	0.54
Total	--	7,112,876,402	--	0.54
Liabilitas Jangka Panjang Lainnya/ Other Long-term Liabilities				
PT Pelabuhan Indonesia III (Persero)	1,542,940,176	1,542,940,176	0.06	0.12
PT Bank Rakyat Indonesia (Persero) Tbk	242,160,000	--	0.01	0.00
PT Bank Mandiri (Persero) Tbk	45,925,000	--	0.00	--
Total	1,831,025,176	1,542,940,176	0.07	0.12
Gaji dan Tunjangan/ Salaries and Allowances				
Dewan Komisaris/ Board of Commissioners	8,941,730,000	8,941,730,000	1.02	1.32
Dewan Direksi/ Board of Directors	13,761,000,000	13,761,000,000	1.57	2.03
Total	22,702,730,000	22,702,730,000	2.59	3.35
Pendapatan Usaha/ Operating Income				
Direktorat Jenderal/ Perhubungan Darat	405,954,197,582	449,750,412,027	9.39	12.90
PT Asuransi Jasa Indonesia (Persero)	2,782,610,344	8,765,771,222	0.06	0.25
Total	408,736,807,926	458,516,183,249	9.46	13.15
Pembelian/ Purchasing				
PT Pertamina (Persero)	853,620,000,186	772,625,156,745	19.75	22.16
PT Dok & Perkapalan Kodja Bahari	8,522,780,428	7,694,071,608	0.20	0.22
PT Industri Kapal Indonesia (Persero)	14,440,261,511	10,772,466,575	0.33	0.31
Total	876,583,042,125	791,091,694,928	20.28	22.69

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Berdasarkan Perjanjian Pinjam Meminjam No. 003-1/IFPRO/PKS/II/2021 tanggal 26 Februari 2021, IFPRO, entitas anak memperoleh pinjaman maksimum sebesar Rp162.407.805.000 dari PT Pembangunan Perumahan (Persero) Tbk dengan rincian fasilitas sebagai berikut:

- a. Fasilitas Pinjaman Tranche A sebesar Rp109.000.000.000.
- b. Fasilitas Pinjaman Tranche B sebesar Rp53.407.805.000.

Jangka waktu fasilitas pinjaman ini adalah 12 bulan dan dikenakan suku bunga 8,1% per tahun. Saldo pinjaman IFPRO per 31 Desember 2022 dan 2021 adalah sebesar Rp109.000.000.000.

Hubungan dan jenis akun atau transaksi dengan pihak-pihak berelasi adalah sebagai berikut:

Based on Borrowing Agreement No. 003-1/IFPRO/PKS/II/2021 dated February 26, 2021, IFPRO, a subsidiary, obtained a maximum loan of Rp162,407,805,000 from PT Pembangunan Perumahan (Persero) Tbk with details of the following facilities:

- a. Tranche A Loan Facility of Rp109,000,000,000.
- b. Tranche B Loan Facility of Rp53,407,805,000

The term of this loan facility is 12 months and an interest rate of 8.1% per year. IFPRO loan balance as of December 31, 2022 and 2021 is Rp109,000,000,000.

The relationship and type of account or transaction with related parties are as follows:

No	Pihak-pihak Berelasi/ Related Parties	Hubungan/ Relationship	Jenis Akun atau Transaksi/ Type of Account or Transaction
1	PT Bank Rakyat Indonesia (Persero) Tbk	Entitas Sepengendali	Kas dan Setara Kas, Piutang Usaha, Utang Bank, Pinjaman Sindikasi/ Cash and Cash Equivalents, Trade Receivables, Bank Loan, Syndicated Loan
2	PT Bank Mandiri (Persero) Tbk	Entitas Sepengendali	Kas dan Setara Kas/ Cash and Cash Equivalents
3	PT Bank Tabungan Negara (Persero) Tbk	Entitas Sepengendali	Kas dan Setara Kas/ Cash and Cash Equivalents
4	PT Bank Negara Indonesia (Persero) Tbk	Entitas Sepengendali	Kas dan Setara Kas/ Cash and Cash Equivalents, Trade Payables
5	PT Bank Raya Indonesia Tbk	Entitas Sepengendali	Kas dan Setara Kas/ Cash and Cash Equivalents
6	PT Bank Syariah Indonesia Tbk	Entitas Sepengendali	Kas dan Setara Kas/ Cash and Cash Equivalents
7	KSO IFPRO - ISS	Kerjasama Operasi	Piutang Usaha, Pendapatan Yang Masih Harus Diterima, Utang Usaha/ Trade Receivables, Accrued Income, Trade Payables
8	PT Jasa Raharja (Persero) Tbk	Entitas Sepengendali	Piutang Usaha, Pendapatan Yang Masih Harus Diterima, Utang Asuransi/ Trade Receivables, Accrued Income, Insurance Payable
9	Kementerian Perhubungan	Entitas Sepengendali	Piutang Usaha, Pendapatan Yang Masih Harus Diterima, Liabilitas Jangka Pendek Lainnya/ Trade Receivables, Accrued Income, Other Short-term Liabilities
10	PT Asuransi Jasa Indonesia (Persero)	Entitas Sepengendali	Pendapatan Yang Masih Harus Diterima/ Accrued Income
11	PT Jasa Raharja Putera	Entitas Sepengendali	Pendapatan Yang Masih Harus Diterima, Utang Asuransi/ Accrued Income, Insurance Payable
12	PT Jembatan Nusantara	Entitas Sepengendali	Pendapatan Yang Masih Harus Diterima/ Accrued Income
13	Perum DAMRI	Entitas Sepengendali	Pendapatan Yang Masih Harus Diterima/ Accrued Income
14	PT Pos Indonesia (Persero)	Entitas Sepengendali	Pendapatan Yang Masih Harus Diterima, Utang Usaha/ Accrued Income, Trade Payables
15	PT Pembangunan Perumahan (Persero) Tbk	Entitas Sepengendali	Uang Muka, Utang Usaha, Liabilitas Jangka Pendek Lainnya/ Advances, Trade Payable, Other Short-term Liabilities

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No	Pihak-pihak Berelasi/ <i>Related Parties</i>	Hubungan/ <i>Relationship</i>	Jenis Akun atau Transaksi/ <i>Type of Account or Transaction</i>
16	PT Industri Kapal Indonesia (Persero)	Entitas Sepengendali	Uang Muka, Utang Usaha, Pembelian/ <i>Advances, Trade Payables, Purchasing</i>
17	PT Sarana Multi Infrastruktur (Persero)	Entitas Sepengendali	Pinjaman Sindikasi/ <i>Syndicated Loan</i>
18	PT PANN Pembiayaan Maritim (Persero)	Entitas Sepengendali	Utang Pembiayaan/ <i>Financing Payable</i>
19	PT Pelabuhan Indonesia III (Persero)	Entitas Sepengendali	Utang Lain-lain/ <i>Other Liabilities</i>
20	PT Amarta Karya (Persero)	Entitas Sepengendali	Utang Usaha/ <i>Trade Payables</i>
21	PT Dok & Perkapalan Kodja Bahari	Entitas Sepengendali	Utang Usaha, Pembelian/ <i>Trade Payable, Purchasing</i>
22	PT Pelayaran Nasional Indonesia (Pelni)	Entitas Sepengendali	Utang Usaha/ <i>Trade Payable</i>
23	PT Biro Klasifikasi Indonesia (Persero)	Entitas Sepengendali	Utang Usaha/ <i>Trade Payable</i>
24	PT Asuransi Jiwa Inhealth Indonesia	Entitas Sepengendali	Utang Usaha/ <i>Trade Payable</i>
25	PT Surveyor Indonesia	Entitas Sepengendali	Utang Usaha/ <i>Trade Payable</i>
26	PT Sucofindo (Persero)	Entitas Sepengendali	Utang Usaha/ <i>Trade Payable</i>
27	PT Pertamina (Persero)	Entitas Sepengendali	Utang Usaha, Pembelian/ <i>Trade Payable, Purchasing</i>
28	PT Yoda Karya (Persero)	Entitas Sepengendali	Utang Usaha/ <i>Trade Payable</i>
29	PT Pelabuhan Indonesia IV (Persero)	Entitas Sepengendali	Utang Usaha/ <i>Trade Payable</i>
30	Direktorat Jenderal Perhubungan Darat	Entitas Sepengendali	Utang Usaha/ <i>Trade Payable</i>
31	Dewan Komisaris dan Dewan Direksi	Personel Manajemen Kunci	Kompensasi dan Remunerasi/ <i>Salaries and Allowances</i>

