PERTAMINA
INTERNASIONAL EP

EXPLORING OPPORTUNITIES, PURSUING GROWTH

Mengeksplorasi
Segala Peluang,
Menggapai
Pertumbuhan

Laporan Tahunan
Annual Report
2019

EXPLORING OPPORTUNITIES, PURSUING GROWTH

Mengeksplorasi Segala Peluang, Menggapai Pertumbuhan

Enam tahun perjalanan PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) diwarnai berbagai pencapaian yang signifikan. Tahun 2019 ditandai dengan keberhasilan target produksi lifting PIEP sesuai yang diharapkan.

Pencapaian tersebut tak lepas dari implementasi Prosedur Operasi Standar yang diterapkan tak hanya mengenai target produksi, melainkan juga komitmen terhadap Health, Safety, Security, and Environment (HSSE) di tempat kerja.

Kami menyadari tiap tantangan yang dihadapi mendorong kami untuk menjadi kebanggaan representasi Indonesia dalam kancah industri minyak dan gas global.

The six-year journey of PT Pertamina Internasional Exploration and Production (PIEP) was filled with various achievements. 2019 marked the success of meeting PIEP lifting production to the expected level.

This achievement can't be separated from the implementation of Standard Operating Procedure applied to not only production target, but also through the commitment of Health, Safety, Security, and Environtment (HSSE) in the workplace.

We understand that the challenges we face will encourage us to be the pride of Indonesian representative in global oil and gas industry.

KESINAMBUNGAN TEMA

CONTINUITY THEME

2016

MEMPERKOKOH LANDASAN UNTUK PENGUATAN KINERJA

STRENGTHENS THE FONDATION FOR ROBUST PERFORMANCE

PT Pertamina Internasional Eksplorasi dan Produksi konsisten dalam memberikan layanan terbaik yang didukung oleh sumber daya manusia yang kompeten serta terus diberdayakan. Dengan komitmen untuk menghasilkan pertumbuhan dan inovasi, PT Pertamina Internasional Eksplorasi dan Produksi siap meningkatkan kinerja melalui kerjasama sinergi dengan pemangku kepentingan. Kini, PT Pertamina Internasional Eksplorasi dan Produksi kian mantap menatap ke depan dan secara dinamis melihat peluang-peluang baru bagi penguatan kinerja.

PT Pertamina Internasional Eksplorasi dan Produksi is consistent in providing best services that are supported by competent human resources that continuously empowered. With a commitment to generate growth and innovation, PT Pertamina Internasional Eksplorasi dan Produksi is ready to improve Performance trough cooperative synergies with stakeholders. Now, PT Pertamina Eksplorasi dan Produksi is growing steadily to look forward and dynamically see new opportunities for robust Performance.

2017

LONCATAN PERFORMA MEMACU GLOBALISASI

PERFORMANCE LEAP SPURRING GLOBALIZATION

PT Pertamina Internasional EP sebagai *operating-arm* PT Pertamina di bidang manajemen aset internasional, terus berupaya memperluas eksplorasi.

Dengan proyeksi menjadi pemain global di industri Migas, PT Pertamina Internasional EP menciptakan nilai tambah melalui pengelolaan sumber daya yang efisien dan terintegrasi. PT Pertamina Internasional EP senantiasa memacu kinerja ke depan, meregenerasi sumber daya manusia berkualitas, dan meningkatkan efisiensi industri hulu.

PT Pertamina Internasional EP as the operating arm of PT Pertamina in the field of international asset management, continues to expand exploration.

With a projection of becoming a global player in the Oil and Gas Industry, PT Pertamina Internasional EP creates added value through an efficient and Intergrated resource management. PT Pertamina Internasional EP always spur the future Performance, regeneration of qualified human resources, and improve the efficiency of the upstream industry.

KESINAMBUNGAN TEMA
CONTINUITY THEME

2019

EXPLORING OPPORTUNITIES, PURSUING GROWTH

Mengeksplorasi Segala Peluang, Menggapai Pertumbuhan

Enam tahun perjalanan PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) diwarnai berbagai pencapaian yang signifikan. Tahun 2019 ditandai dengan keberhasilan target produksi *lifting* PIEP sesuai yang diharapkan.

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This achievement can't be separated from the implementation of Standard Operating Procedure applied to not only production target, but also through the commitment of Health, Safety, Security, and Environtment (HSSE) in the workplace.

We understand that the challenges we face will encourage us to be the pride of Indonesian representative in global oil and gas industry.

2018

SELARASKAN KEMAMPUAN, AKTUALISASIKAN ASPIRASI

HARMONIZING CAPABILITIES, ACTUALIZING ASPIRATIONS

PT Pertamina International Eksplorasi dan Produksi (PIEP) mengemban amanah untuk ikut memenuhi kebutuhan energi Indonesia. PIEP sebagai anak Perusahaan hulu Pertamina yang fokus melakukan kegiatan hulu migas di luar negeri secara terus menerus berupaya membangun fondasi yang kuat dan memastikan kapabilitas operasi yang unggul di seluruh lini bisnis.

Pada Tahun 2018, PIEP berupaya untuk terus menyelaraskan dan mengembangkan seluruh kemampuan yang ada. Semua langkah itu bertujuan agar strategi Perusahaan berjalan baik sehingga PIEP dapat mewujudkan aspirasi masa depan bangsa, yakni ikut aktif membangun ketahanan dan kemandirian energi.

PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) carries out the duty entrusted to participate in fulfilling Indonesia's energy needs. PIEP as an upstream subsidiary of Pertamina that focuses on carrying out upstream oil and gas activities aboard continuosly strives to build a strong foundation and ensure superior operating capability in all lines of its business.

In 2018, PIEP sought to harmonize and develop all capabilities in the Company. All the steps taken were aimed excecuting the Company's strategy so that PIEP can realize the aspirations of the nation's future, that is to actively to participate building energy resilience and independence.

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SEKILAS TENTANG PERUSAHAAN

COMPANY OVERVIEW

Pemegang Saham :
Shareholders :

PT PERTAMINA (PERSERO) 99,999998%

PT PERTAMINA PEDEVE INDONESIA 0,000002%

Produk dan Jasa:
Products and Services:

Minyak, Gas, *Liquified Petroleum Gas* (LPG), Kondensat dan *Drilling Services*

Oil, Gas, Liquified Petroleum Gas (LPG), Condensate and Drilling Services

Total Aset:
Total Assets:

AS$6,05 Miliar
US$6.05 Billion

Wilayah Operasi:
Operations Areas:

Irak, Aljazair, Malaysia, Kanada, Kolombia, Venezuela, Perancis, Gabon, Italia, Namibia, Nigeria, Angola dan Tanzania.

JEJAK LANGKAH
MILESTONES

2013
21 November
November 21, 2013

PIEP mendirikan PT Pertamina Irak Eksplorasi Produksi yang akan menjalankan kegiatan operasional atas aset PIEP yang berlokasi di Irak.

PIEP established PT Pertamina Irak Eksplorasi Produksi which will carry out operational activities on PIEP's assets in Iraq.

2014
21 Agustus
August 21, 2014

PIEP mendirikan PT Pertamina Algeria Eksplorasi Produksi (PAEP) yang akan menjalankan kegiatan operasional atas aset Perusahaan yang berlokasi di Aljazair, dan terhitung mulai tanggal 1 Juli 2016 PAEP resmi menjalankan kegiatan operasional setelah menyelesaikan perubahan nama dari Conoco Phillips Algeria hasil dari proses akuisisi oleh PT Pertamina (Persero) pada tanggal 18 Desember 2013.

PIEP established PT Pertamina Algeria Eksplorasi Produksi (PAEP) which will carry out operational activities on the Company's assets located in Algeria and starting on July 1, 2016, PAEP officially runs operational activities after completing the change of name from Conoco Phillips Algeria, resulting from acquisition process by PT Pertamina (Persero) on December 18, 2013.

2014
25 September
September 25, 2014

PIEP mendirikan PT Pertamina Malaysia Eksplorasi Produksi yang akan menjalankan kegiatan operasional atas aset Perusahaan yang berlokasi di Malaysia.

PIEP established PT Pertamina Malaysia Eksplorasi Produksi which will carry out operational activities on PIEP's assets located in Malaysia.

2016
2 November – 15 Desember
November 2, 2016 – December 15, 2016

Pemegang Saham PIEP menambah modal dasar dan modal ditempatkan/disetor untuk mendukung kegiatan usaha Perusahaan.

PIEP's Shareholders increase authorized capital and issued/paid-in capital to support the Company's business activities.

2017
15 Februari
February 15, 2017

PIEP resmi menguasai 72,65% saham M&P setelah menyelesaikan proses *Voluntary Tender Offer* atas seluruh saham dan bond milik M&P.

PIEP officially controls 72.65% of M&P shares after completing the Voluntary Tender Offer process for all M&P shares and bonds.

2018
8 Mei
May 8, 2018

Sesuai dengan keputusan RUPS pada 8 Mei 2018, PT Pertamina (Persero) menambah penyertaan modal sebesar Rp11,7 triliun. Sehingga modal ditempatkan dan disetor Perusahaan berubah dari Rp39,7 triliun menjadi Rp51,5 triliun.

In accordance with the GMS Resolutions on May 8, 2018, PT Pertamina (Persero) increased its capital participation by Rp11.7 trillion. So that the Company's issued and paid-in capital changed from Rp39.7 trillion to Rp51.5 trillion.

2018
16 Juni
June 16, 2018

PIEP sukses melakukan kegiatan pengeboran pertama di Lapangan Menzel Lejmet North (MLN), Aljazair, yang terletak di kawasan Gurun Sahara. Proses tersebut merupakan peristiwa bersejarah bagi Pertamina, untuk pertama kali melangsungkan aktivitas pengeboran di luar negeri.

PIEP successfully conducted the first drilling activity in Menzel Lejmet North (MLN) Field, Algeria, located in the Sahara Desert region. The process was a historic event for Pertamina, for the first time carried out drilling activities in overseas.

KONTRIBUSI TERBAIK KAMI

OUR BEST CONTRIBUTION

BRING BARRELS HOME

Salah satu tujuan utama pembentukan PIEP oleh PT Pertamina (Persero) adalah untuk memperkuat peran PT Pertamina (Persero) dalam mengelola keamanan pasokan energi nasional, dengan cara menambah cadangan dan produksi migas dari aset dan operasi luar negeri. Sejak berdiri, PIEP telah memberikan kontribusi dengan membawa hasil produksi ke Indonesia untuk memenuhi kebutuhan kilang PT Pertamina (Persero), sebagai wujud kontribusi PIEP bagi negeri.

Gambaran *gap* antara permintaan dan penawaran minyak dan gas di Indonesia:

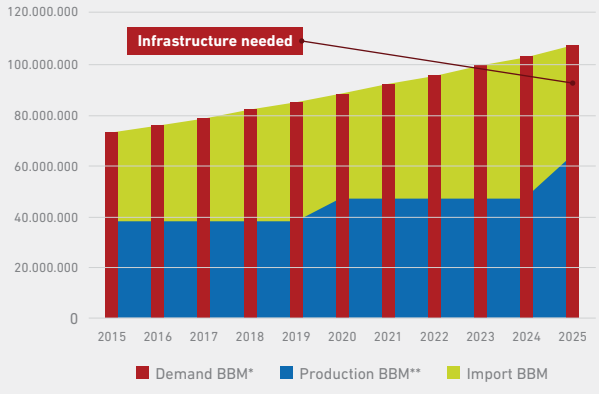
BRING BARRELS HOME

One of the main objectives of PIEP's establishment by PT Pertamina (Persero) is to strengthen the role of PT Pertamina (Persero) in managing the security of national energy supply, by increasing reserves and production of Oil and Gas from assets and overseas operations. Since its establishment, PIEP has contributed by bringing production to Indonesia for fulfilling the refinery needs of PT Pertamina (Persero), as a form of PIEP's contribution to the country.

Description of gabs between oil and gas demand and supply in Indonesia:

Oil Supply-Demand Indonesia

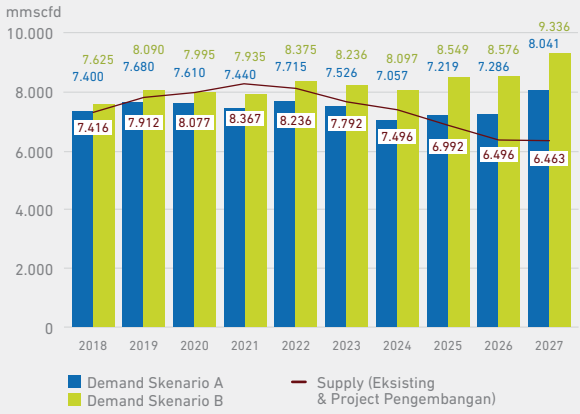
Sumber : Kementerian ESDM Republik Indonesia



*) Demand Growth Assumption: 3.95%/yr
**) Assumption: Addition 1 refinery (Pertamina)

Gas Supply-Demand Indonesia

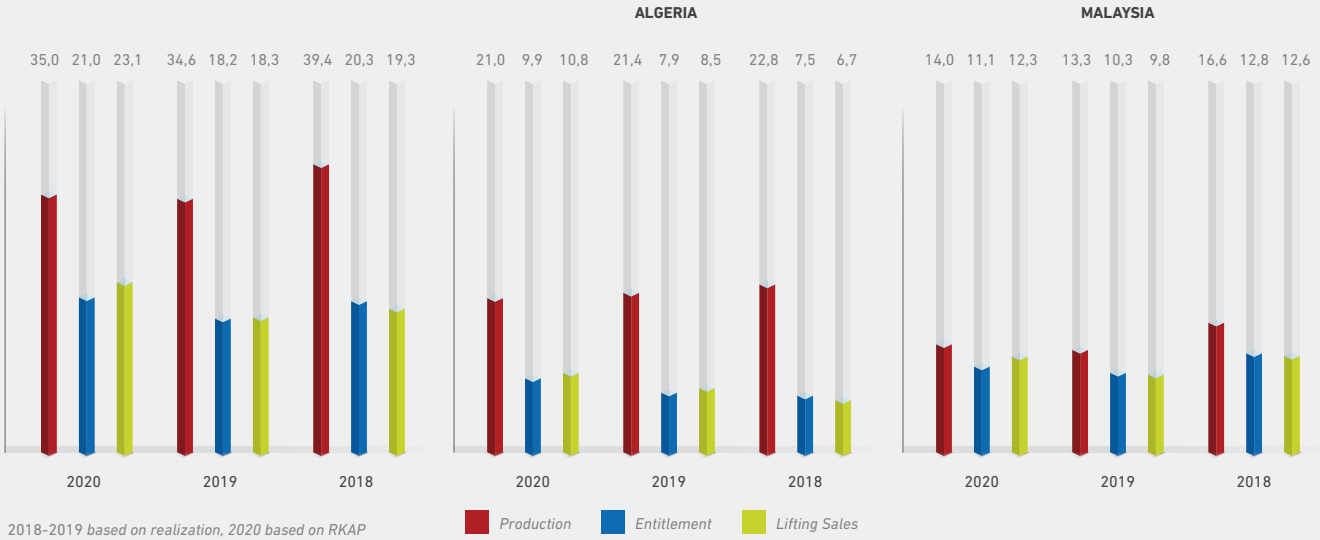
Sumber : Neraca Gas Bumi Indonesia 2018-2027 Kementerian ESDM, Analisis Pertamina



KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

Crude to* Pertamina *Refineries

Kbopd



2018-2019 based on realization, 2020 based on RKAP

PIEP telah memberikan sumbangsih dalam mengisi kebutuhan gap tersebut. Dari tahun 2017 sampai dengan 2019 telah dilakukan pengapalan minyak oleh PIEP ke Indonesia dengan volume **27,5 juta barrel** senilai **AS$1,7 miliar.**

PIEP has contributed to filling the gap requirements. From 2017 until 2019, oil shipment has been done by PIEP to Indonesia with a volume of 27.5 million barrels valued at US$1.7 Billion.

KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

PENCAPAIAN *SAFETY PERFORMANCE*

PIEP memiliki tanggung jawab untuk menjamin keselamatan pekerja sesuai yang dimandatkan oleh Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja. Kegiatan operasional pengeboran memiliki risiko kecelakaan yang sangat tinggi, sehingga upaya untuk mengantisipasi dan meminimalkan risiko tersebut telah diterapkan secara serius oleh PIEP. Hal ini merupakan komitmen untuk memitigasi maupun meminimalisasi risiko terjadinya kecelakaan, penyakit ataupun absensi kerja yang dapat terjadi pada pekerja, pelanggan, mitra kerja ataupun pemangku kepentingan lainnya. Selain Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja, landasan dasar Perusahaan dalam pengelolaan kesehatan dan keselamatan kerja adalah Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan, Undang-Undang Nomor 36 Tahun 2009 tentang Kesehatan, Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan & Kesehatan Kerja, dan *Occupational Health & Safety Assessment Systems* (OHSAS) 18001: 2007 dan ISO 45001: 2018.

PIEP menerapkan sistem Kesehatan Keselamatan Keamanan Kerja dan Lindung Lingkungan (HSSE) berstandar internasional. PIEP senantiasa menyesuaikan prosedur HSSE untuk memenuhi persyaratan HSSE di masing-masing negara tempat asetnya beroperasi. Penanganan HSSE di PT PIEP terdiri dari proses identifikasi risiko, langkah-langkah mitigasi risiko, dan prosedur penanganan setelah kejadian.

Komitmen PIEP terkait penerapan HSSE dibuktikan dengan pencapaian-pencapaian sebagai berikut.

1. *Authorisation to Operate (Autorisation d'Exploitation) MLN Field, delivered by both: Ministry of Energy and Ministry of Environment and Renewable Energy*.
2. *Environmental Excellence Award-Practice Sharing Program, Group Association* Sonatrach.
3. *International Sustainability Rating System* (ISRS) Version 8, External *Assessment* Level 5.

SAFETY PERFORMANCE ACHIEVEMENTS

PIEP has the responsibility to guarantee the safety of employees in accordance with what is mandated by Law No. 1 Year 1970 on occupational safety. Drilling operations have a very high risk of accidents, so efforts to anticipate and minimize these risks have been seriously implemented by PIEP. This is a commitment to mitigate or minimize the risk of accidents, illness or work absences that can occur to employees, customers, work partners or other stakeholders. Besides, Law No. 1 Year 1970 on occupational safety, the basic foundation of the Company in the management of occupational health and safety is Law No. 13 Year 2003 on Manpower, Law No. 36 Year 2009 on health, Government Regulations No. 50 Year 2012 on the Occupational Health and Safety Management System and the Occupational Health & Safety Assessment System (OHSAS) 18001: 2007 and ISO 45001: 2018.

PIEP implements an international standard Health, Safety, Security and Environment (HSSE) system. PIEP continually adjusts HSSE procedures to meet the HSSE requirements in each country where its assets operate. The handling of HSSE at PT PIEP consists of a process of risk identification, risk mitigation measures, and post-event handling procedures.

PIEP's commitment regarding HSSE implementation is proven by the following achievements.

1. Authorisation to Operate (Autorisation d'Exploitation) MLN Field, delivered by both: Ministry of Energy and Ministry of Environment and Renewable Energy.
2. Environmental Excellence Award-Practice Sharing Program, Group Association Sonatrach.
3. International Sustainability Rating System (ISRS) Version 8, External Assessment Level 5.

KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

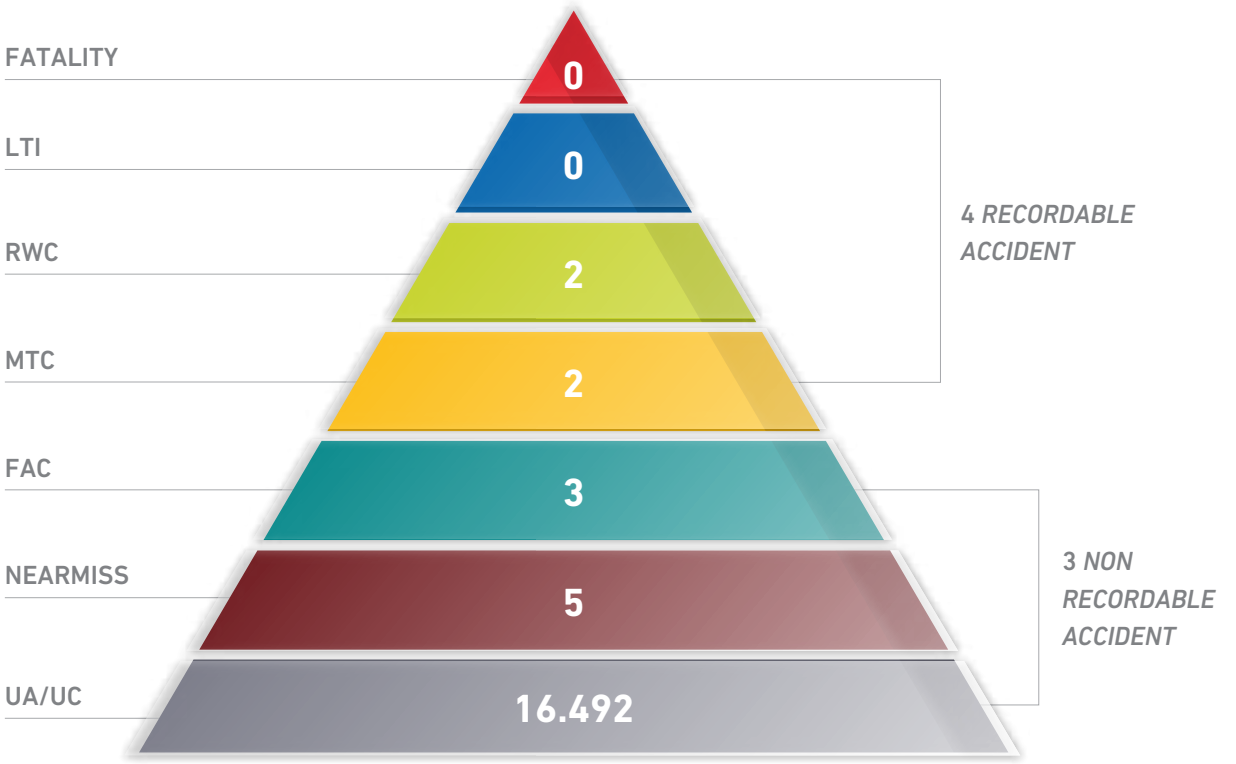
4. Asesmen Sistem Manajemen Pengamanan Audit Integrasi HSSE dengan nilai akhir 85,17% (kategori *Gold*) oleh *Security* Pertamina HSSE *Corporate* yang dilaksanakan pada bulan September 2018.
5. *Gold category for* CIP Forum *with essay topic "Drilling Mud Waste Treatment using Thermal Desorption in MLN Algeria".*
6. *3rd winner Performance Function on PIEP Employee Gathering.*

Pada tahun 2019, jumlah jam kerja tercatat 7.634.806, mengalami kenaikan dari tahun 2018 yang tercatat sebesar 4.607.154.

4. Assessment of HSSE Integrated Audit Security Management System with the final score of 85.17% (Gold Category) by Security Pertamina HSSE Coporate which was held in September 2018.
5. Gold category for CIP Forum with essay topic "Drilling Mud Waste Treatment using Thermal Desorption in MLN Algeria.
6. 3rd winner Highlights Function on PIEP Employee Gathering.

In 2019, the number of Man-hours was 7,634,806 and experienced an increase from 2018 which was recorded at 4,607,154.

TRIR	0.52 (*Allowable* 1.58)
NOA	0
Man Hours	7.634.806



Piramida *Recordable Incident* (YTD)

KONTRIBUSI TERBAIK KAMI

OUR BEST CONTRIBUTION

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total
FATALITY (NoA)	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Lost Time Injury (LTI)	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Restricted Work Cases (RWC)	0	0	0	0	0	2	0	0	0	0	0	0	**2**
Medical Treatment Cases (MTC)	0	0	0	1	0	0	0	1	0	0	0	0	**2**
First Aid (FA)	1	0	0	0	0	0	0	0	1	1	0	0	**3**
NearMiss	0	0	0	0	0	0	4	0	0	0	0	1	**5**
Gas (Hydrocarbon) Leak/release	0	0	0	0	0	0	0	0	0	1	0	0	**1**
Property Damaged	1	2	3	5	0	1	3	0	1	1	1	0	**18**
Motor Vehicle Incident	0	0	0	0	2	1	2	0	0	1	0	0	**6**
UA/UC *(Observation Card)*	1.137	1.260	1.202	1.423	1.356	1.492	1.428	1.508	1.495	1.355	1.394	1.442	**16.492**
Recordable Accident	**0**	**0**	**0**	**1**	**0**	**2**	**0**	**1**	**0**	**0**	**0**	**0**	**4**
Non Recordable Accident	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**3**

KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

TRANSFORMASI *DIGITAL* PIEP

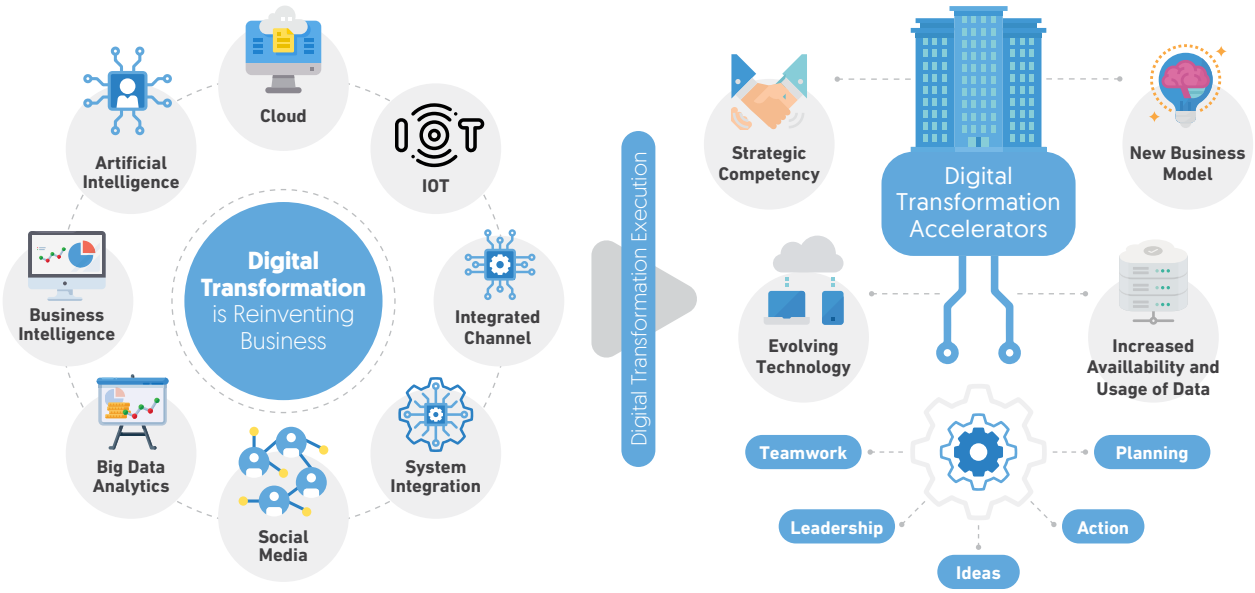
Sebagai operator lapangan migas di luar negeri, PT Pertamina Internasional Eksplorasi dan Produksi terus berupaya mempersembahkan kinerja terbaik demi mewujudkan visi misi Perusahaan. Beberapa terobosan berupa inovasi dan inisiatif strategis telah diimplementasikan mulai dari penguatan visi, misi, dan posisi melalui Kriteria Kinerja Ekselen Pertamina (KKEP), Rencana Strategis Jangka Panjang 2019-2026 melalui tiga tahapan yaitu *strengthen the foundation, build the excellences,* dan *sustain & growth.* Upaya dan tahapan tersebut dilakukan sebagai wujud kontribusi PIEP sebagai Anak Perusahaan BUMN kepada Indonesia.

Inovasi dan inisiatif strategis salah satunya dengan melakukan implementasi transformasi *digital* PIEP. Transformasi yang bukan hanya berfokus pada teknologi namun juga melibatkan *strategic initiatives*, proses bisnis, dan kebijakan Perusahaan.

PIEP'S DIGITAL TRANSFORMATION

As an overseas oil and gas field operator, PT Pertamina Internasional Eksplorasi dan Produksi continues to offer the best Performance in order to realize the Company's vision and mission. Several breakthroughs in the form of innovations and strategic initiatives have been implemented starting from strengthening the vision, mission and position through Pertamina's Performance Excellence Criteria (KKEP), Long Term Strategic Plan 2019-2026 through three stages, namely strengthen the foundation, build the excellences, and sustain & growth. These efforts and stages are carried out as a form of PIEP's contribution to Indonesia as a Subdiary of SOEs.

One of the strategic innovations and initiatives is by implementing PIEP's digital transformation. Transformation that not only focuses on technology but also involves strategic initiatives, business processes and company policies.



KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

DIGITAL OIL FIELD MANAGEMENT

Berawal dari kebutuhan untuk mengintegrasikan data dan informasi dari seluruh aset baik aset operator maupun aset non-operator, Perusahaan berkomitmen untuk mengembangkan sistem digitalisasi berupa *Dashboard Oil Field Management System* (DOFM). Sistem aplikasi ini mampu melakukan proses ekstraksi data dari *partner* maupun operator secara otomatis masuk ke dalam sistem database PIEP menggunakan aplikasi DOFM. Melalui aplikasi ini, data kemudian diolah dan disajikan dalam bentuk *dashboard* sehingga memudahkan Top Manajemen dalam mengambil keputusan-keputusan strategis terkait dengan pengembangan bisnis Perusahaan.

DIGITAL OIL FIELD MANAGEMENT

Starting from the need to integrate data and information from all assets of both operator assets and non-operator assets, the Company is committed to develop a digitalization system in the form of a Dashboard Oil Field Management System (DOFM). This application system is able to extract data from partners and operators automatically into PIEP's database system using the DOFM application. Through this application, data is then processed and presented in the form of dashboard, making it easier for the Top Management to make strategic decisions related to the development of the Company's business.

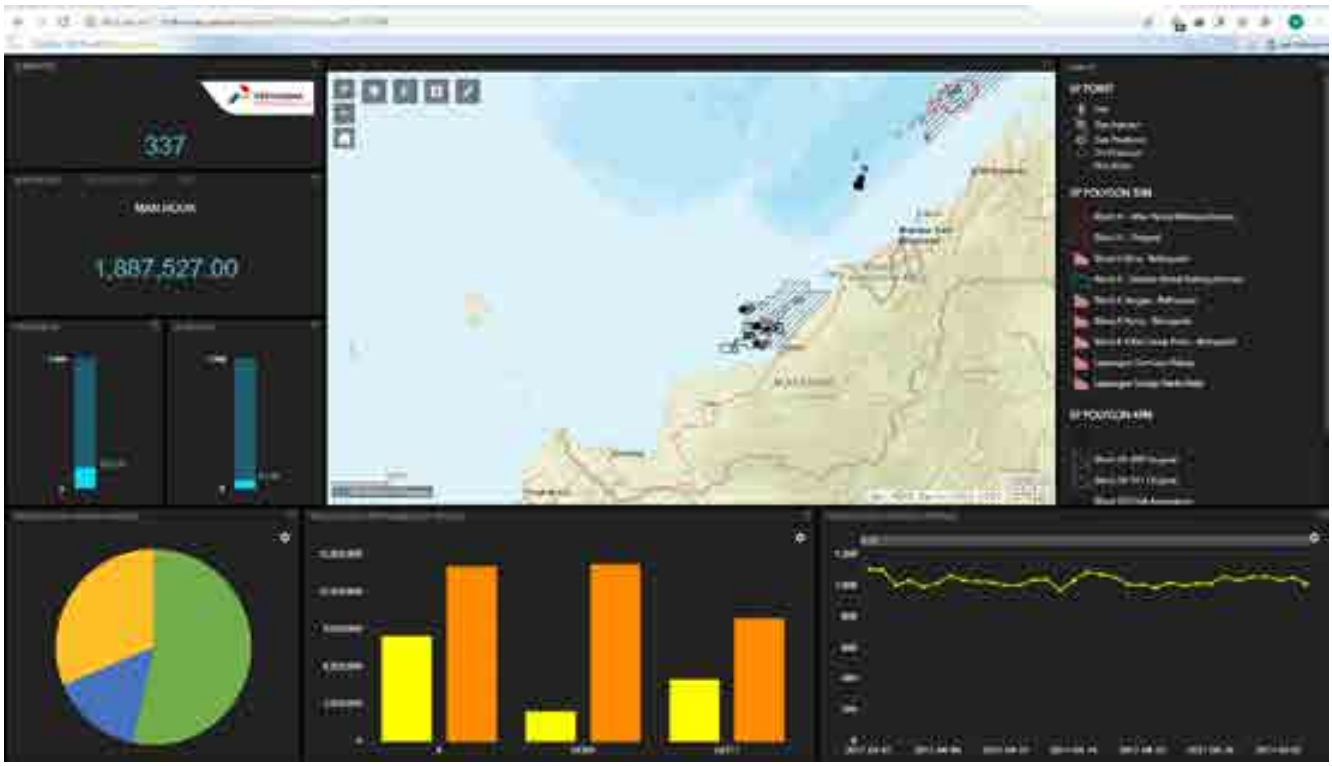
KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

WEB CRAWLER

Area operasi PIEP yang berada di luar negeri tentunya dipengaruhi oleh kondisi dari situasi politik, ekonomi, dan sosial dari negara tersebut. Salah satu pengembangan sistem digitalisasi di Perusahaan juga digunakan dalam proses *business monitoring* guna menghasilkan analisa bisnis yang komprehensif dan digunakan sebagai *tools* dalam memberikan informasi untuk mendukung pengambilan keputusan strategis Perusahaan.

WEB CRAWLER

The operations areas of PIEP in overseas are certainly affected by the conditions of the political, economic and social situation of the country. One of the digitalization system developments in the Company is also used in the business monitoring process to produce a comprehensive business analysis and as a tools to provide information to support the Company's strategic decision making.



KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

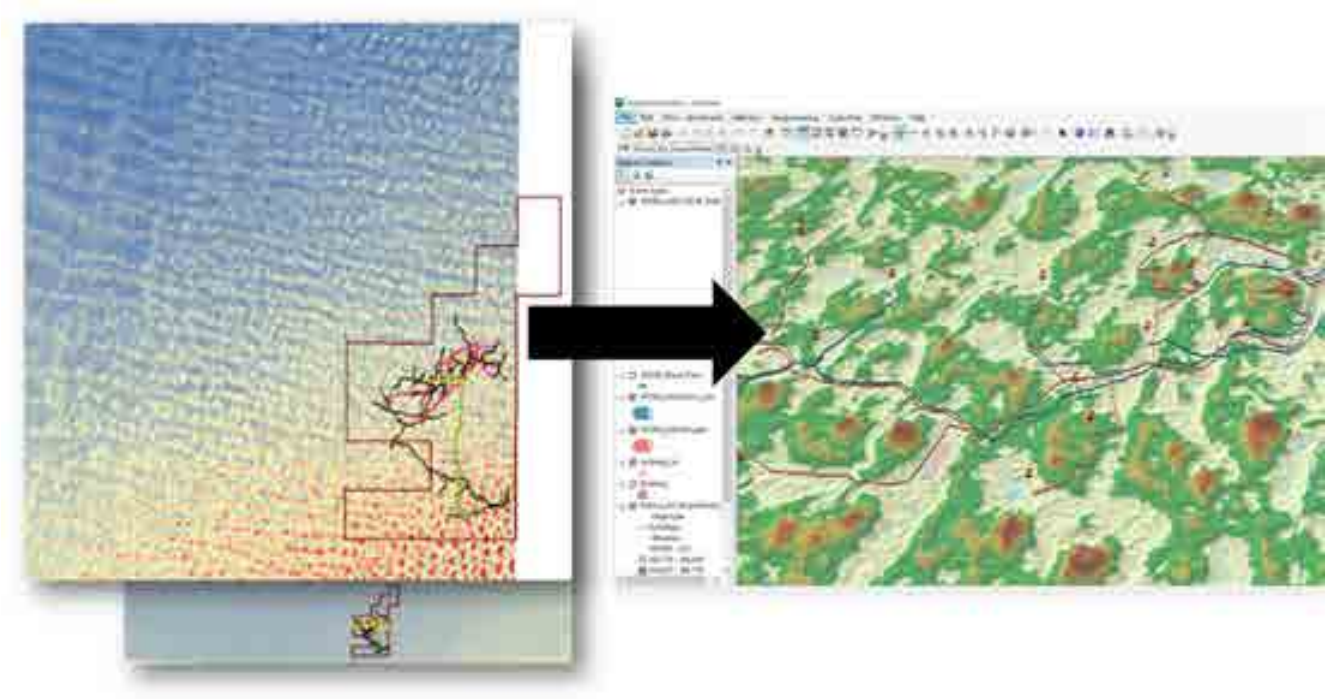
PEDAL (PIEP *DIGITAL ELEVATION*)

Algeria, sebagai salah satu aset *operatorship* Perusahaan memberikan *challenge* tersendiri dalam pengembangan bisnisnya. Dengan keterbatasan data dari Operator sebelumnya, tim dihadapkan pada kebutuhan akan informasi kondisi aset seperti sumur dan jalur pipa eksisting, fasilitas produksi serta akses jalan dengan kondisi topografinya. Sistem PEDAL ini dibangun berbasiskan teknologi geospasial untuk dapat mengintegrasikan data *asset* Algeria dengan teknologi *Digital Elevation Model* (DEM) dan peta dasar sehingga dapat menghasilkan analisis yang efektif dan efisien terkait elevasi penentuan lokasi pembangunan dan pengembangan aset PIEP ke depan.

PEDAL (PIEP'S DIGITAL ELEVATION)

Algeria, as one of the operatorship assets of the Company, giving its own challenges in developing the business. With limited data from previous Operators, the team was faced with the need for information on the condition of assets such as existing wells and pipelines, production facilities and road access with topographic conditions. The PEDAL system was built based on geospatial technology to be able to integrate the data of Algeria assets with Digital Elevation Model (DEM) technology and base maps so as to produce an effective and efficient analysis of elevation in determining the location of construction and development of future PIEP's assets.

PEDAL (PIEP *DIGITAL ELEVATION*)



KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

APPLIED METHOD ADJUSTMENT FOR WORKOVER PROGRAMS

Salah satu *challenge* yang dihadapi dari Aset Algeria akibat keterbatasan data dari Operator sebelumnya adalah bagaimana Perusahaan dapat mengoptimalkan proses kerja ulang sumur (*workover program*). Keterbatasan data mengakibatkan potensi tidak menentunya waktu *fishing* dan penggunaan *punch & milling* yang tentunya dapat meningkatkan biaya operasional. Inovasi **"Applied Method Adjustment for Workover Programs"** dilakukan untuk mempercepat proses *workover* sumur-sumur dan terbukti telah menghasilkan penghematan sebesar **AS$18 juta**.

APPLIED METHOD ADJUSTMENT FOR WORKOVER PROGRAMS

One of the challenges faced by the Algeria assets due to limited data from previous operators is how the Company can optimize the workover program. Data limitations resulting the potential for uncertain fishing time and the use of punch & milling which can certainly increase operating costs. The innovation of "**Applied Method Adjustment for Workover Programs**" was carried out to accelerate the workover process of wells and was proven to have resulted in savings of **US$18 millio**n.

KONTRIBUSI TERBAIK KAMI
OUR BEST CONTRIBUTION

ICT *ASSET MONITORING*

Sebagai komitmen dalam pengembangan program digitalisasi, Perusahaan membangun ICT *Asset Monitoring System* sebagai upaya dalam pemenuhan kebutuhan sarana informasi teknologi. Aplikasi ini digunakan untuk mengoptimalkan proses pemantauan terhadap pemanfaatan prasarana ICT di lingkungan Perusahaan sehingga dapat digunakan secara efektif dan efisien.

ICT ASSETS MONITORING

As a commitment in the development of the digitalization program, the Company built the ICT Assets Monitoring System as an effort to meet the needs of information technology facilities. This application is used to optimize the monitoring process of the utilization of ICT infrastructure in the Company so that it can be used effectively and efficiently.

FINANCIAL PERFORMANCE HIGHLIGHTS

Ikhtisar Kinerja Keuangan

HIGHLIGHTS

Kilas Kinerja

Accurate financial reporting becomes our priority.

Laporan keuangan yang akurat menjadi prioritas kami.

KINERJA KEUANGAN

FINANCIAL PERFORMANCE

Total Aset meningkat **3,60%**

dari AS$5.838.790 ribu di tahun 2018 menjadi AS$6.049.260 ribu di tahun 2019

Total Assets increased 3.60% from US$5,838,790 thousand in 2018 to US$6,049,260 thousand in 2019.

Pendapatan Usaha meningkat **2,80%**

dari AS$1.191.597 ribu di tahun 2018 menjadi AS$1.224.972 ribu di tahun 2019

Revenues increased 2.80% from US$1,191,597 thousand in 2018 to US$1,224,972 thousand in 2019.

Aset Minyak dan Gas bumi meningkat **3,32%**

dari AS$2.277.537 ribu di tahun 2018 menjadi AS$2.353.236 ribu di tahun 2019

Oil and Gas Assets increased 3.32% from US$2,277,537 thousand in 2018 to US$2,353,236 thousand in 2019.

Saldo laba meningkat **88,17%**

dari AS$111.139 ribu di tahun 2018 menjadi AS$209.135 ribu di tahun 2019

Retained Earnings increased 88.17% from US$111,139 thousand in 2018 to US$209,135 thousand in 2019.

Total Ekuitas meningkat **2,50%**

dari AS$4.002.602 ribu di tahun 2018 menjadi AS$4.102.628 ribu di tahun 2019

Total Equity increased 2.50% from US$4,002,602 thousand in 2018 to US$4,102,628 thousand in 2019.

Laba Tahun Berjalan meningkat **623,44%**

dari rugi AS$20.233 ribu di tahun 2018 menjadi AS$105.906 ribu di tahun 2019

Profit for the year increased 623.44% from a loss of US$20,233 thousand in 2018 to US$105,906 thousand in 2019.

KINERJA **KEUANGAN**
FINANCIAL PERFORMANCE

EBITDA Growth 2015-2019: **14%**

EBITDA Growth 2015-2019: 14%

Net Profit Growth 2016-2019: **18%**

Net Profit Growth 2016-2019: 18%

KINERJA KEUANGAN

FINANCIAL PERFORMANCE

HSSE

- *Safe manhours*: 20.513.203
  (*Last Lost Time Injury* 6 April 2012)
- *Zero accident no fatality* TRIR: 0,52

HSSE

- Safe manhours: 20,513,203
  (Last Lost Time Injury April 6, 2012)
- Zero accident no fatality TRIR: 0.52

OPERATION AND DEVELOPMENT

- *Growth* Produksi 2015-2019: 6%,
  realisasi 2019: 153 Kboepd
- POP sumur pertama (MLN 19P) di Algeria, *project* Pertamina pertama sebagai Operator di Luar Negeri
- Penghematan biaya pemboran dari AS$14 Juta ke AS$**8.5 Juta** per sumur

OPERATION AND DEVELOPMENT

- Growth Production 2015-2019: 6%,
  realization in 2019 : 153 Kboepd
- POP of first well (MLN 19P) in Algeria, first project of Pertamina as Operator in overseas
- Drilling costs savings from US$14 million to US$8.5 million per well

COMMERCIAL

- Pengapalan minyak ke Indonesia dengan volume 27.5 juta barrel senilai AS$1,7 Milliar dari tahun 2017-2019.
- EBITDA *Growth* 2015-2019: 14%
- *Net Profit Growth* 2016-2019: 18%

COMMERCIAL

- Oil shipment to Indonesia with a volume of 27.5 million barrels worth US$1.7 billion from 2017-2019.
- EBITDA *Growth* 2015-2019: 14%
- *Net Profit Growth* 2016-2019: 18%

SINERGI

- *Passive Seismic* di MLN kerjasama PIEP-Elnusa-UTC.
- Penggunaan SF-05 produk RU V untuk kegiatan pemboran di MLN, Algeria.
- Kesepakatan kerjasama PIEP dan Pertamina Grup (PDSI, Pelita Air Service, Elnusa, UTC, Pertamedika, Mitra Tour, Prima Mitra Sejati, Patra Jasa, PBAS, PTC, dan Pertamina Retail).