35. Aset Dan Liabilitas Moneter Dalam Mata Uang Asing

35. Assets and Liabilities Denominated in Foreign Currencies

Aset/ <i>Assets</i>	31 Desember 2022/ <i>December 31, 2022</i>		
	Dalam Rupiah/ <i>in Rupiah</i>	USD	EURO
Bank/ <i>Cash in Banks</i>	78,550,583	4,218	729.48
Aset/ <i>Assets</i>	31 Desember 2021/ <i>December 31, 2021</i>		
	Dalam Rupiah/ <i>in Rupiah</i>	USD	EURO
Bank/ <i>Cash in Banks</i>	34,757,337,234	2,434,902	849.48

36. Liabilitas Kontijensi

36. Contingent Liabilities

a) Perkara Perdata antara Perusahaan dengan PT Dian Sentosa

Melalui gugatan Pengadilan Negeri Jakarta Pusat No. 514/Pdt.G/2019/PN.Jkt.Pst., PT Dian Sentosa mengajukan gugatan kepada Perusahaan terkait dengan penyelesaian pembayaran atas pekerjaan pakettisasi peningkatan fasilitas pelabuhan penyeberangan Merak, Ketapang, Lembar, Kayangan, Sape, dan Batam sebesar Rp23.108.020.000. Berdasarkan putusan Pengadilan Negeri Jakarta Pusat tanggal 2 Juni 2020, Perusahaan berkewajiban untuk menyelesaikan pembayaran tersebut. Atas putusan tersebut, Perusahaan telah mengajukan Memori Banding di Pengadilan Tinggi DKI Jakarta No. 2658/SG/JB pada tanggal 18 Agustus 2021 dan telah mencatat cadangan liabilitas sebesar Rp20.652.170.368 (Catatan 18). Setelah keputusan banding keluar, yaitu menguatkan

a) Civil Case between the Company and PT Dian Sentosa

Through the lawsuit of the Central Jakarta District Court No. 514/Pdt.G/2019/PN.Jkt.Pst., PT Dian Sentosa filed a lawsuit against the Company related to the settlement of payments for the packageization work to improve the Merak, Ketapang, Lembar, Kayangan, Sape, and Batam crossing port facilities amounting to Rp23,108,020,000. Based on the decision of the Central Jakarta District Court dated June 2, 2020, the Company is obliged to settle the payment. Based on this decision, the Company has filed a Memorandum of Appeal at the DKI Jakarta High Court No. 2658/SG/JB on August 18, 2021 and has recorded a liability reserve of Rp20,652,170,368 (Note 18). After the cassation decision was issued, which is strengthening the District Court's decision,

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putusan Pengadilan Negeri, Perusahaan kembali mengajukan permohonan kasasi kepada Mahkamah Agung dengan No. 2839/SG/JP tanggal 14 Juli 2022 dan hingga saat ini masih menunggu hasil keputusan kasasi dari Mahkamah Agung.

b) Perkara Perdata antara Perusahaan dengan PT Infiniti Indosakti

Melalui gugatan Pengadilan Negeri Jakarta Pusat No. 630/Pdt.G/2020/PN.Jkt.Pst., PT Infiniti Indosakti mengajukan gugatan kepada Perusahaan terkait dengan Kerjasama Operasi pembangunan dan pengoperasian dermaga IV Merak - Bakauheni senilai Rp111.193.200.000. Berdasarkan putusan Pengadilan Negeri Jakarta Pusat tanggal 7 Desember 2021, Perusahaan berkewajiban untuk mengganti rugi sebesar Rp76.500.000.000. Atas putusan tersebut, Perusahaan telah mengajukan permohonan banding No.232/SRT.PDT.BDG/2021/PN.Jkt.Pst Jo.630/PDT.G/2020/PN.Jkt.Pst. pada tanggal 20 Desember 2021, dan telah mengajukan memori banding No. 022/T&P/I22 pada tanggal 25 Januari 2022. Atas pengajuan banding tersebut, telah keluar Hasil Putusan Mahkamah Agung No. 699/Pdt/2022/PT DKI tanggal 17 November 2022 yang menguatkan putusan Pengadilan Negeri tanggal 7 Desember 2021. Saat ini Perusahaan telah mengajukan kasasi dengan Akta Permohonan No. 04/Srt.Pdt.Kas/2023/PN.JKT.Pst tanggal 12 Januari 2023.

c) Perkara Perdata antara Perusahaan dengan PT Graha Fatta

Melalui gugatan Pengadilan Negeri Jakarta Pusat No. 61/Pdt.G/2021/PN.Jkt.Pst., PT Graha Fatta mengajukan gugatan kepada Perusahaan terkait dengan penyelesaian pembayaran atas pekerjaan pengadaan timbangan kendaraan dinamis (timbangan kategori II) cabang Merak, Bakauheni, Ketapang dan Kupang senilai Rp2.993.991.000 beserta dengan bunga keterlambatan senilai Rp199.759.640. Sampai dengan tanggal laporan keuangan ini, telah diputuskan oleh Majelis Hakim Tingkat Pertama tanggal 6 Januari 2022 bahwa gugatan tersebut tidak dapat diterima. Saat ini Perusahaan masih menunggu kepastian pengajuan banding dari PT Graha Fatta.

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the Company filed and appeal to the Supreme Court No. 2839/SG/JP dated July 14, 2022, and as the date of report, the Company still waiting for the results of the cassation decision from the Supreme Court.

b) Civil Case between the Company and PT Infiniti Indosakti

Through the lawsuit of the Central Jakarta District Court No. 630/Pdt.G/2020/PN.Jkt.Pst., PT Infiniti Indosakti filed a lawsuit against the Company related to the Joint Operation for the construction and operation of Pier IV Merak - Bakauheni worth Rp.111,193,200,000. Based on the decision of the Central Jakarta District Court dated December 7, 2021, the Company is obliged to compensate for the loss amounting to Rp.76,500,000,000. Based on the decision, the Company has submitted an appeal No. 232/SRT.PDT.BDG/2021/PN.Jkt.Pst Jo.630/PDT.G/2020/PN.Jkt.Pst. on December 20, 2021, and has filed memorandum of appeal No. 022/T&P/I22 dated January 25, 2022. Upon the appeal, the Supreme Court has decide No. 699/Pdt/2022/PT DKI dated November 17, 2022 which upheld the District Court's decision on December 7, 2021. Currently, the Company has filed an appeal with the deed of application No. 04/Srt.Pdt.Kas/2023/PN.JKT.Pst dated January 12, 2023.

c) Civil Case between the Company and PT Graha Fatta

Through the lawsuit of the Central Jakarta District Court No. 61/Pdt.G/2021/PN.Jkt.Pst., PT Graha Fatta filed a lawsuit against the Company related to the settlement of payments for the procurement of dynamic vehicle scales (scales category II) Merak, Bakauheni, Ketapang and Kupang branches in the amount of Rp2,993,991.000 along with late interest of Rp. 199,759,640. As of the date of these financial statements, the Panel of Judges of First Instance has decided on January 6, 2022 that the lawsuit is unacceptable. Currently, the Company is still waiting for the appeal from PT Graha Fatta.