SYNERGY

- Passive Seismic in MLN corporation with PIEP-Elnusa-UTC.
- Use of SF-05 RU V products for drilling activities in MLN, Algeria.
- Cooperation agreement between PIEP and Pertamina Group (PDSI, Pelita Air Service, Elnusa, UTC, Pertamedika, Mitra Tour, Prima Mitra Sejati, Patra Jasa, PBAS, PTC and Pertamina Retail).

PENCAPAIAN

- Penghargaan HSE kepada pekerja terbaik di *Project* MLN P4D kategori *Safety Behaviour dan Safety Observation*.
- Silver award and Special Prize "*Best New Product Across Industry*" pada *Fair Ideas Inventions New Product* (IENA).
- *Environmental Excellence Award*, HSSE Berkine Basin

ACHIEVEMENT

- HSE Award for the best employee on MLN P4D Project, category of Safety Behaviour and Safety Observation.
- Silver award and Special Prize of "Best New Product across Industry" on Fair Ideas Inventions New Product (IENA).
- Environmental Excellence Award, HSSE Berkine Basin Group, Algeria.

IKHTISAR DATA KEUANGAN PENTING

SUMMARY OF IMPORTANT FINANCIAL DATA

IKHTISAR KEUANGAN DAN RASIO KEUANGAN

FINANCIAL OVERVIEW AND FINANCIAL RATIO

Tabel Ikhtisar Keuangan
Table Financial Overview

(dalam Ribuan AS$)
(in thousands of US$)

Uraian	2019	2018	2017	2016	2015	Description
LAPORAN POSISI KEUANGAN KONSOLIDASIAN						CONSOLIDATED STATEMENT OF FINANCIAL POSITION
ASET						ASSETS
ASET LANCAR						**CURRENT ASSETS**
Kas dan setara kas	739.642	870.218	718.827	125.753	133.385	Cash and cash equivalents
Investasi jangka pendek	323	366	10.023	-	-	Short-term investments
Piutang Usaha	934.878	616.560	691.952	506.437	195.216	Trade receivables
Pihak berelasi	673.455	470.361	541.255	386.739	68.760	Related parties
Pihak ketiga	261.423	146.199	150.697	119.698	126.456	Third parties
Piutang lain-lain	24.140	34.073		3.830	3.953	Other receivables
Pihak berelasi	2.602	2.248	1.232	517	3.948	Related parties
Pihak ketiga	21.539	31.825	12.843	3.313	5	Third parties
Persediaan	45.639	52.070	33.270	26.385	-	Inventories
Pajak dibayar di muka	45.766	35.434	40.895	1.499	169	Prepaid taxes
Beban dibayar di muka dan uang muka	16.790	46.688	79.811	37.173	100	Prepayments and advances
Aset lancar lainnya	95.154	67.582	83.836	27.025	-	Other current assets
Jumlah Aset Lancar	1.902.333	1.722.991	1.672.689	728.102	332.823	Total Current Assets
ASET TIDAK LANCAR						**NON-CURRENT ASSETS**
Aset pajak tangguhan	-	505	293	-	-	Deferred tax assets
Investasi jangka panjang	1.677.953	1.735.071	1.837.234	2.072.807	1.895.370	Long-term investments
Aset minyak dan gas bumi	2.353.236	2.277.537	2.217.355	706.525	146.241	Oil and gas properties
Aset tidak lancar lainnya	115.738	102.686	75.728	20.528	25.626	Other non-current assets
Jumlah Aset Lancar Lainnya	4.146.927	4.115.799	4.130.610	2.799.860	2.067.237	Total Non-current Assets
JUMLAH ASET	**6.049.260**	**5.838.790**	**5.803.299**	**3.527.962**	**2.400.060**	TOTAL ASSETS
LIABILITAS DAN EKUITAS						LIABILITIES AND EQUITY
LIABILITAS						LIABILITIES
LIABILITAS JANGKA PENDEK						**CURRENT LIABILITIES**
Utang usaha	186.507	139.703	88.792	19.571	257	Trade payables
Pihak berelasi	55.406	7.747	7.066	1.391	163	Related parties
Pihak ketiga	131.101	131.956	81.726	18.180	94	Third parties
Utang pajak	48.631	59.387	52.390	23.760	5.663	Taxes payable
Beban yang masih harus dibayar	67.896	99.209	57.863	45.402	27.602	Accrued expenses
Utang lain-lain	321.373	285.773	214.183	109.956	233.247	Other payables
Pihak berelasi	204.275	168.070	122.095	102.829	195.035	Related parties
Pihak ketiga	117.098	117.703	92.088	7.127	38.212	Third parties

IKHTISAR DATA KEUANGAN PENTING
FINANCIAL OVERVIEW

Tabel Ikhtisar Keuangan
Table Financial Overview

(dalam Ribuan AS$)
(in thousands of US$)

Uraian	2019	2018	2017	2016	2015	Description
Pinjaman jangka panjang-bagian lancar	257.708	113	12.852	21.695	44.327	Long-term loan-current portion
Pihak berelasi	106.029	-				Related parties
Pihak ketiga	151.679	113				Third parties
Jumlah Liabilitas Jangka Pendek	882.114	584.185	426.080	220.384	311.096	Total current Liabilities
LIABILITAS JANGKA PANJANG						**NON-CURRENT LIABILITIES**
Kewajiban pajak tangguhan-neto	453.658	436.733	392.534	82.808	-	Deferred tax liabilities-net
Liabilitas imbalan kerja pekerja	1.927	1.421	1.568	1.087	-	Employee benefits liabilities
Provisi pembongkaran dan restorasi	160.413	112.083	111.100	61.490	15.686	Provision for decommissioning and site restoration
Pinjaman jangka panjang-dikurangi bagian lancar	448.519	701.766	877.345	431.459	531.135	Long-term loan-net of current portion
Pihak berelasi	-	106.029	285.960	431.459	531.135	Related parties
Pihak ketiga	448.519	595.737	591.385	-	-	Third parties
Utang jangka panjang lain-lain	-	-	7.540	-	-	Other non-current payables
Jumlah Liabilitas Jangka Panjang	1.064.517	1.252.003	1.390.087	576.844	546.821	Total Non-current Liabilities
JUMLAH LIABILITAS	**1.946.632**	**1.836.188**	**1.816.167**	**797.228**	**857.917**	TOTAL LIABILITIES
EKUITAS						EQUITY
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk						Equity attributable to owners of the parent entity
Modal saham						Share capital
Modal dasar-158.776.352 saham biasa; nilai nominal Rp1.000.000 (nilai penuh) per saham;						Authorized-158,776,352 ordinary shares; at par value of Rp1,000,000 (full amount) per share;
Ditempatkan dan disetor-51.428.227 saham biasa;	3.900.597	3.900.597	3.019.071	3.019.071	129	Issued and paid-up capital-51,428,227 shares
Tambahan modal disetor	(309.722)	(309.723)	(307.650)	(307.650)	-	Additional paid-in capital
Uang muka setoran saham	-	-	879.453	-	1.726.387	Advance for shares subscription
Saldo laba	(37.491)	(32.705)	(35.856)	11.189	-	Other equity components
Komponen ekuitas lainnya	209.135	111.139	150.852	8.124	(184.373)	Retained earnings
Kepentingan non-pengendali	340.110	333.294	281.262	-	-	Non-controlling interest
JUMLAH EKUITAS	**4.102.628**	**4.002.602**	**3.987.132**	**4.002.602**	**4.115.374**	TOTAL EQUITY
JUMLAH LIABILITAS dan EKUITAS	**6.049.260**	**5.838.790**	**5.803.299**	**3.527.962**	**2.400.060**	TOTAL LIABILITIES AND EQUITY

IKHTISAR DATA KEUANGAN PENTING

FINANCIAL OVERVIEW

Tabel Ikhtisar Keuangan
Table Financial Overview

(dalam Ribuan AS$)
(in thousands of US$)

Uraian	2019	2018	2017	2016	2015	Description
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN						CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
PENDAPATAN USAHA	**1.224.972**	**1.191.597**	**1.162.469**	**538.218**	**552.274**	**REVENUES**
Beban produksi	867.310	747.916	749.415	341.564	408.831	Production costs
LABA KOTOR	**357.662**	**443.681**	**413.054**	**196.654**	**143.443**	**GROSS PROFIT**
Beban umum dan administrasi	70.489	45.712	41.811	29.844	17.614	General and administrative expenses
Laba usaha	287.173	397.969	371.244	166.810	125.829	Operating income
Penghasilan/(beban) lain-lain	(10.886)	(168.959)	(30.374)	84.344	(233.160)	Other Income/(expense)
Pendapatan keuangan	9.562	10.919	1.798	266	272	Finance income
Beban lain-lain-neto	(13.038)	(3.014)	68.435	4.759	20.467	Other expenses-net
Beban Keuangan	(30.974)	(43.530)	(72.117)	(31.962)	(31.963)	Finance costs
Penurunan nilai investasi di blok minyak dan gas bumi	(35.184)	(163.919)	(83.270)	114.291	(221.936)	Finance costs Provision for impairment of investment in oil and gas blocks
Bagian atas laba neto entitas asosiasi	58.748	30.585	54.780	(3.010)	-	Share in net profit of associates
LABA/(RUGI) SEBELUM PAJAK PENGHASILAN	**276.287**	**229.010**	**340.869**	**251.154**	**(107.331)**	**PROFIT/(LOSS) before income tax**
Beban pajak penghasilan-neto	170.381	249.243	198.060	58.657	62.565	Income tax expense-net
LABA/(RUGI) TAHUN BERJALAN	**105.906**	**(20.233)**	**142.809**	**192.497**	**(169.896)**	**PROFIT/(LOSS) FOR THE YEAR**
PENGHASILAN KOMPREHENSIF LAIN						OTHER COMPREHENSIVE INCOME
Bagian atas penghasilan komprehensif lainnya entitas asosiasi	(1.408)	783	(49.816)	11.226	-	Share in the other comprehensive income of associate
Nilai kini pada derivatif lindung nilai tingkat bunga	(4.919)	1.680	-	-	-	Fair value of interest rate hedging derivatives
Pengukuran kembali atas imbalan pasti neto	(54)	46	19	(37)	-	Remeasurement of net defined benefit liability
PENGHASILAN/(RUGI) KOMPREHENSIF LAIN, NETO SETELAH PAJAK	**(6.381)**	**2.509**	**(49.797)**	**11.189**	**-**	**OTHER COMPREHENSIVE INCOME/(LOSS), NET OF TAX**
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**99.525**	**(17.724)**	**93.012**	**203.686**	**(169.896)**	**TOTAL COMPREHENSIVE INCOME FOR THE YEAR**
Laba/(Rugi) tahun berjalan yang dapat diatribusikan kepada:						**Profit/(loss) for the year attributable to:**
Pemilik entitas induk	97.996	(39.713)	142.728	192.497	(169.896)	Owners of the parent
Kepentingan non-pengendali	7.910	19.480	81	-	-	Non-controlling interest
Jumlah	**105.906**	**(20.233)**	**142.809**	**192.497**	**(169.896)**	**Total**

IKHTISAR DATA KEUANGAN PENTING
FINANCIAL OVERVIEW

Tabel Ikhtisar Keuangan
Table Financial Overview

(dalam Ribuan AS$)
(in thousands of US$)

Uraian	2019	2018	2017	2016	2015	Description
Laba/(rugi) penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:						**Comprehensive income/ (loss) for the year attributable to:**
Pemilik entitas induk	93.431	(37.878)	95.683	203.686	(169.896)	Owners of the parent
Kepentingan non-pengendali	6.094	20.154	(2.671)	-	-	Non-controlling interest
Jumlah	**99.525**	**(17.724)**	**93.012**	**203.686**	**(169.896)**	**Total**
LAPORAN ARUS KAS KONSOLIDASIAN						CONSOLIDATED STATEMENT OF CASH FLOWS
ARUS KAS DARI AKTIVITAS OPERASI						CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan kas dari pelanggan	619.897	841.465	539.438			Cash receipts from customers
Penerimaan kas dari pihak berelasi	317.071	403.688	213.772			Cash receipts from related parties
Pembayaran kas kepada pemasok	(549.109)	(602.599)	(485.997)			Cash payments to suppliers
Pembayaran kas kepada pekerja	-	(82.304)	(70.210)			Cash payments to employees
Pembayaran tantiem	(81.018)	(541)	(284)			Cash payments for tantiem
Penerimaan pendapatan bunga	5.002	4.118	191			Receipts to interest income
Pembayaran kas untuk aktivitas operasi lainnya	(4.748)	(5.956)	(752)			Cash payments for other operating activities
Pembayaran kas untuk pajak penghasilan	(91.962)	(120.000)	(50.692)			Cash payments for income tax
Kas neto yang diperoleh dari aktivitas operasi	**215.133**	**437.871**	**145.466**	**(18.314)**	**126.921**	**Net Cash provided by operating activities**
ARUS KAS DARI AKTIVITAS INVESTASI						CASH FLOWS FROM INVESTING ACTIVITIES
Penambahan aset	(29.446)	(111.116)	(37.781)			Additions of fixed assets
Penerimaan pendapatan dividen	(12.835)	12.583	-			Dividend income
Penerimaan/(pembayaran) kas aktivitas investasi lainnya	11.943	(36.163)	(10.000)			Cash receipts/(payments) for other investment activities
Penempatan pada dana yang dibatasi penggunaannya	3.174	(20.934)	-			Placement in restricted funds
Akuisisi saham anak Perusahaan, dikurangi kas yang didapatkan	-	-	(474.961)			Acquisition of a subsidiary, net of cash acquired
Pembayaran kas untuk investasi saham	-	(880)	-			Cash payments for investment in shares
Kas neto yang digunakan untuk aktivitas investasi	**(27.164)**	**(156.510)**	**(522.742)**	**(1.287.937)**	**7.707**	**Net cash used in investing activities**

IKHTISAR DATA KEUANGAN PENTING

FINANCIAL OVERVIEW

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(dalam Ribuan AS$)
(in thousands of US$)

Uraian	2019	2018	2017	2016	2015	Description
ARUS KAS DARI AKTIVITAS PENDANAAN						CASH FLOWS FROM FINANCING ACTIVITIES
Penambahan aset minyak dan gas bumi	(290.049)	(106.686)	(12.783)			Additions of oil and gas properties
Pembayaran dividen	(2.443)	-	-	-	-	Dividend payment
Pembayaran beban keuangan	(25.107)	(21.760)	(20.251)			Finance Costs payment
Penerimaan/(pembayaran) kas dari aktivitas pendanaan lainnya	374	(1.178)				Cash Receipts/(payments) for other financing activities
Kas neto yang (digunakan untuk)/diperoleh dari aktivitas pendanaan	**(317.225)**	**(129.624)**	**972.456**	**1.299.243**	**(1.888)**	**Net cash (used in)/provided by financing activities**
KENAIKAN NETO KAS DAN SETARA KAS	**(129.256)**	**151.737**	**595.180**	**(7.008)**	**132.740**	**NET INCREASE IN CASH AND CASH EQUIVALENTS**
Efek perubahan nilai kurs pada kas dan setara kas	(1.320)	(346)	(2.106)	(624)	(84)	Effect of exchange rate changes on cash and cash equivalents
Saldo kas dan setara kas pada awal tahun	870.218	718.827	125.753	133.385	729	Cash and cash equivalents at beginning of the year
SALDO KAS DAN SETARA KAS PADA AKHIR TAHUN	**739.642**	**870.218**	**718.827**	**125.753**	**133.385**	**CASH AND CASH EQUIVALENTS AT END OF THE YEAR**
RASIO KEUANGAN (%)						FINANCIAL RATIO (%)
PROFITABILITAS						PROFITABILITY
Marjin laba bersih	8,00	(3,33)	12,28	35,77	(30,76)	Net profit margin
Marjin laba usaha	23,44	33,40	31,94	30,99	22,78	Operating profit margin
Imbalan investasi	10,79	10,37	12,21	13,21	3,20	Return on investment
Marjin EBITDA	49,32	47,79	58,21	80,65	13,06	EBITDA margin
LIKUIDITAS						LIQUIDITY
Rasio Kas	83,85	148,96	168,71	57,06	42,88	Cash ratio
Rasio Lancar	215,66	294,94	392,58	330,38	106,98	Current ratio

IKHTISAR DATA KEUANGAN PENTING
FINANCIAL OVERVIEW

Tabel Ikhtisar Keuangan
Table Financial Overview

(dalam Ribuan AS$)
(in thousands of US$)

Uraian	2019	2018	2017	2016	2015	Description
SOLVABILITAS						SOLVENCY
Rasio laba terhadap jumlah aset	1,62	(0,68)	2,46	5,46	(7,08)	Profit to total assets ratio
Rasio laba terhadap jumlah ekuitas	2,45	(0,98)	3,71	7,58	(9,92)	Return on equity ratio
Rasio kewajiban terhadap ekuitas	47,45	45,87	45,55	29,19	55,63	Liabilities to equity ratio
Rasio kewajiban terhadap aset	32,18	31,45	31,30	22,60	35,75	Liabilities to assets ratio
Rasio ekuitas terhadap aset	67,82	68,55	68,70	77,40	64,25	Equity to assets ratio
RASIO PERPUTARAN						TURNOVER RATIO
Perputaran piutang (Hari)	278,56	188,86	220,09	343,45	129,02	Receivables turnover (days)
Perputaran persediaan (Hari)	13,60	15,95	10,45	17,89	-	Inventory turnover (days)
Imbalan ekuitas	2,45	(0,98)	3,71	7,58	(9,92)	Return on Equity
Rasio perputaran total aset	22,04	21,90	21,01	16,39	24,52	Total assets turnover ratio
STRUKTUR MODAL						CAPITAL STRUCTURE
Jumlah liabilitas (Ribuan AS$)	1.946.632	1.836.188	1.816.167	797.228	857.917	Total liabilities (thousands of US$)
Jumlah ekuitas (Ribuan AS$)	4.102.628	4.002.602	3.987.132	2.730.734	1.542.143	Total equity (thousands of US$)
Rasio kewajiban terhadap ekuitas (%)	47,45	45,87	45,55	29,19	55,63	Debt to equity ratio (%)
Rasio kewajiban terhadap aset (%)	32,18	31,45	31,30	22,60	35,75	Debt to assets ratio (%)

IKHTISAR DATA KEUANGAN PENTING
FINANCIAL OVERVIEW

IKHTISAR OPERASIONAL

OPERATIONAL OVERVIEW

Tabel Ikhtisar Operasional
Table Operational Overview

Uraian	Satuan Unit	2019	2018	2017	2016	Description
PENGEBORAN						DRILLING
Minyak	Sumur Well	2	-	-	1	Oil
Gas Bumi	Sumur Well	31	18	16	16	Gas
Total (Migas)	Sumur Well	86	53	51	116	**Total (Oil and Gas)**
PENEMUAN SUMBER DAYA (2C)						RESERVE FINDINGS (2C)
Minyak	MMbo	6,92	-	10,76	18,51	Oil
Gas Bumi	Bscf	19,35	-	2,52	18,17	Gas
Total (Migas)	**MMboe**	**10,26**	**-**	**11,19**	**21,65**	**Total (Oil and Gas)**
PENAMBAHAN CADANGAN (P1)						ADDITIONAL RESERVES (P1)
Minyak	MMbo	1,98	5,12	15,36	12,75	Oil
Gas Bumi	Bscf	29,52	12,85	4,86	55,27	Gas
Total (Migas)	**MMboe**	**7,07**	**7,35**	**16,20**	**22,28**	**Total (Oil and Gas)**
PRODUKSI						PRODUCTION
Produksi Per Tahun						**Production Per Year**
Minyak Mentah	Mbo	37.999,37	37.177,14	37.832,41	32.316,27	Crude Oil
Gas Bumi	Bscf	99,78	109,10	100,46	81,73	Gas
Total (Migas)	**Mboe**	**55.220,96**	**56.007,80**	**55.171,57**	**46.422,87**	**Total (Oil and Gas)**
Produksi Per Hari						**Production Per Day**
Minyak Mentah	Mbopd	104,11	101,86	103,65	88,54	Crude Oil
Gas Bumi	MMscfd	273,36	298,89	275,23	223,93	Gas
Total (Migas)	**Mboepd**	**151,29**	**153,44**	**151,15**	**127,19**	**Total (Oil and Gas)**
LIFTING						LIFTING
Lifting Per Tahun						**Lifting Per Year**
Minyak Mentah	Mbo	23.225,63	21.956,06	24.319,06	13.533,32	Crude Oil
Gas Bumi	Bscf	36,16	40,96	34,27	18,50	Gas
Total (Migas)	**Mboe**	**29.466,25**	**29.025,56**	**30.236,06**	**16.725,56**	**Total (Oil and Gas)**
Lifting Per Hari						**Lifting Per Day**
Minyak Mentah	Mbopd	63,63	60,15	66,63	37,08	Crude Oil
Gas Bumi	MMscfd	99,06	112,22	93,89	50,67	Gas
Total (Migas)	**Mboepd**	**80,73**	**79,52**	**82,84**	**45,82**	**Total (Oil and Gas)**

IKHTISAR DATA KEUANGAN PENTING
FINANCIAL OVERVIEW

INFORMASI HARGA SAHAM

Modal ditempatkan dan disetor penuh tanggal 31 Desember 2019 dan 2018 adalah sebanyak 51.428.227 saham dengan nilai nominal Rp1.000.000 per saham, sehingga total modal ditempatkan dan disetor penuh adalah sebesar AS$3.900.596.958.

Bahwa PT Pertamina (Persero) merupakan pemilik atas 51.428.226 lembar saham dengan nilai nominal sebesar Rp1.000.000 per saham atau seluruhnya sebesar Rp51.428.226.000.000 dan PT Pertamina Pedeve Indonesia merupakan pemilik atas 1 lembar saham dengan nilai nominal sebesar Rp1.000.000 atau seluruhnya sebesar Rp1.000.000.

SHARES PRICE INFORMATION

Issued and fully paid-up capital as of December 31, 2019 and 2018 amounted to 51,428,227 shares at par value of Rp1,000,000 per share, so that the total of issued and fully paid-up capital was US$3,900,596,958.

Whereas PT Pertamina (Persero) is the owner of 51,428,226 shares with a nominal value of Rp1,000,000.00 or a total of Rp51,428,226,000,000 and PT Pertamina Pedeve Indonesia is the owner of 1 share with a nominal value of Rp1,000,000 or a total of Rp1,000,000.

Modal Saham

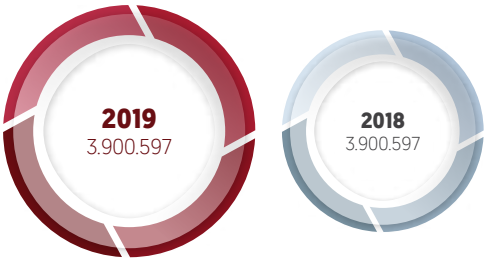
Modal dasar-158.776.352 saham biasa;
nilai nominal Rp1.000.000 per saham

Modal ditempatkan dan disetor penuh-51.428.227 saham biasa

Share Capital

Authorized Capital-158,776,352 ordinary shares at par value of Rp1,000,000 per share

Issued and Paid-up capital-51,428,227 ordinary shares



(dalam Ribuan Dollar AS)
(in thousands of US Dollars)

Sampai dengan 31 Desember 2019, PIEP belum melakukan pencatatan saham di Bursa Efek Indonesia. Dengan demikian, tidak terdapat informasi mengenai harga saham, kapitalisasi pasar dan volume perdagangan.

As of December 31, 2019, PIEP has not listed any shares on the Indonesia Stock Exchange. Therefore, there was no information regarding shares prices, market capitalization and trading volume.

IKHTISAR DATA KEUANGAN PENTING
FINANCIAL OVERVIEW

INFORMASI OBLIGASI, SUKUK DAN/ATAU OBLIGASI KONVERSI

Sampai dengan 31 Desember 2019, PIEP tidak menerbitkan obligasi/sukuk/obligasi Konversi, dengan demikian tidak terdapat informasi mengenai obligasi/sukuk/obligasi Konversi.

INFORMATION OF BONDS, SUKUK AND/OR CONVERTIBLE BONDS

As of December 31, 2019, PIEP has not listed any bonds/sukuk/convertible bonds, thus there was no information regarding bonds/sukuk/convertible bonds.

INFORMASI SUMBER PENDANAAN LAINNYA

Sampai dengan 31 Desember 2019, PIEP tidak memiliki sumber pendana yang berasal dari efek lainnya, dengan demikian tidak terdapat informasi mengenai sumber pendanaan lainnya.

OTHER FUNDING SOURCES INFORMATION

As of December 31, 2019, PIEP did not have any funding sources that came from other securities, so there was no information on other funding sources.

AKSI KORPORASI

Sampai dengan 31 Desember 2019, PIEP tidak melakukan aksi korporasi terkait saham Perusahaan.

CORPORATE ACTIONS

As of December 31, 2019, the Company did not implement any corporate actions related to the Company's shares.

AKSI PENGHENTIAN SEMENTARA PERDAGANGAN SAHAM (*SUSPENSION*) DAN/ATAU PENGHAPUSAN PENCATATAN SAHAM (*DELISTING*)

Sampai dengan 31 Desember 2019, PIEP belum mencatatkan sahamnya di bursa efek dengan demikian Perusahaan tidak pernah dikenakan sanksi penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*).

TEMPORARY SUSPENSION OF STOCK TRADING (SUSPENSION) AND/OR DELISTING OF SHARES

As of December 31, 2019, PIEP has not listed any shares on the stock exchange so that the Company was never sanctioned by temporary suspension of stock trading (suspension) and/or delisting of shares.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

8 JANUARI
January 8

Autorite de Regulation des Hydrocarbures (Regulator Migas Algeria) meminta untuk menggunakan *Environmental Drilling Fluid* di dalam operasi Pemboran. Ini merupakan *green light* bagi PT Pertamina (Persero) untuk penggunaan SF-05 sebagai *Pilot* dalam pemboran sumur baru di MLN.

Autorite de Regulation des Hydrocarbures (Algeria Oil and Gas Regulator) asked to use Environmental Drilling Fluid in drilling operations. This was the green light for PT Pertamina (Persero) for the use of SF-05 as a Pilot in the drilling of new wells in MLN.

3 FEBRUARI
February 3

Terbitnya Gazzetal No. 8 2019 dari Pemerintah Aljazair untuk Avenant-11 atas persetujuan perpanjangan 5 (lima) tahun pertama ELA untuk MLNW (F1, F2 dan TAGI), MLC (TAGI), KMD (TAGI) dan MLW (TAGI) yang dimintakan Kontraktor PSC Blok 405 A (PAEP dan Talisman/Repsol pada Desember 2018.

Issuance of Gazzetal No. 8 2019, from the Algeria Government for Avenant-11 with extension approval of the first 5 (five) years of ELA for MLNW (F1, F2 and TAGI), MLC (TAGI), KMD (TAGI) and MLW (TAGI) requested by the PSC Contractor of Block 405 A (PAEP and Talisman/Respol) in December 2018.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

26 FEBRUARI
February 26

PT Pertamina (Persero) dan Petroliam Nasional Berhad (Petronas) sepakat menandatangani nota kesepahaman (*Memorandum of Understanding*) untuk bersinergi dalam mengembangkan bisnis migas dan turunannya, bukan hanya di kedua negara namun juga menjajaki peluang bisnis lainnya di luar wilayah Indonesia dan Malaysia.

Kerjasama yang akan dijalankan pun bukan hanya berlokasi di Indonesia dan Malaysia, namun dapat dikembangkan ke negara lain seperti pengolahan minyak di Asia Timur dan penjajakan bersama peluang bisnis di benua lain. Di bidang niaga, kedua Perusahaan sepakat untuk melakukan pertukaran minyak mentah antara bagian produksi di Malaysia (Lapangan Kikeh, Kimanis dan Kidurong) dengan bagian produksi di Indonesia (Lapangan Jabung dan Ketapang).

PT Pertamina (Persero) and Petroliam Nasional Berhad (Petronas) agreed to sign a Memorandum of Understanding to synergize in developing business of oil and gas and its derivatives, not only in both countries but also exploring other business opportunities outside of Indonesia and Malaysia.