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37. Perjanjian Penting

37. Significant Agreements

- a) Berdasarkan Perjanjian Kerjasama Implementasi *Ticketing System Environment* di Lingkungan Pelabuhan Perusahaan No. Sperj.374.HK.102/ASDP-2019 tanggal 4 April 2019 antara Perusahaan dengan PT Telkom Indonesia (Persero) Tbk (Telkom), disepakati bahwa Telkom menyediakan sistem penjualan tiket elektronik (*software, hardware, dan infrastruktur pendukung*) dan meliputi aspek investasi, proses bisnis, teknologi, manajemen proyek, *support maintenance*, komersial, laporan, dan *Service Level Agreement*. Tahap Pembangunan 6 Bulan sejak perjanjian ditandatangani dan tahap pengelolaan selama 60 bulan sejak berita acara penyelesaian pekerjaan (tahap pembangunan selesai).
- b) Berdasarkan Perjanjian Kerjasama Layanan *Payment Gateway Online Ticketing* di lingkungan Perusahaan antara Perusahaan dengan PT Finnet Indonesia (FI) No. 163/HK.102/ASDP.2019 tanggal 12 Februari 2019 dan adendumnya No. Sprej.528/HK.102/ASDP.2022 tanggal 6 Oktober 2022, disepakati bahwa Perusahaan berhak menerima pelayanan *payment gateway* dari FI dengan SLA dan berkewajiban menyediakan *hardware* dan *software* yang digunakan sebagai host. Perjanjian ini berlaku hingga 14 April 2023. Hingga saat ini perpanjangan perjanjian masih dalam proses.
- c) Pada tanggal 29 Juli 2022 Perusahaan telah menandatangani pembaharuan perjanjian Penyelenggaraan Kewajiban Pelayanan Publik untuk Angkutan Barang di Laut dengan Direktorat Jenderal Perhubungan Laut Kementerian Perhubungan Republik Indonesia (Ditlala) melalui perjanjian No. ADD.10/ASDP/VII/PPK/DITLALA—2022. Perjanjian ini menggantikan perjanjian sebelumnya yaitu No. SPERJ.434.HK/102/ASDP-2021 tanggal 30 Desember 2021. Dalam kontrak baru ini, nilai kontrak yang disepakati adalah sebesar Rp1.069.740.850 dan berlaku mulai tanggal 1 Januari 2022 sampai dengan 31 Desember 2022. Sampai dengan tanggal pelaporan keuangan, belum ada perjanjian baru dan belum pula ditentukan perpanjangannya.
- a) *Based on the Agreement for the Implementation of the Ticketing System Environment in the Company Port Environment No. Sperj.374.HK.102/ASDP-2019 dated April 4, 2019 between the Company and PT Telkom Indonesia (Persero) Tbk (Telkom), it was agreed that Telkom provides an electronic ticket sales system (software, hardware and supporting infrastructure) and covers investment aspects, business processes, technology, project management, support maintenance, commercial, reports, and Service Level Agreements. Development Phase 6 months from the signing of the agreement and the management stage for 60 months from the minute of work completion (construction phase is complete).*
- b) *Based on the Agreement for Online Ticketing Payment Gateway Services within the Company between the Company and PT Finnet Indonesia (FI) No. 163/HK.102/ASDP.2019 dated February 12, 2019 and its addendum No.Sprej.528/HK.102/ASDP.2022 dated October 6, 2022, it was agreed that the Company has the right to receive payment gateway services from FI with SLA and is obliged to provide hardware and software used as hosts. This agreement is valid until April 14, 2023. Currently, the agreement extension is still in the process.*
- c) *On July 29, 2022 the Company has signed a renewal agreement on the Implementation of Public Service Obligations for the Transportation of Goods at Sea with the Directorate General of Sea Transportation of the Ministry of Transportation of the Republic of Indonesia (Ditlala) through agreement No. ADD.10/ASDP/VII/PPK/DITLALA—2022. This agreement replaces the previous agreement, No. SPERJ.434.HK/102/ASDP-2021 dated December 30, 2021. In this new contract, the agreed contract amounting to Rp1,069,740,850 and is valid from January 1, 2022 to December 31, 2022. Until the date of financial reporting, there is no renewal agreement and the extension has not been determined.*

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- d) Berdasarkan Perjanjian Penyelenggaraan Kewajiban Pelayanan Publik untuk Kapal Khusus Ternak Tahun Anggaran 2021 No. SPERJ.435/HK.102/ASDP-2021 tanggal 8 Januari 2021 antara Perusahaan dengan Direktorat Jenderal Perhubungan Laut Kementerian Perhubungan Republik Indonesia (Ditlala), disepakati bahwa Perusahaan menyelenggarakan angkutan khusus ternak pada trayek tertentu yang telah ditetapkan dalam perjanjian dengan menggunakan kapal milik Ditlala. Selanjutnya, berdasarkan Amandemen II Perjanjian Penyelenggaraan Kewajiban Pelayanan Publik untuk Kapal Khusus Ternak tanggal 11 November 2022 No. 02.ADD/SATKERLALA/RT-6/X/2022, nilai kontrak perjanjian adalah sebesar Rp11.863.988.810 dan berlaku mulai tanggal 1 Januari 2022 sampai dengan 31 Desember 2022. Sampai dengan tanggal pelaporan keuangan, belum ada perjanjian baru dan belum pula ditentukan perpanjangannya.
- e) Pada 29 Januari 2021 Perusahaan telah menandatangani addendum Perjanjian Pelaksanaan Kerjasama Usaha Pengoperasian Kapal dengan PT Jembatan Nusantara, PT Samudera Pratama, PT Jembatan Maritim, PT Indonesia Ferry, PT Prima Eksekutif dan PT Prima Vista melalui perjanjian No. Sperj.27/HK.102/ASDP-2021 atas Perjanjian Pelaksanaan Kerjasama Usaha Pengoperasian Kapal No. Sperj.977/HK.104/ASDP-2019 tanggal 30 Oktober 2019. Dalam addendum ini disepakati perubahan nilai maksimal sharing biaya operasional dari Rp32.000.000.000 menjadi Rp25.000.000.000 dan mendapatkan *reimbursement sharing* biaya ditambah 5% serta perpanjangan jangka waktu perjanjian hingga 31 Maret 2022.
- f) Berdasarkan Perjanjian Kerjasama Layanan Reservasi dan Payment Point Tiket Kapal Penyebrangan Secara *Host to Host* dengan Mekanisme *Settlement*, Perusahaan dengan PT Midi Utama Indonesia Tbk (MUI) No. SPERJ.519/HK.102/ASDP-2022 tanggal 27 September 2022, disepakati bahwa MUI akan menyediakan layanan reservasi tiket di gerai Alfamidi kepada para pengguna jasa kapal penyebrangan, dan Perusahaan berkewajiban menyediakan perangkat yang diperlukan untuk penyaluran *traffic* data tiket di host. Perjanjian ini berlaku hingga 27 September 2023.
- d) *Based on the Agreement on the Implementation of Public Service Obligations for Livestock Vessels for the 2021 No. SPERJ.435/HK.102/ASDP-2021 dated January 8, 2021 between the Company and the Directorate General of Marine Transportation of the Ministry of Transportation of the Republic of Indonesia (Ditlala), it was agreed that the Company organizes livestock transportation on certain routes that have been stated in the agreement by using ships owned by Ditlala. Furthermore, based on Amendment II of the Agreement on the Implementation of Public Service Obligations for Livestock Vessels dated November 11, 2022 No. 02.ADD/SATKERLALA/RT-6/X/2022, the contract value of the agreement is Rp11,863,988,810 and is valid from January 1, 2022 to December 31, 2022. As of the date of financial reporting, there has been no new agreement nor has extension been determined.*
- e) *On January 29, 2021, the Company has signed an addendum to the Ship Operation Business Cooperation Agreement with PT Jembatan Nusantara, PT Samudera Pratama, PT Jembatan Maritim, PT Indonesia Ferry, PT Prima Executive and PT Prima Vista through agreement No. Sperj.27/HK.102/ASDP-2021 on the Agreement on the Implementation of Ship Operation Business Cooperation No. Sperj.977/ HK.104/ASDP-2019 dated on October 30, 2019. In this addendum it was agreed to change the maximum value for sharing operating costs from Rp. 32,000,000,000 to Rp. 25,000,000,000 and get reimbursement sharing costs plus 5% and an extension of the period agreement until March 31, 2022.*
- f) *Based on the Agreement for Reservation and Payment Points Service for Host to Host Crossing Boat Tickets with a Settlement Mechanism, the Company and PT Midi Utama Indonesia Tbk (MUI) No. SPERJ.519/HK.102/ASDP-2022 dated on September 27, 2022, it was agreed that MUI will provide ticket reservation services at Alfamidi outlets to users of ferry services, and the Company is obliged to provide the necessary devices for distributing traffic ticket data on the host. This agreement is valid until September 27, 2023.*

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38. Manajemen Risiko Keuangan

a. Kebijakan Manajemen Risiko Keuangan

Dalam menjalankan aktivitas operasi, investasi dan pendanaan, Grup menghadapi risiko keuangan yaitu risiko kredit, risiko likuiditas, risiko mata uang dan risiko suku bunga. Grup mendefinisikan risiko-risiko tersebut sebagai berikut:

- Risiko kredit merupakan risiko yang muncul dikarenakan debitur tidak membayar semua atau sebagian piutang atau tidak membayar secara tepat waktu dan akan menyebabkan kerugian Grup.
- Risiko likuiditas merupakan risiko atas ketidakmampuan Grup membayar liabilitasnya pada saat jatuh tempo. Saat ini Grup berharap dapat membayar semua liabilitas pada saat jatuh tempo.
- Risiko mata uang merupakan risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan nilai tukar mata uang asing.
- Risiko suku bunga: risiko dimana nilai wajar atau arus kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan suku bunga pasar.