The cooperation that will be carried out is not only located in Indonesia and Malaysia but can be developed to other countries such as oil processing in East Asia and joint exploration of business opportunities on other continents. In the commercial field, the two companies agreed to exchange crude oil between the production department in Malaysia (Kikeh, Kimanis and Kidurong Field) with production department in Indonesia (Jabung and Ketapang Field).

FEBRUARI
February

Etablissments Maurel et Prom (M&P) berhasil melakukan Pemboran sumur CDN-2 di Mios, wilayah Bordeaux Paris.

Etablissments Maurel et Prom (M&P) succeeded in drilling of CDN-2 well in Mios, Bordeaux Paris region.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

5 MARET
March 5

Pelaksanakan *Put on Production* (POP) sumur MLN-19P, yang merupakan sumur hasil pemboran pertama yang dilakukan PIEP di luar negeri dan sumur penghasil minyak pertama dari *project* MLN *Phase-4 Development*. Produksi sumur MLN-19P Qoi sebesar 1500 bopd (gross).

Performing Put on Production (POP) of MLN-19P well, which was the first well drilling conducted by PIEP in overseas and the first oil-producing well from the MLN Phase-4 Development project. Production of MLN-19P Qoi wells was 1500 bopd (gross).

11-14 MARET
March 11-14

PT Pertamina (Persero) merupakan salah satu *participant* pada pameran Internasional Industri Minyak dan Gas se-Afrika Utara (NAPEC 2019) edisi ke-9 yang bertemakan membuat investasi pada lapangan Minyak dan Gas yang lebih atraktif di Oran Algeria. Pertamina berencana menandatangani persetujuan kerjasama pemboran minyak dengan group Sonatrach, khususnya di *Algerian territorial waters*.

PT Pertamina (Persero) was one of the participants in the 9th edition of the International Oil and Gas International Exhibition (NAPEC 2019) with the theme of making investments in the more attractive Oil and Gas fields in Oran Algeria. Pertamina plans to sign an agreement on oil drilling cooperation with the Sonatrach group, specifically in the Algerian territorial waters.

31 MARET
March 31

Pengapalan perdana Etablissments Maurel et Prom (M&P) Trading dari Gabon sebanyak 619 Kbbls *Crude*.

Initial shipment of Etablissments Maurel et Prom (M&P) Trading from Gabon as many as 619 Kbbls of Crude.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

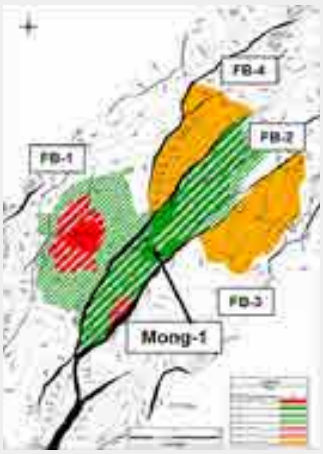
APRIL-MEI
April-May

PT Pertamina Malaysia Eksplorasi Produksi (PMEP) telah melakukan pemboran dua sumur eksplorasi pada *faulted structure* Serdam dan Mong untuk memenuhi komitmen Blok SK314A (PMEP PI 25,5%) di lepas pantai laut dangkal Sarawak Malaysia dengan ke dalaman laut lebih kurang 30 m pada April-Mei 2019. Pada Serdam-1 dan Mong-1, ditemukan minyak dan gas di beberapa zona hidrokarbon dari *reservoir Upper Cycle*-I dan *Cycle*-II berumur Miosen Awal-Tengah dengan biaya pemboran 14,4% dibawah biaya yang diusulkan.

Temuan hidrokarbon ini memberikan tambahan cadangan kontijen 2C bagi PMEP. Secara komersial pengembangan temuan eksplorasi ini masih memerlukan beberapa pemboran *appraisal* dan pengembangannya akan dilakukan dengan model kluster dikarenakan fasilitas produksi terdekat adalah Lapangan Serendah yang berjarak sekitar 45 km. Dengan temuan sumur Serdam-1 dan Mong-1 ini, memberikan peluang bagi PMEP untuk melakukan kajian eksplorasi lanjut struktur-struktur lainnya di sekitar kedua sumur Serdam-Mong dan yang berdekatan dengan Blok SK314A.

PT Pertamina Malaysia Exploration Production (PMEP) has drilled two exploration wells in the Serdam and Mong faulted structures to fulfill the Block SK314A commitment (PMEP PI of 25.5%) off the Malaysian Sarawak's shallow sea coast with a sea depth of approximately 30m in April- May 2019. In Serdam-1 and Mong-1, oil and gas were discovered in several hydrocarbon zones from the Upper Cycle-I and Cycle-II reservoirs of Early-Middle Miocene with drilling costs of 14.4% below the proposed costs.

The hydrocarbon findings provide additional 2C contingent reserves for PMEP. Commercially, the development of exploration findings still requires some appraisal drilling and the development will be done with a cluster model because the nearest production facility is the Serendah Field, about 45 km away. With the findings on Serdam-1 and Mong-1 wells, it provides an opportunity for PMEP to conduct further exploratory studies of other structures around the two Serdam-Mong wells and those adjacent to Block SK314A.



8 MEI
May 8

Pelaksanaan RUPS Tahunan tahun Buku 2018.

Implementation of the 2018 Annual GMS.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

13 JUNI
June 13

Bertempat di Paris Prancis, dilaksanakan rapat umum pemegang saham Etablissments Maurel et Prom (M&P). PIEP selaku pemegang saham mayoritas di M&P memimpin jalannya RUPS ini dengan diwakili oleh Chairman of Board of Director M&P Aussie Gautama, serta anggota direksi M&P sekaligus merupakan Presiden Direktur PIEP Denie S. Tampubolon.

Rapat ini menghasilkan beberapa keputusan penting, salah satunya adalah terkait tentang pembayaran dividen kepada pemegang saham, serta perpanjangan masa jabatan Chairman of Board of Director Aussie Gautama, Director Denie S. Tampubolon serta CEO M&P Michel Hochard.

In Paris France, a general meeting of shareholders of Etablissments Maurel et Prom (M&P) was held. PIEP as the majority shareholders in M&P led the proceedings of the GMS represented by the Chairman of the Board of Directors of M&P, Aussie Gautama, as well as M&P's Board of Directors member concurrent position as the President Director PIEP, Denie S. Tampubolon.

This meeting resulted in several important resolutions, one of which was related to dividend payments to shareholders, as well as the extension of the term of office of the Chairman of the Board of Directors of Aussie Gautama, Director Denie S. Tampubolon and M&P's CEO of Michel Hochard.

19 JUNI
June 19

Sonatrach yang merupakan partner PIEP dan sekaligus regulator migas di Algeria berkunjung ke salah satu Entitas Anak Hulu Pertamina yaitu Pertamina Hulu Mahakam (PHM). Ajang ini menjadi *sharing knowledge* bagi delegasi Sonatrach untuk meraih pelajaran dari pengalaman Pertamina Hulu Mahakam dalam mengelola *Process Safety Management* (PSM) serta *Managing Electric Document*, di mana PHM telah mengantongi sertifikasi ISRS Level 8. Selain itu, rombongan juga menyimak presentasi khusus terkait PSM, *Asset Integrity Management*, dan *Document Control System* yang sudah diterapkan di PHM. Untuk diketahui, sistem yang kemudian dinamakan MANDE (*Management Document Electronic*) adalah sebuah sistem kontrol dokumen yang telah sukses dikembangkan sendiri oleh PHM.

Sonatrach, a partner of PIEP and the oil and gas regulator in Algeria, visited Pertamina's Upstream Subsidiary, Pertamina Hulu Mahakam (PHM). This event was a sharing knowledge for Sonatrach's delegation to gain lessons from Pertamina Hulu Mahakam's experience in managing Process Safety Management (PSM) and Managing Electric Document, where PHM has obtained ISRS Level 8 certification. In addition, the group also listened to special presentations related to PSM, Assets Integrity Management, and Document Control System that have been implemented at PHM. To note, the system which was later called MANDE (Electronic Management Document) is a document control system that has been successfully developed by PHM itself.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

24 JUNI
June 24

PIEP beserta anak Perusahaan PT Pertamina (Persero) lainnya menandatangani kontrak kerja sama sebagai bukti nyata sinergi antar anak Perusahaan untuk mendukung kegiatan operasi korporasi di luar negeri yang menjadi wilayah kerja PIEP. PT Pertamina Internasional Eksplorasi dan Produksi menandatangani 4 (empat) kontrak baru dengan PT Pertamina Lubricants untuk *Supply Agreement for Provision of Synthetic Based Drilling Fluid* SF 05, PT Pelita Air Service untuk *Aviation Technical Advisory & Consultancy Services*, PT Mitra Tours & Travel untuk jasa *Travel Management*, serta PT Pertamina Bina Medika IHC untuk jasa Penyediaan Layanan *Medical Check Up*.

Kontrak sinergi tersebut memiliki *added value* dengan membuka kesempatan kepada anak Perusahaan PT Pertamina (Persero) lainnya untuk mendukung kegiatan operasi PIEP di ranah internasional, serta mendapatkan *exposure* pekerjaan di luar negeri demi mewujudkan Pertamina sebagai *world class company*.

PIEP and other Subsidiaries of PT Pertamina (Persero) signed a cooperation contract as a proof of the synergy between Subsidiaries to support the activities of corporate operations in overseas which are the work areas of PIEP. PT Pertamina Internasional Eksplorasi dan Produksi signed 4 (four) new contracts with PT Pertamina Lubricants regarding Supply Agreement for Provision of Synthetic Based Drilling Fluid SF 05, PT Pelita Air Service for Aviation Technical Advisory & Consultancy Services, PT Mitra Tours & Travel for Travel services Management, as well as PT Pertamina Bina Medika IHC for the provision of Medical Check Up Services.

The synergy contract has added value by opening the opportunity for other subsidiaries of PT Pertamina (Persero) to support PIEP's operations in the international realm, as well as to get exposure in overseas works in order to realize Pertamina as a world class company.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

26 JUNI
June 26

PIEP selaku pemegang Participant Interest (PI) sebesar 10% di Blok West Qurna-1 mengikuti Joint Management Committee (JMC) meeting di Tokyo, yang merupakan mandatory meeting setiap triwulan dalam partnership West Qurna I. Secara reguler, meeting tersebut dilaksanakan di Camp/Office WQ-I field-Basra, tetapi atas kesepakatan bersama, satu kali dalam setahun dilaksanakan di luar Irak dan pada tahun 2019, ITOCHU sebagai salah satu partner WQ-I, menjadi tuan rumah dalam pertemuan tersebut.

Topik utama yang menjadi pembahasan dalam meeting tersebut diantaranya terkait performa operation di WQ-I, rencana pengajuan WP&B 2020, serta update mengenai proyek peningkatan fasilitas produksi untuk memaksimalkan produksi di Blok WQ-I. Selain itu, JMC bertujuan untuk mempererat hubungan antar partner dan juga berkomunikasi dalam rangka peningkatan performa Blok WQ-1.

PIEP as the holder of Participant Interest (PI) of 10% in Block West Qurna-1 held a Joint Management Meeting (JMC) at ITOCHU Head Office, a Japanese oil and gas company that holds 19.62% Participant Interest (PI) in the Block West Qurna-1 and is a partner of PIEP in the oil and gas block.

In the meeting, the main discussion which became the topic of discussion among others related to the Performance of operations in WQ-1, the proposal plan of WP&B 2020, as well as updates on the initiation of projects to increase production facilities to maximize production in the Block WQ-1. In addition, JMC aims to strengthen relationships between partners and also communicates in order to improve the Performance of the Block WQ-1.

JUNI
June

Etablissments Maurel et Prom (M&P) melakukan pembayaran dividen pertama sejak tahun 2012.

Etablissments Maurel et Prom (M&P) made the first dividend payment since 2012.

4 JULI
July 4

Untuk pertama kalinya, PT Pertamina (Persero) melakukan ekspor perdana *Smooth Fluid*-05 (SF-05) sebanyak 4.000 barel ke Algeria. Pelepasan ekspor perdana SF-05 sebanyak 27 Isotank tersebut dilaksanakan di Balikpapan, Kalimantan Timur. Selain disaksikan oleh Presiden Direktur PIEP Denie S Tampubolon, turut hadir juga Direktur Pemasaran Korporat Pertamina Basuki Trikora Putra serta Direktur Utama PT Pertamina Lubricants Ageng Giriyono.

For the first time, PT Pertamina (Persero) made an initial export of 4,000 barrels of Smooth Fluid-05 (SF-05) to Algeria. The initial export release of SF-05 amounting to 27-Isotanks was held in Balikpapan, East Kalimantan. Besides witnessed by PIEP's President Director, Denie S Tampubolon, also attended was Pertamina's Corporate Marketing Director, Basuki Trikora Putra and the President Director PT Pertamina Lubricants, Ageng Giriyono.

PERISTIWA PENTING DI TAHUN 2019
IMPORTANT EVENTS IN 2019

JULI
July

Etablissments Maurel et Prom (M&P) berhasil melakukan proses *closing* transaksi akuisisi blok Migas (3/05 *production* dan 3/05a *Apparisal*) dengan *Participating Interest* 20% di Angola.

Etablissments Maurel et Prom (M&P) successfully closed the Oil and Gas block acquisition transaction (3/05 production and 3/05a Apparisal) with a 20% Participating Interest in Angola.

5 AGUSTUS
August 5

Penandatangan *Leadership Safety Commitment* yang meliputi 3 (tiga) pilar yaitu *Felt Leadership, Zero Tolerance* dan *Zero Harm* oleh seluruh *stakeholder* di MLN yang meliputi Pertamina, Sonatrach dan Kontraktor P4D yaitu Bonatti, Sahara, EPPM, Entrepose, Tassili dan Qmax bertempat di RedSea Hotel Hassi.

Signing of the Safety Leadership Commitment covering 3 (three) pillars, namely Felt Leadership, Zero Tolerance and Zero Harm by all stakeholders in MLN which includes Pertamina, Sonatrach and P4D Contractors namely Bonatti, Sahara, EPPM, Entrepose, Tassili and Qmax at RedSea Hotel Hassi.

2 SEPTEMBER
September 2

RUPS Sirkuler perihal pengukuhan bapak Noor Syarifuddin sebagai Direktur Eksplorasi dan Produksi.

Circular GMS regarding the inauguration of Mr. Noor Syarifuddin as Director Exploration and Production.