Dalam rangka mengelola risiko keuangan secara efektif, Direksi telah menentukan beberapa pedoman kebijakan pengelolaan risiko keuangan, yang sejalan dengan tujuan Grup. Pedoman utama dari kebijakan ini adalah sebagai berikut:

- Meminimalkan dampak dari perubahan mata uang dan risiko pasar atas semua jenis transaksi dengan menyediakan cadangan mata uang yang cukup;
- Memaksimalkan penggunaan lindung nilai alamiah yang menguntungkan sebanyak mungkin *offsetting* alami antara pendapatan dan biaya dan utang/pinjaman dan piutang dalam mata uang yang sama; dan
- Semua kegiatan manajemen risiko keuangan dilakukan secara bijaksana, konsisten, dan mengikuti praktik pasar terbaik.

38. Financial Risks Management

a. Financial Risk Factor and Management Policies

In its operating, investing and financing activities, the Group are exposed to the following financial risks: credit risk, liquidity risk, interest rate risk and exchange rate risk. Those risks are defined as follows:

- *Credit risk: possibility that a customer may not pay the part or all of a receivable or may not pay in timely manner and hence, Group will incur loss.*
- *Liquidity risk represents risk of the Group's inability to repay all their liabilities at maturity date. At present the Group does expect to pay all liabilities at their contractual maturity.*
- *Currency risk represents the fluctuation risk in the value of financial instruments that caused the changes foreign exchange currency notes.*
- *Interest rate risk: the risk that the fair value or future contractual cash flows of a financial instrument will be affected due to changes in market interest rates.*

In order to effectively manage those risks, the Directors has approved some strategies for the management of financial risks, which are in line with the Group's objectives. The major guidelines of this policy are the following:

- *Minimize the impact of currency changes and market risk on all types of transactions by providing sufficient currency reserves;*
- *Maximize the use of profitable natural hedging as much as possible the natural offsetting between revenues and expenses and payables/loans and receivables in the same currency; and*
- *All financial risk management activities are carried out wisely, consistently and following best market practices.*

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Risiko Kredit

Risiko kredit Grup terutama melekat pada kas dan setara kas, piutang usaha, aset keuangan lancar lainnya, dan aset keuangan tidak lancar lainnya. Grup mengendalikan eksposur risiko kredit dengan menempatkan saldo bank pada institusi keuangan yang layak dan dapat dipercaya. Grup juga membentuk akun penurunan nilai piutang atas piutang usaha yang timbul dari kemungkinan ketidakmampuan pelanggan untuk memenuhi liabilitas kontraktual terhadap Grup. Saat ini, tidak terdapat risiko kredit yang terkonsentrasi secara signifikan.

Pada tanggal pelaporan, eksposur maksimum Grup terhadap risiko kredit adalah sebesar nilai tercatat masing-masing kategori aset keuangan yang disajikan pada laporan posisi keuangan konsolidasian.

Credit Risks

Credit risk of the Group is primarily attached to cash and cash equivalents, trade receivables, other current financial assets and other non current financial assets. The Group control the credit risk exposure by placing the bank balances at financial institutions that are feasible and reliable. The Grup also established an allowance account arising from possibility of inability of the subscribers to fulfill obligation against the Group. Currently, there are no significant concentrations of credit risk.

At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets presented in the consolidated statements of financial position.

	2022 Rp	2021 Rp	
Kas dan Setara Kas	1,341,490,853,172	1,858,783,651,360	Cash and Cash Equivalents
Piutang Usaha	31,836,842,167	32,482,141,648	Trade Receivables
Pendapatan yang Masih Harus Diterima	75,622,851,676	66,249,349,558	Accrued Income
Aset Keuangan Lancar Lainnya	54,531,246,075	71,860,326,722	Other Current Financial Assets
Aset Keuangan Tidak Lancar Lainnya	277,280,114,349	3,088,716,431	Other Non Current Financial Assets
Total	1,780,761,907,439	2,032,464,185,719	Total

Kualitas Kredit Aset Keuangan

Grup mengelola risiko kredit yang terkait dengan simpanan di bank dan piutang dengan memonitor reputasi, peringkat kredit, dan membatasi risiko agregat dari masing-masing pihak dalam kontrak. Untuk bank, hanya pihak-pihak independen dengan predikat baik yang diterima.

Credit Quality of Financial Assets

The Group manages credit risk exposed from its deposits with banks and receivables by monitoring reputation, credit ratings and limiting the aggregate risk to any individual counterparty. For banks, only independent parties with a good rating are accepted.

Risiko Likuiditas

Pada saat ini Grup berharap dapat membayar semua liabilitas pada saat jatuh tempo. Untuk memenuhi komitmen kas, Grup berharap kegiatan operasinya dapat menghasilkan arus kas masuk yang cukup.

Liquidity Risks

At this time, the Group expects to pay all liabilities when due. To meet cash commitments, the Group expects operations to generate sufficient cash inflows.

Grup mengelola risiko likuiditas dengan selalu menjaga dan menyediakan jumlah kas dan setara kas sesuai dengan kebutuhan operasional dan secara rutin mengevaluasi proyeksi arus kas dan arus kas aktual, serta jadwal tanggal jatuh tempo aset dan liabilitas keuangan.

The Group manage liquidity risk by continuously maintaining and providing the amount of cash and cash equivalents in accordance with operational requirements and regularly evaluate cash flow projections and actual cash flows, and the schedule date of maturity of assets and financial liabilities.

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Tabel berikut memperlihatkan liabilitas keuangan yang diukur pada biaya perolehan diamortisasi berdasarkan sisa umur jatuh temponya:

The following table shows financial liabilities measured at amortized cost based on outstanding aging schedule:

	2022			
	Kurang dari 1 Tahun/ Less than 1 Year Rp	>1 Tahun/ Years Rp	Total Rp	
Liabilitas Keuangan				Financial Liabilities
Utang Usaha	305,123,868,195	--	305,123,868,195	Trade Payables
Utang Asuransi	23,750,369,602	--	23,750,369,602	Insurance Payables
Beban Akrual dan Provisi	202,315,116,673	--	202,315,116,673	Accrued Expenses and Provision
Liabilitas Jangka Pendek Lainnya	194,561,398,068	--	194,561,398,068	Other Current Liabilities
Utang Bank	78,097,349,184	931,193,758,548	1,009,291,107,732	Bank Loan
Liabilitas Keuangan Jangka Panjang Lainnya	--	4,665,842,727	4,665,842,727	Other Current Financial Liabilities
Pinjaman Sindikasi	24,411,158,400	438,180,293,382	462,591,451,782	Syndicated Loan
Total	848,259,260,122	1,374,039,894,657	2,222,299,154,779	Total

	2021			
	Kurang dari 1 Tahun/ Less than 1 Year Rp	>1 Tahun/ Years Rp	Total Rp	
Liabilitas Keuangan				Financial Liabilities
Utang Usaha	265,323,750,835	--	265,323,750,835	Trade Payables
Utang Asuransi	18,939,795,039	--	18,939,795,039	Insurance Payables
Beban Akrual dan Provisi	107,504,141,488	--	107,504,141,488	Accrued Expenses and Provision
Liabilitas Jangka Pendek Lainnya	164,122,814,089	--	164,122,814,089	Other Current Liabilities
Utang Pembiayaan	7,112,876,402	--	7,112,876,402	Financing Liabilities
Liabilitas Keuangan Jangka Panjang Lainnya	--	4,136,849,039	4,136,849,039	Other Current Financial Liabilities
Pinjaman Sindikasi	20,749,484,645	462,583,049,052	483,332,533,697	Syndicated Loan
Total	583,752,862,498	466,719,898,091	1,050,472,760,589	Total

Risiko Suku Bunga

Grup terekspos risiko suku bunga terutama menyangkut liabilitas keuangan. Untuk meminimalkan risiko tingkat suku bunga, Grup mengelola beban bunga dengan melakukan pengawasan terhadap dampak pergerakan suku bunga untuk meminimalisasi dampak negatif terhadap Grup.