PERISTIWA PENTING DI TAHUN 2019
IMPORTANT EVENTS IN 2019

30 SEPTEMBER
September 30

Pertamina Algeria Eksplorasi dan Produksi (PAEP), anak Perusahaan dari PIEP, turut berpartisipasi dalam acara "*The First Workshop on Production Chemistry and Organic Flow Assurance*" yang diselenggarakan oleh Sonatrach Laboratory Division. Adapun yang menjadi topik utama kegiatan ini antara lain penanganan masalah Asphaltene & Paraffin yang banyak terjadi di lapangan minyak Hassi Messoud, HBNS, dan Ourhoud.

Pada kesempatan ini, Pertamina memaparkan pengalaman operasinya dari perwakilan Pertamina Hulu Sanga-Sanga (PHSS) dengan judul "Dealing with waxy issues in Pertamina Hulu Sanga-Sanga Oil Wells" yang disampaikan oleh Pahala Pandjaitan, PhD dan didampingi oleh Avep Disasmita selaku Asset Manager PAEP.

Pertamina Algeria Eksplorasi dan Produksi (PAEP), a subsidiary of PIEP, participated in the "The First Workshop on Production Chemistry and Organic Flow Assurance" organized by the Sonatrach Laboratory Division. As for the main topic of this activity, among others, the handling of the Asphaltene & Paraffin issues that often occur in the oil fields of Hassi Messoud, HBNS and Ourhoud.

On this occasion, Pertamina explained its operating experience from the representatives of Pertamina Hulu Sanga-Sanga (PHSS) with the title "Dealing with waxy issues in Pertamina Hulu Sanga-Sanga Oil Wells" delivered by Pahala Pandjaitan, PhD and accompanied by Avep Disasmita as Asset Manager of PAEP.

24 OKTOBER
October 24

Penggunaan untuk pertama kalinya lumpur *synthetic* (SF05) yang di produksi oleh RU V Balikpapan untuk pengeboran sumur MLNW-12 P di Algeria. Hasilnya sangat baik dan juga sangat ramah terhadap lingkungan.

The first use of synthetic mud (SF-05) produced by RU V Balikpapan for drilling the MLNW-12 P well in Algeria. The results were very good and also very friendly to the environment.

PERISTIWA PENTING DI TAHUN 2019
IMPORTANT EVENTS IN 2019

OKTOBER
October

Dilakukan pembahasan *Initial Budget* 2020 (CDG#72) antara PT Pertamina Algeria Eksplorasi Produksi, dan Repsol sebagai *partner* di blok 405 a MLN Algeria serta Sonatrach sebagai otorisasi dari pemerintahan.

Discussion on the Initial Budget 2020 (CDG#72) was held between PT Pertamina Algeria Eksplorasi Produksi, and Repsol as a partner in Block 405 of Algeria's MLN and Sonatrach as authorization from the government.

1 NOVEMBER
November

Olivier de Langavant menggantikan Michel Hochard sebagai CEO Etablissments Maurel et Prom (M&P).

Olivier de Langavant replaced Michel Hochard as CEO of Etablissments Maurel et Prom (M&P).

2 DESEMBER
December 2

Survey *Passive Seismic* di MLN merupakan yang pertama di Gurun Sahara Algeria. *Passive Seismic* yang diaplikasikan ini adalah inovasi teknologi yang dikembangkan oleh *Upstream Technology Center* Pertamina.

The Passive Seismic Survey in MLN was the first in the Algeria Sahara Desert. The Passive Seismic applied was a technological innovation developed by Pertamina's Upstream Technology Center.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

22 DESEMBER
December 22

Berlakunya Undang-undang MIGAS baru di Algeria (19-13) untuk seluruh kontrak kerjasama MIGAS di Algeria.

Enactment of the new Oil and Gas Law in Algeria (19-13) for all Oil and Gas cooperation contracts in Algeria.

DESEMBER
December

Pengapalan perdana Etablissments Maurel et Prom (M&P) *Trading* dari Angola sebanyak 650.000 bbl Palanca *crude* ke Italy dengan Suez Maxvessel Amfitriti.

The initial shipment of Etablissments Maurel et Prom (M&P) Trading from Angola as much as 650,000 bbl of Palance crude to Italy with Suez Maxvessel Amfitriti.

PERISTIWA PENTING DI TAHUN 2019

IMPORTANT EVENTS IN 2019

31 DESEMBER
December

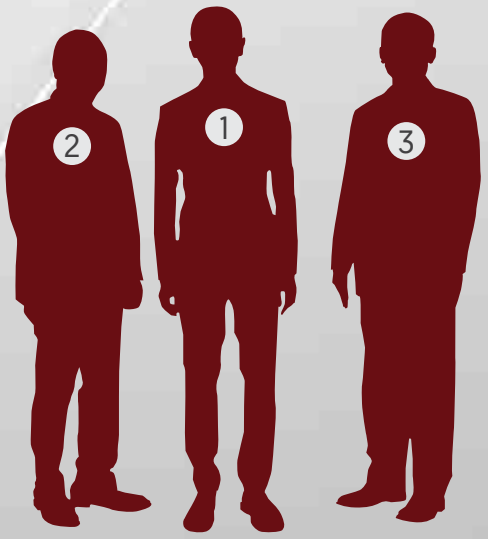
Etablissments Maurel et Prom (M&P) berhasil melakukan Pemboran sumur eksplorasi Kama-1 di Blok Kari Gabon yang terletak pada area yang menantang secara geografis yang membutuhkan pengerukan saluran dan rig.

Etablissments Maurel et Prom (M&P) succeeded in drilling the Kama-1 exploration well in Block Kari Gabon, which is located in a geographically challenging area that requires dredging of canals and rigs.

MOFT

DEWAN KOMISARIS

BOARD OF COMMISSIONERS



1

Heru Setiawan

Komisaris Utama
President Commissioner

2

Harya Adityawarman

Komisaris
Commissioner

3

Jumali

Komisaris
Commissioner

LAPORAN DEWAN KOMISARIS

BOARD OF COMMISSIONERS REPORT

Pemegang saham dan para pemangku kepentingan yang kami hormati,

Pertama-tama, kami panjatkan puji syukur kepada Tuhan Yang Maha Esa, atas rahmat dan karuniaNya, sehingga kami dapat menjalankan tugas kami sebagai Dewan Komisaris dan Perusahaan dapat melalui tantangan yang berat di tahun 2019 dan berhasil mencapai kinerja yang baik. Dewan Komisaris, dalam kesempatan ini, ingin memberikan apresiasi yang tinggi kepada Direksi beserta jajaran atas capaian kinerja operasional dan keuangan yang baik yang dihasilkan di tahun 2019.

Berikut ini, kami sampaikan laporan atas tugas pengawasan yang telah dilakukan oleh Dewan Komisaris atas jalannya pengurusan Perusahaan sepanjang tahun 2019. Dalam laporan ini akan kami sampaikan juga penilaian kami atas kinerja Direksi, pandangan atas prospek usaha yang dibuat oleh Direksi, penilaian atas tata kelola Perusahaan, dan penilaian atas Komite-Komite di bawah Dewan Komisaris.

Dear Esteemed Shareholders and Stakeholders,

First of all, we pray gratitude to God Almighty, for His mercy and grace, so that we can carry out our duties as Board of Commissioners and the Company was able to pass through tough challenges in 2019 and succeed in achieving good Performance. On this occasion, the Board of Commissioners would like to express its high appreciation to the Board of Directors and its ranks for the good operational and financial Performance achieved in 2019.

In the following, we submit a report on the supervisory duties that have been carried out by the Board of Commissioners on the management of the Company throughout 2019. In this report we will also convey our assessment of the performance of the Board of Directors, views on business prospects made by the Board of Directors, assessment of corporate governance and evaluation of Committees under the Board of Commissioners.

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI

Dewan Komisaris bertugas untuk mengawasi pengurusan perusahaan yang dilaksanakan oleh Direksi untuk menjalankan Perusahaan untuk mencapai target-target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP). Dewan komisaris secara rutin memberikan arahan dan nasihat kepada Direksi apabila ada hal-hal yang dipandang perlu misalnya jika ada target-target yang ditetapkan dalam RKAP tidak tercapai. Tindak lanjut atas arahan dan nasihat selalu dipantau oleh Dewan Komisaris. Dengan demikian pengawasan atas pengurusan Perusahaan yang dilakukan oleh Direksi dapat dilaksanakan dengan efektif oleh Dewan Komisaris.

Selain memberikan arahan dan nasihat, Dewan Komisaris juga telah memberikan persetujuan atau tanggapan Dewan

SUPERVISION ON CORPORATE MANAGEMENT

The Board of Commissioners has the duty to oversee the management of the Company carried out by the Board of Directors to run the Company to achieve the targets set in the Company's Work Plan and Budget (RKAP). The Board of Commissioners routinely gives directions and advices to the Board of Directors if there are things that are deemed necessary for example if there are targets set in the RKAP that are not achieved. Follow-up on directions and advices is always monitored by the Board of Commissioners. Thus the supervision of the management of the Company carried out by the Board of Directors can be carried out effectively by the Board of Commissioners.

In addition to provide directions and advices, the Board of Commissioners has also given approval or response from the

LAPORAN DEWAN KOMISARIS
BOARD OF COMMISSIONERS REPORT

Komisaris atas usulan-usulan Direksi yang diatur dalam Anggaran Dasar harus mendapatkan persetujuan atau tanggapan dari Dewan Komisaris sebelum diproses lebih lanjut.

Untuk menjalankan tugas pengawasannya, Dewan Komisaris dibantu oleh dua organ Dewan Komisaris yaitu Komite Audit dan Komite Pemantau Manajemen Risiko. Kedua Komite telah melakukan tugasnya dengan baik dan telah juga memberikan masukan-masukan dan rekomendasi yang berguna bagi Dewan Komisaris untuk melaksanakan tugas pengawasannya.

Board of Commissioners to the Board of Directors proposals as stipulated in the Articles of Association must obtain approval or response from the Board of Commissioners before proceeding further.

To carry out its supervisory duties, the Board of Commissioners is assisted by two organs of the Board of Commissioners namely the Audit Committee and the Risk Management Monitoring Committee. Both Committees have performed their duties well and have also provided useful inputs and recommendations for the Board of Commissioners to carry out its supervisory duties.

FREKUENSI DAN CARA PEMBERIAN NASIHAT KEPADA DIREKSI

Untuk dapat memantau jalannya Perusahaan, Dewan Komisaris setiap bulan selalu mendapatkan Laporan Manajemen Bulanan dari Direksi. Untuk mendapatkan informasi langsung dari Direksi, maka setiap bulan diagendakan rapat gabungan Dewan Komisaris Bersama Direksi. Agenda pembahasan adalah penjelasan atas isi dari Laporan Manajemen Bulanan dan agenda-agenda lain yang dipandang perlu untuk dibahas bersama oleh Dewan Komisaris dan Direksi. Sepanjang tahun 2019, Dewan komisaris telah melaksanakan rapat gabungan bersama Direksi sebanyak 7 (tujuh) kali. Dalam rapat inilah Dewan Komisaris secara rutin memberikan nasihat kepada Direksi.

Di samping rapat bersama Direksi tersebut, Dewan Komisaris juga melakukan rapat internal Dewan Komisaris bersama dengan Komite Audit dan Komite Pemantau Manajemen Risiko. Dalam rapat ini, Komite Audit dan Komite Pemantau Manajemen Risiko akan menyampaikan hasil-hasil kerjanya dan juga memberikan masukan dan rekomendasi yang diperlukan bagi Dewan Komisaris.

Selain itu, pada tahun 2019 juga, Dewan Komisaris dengan didampingi Direksi telah juga melakukan kunjungan kerja

FREQUENCY AND METHODS TO GIVE ADVICE TO THE BOARD OF DIRECTORS

To be able to monitor the course of the Company, the Board of Commissioners receives a Monthly Management Report from the Board of Directors every month. To get information directly from the Board of Directors, every month is scheduled a joint meeting of the Board of Commissioners and the Board of Directors. The discussion agenda is an explanation of the contents of the Monthly Management Report and other agendas deemed necessary to be discussed jointly by the Board of Commissioners and Board of Directors. During 2019, the Board of Commissioners held 7 (seven) joint meetings with the Board of Directors. It was at this meeting that the Board of Commissioners routinely gave advice to the Board of Directors.

In addition to the joint meetings of the Board of Directors, the Board of Commissioners also held an internal meeting of the Board of Commissioners together with the Audit Committee and the Risk Management Monitoring Committee. In this meeting, the Audit Committee and the Risk Management Monitoring Committee will present their work results and also provide input and recommendations needed for the Board of Commissioners.

In addition, in 2019, the Board of Commissioners accompanied by the Board of Directors, also conducted fieldwork visits to

LAPORAN DEWAN KOMISARIS
BOARD OF COMMISSIONERS REPORT

lapangan ke tempat wilayah kerja operasi Perusahaan sebanyak 2 (dua) kali yaitu ke Aljazair dan Perancis.

Selain memberikan nasihat, selama tahun 2019, Dewan Komisaris juga telah memberikan telaahan, persetujuan, ataupun rekomendasi atas usulan-usulan Direksi terkait hal-hal berikut ini.

1. Persetujuan dan Rekomendasi atas Revisi KPI Presiden Direktur PIEP Tahun 2018.
2. Rekomendasi Penempatan Wakil Perusahaan sebagai Direktur Utama dan Direktur Operasional PAEP.
3. Rekomendasi Penempatan Wakil Perusahaan sebagai Direktur PMEP.
4. Rekomendasi Pemberian Pinjaman Jangka Panjang kepada PIREP.
5. Telaah Dewan Komisaris atas Laporan Tahunan PIEP Tahun Buku 2018.
6. Rekomendasi atas KPI Presiden Direktur PIEP.
7. Pengesahan Buku RKAP Revisi Tahun 2019.
8. Persetujuan KPI PIEP Tahun 2019.
9. Usulan Tantiem 2018 dan Remunerasi 2019 Direksi PIEP.
10. Rekomendasi Penempatan Wakil Perusahaan sebagai Komisaris PAEP.

PENILAIAN ATAS KINERJA DIREKSI

Untuk menilai kinerja Direksi, Dewan Komisaris mempertimbangkan 3 (tiga) capaian kinerja yaitu kinerja operasional, kinerja keuangan dan tingkat kesehatan perusahaan. Dewan Komisaris memberikan apresiasi yang tinggi atas kinerja Direksi dalam mencapai kinerja Perusahaan yang baik di tengah kondisi perekonomian yang penuh tantangan di tahun 2019.

the Company's operational areas for 2 (two) times, namely to Algeria and France.