Interest Rate Risks

The Groups is exposed to interest rate risk primarily related to financial liabilities. To minimize interest rate risk, the Group manages interest expense by monitoring the impact of interest rate movements to minimize the negative impact on the Group.

Tabel berikut menganalisis rincian liabilitas keuangan berdasarkan jenis bunga:

The following table analyse the breakdown of financial liabilities by type of Interest:

	2022	2021	
	Rp	Rp	
Bunga Mengambang	1,491,882,559,514	490,445,410,099	Floating Interest
Tanpa Bunga	730,416,595,265	560,027,350,490	Without Interest
Total	2,222,299,154,779	1,050,472,760,589	Total

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat bunga. Dengan asumsi variabel lain konstan, laba sebelum beban pajak konsolidasian dipengaruhi oleh tingkat suku bunga mengambang sebagai berikut:

The following table demonstrates the sensitivity to possible change in interest rates on that portion of loans. With all other variabel held constant, the consolidated income before tax expenses is affected by impact on floating rate loans as follows:

	2022	2021	
	Rp	Rp	
Dampak Terhadap Laba Sebelum Pajak Penghasilan			Impact on Profit Before Income Tax
Perubahan Tingkat Suku Bunga (1%)	(505,231,068)	(224,749,628)	Change in Exchange Rate (1%)
Perubahan Tingkat Suku Bunga (-1%)	505,231,068	224,749,628	Change in Exchange Rate (-1%)

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Risiko Mata Uang

Risiko mata uang asing adalah risiko di mana nilai wajar atau arus kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan nilai tukar. Eksposur Grup yang terpengaruh risiko nilai tukar, diungkapkan dalam Catatan 35.

Grup memiliki eksposur dalam mata uang asing yang timbul dari saldo kas dan setara kasnya. Eksposur tersebut timbul karena transaksi yang bersangkutan dilakukan dalam mata uang selain mata uang fungsional.

Foreign Currency Risk

Foreign currency risk is the risk that the fair value or future contractual cash flows of a financial instrument will be affected by changes in exchange rates. The Group's exposure to exchange rate risk is disclosed in Note 35.

The Group has exposure in foreign currencies arising from its cash and cash equivalent balances. These exposures arise because the relevant transactions are carried out in currencies other than the functional currency.

	2022 Rp	2021 Rp	
Dampak Terhadap Laba Sebelum Pajak Penghasilan			Impact on Profit Before Income Tax
Perubahan Tingkat Pertukaran Terhadap Rupiah (1%)	785,506	347,573,404	Change in exchange rate against Rupiah (1%)
Perubahan Tingkat Pertukaran Terhadap Rupiah (-1%)	(785,506)	(347,573,404)	Change in exchange rate against Rupiah (-1%)

b. Nilai Wajar Instrumen Keuangan

Nilai wajar instrumen keuangan ditentukan melalui analisis arus kas yang didiskonto dengan menggunakan tingkat diskonto yang setara dengan tingkat pengembalian yang berlaku bagi instrumen keuangan yang memiliki syarat dan periode jatuh tempo yang sama.

b. Fair Value of Financial Instruments

The fair value for the above financial instruments was determined by discounting estimated cash flows using discount rates for financial instruments with similar term and maturity.

Tabel di bawah ini menggambarkan nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan:

The table below illustrates the carrying amount and fair value of financial assets and liabilities:

	2022		2021		
	Nilai Tercatat/ Carrying Amount Rp	Nilai Wajar/ Fair Value Rp	Nilai Tercatat/ Carrying Amount Rp	Nilai Wajar/ Fair Value Rp	
Aset Keuangan					Financial Assets
Kas dan Setara Kas	1,341,490,853,172	1,341,490,853,172	1,858,783,651,360	1,858,783,651,360	Cash and Cash Equivalents
Piutang Usaha	31,836,842,167	31,836,842,167	32,482,141,648	32,482,141,648	Trade Receivables
Pendapatan yang Masih Harus Diterima	75,622,851,676	75,622,851,676	66,249,349,558	66,249,349,558	Accrued Income
Aset Keuangan Lancar Lainnya	54,531,246,075	54,531,246,075	71,860,326,722	71,860,326,722	Other Current Financial Assets
Aset Keuangan Tidak Lancar Lainnya	277,280,114,349	277,280,114,349	3,088,716,431	3,088,716,431	Other Non Current Financial Assets
	1,780,761,907,439	1,780,761,907,439	2,032,464,185,719	2,032,464,185,719	
Liabilitas Keuangan					Financial Liabilities
Utang Usaha	305,123,868,195	305,123,868,195	265,323,750,835	265,323,750,835	Trade Payables
Utang Asuransi	23,750,369,602	23,750,369,602	18,939,795,039	18,939,795,039	Insurance Payables
Beban Akrual	202,315,116,673	202,315,116,673	107,504,141,488	107,504,141,488	Accrued Expenses
Liabilitas Jangka Pendek Lainnya	194,561,398,068	194,561,398,068	164,122,814,089	164,122,814,089	Other Short Term Liabilities
Utang Pembiayaan	1,009,291,107,732	1,009,291,107,732	7,112,876,402	7,112,876,402	Financing Liabilities
Liabilitas Keuangan Jangka Panjang Lainnya	4,665,842,727	4,665,842,727	4,136,849,039	4,136,849,039	Other Long-Term Financial Liabilities
Pinjaman Sindikasi	462,591,451,782	462,591,451,782	483,332,533,697	483,332,533,697	Syndicated Loan
	2,222,299,154,779	2,222,299,154,779	1,050,472,760,589	1,050,472,760,589	

c. Manajemen Permodalan

Tujuan Grup dalam mengelola permodalan adalah untuk melindungi kemampuan Grup dalam mempertahankan kelangsungan usaha, sehingga entitas dapat tetap memberikan imbal hasil bagi pemegang saham dan manfaat bagi pemangku kepentingan lainnya serta mengelola struktur modal yang optimal untuk meminimalisasi biaya modal yang efektif serta untuk memaksimalkan nilai Grup.

Dalam mendesain struktur permodalan yang dapat meningkatkan nilai Grup, manajemen dapat melakukannya dengan cara menyesuaikan jumlah dividen, menerbitkan saham baru atau mengurangi maupun menambah jumlah utang.

c. Capital Management

The Group objective in managing capital are to safeguard the Company's ability to maintain business continuity, so that the entity can continue to provide returns to shareholders and benefits to other stakeholders and to manage an optimal capital structure to minimize the effective cost of capital and maximize value for the Group.

In designing a capital structure that can enhance the value of the Group, management can do so by adjusting the amount of dividends, issue new shares or reduce or increase the amount owed.

39. Informasi Tambahan Arus Kas

Transaksi Non-Kas

Informasi pendukung laporan arus kas sehubungan dengan aktivitas yang tidak mempengaruhi arus kas adalah sebagai berikut:

	2022 Rp	2021 Rp	
Perolehan Aset Tetap melalui Utang Usaha	45,570,655,588	--	Acquisition of Fixed Assets through Trade Payable
Penambahan Aset Hak-Guna melalui Liabilitas Sewa	14,867,797,039	8,943,113,832	Addition of Right-of-Use Assets through Lease Liability
Penambahan Utang Pembiayaan melalui Akuisisi Entitas Anak	18,892,300,000	--	Addition of Finance Liability through Acquisition of Subsidiaries
Penambahan Utang Bank melalui Akuisisi Entitas Anak	549,423,321,930	--	Addition of Bank Loan through Acquisition of Subsidiaries
Penambahan Aset Tetap Melalui Realisasi Uang Muka	4,032,727,277	11,838,545,455	Addition of Fixed Assets Through Realization of Advances
Pembayaran Akuisisi Entitas Anak melalui Utang Umum	48,500,000,000	--	Repayment of Entity Acquisition through Payables
Penambahan Modal melalui BPYPDS dan Kapitalisasi Saldo Laba	-	1,142,385,000,000	Addition in Capital through BPYPDS and Capitalization of Retained Earnings
Bunga Bank yang Dikapitalisasi ke Utang Bank	-	4,453,221,202	Bank Interest Capitalized to Bank Loans

Rekonsiliasi Liabilitas yang Timbul dari Aktivitas Pendanaan

Tabel dibawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari pendanaan untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

39. Supplemental Cash Flows Information

Non-Cash Transaction

Supplementary information to the consolidated statement of cash flows relating to non cash activities as follows:

Reconciliation of Liabilities Arising from Financing Activities

The below table sets out a reconciliation of liabilities arising from financing activities for the year ended December 31, 2022 and 2021, as follows:

	2022					
	Saldo Awal/ Beginning Balance	Arus Kas dari Aktivitas Pendanaan/ Financing Cash Flows		Perubahan Transaksi non Kas/ Non Cash Changes		Saldo Akhir/ Ending Balance
		Penambahan/ Additional	Pembayaran/ Payment	Akuisisi Entitas Anak/ Acquisition of Subsidiaries	Penambahan/ Additional	
Rp	Rp	Rp	Rp	Rp	Rp	Rp
Pinjaman Sindikasi/ Syndicated Loans	483,332,533,697	--	(20,741,081,915)	--	--	462,591,451,782
Utang Pembiayaan/ Financing Liabilities	7,112,876,402	--	(26,005,176,402)	18,892,300,000	--	--
Liabilitas Sewa/ Lease Liabilities	108,181,666,025	--	(53,645,429,851)	14,867,797,039	5,748,556,932	75,152,590,145
Liabilitas Jangka Pendek Lainnya - Pihak Berelasi/ Other Current Liabilities - Related Parties	123,091,024,560	2,720,251,986	--	--	--	125,811,276,546
Utang Bank/ Bank Loans	--	600,000,000,000	(120,132,214,198)	549,423,321,930	-	1,029,291,107,732

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	2021					Saldo Akhir/ Ending Balance
	Saldo Awal/ Beginning Balance	Arus Kas dari Aktivitas Pendanaan/ Financing Cash Flows		Perubahan Transaksi non Kas/ Non Cash Changes		
	Rp	Penambahan/ Additional Rp	Pembayaran/ Payment Rp	Penambahan/ Additional Rp	Bunga/ Interest Rp	
Pinjaman Sindikasi/ <i>Syndicated Loans</i>	156,217,953,742	327,543,590,434	(4,882,231,681)	--	4,453,221,202	483,332,533,697
Utang Pembiayaan/ <i>Financing Liabilities</i>	22,888,893,147	--	(15,776,016,745)	--	--	7,112,876,402
Liabilitas Sewa/ <i>Lease Liabilities</i>	142,085,836,226	--	(50,874,360,174)	8,943,113,832	8,027,076,141	108,181,666,025
Liabilitas Jangka Pendek Lainnya - Pihak Berelasi/ <i>Other Current Liabilities - Related Parties</i>	14,091,024,560	109,000,000,000	--	--	--	123,091,024,560
Utang Bank/ <i>Bank Loans</i>	347,000,000,000	--	(347,000,000,000)	--	--	--

40. Reklasifikasi Akun

40. Reclassification Account

Beberapa akun dalam laporan keuangan konsolidasian tahun 2021 telah direklasifikasi agar sesuai dengan penyajian laporan keuangan konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2022, sebagai berikut:

Several accounts in 2021 consolidated financial statements have been reclassified to match the presentation of the consolidated financial statements for the year ended December 31, 2022, as follows:

	31 Desember 2021/ December 31, 2021			
	Dilaporkan Sebelumnya/ As Previously Reported	Reklasifikasi/ Reclassification	Setelah Direklasifikasi/ After Reclassified	
	Rp	Rp	Rp	
BEBAN USAHA				OPERATING EXPENSES
Beban Administrasi dan Umum	(678,618,030,477)	25,443,509,063	(653,174,521,414)	General and Administration Expenses
Beban Pajak Final	--	(25,443,509,063)	(25,443,509,063)	Final Tax Expenses
Sub Total	(678,618,030,477)	--	(678,618,030,477)	Sub Total
Arus Kas dari Aktivitas Operasi				Cash Flow from Operating Activities
Pembayaran Kas kepada Pemasok	(1,413,433,389,078)	1,139,826,645	(1,412,293,562,433)	Cash Payments to Suppliers
Arus Kas dari Aktivitas Investasi				Cash Flow from Investing Activities
Perolehan Aset Takberwujud	--	(1,139,826,645)	(1,139,826,645)	Acquisition of Intangible Assets
Sub Total	(1,413,433,389,078)	--	(1,413,433,389,078)	Sub Total

41. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

41. New Accounting and Interpretation Standards Issued but Not Yet Effective

DSAK-IAI telah menerbitkan beberapa standar baru, amendemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2022.

DSAK-IAI has issued several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on January 1, 2022.

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, dengan penerapan dini diperkenankan yaitu:

Amendment to standards which effective for periods beginning on or after January 1, 2023, with early adoption is permitted, are as follows:

- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi;
- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang;

- Amendments PSAK 1: Presentation of Financial Statements regarding Disclosure of Accounting Policies;
- Amendments PSAK 1: Presentation of Financial Statements regarding Classification of Liabilities as a Current or Non Current;

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- Amendemen PSAK 16: Aset Tetap tentang Hasil Sebelum Penggunaan yang Diintensikan;
- Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan tentang Definisi Estimasi Akuntansi;
- Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tanggihan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal; dan
- Revisi PSAK 107: Akuntansi Ijarah.

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 74: Kontrak Asuransi; dan
- Amendemen PSAK 74: Kontrak Asuransi tentang Penerapan Awal PSAK 74 dan PSAK 71 – Informasi Komparatif.

Hingga tanggal laporan keuangan ini diotorisasi, Perusahaan masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amendemen standar dan interpretasi standar tersebut.

42. Informasi Keuangan Tersendiri Perusahaan

Informasi keuangan Perusahaan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk") yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia.

Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian.

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- Amendments PSAK 16: Fixed assets on results before intended use;
- Amendments PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates;
- Amendments PSAK 46: Income Tax regarding Deferred Tax related to Assets and Liabilities arising from a Single Transaction.
- Revised PSAK 107: Ijarah Accounting.

New standard and amendment to standard which effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- PSAK 74: Insurance Contract; and
- Amendments PSAK 74: Insurance Contract regarding Initial Application of PSAK 74 and PSAK 71 – Comparative Information.

Until the date of the financial statements is authorized, the Group is still evaluating the potential impact of the adoption of new standards, amendments to standards and interpretations of these standards.

42. The Company's Separate Financial Statements

The accompanying financial information of the Company (parent entity), which consists of a statement of financial position as of December 31, 2022, as well as statements of profit or loss and other comprehensive income, statement of changes in equity and cash flow statement for the year ended on that date, and a summary of accounting policies. Significant and other explanatory information (collectively referred to as "Parent Entity Financial Information") which is presented as additional information to the consolidated financial statements, is presented for additional analysis purposes and is not part of the consolidated financial statements required under Indonesian Financial Accounting Standards.

Parent Entity's Financial Information is the responsibility of management and is generated from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements.

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**43. Tanggung Jawab Manajemen Atas
Laporan Keuangan Konsolidasian**

Manajemen Grup bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian yang diotorisasi Dewan Direksi untuk diterbitkan pada tanggal 28 April 2023.

**43. Management Responsibility on the
Consolidated Financial Statements**

The Group's management is responsible for the preparation and presentation of the consolidated financial statements authorized by the Board of Directors to be issued on April 28, 2023.

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	2022 Rp	2021 Rp	
ASET			ASSETS
ASET LANCAR			CURRENT ASSETS
Kas dan Setara Kas	1,273,043,173,559	1,810,356,124,920	Cash and Cash Equivalents
Piutang Usaha			Trade Receivables
Pihak Berelasi	6,364,538,012	1,424,089,385	Related Parties
Pihak Ketiga	16,504,336,236	17,065,904,505	Third Parties
Aset Keuangan Lancar Lainnya	284,274,319,718	185,386,677,839	Other Current Financial Assets
Pendapatan yang Masih Harus Diterima	80,436,576,477	88,962,366,299	Accrued Income
Persediaan	59,844,073,801	51,676,956,073	Inventories
Uang Muka dan Biaya Dibayar di Muka	25,152,757,991	29,884,772,048	Advances and Prepaid Expenses
Jumlah Aset Lancar	1,745,619,775,794	2,184,756,891,069	Total Current Assets
ASET TIDAK LANCAR			NON CURRENT ASSETS
Aset Keuangan Tidak Lancar Lainnya	277,089,120,295	2,163,795,218	Other Non Current Financial Assets
Uang Muka dan Biaya Dibayar di Muka Jangka Panjang	488,175,884	520,541,132	Advances and Long Term Prepaid Expenses
Investasi Saham pada Entitas Anak	1,421,133,985,889	149,133,985,889	Investment in Subsidiaries
Properti Investasi	130,248,600,000	127,408,900,000	Investment Properties
Aset Tetap	4,930,331,714,185	4,861,147,722,009	Fixed Assets
Aset Hak-Guna	72,083,784,163	100,188,572,576	Rights-of-Use Assets
Aset Takberwujud	16,637,401,444	15,080,680,547	Intangible Assets
Jumlah Aset Tidak Lancar	6,848,012,781,860	5,255,644,197,371	Total Non Current Assets
JUMLAH ASET	8,593,632,557,654	7,440,401,088,440	TOTAL ASSETS

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	2022 Rp	2021 Rp	
LIABILITAS JANGKA PENDEK			CURRENT LIABILITIES
Utang Usaha			Trade Payables
Pihak Berelasi	51,715,183,765	42,807,496,200	Related Parties
Pihak Ketiga	160,626,571,607	164,646,894,402	Third Parties
Utang Pajak	30,388,190,015	22,612,046,152	Taxes Payable
Utang Asuransi	23,518,163,072	18,939,795,039	Insurance Payable
Beban Akrua	184,038,056,016	110,369,283,237	Accrued Expenses
Liabilitas Jangka Pendek Lainnya	52,710,874,594	42,147,101,762	Other Current Liabilities
Bagian Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun:			Current Portion of Long Term Liabilities:
Liabilitas Sewa	36,873,863,583	64,591,158,749	Lease Liabilities
Utang Pembiayaan	--	7,112,876,402	Financing Liabilities
Jumlah Liabilitas Jangka Pendek	539,870,902,652	473,226,651,943	Total Current Liabilities
LIABILITAS JANGKA PANJANG			NON CURRENT LIABILITIES
Liabilitas Jangka Panjang - Setelah Dikurangi Bagian Yang Jatuh Tempo Dalam Satu Tahun:			Non Current Portion of Long Term Liabilities
Utang Bank	600,000,000,000	--	Bank Loans
Liabilitas Sewa	33,923,555,105	43,590,507,276	Lease Liabilities
Liabilitas Keuangan			Other Non Current Financial Liabilities
Jangka Panjang Lainnya	1,686,798,199	1,703,761,393	Employee Benefits Liabilities
Liabilitas Imbalan Pascakerja	139,426,788,252	118,396,917,307	Deferred Tax Liabilities
Liabilitas Pajak Tangguhan	16,943,050,023	11,376,209,849	
Jumlah Liabilitas Jangka Panjang	791,980,191,579	175,067,395,825	Total Non Current Liabilities
Jumlah Liabilitas	1,331,851,094,231	648,294,047,768	Total Liabilities
EKUITAS			EQUITY
Modal Saham	5,173,195,000,000	5,173,195,000,000	Capital Stock
Tambahan Modal Disetor	8,445,362,065	8,445,362,065	Additional Paid in Capital
Saldo Laba			Retained Earnings
Telah Ditentukan Penggunaannya	1,368,261,856,102	1,042,809,239,338	Appropriated
Belum Ditentukan Penggunaannya	711,879,245,256	567,657,439,269	Unappropriated
JUMLAH EKUITAS	7,261,781,463,423	6,792,107,040,672	Total Equity
JUMLAH LIABILITAS DAN EKUITAS	8,593,632,557,654	7,440,401,088,440	TOTAL LIABILITIES AND EQUITY

LAMPIRAN II

APPENDIX II

**PT ASDP INDONESIA FERRY (PERSERO)
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LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN**

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	2022	2021	
	Rp	Rp	
PENDAPATAN USAHA	3,799,797,903,298	3,455,794,926,193	REVENUES
BEBAN POKOK PENDAPATAN	(2,525,888,471,672)	(2,534,853,163,546)	COST OF REVENUES
LABA USAHA	1,273,909,431,626	920,941,762,647	GROSS PROFIT
BEBAN USAHA			OPERATING EXPENSES
Beban Administrasi dan Umum	(799,944,103,212)	(655,868,417,694)	General and Administrative Expenses
Pendapatan Lain-lain - Neto	52,645,036,580	94,667,991,022	Other Income - Net
LABA SEBELUM PAJAK	526,610,364,994	359,741,335,975	INCOME BEFORE TAX
BEBAN PAJAK			TAX EXPENSES
Pajak Kini	(25,720,141,700)	(23,877,827,820)	Current Tax
Pajak Tangguhan	(7,730,002,245)	(11,293,741,290)	Deferred Tax
Jumlah Beban Pajak	(33,450,143,945)	(35,171,569,110)	Total Tax Expenses
LABA TAHUN BERJALAN	493,160,221,049	324,569,766,865	INCOME FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN			OTHER COMPREHENSIVE INCOME
Pengukuran Kembali Liabilitas Imbalan Pasti	(25,648,960,369)	(32,655,057,313)	Remeasurement of Defined Benefits Plan
Pajak Penghasilan Terkait	2,163,162,071	8,068,278,725	Related income Tax
Jumlah Penghasilan Komprehensif Lain	(23,485,798,298)	(24,586,778,588)	Total Other Comprehensive Income
JUMLAH LABA KOMPREHENSIF	469,674,422,751	299,982,988,277	TOTAL COMPREHENSIVE INCOME

LAMPIRAN III

PT ASDP INDONESIA FERRY (PERSERO)
(INDUK)

LAPORAN PERUBAHAN EKUITAS

Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2022 dan 2021
(Disajikan Dalam Rupiah Penuh,
Kecuali Dinyatakan Lain)

APPENDIX III

PT ASDP INDONESIA FERRY (PERSERO)
(PARENT)

STATEMENTS OF CHANGES IN EQUITY

For the Years Ended
December 31, 2022 and 2021
(Expressed in Full of Rupiah,
Unless Otherwise Stated)

	Modal Ditempatkan Dan Disetor/ Capital Stock Issued and Fully Paid		Tambahan Modal Disetor/ Additional Paid in Capital		Bantuan Pemerintah Yang Belum Ditetapkan Statusnya (BPYBDS) Undetermined Status Government Assistance (USGA)		Saldo Laba/ Retained Earnings		Jumlah Ekuitas/ Total Equity	
	Rp		Rp		Rp		Telah Ditetapkan Penggunaan Appropriated	Rp	Belum Ditetapkan Penggunaan Unappropriated	Rp
PER 31 DESEMBER 2020	4,030,810,000,000		8,445,362,065		620,969,314,032		1,424,217,555,587	430,071,497,711		6,514,513,729,395
Tambahan Modal Disetor							(543,805,362,968)			
Cadangan Umum	1,142,385,000,000				(598,579,637,032)		162,397,046,719	(162,397,046,719)		
Penyerahan BPYBDS ke Pemerintahan Daerah					(22,389,677,000)					(22,389,677,000)
Laba Rugi Tahun Berjalan								324,569,766,865		324,569,766,865
Penghasilan Komprehensif Lain								(24,586,778,588)		(24,586,778,588)
PER 31 DESEMBER 2021	5,173,195,000,000		8,445,362,065				1,042,809,239,338	567,657,439,269		6,792,107,040,672
Cadangan Umum							325,452,616,764	(325,452,616,764)		
Laba Rugi Tahun Berjalan								493,160,221,049		493,160,221,049
Penghasilan Komprehensif Lain								(23,485,798,298)		(23,485,798,298)
PER 31 DESEMBER 2022	5,173,195,000,000		8,445,362,065				1,368,261,856,102	711,879,245,256		7,261,781,463,423

BALANCE AS OF DECEMBER 31, 2020

Additional Paid - in Capital
General Reserve
Submission of BPYBDS to Local Government
Income For The Year
Other Comprehensive Income

BALANCE AS OF DECEMBER 31, 2021

General Reserve
Income For The Year
Other Comprehensive Income
BALANCE AS OF DECEMBER 31, 2022

**PT ASDP INDONESIA FERRY (PERSERO)
(INDUK)**

LAPORAN ARUS KAS

Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2022 dan 2021
(Disajikan Dalam Rupiah Penuh,
Kecuali Dinyatakan Lain)

**PT ASDP INDONESIA FERRY (PERSERO)
(PARENT)**

STATEMENTS OF CASH FLOWS

For the Years Ended
December 31, 2022 and 2021
(Expressed in Full of Rupiah,
Unless Otherwise Stated)

	2022 Rp	2021 Rp
ARUS KAS DARI AKTIVITAS OPERASI		
Penerimaan dari Pelanggan	3,807,000,629,775	3,439,297,158,807
Pembayaran Kas Kepada Pemasok	(1,808,634,133,910)	(1,265,662,352,328)
Pembayaran Kepada Karyawan	(1,028,967,575,732)	(818,820,879,266)
Pembayaran Beban Usaha	(301,271,172,348)	(333,588,159,629)
Penerimaan Lain-lain	(37,018,976,091)	39,281,329,743
Pembayaran Bunga Pinjaman	(29,438,446,856)	(1,777,992,407)
Penerimaan Bunga	60,041,863,837	52,954,255,679
Pembayaran Pajak Penghasilan	(62,055,045,258)	(59,366,146,366)
Kas Bersih Diperoleh dari Aktivitas Operasi	599,657,143,417	1,052,317,214,233
ARUS KAS DARI AKTIVITAS INVESTASI		
Penambahan Jaminan Usaha	20,003,560,497	88,251,807,224
Pembayaran Jaminan Usaha	(41,222,580,474)	(258,723,506,438)
Perolehan Aset Tetap	(425,444,940,580)	(306,504,464,755)
Perolehan Aset Takberwujud	(6,208,427,968)	--
Pembayaran Akuisisi Entitas Anak	(1,223,500,000,000)	--
Kas Bersih Digunakan untuk Aktivitas Investasi	(1,676,372,388,525)	(476,976,163,969)
ARUS KAS DARI AKTIVITAS PENDANAAN		
Pembayaran Utang Pembiayaan	(7,112,876,402)	(15,776,016,745)
Pembayaran Liabilitas Sewa	(53,484,829,851)	(50,874,360,174)
Penerimaan Pinjaman Bank	600,000,000,000	--
Kas Bersih (Digunakan untuk) Diperoleh dari Aktivitas Pendanaan	539,402,293,747	(66,650,376,919)
PENURUNAN BERSIH KAS DAN SETARA KAS	(537,312,951,361)	508,690,673,345
KAS DAN SETARA KAS AWAL TAHUN	1,810,356,124,920	1,301,665,451,575
KAS DAN SETARA KAS AKHIR TAHUN	1,273,043,173,559	1,810,356,124,920

CASH FLOWS FROM OPERATING ACTIVITIES

Received from Customers

Cash Paid to Supplier

Cash Paid to Employee

Payment of Operating Expenses

Received from Others

Payment of Interest Loans

Receipt from Interest Income

Payment of Tax

Net Cash Provided by

Operating Activities

CASH FLOWS FROM INVESTING ACTIVITIES

Receipt of Business Guarantees

Payment of Business Guarantees

Acquisition of Fixed Assets

Acquisition of Intangible Assets

Payment of Subsidiary Acquisition

Net Cash Used In

Investing Activities

CASH FLOWS FROM FINANCING ACTIVITIES

Payment of Financing Liabilities

Payment of Lease Liabilities

Receipt of Bank Loans

Net Cash (Used In) Provided by

Financing Activities

NET DECREASE IN

CASH AND CASH EQUIVALENT

CASH AND CASH EQUIVALENTS AT

BEGINNING OF YEAR

CASH AND CASH EQUIVALENTS AT

END OF YEAR

**PT ASDP INDONESIA FERRY (PERSERO)
(INDUK)
CATATAN ATAS LAPORAN KEUANGAN**
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2022 dan 2021
(Disajikan Dalam Rupiah Penuh,
Kecuali Dinyatakan Lain)

**PT ASDP INDONESIA FERRY (PERSERO)
(PARENT)
NOTES TO THE FINANCIAL STATEMENTS**
For the Years Ended
December 31, 2022 and 2021
(Expressed in Full of Rupiah,
Unless Otherwise Stated)

1. Ikhtisar Kebijakan Akuntansi Penting

Dasar Penyusunan Laporan Keuangan Tersendiri - Entitas Induk

Laporan keuangan tersendiri entitas induk disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") 4 (Revisi 2013), "Laporan Keuangan Tersendiri".

PSAK 4 (Revisi 2013) mengatur dalam hal entitas menyajikan laporan keuangan tersendiri maka laporan tersebut hanya dapat disajikan sebagai informasi tambahan dalam laporan keuangan konsolidasian. Laporan keuangan tersendiri adalah laporan keuangan yang disajikan oleh entitas induk yang mencatat investasi pada entitas anak, entitas asosiasi, dan ventura bersama berdasarkan biaya perolehan atau sesuai PSAK 71: "Instrumen Keuangan".

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan tersendiri entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk penyertaan pada entitas anak.

1. Summary of Significant Accounting Policies

Basis of Preparation of Separate Financial Statements - Parent Entity

Separate financial statements of the parent entity prepared in accordance with Statement of Financial Accounting Standards ("PSAK") 4 (Revised 2013), "Separate Financial Statements".

PSAK 4 (Revised 2013) set in the case of an entity presents separate financial statements, the report can only be presented as additional information in the consolidated financial statements. Separate financial statements are the financial statements presented by the parent entity who record investment in subsidiaries, associates and joint venture at cost or in accordance with PSAK 71: "Financial Instruments".

The accounting policies applied in the preparation of separate financial statements of the parent entity is the same as the accounting policies applied in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investments in subsidiary.

2. Daftar Investasi

Entitas Anak/ Subsidiary	Kegiatan Usaha Utama/ Primary Activities	Lokasi Domisili/ Domicile	Tahun Beroperasi Komersial/ Commercial Operation	Persentase Kepemilikan Langsung/ Percentage of Direct Ownership %	Biaya Perolehan/ Acquisition Cost Rp
PT Indonesia Ferry Properti	Perdagangan Umum dan Real Estat	Jakarta	2017	51	1,421,133,985,889
PT Jembatan Nusantara	Pelayaran	Surabaya	2022	99.99	1,272,000,000,000

2. List of Investments

3. Metode Pencatatan Investasi

Investasi pada entitas anak sebagaimana disebutkan dalam laporan keuangan entitas induk dicatat menggunakan metode biaya perolehan.

3. Investment Method

Investments in subsidiary as stated in the parent entity's financial statements are recorded using the cost method.

2022

Laporan Tahunan
Annual Report

Maintaining **Excellence** for a **World-Class** Performance

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