In addition to provide advice during 2019, the Board of Commissioners has also provided reviews, approvals, or recommendations on the Board of Directors' proposals regarding the following matters:

1. Approval and Recommendations on the Revised 2018 KPI of PIEP's President Director.
2. Recommendation on Placement of Company Representatives as President Director and Operational Director PAEP.
3. Recommendation on Placement of Company Representatives as PMEP Directors.
4. Recommendation for the Provision of Long-Term Loans to PIREP.
5. Review of the Board of Commissioners of PIEP's Annual Report on Financial Year 2019.
6. Recommendations on KPI of PIEP's President Director.
7. Ratification of the Revised 2019 RKAP Book.
8. Approval of PIEP's KPI in 2019.
9. Proposed 2018 Tantiem and 2019 Remuneration for the Board of Directors of PIEP.
10. Recommendation on Placement of Company Representatives as PAEP Commissioners.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

To assess the Performance of the Board of Directors, the Board of Commissioners considers three Performance achievements, namely operational Performance, financial Performance and soundness of the company. The Board of Commissioners highly appreciates the performance of the Board of Directors in achieving good Company Performance in the midst of challenging economic conditions in 2019.

LAPORAN DEWAN KOMISARIS

BOARD OF COMMISSIONERS REPORT

Seperti kita ketahui bersama, kondisi perekonomian global masih dihadapkan pada melambatnya pertumbuhan perekonomian. Pada tahun 2019 ekonomi dunia tumbuh 2,9% (YoY), mengalami perlambatan dibandingkan pertumbuhan tahun 2018 yang sebesar 3,6% (YoY). Sejalan dengan perekonomian dunia, perekonomian Indonesia tahun 2019 tumbuh 5,02%, lebih rendah dibandingkan pencapaian tahun 2018 sebesar 5,17%.

As we all know, the condition of the global economy is still faced with slowing economic growth. In 2019, the world economy only grew 2.9% (YoY), slowing compared to 2018 growth of 3.6% (YoY). In line with the world economy, Indonesia's economy in 2019 also grew only 5.02%, lower than the achievement in 2018 of 5.17%.

Adanya perlambatan perekonomian global dan faktor geopolitik yang telah memperlambat pertumbuhan permintaan minyak dan gas sehingga menekan harga komoditas secara keseluruhan. Permintaan minyak global 2019 hanya tumbuh sekitar sekitar 0,98 mb/d dibandingkan 2018. Harga minyak diperkirakan masih dalam tren menurun hingga 2020 dan baru mulai pulih terbatas pada 2021. Faktor geopolitik terutama di kawasan Teluk, tingkat produksi negara-negara Timur Tengah dan tingkat permintaan minyak akan tetap menjadi penentu perkembangan harga minyak di masa depan.

The slowdown in the global economy and geopolitical factors that have slowed the growth of oil and gas demand have pushed down the overall commodity prices. Global oil demand in 2019 only grew around 0.98 mb/d compared to 2018. Oil prices are expected to remain in a downward trend until 2020 and are only beginning to recover limitedly in 2021. Geopolitical factors, especially in the Gulf region, the production level of Middle Eastern countries, and the level of oil demand will remain a determinant of future oil price developments.

Kondisi perekonomian, khususnya dalam industri minyak dan gas tentu saja berdampak terhadap kinerja Perusahaan. Dewan Komisaris berpandangan bahwa langkah-langkah strategis yang diambil Direksi sudah tepat dan menghasilkan kinerja yang baik di 2019.

Economic conditions, especially in the oil and gas industry, surely have an impact on the Company's Performance. The Board of Commissioners sees that the strategic policies adopted by the Board Directors were appropriate to produce good Performance and answer the challenges in 2019.

Secara keseluruhan Perusahaan telah berhasil mencatatkan kinerja yang cukup positif di tahun 2019. walaupun kinerja produksi yang dicapai masih di bawah target RKAP. Realisasi produksi migas tahun 2019 adalah sebesar 151,29 Kbopd atau 92,12% dari target RKAP 2019 sebesar 164,23 Kbopd. Rinciannya adalah terdiri dari kinerja produksi minyak sebesar 104,11 Kbopd atau 92,53% dari target RKAP 2019 sebesar 112,51 Kbopd dan produksi gas sebesar 273,36 MMscfd atau 91,23% dari target RKAP 2019 sebesar 299,64 MMscfd. Pencapaian lifting produksi migas juga masih di bawar target yaitu sebesar 80,73 Kboepd atau 96,31% dibanding target RKAP 2019 sebesar 83,82 Kboepd dengan rincian 63,63 Kbopd untuk minyak dan 99,06 MMscfd untuk gas.

Overall, the Company successfully recorded a fairly positive Performance in 2019. Although the production Performance achieved was still below the RKAP target. The realization of oil and gas production in 2019 was 151.29 Kbopd or 92.12% of the 2019 RKAP target of 164.23 Kbopd. The breakdown consists of oil production Performance of 104.11 Kbopd or 92.53% of the 2019 RKAP target of 112.51 Kbopd and gas production of 273.36 MMscfd or 91.23% of the 2019 RKAP target of 299.64 MMscfd. The achievement of oil and gas production lifting was also still under target of 80.73 Kboepd or 96.31% compared to the 2019 RKAP target of 83.82 Kboepd with details of 63.63 Kbopd for oil and 99.06 MMscfd for gas.

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Namun demikian, walaupun kinerja produksi yang lebih rendah dari target dan juga tingkat rata-rata realisasi harga minyak tahun 2019 yang lebih rendah dari asumsi harga pada RKAP 2019, Perusahaan tetap mampu untuk meningkatkan pendapatan usaha di tahun 2019. Pendapatan usaha tahun 2019 mencapai AS$1.224.972 ribu, meningkat 2,80% atau AS$33.375 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.191.597 ribu. Peningkatan tersebut dikontribusikan oleh peningkatan yang terjadi di M&P sebesar AS$110.342, Algeria AS$235 ribu, serta Irak AS$99 ribu. Namun demikian, karena adanya kendala-kendala operasional maka terjadi penurunan pendapatan usaha di Malaysia sebesar AS$90.708 ribu. Pencapaian tersebut merupakan sesuatu yang perlu diapresiasi karena berhasil dicapai di tengah harga minyak yang realisasinya lebih rendah dibandingkan target RKAP 2019.

However, even though production Performance was lower than the target and also the level of average realized price of oil in 2019 was lower than the price assumptions in the 2019 RKAP, the Company was still able to increase revenues in 2019. Revenues in 2019 reached US$1,224.972 thousand, an increase of 2.80% or US$33,375 thousand compared to 2018 which reached US$1,191,597 thousand. The increase was contributed by an increase in M&P of US$110,342, Algeria US$235 thousand, and Iraq US$99 thousand. However, due to operational constraints there was a decrease in revenues in Malaysia of US$90,708 thousand. This achievement was something that needs to be appreciated because it was achieved in the midst of oil prices which realization was lower than the 2019 RKAP target.

Berikutnya adalah pencapaian Net Profit sebesar AS$97.997 ribu sedangkan Net Profit sebelum *impairment* sebesar AS$133.181 ribu atau 108,72% dari target RKAP 2019 sebesar AS$122.495 ribu. Hal ini dapat dicapai karena Perusahaan juga telah berhasil mendorong efisiensi dan optimalisasi biaya sebagaimana dapat dilihat dari realisasi biaya usaha sebesar AS$932.849 ribu yang lebih rendah dibandingkan target RKAP 2019 yaitu sebesar AS$1.013.860 ribu. Di samping itu, Direksi juga telah mampu untuk menjaga *cost per barrel oil* di level yang kompetitif yaitu sebesar AS$10,29/boe atau lebih rendah dibandingkan target RKAP sebesar AS$10,93/boe.

Next is the achievement of a Net Profit of US$97,997 thousand while the Net Profit before impairment was US$133,181 thousand or 108.72% of the 2019 RKAP target of US$122,495 thousand. This can be achieved because the Company has also succeeded in driving efficiency and cost optimization which can be seen from the realization of operating costs of US$932,849 thousand, which was lower than the 2019 RKAP target of US$1,013,860 thousand. In addition, the Board of Directors has also been able to maintain cost per barrel of oil at a competitive level of US$10.29/boe or lower than the RKAP target of US$10.93/boe.

Selain itu, yang tidak kalah penting juga adalah keberhasilan Direksi untuk meningkatkan sinergi Pertamina Grup. Dalam tahun 2019, Perusahaan berhasil mencatatkan peningkatan transaksi sinergi Pertamina Grup menjadi AS$8.027 ribu.

In addition, what is also important is the success of the Board of Directors to improve Pertamina Group synergy. In 2019, the Company has successfully recorded an increase in synergy transactions of Pertamina Group to US$8,027 thousand.

Terakhir, Dewan Komisaris juga memberikan apresiasi atas capaian tingkat kesehatan perusahaan yang dihitung dari Nilai Kinerja Keuangan, Nilai Kinerja Pertumbuhan, Nilai Kinerja Operasi, dan Nilai Kinerja Administrasi. Tingkat kesehatan perusahaan pada tahun 2019 adalah mencapai nilai 70,50 dengan kategori Sehat A.

Lastly, the Board of Commissioners also appreciates the achievements of the Company's soundness level calculated from the Financial Performance Value, Growth Performance Value, Operational Performance Value, and Administrative Performance Value. The soundness level of the Company in 2019 was 70.50 with the category of Healthy A.

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PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN DIREKSI

Meskipun menghadapi berbagai tantangan perekonomian global yang besar, khususnya fluktuasi pergerakan harga minyak mentah dunia termasuk kondisi pandemik global Covid-19 dan jatuhnya harga minyak di triwulan I tahun 2020, Direksi tetap optimis untuk mampu menjawab tantangan-tantangan tersebut untuk meningkatkan kinerja Perusahaan dalam jangka panjang.

Optimisme tersebut didukung juga karena Perusahaan mendapatkan dukungan kuat dari PT Pertamina (Persero) dan otoritas di tempat Perusahaan beroperasi. Di samping itu, Perusahaan memiliki beberapa keunggulan penting seperti belum termonetisasinya beberapa cadangan minyak, memiliki kompetensi internasional yang baik, SDM berpengalaman di operasi aset internasional, serta kemampuan pengendalian dalam kegiatan *operatorship*. Selain itu, Perusahaan mempunyai peluang yang besar karena memiliki *entry access* di 13 (tiga belas) negara termasuk negara-negara kaya migas.

Selain itu, yang tidak kalah penting juga pengaruh positif akibat adanya hubungan *Government to Government* (G2G) antara Indonesia dengan negara tempat Perusahaan beroperasi yang cukup baik dan konsumsi migas Indonesia yang cenderung meningkat seiring dengan pertumbuhan ekonomi Indonesia dalam jangka panjang.

Berdasarkan uraian di atas, Dewan Komisaris berpandangan bahwa prospek PIEP ke depannya masih cukup baik dan Dewan Komisaris berpandangan bahwa prospek usaha yang dibuat oleh Direksi sudah cukup realistis.

PERSPECTIVE ON BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS

Despite facing major global economic challenges, in particular fluctuations in global crude oil price movements including the global Covid-19 pandemic conditions and falling oil prices in the first quarter of 2020, the Board of Directors keeps optimistic to be able to respond to these challenges to improve the Company's long-term Performance.

This optimism is also supported because the Company has strong support from PT Pertamina (Persero) and the authorities where the Company operates. In addition, the Company has several important advantages such as the non-monetization of some oil reserves, good international competence, experienced HR in international assets operations, and control capabilities in operatorship activities. In addition, the Company has a great opportunity because it has entry access in 13 (thirteen) countries including rich countries of oil and gas.

In addition, the positive influence is also due to the Government to Government (G2G) relationship between Indonesia and the countries where the Company operates reasonably well and Indonesia's oil and gas consumption which tends to increase along with Indonesia's economic growth in the long run.

Based on the description above, the Board of Commissioners considers that the prospects of PIEP in the future are still quite good. The Board of Commissioners believes that the business prospects made by the Board of Directors are quite realistic.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Dewan Komisaris berpandangan bahwa penerapan tata kelola perusahaan di PIEP telah berjalan dengan baik. Organ-organ Perusahaan juga telah berfungsi dan dikelola dengan baik. Berdasarkan asesmen *Good Corporate Governance* (GCG) yang

PERSPECTIVE ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE

The Board of Commissioners believes that the implementation of corporate governance in PIEP has been going well. The Company's organs are functioning and well managed. Based on the assessment of Good Corporate Governance (GCG)

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telah dilakukan oleh pihak independen, skor implementasi sebesar 85,139 dengan kategori Baik, meningkat dari tahun sebelumnya yang menghasilkan skor 81,579 dengan kategori Baik.

Beberapa aspek penerapan GCG yang menjadi perhatian utama Dewan Komisaris di antaranya adalah sebagai berikut.

conducted by an independent parties, the GCG implementation score achieved 85.139 in the category of Good, increasing from the previous year's score by 81.579 in the category of Good.

The following aspects of the GCG implementation will continue to be monitored by the Board of Commissioners.

SISTEM MANAJEMEN RISIKO

Dewan Komisaris berpendapat bahwa sistem manajemen risiko yang dilaksanakan di tahun 2019 sudah efektif. Risiko telah dikelola secara *prudent* melalui konsep yang didasarkan pada standar internasional yaitu ISO-31000 yang disesuaikan dengan budaya dan kearifan lokal PIEP. Manajemen Risiko telah diterapkan pada seluruh aktivitas/ fungsi dan kepentingan usaha Perusahaan, baik untuk kegiatan operasional maupun investasi.

Pelaksanaan proses manajemen risiko di Perusahaan dilakukan oleh Fungsi Manajemen Risiko yang berdiri sendiri dan independen dari fungsi-fungsi yang lain. Fungsi Manajemen Risiko PIEP berada di bawah Fungsi Corporate Planning & Business Improvement (CPBI) yang langsung di bawah kendali Presiden Direktur. Dengan demikian diharapkan proses manajemen risiko akan berjalan secara efektif.

Perusahaan telah memanfaatkan *Enterprise Risk Management System* (ERMS) yang dimiliki oleh PT Pertamina (Persero), sehingga pengelolaan manajemen risiko dapat dilakukan secara sistematis efektif dan efisien serta terintegrasi. Seluruh *Risk Register* yang disusun oleh setiap fungsi pada Perusahaan yang berisi daftar risiko, monitoring rencana mitigasi, *early warning* dan *loss event* dapat dimasukan ke dalam Sistem Informasi Manajemen Risiko, termasuk risiko-risiko yang terkait dengan rencana investasi.

RISK MANAGEMENT SYSTEM

The Board of Commissioners believes that the risk management system implemented in 2019 was quite effective. Risk has been managed prudently through a concept that is based on international standards, namely ISO-31000 which is adapted to PIEP's culture and local wisdom. Risk Management has been applied to all activities/functions and business interests of the Company, both for operational and investment activities.

The implementation of risk management processes in the Company is carried out by a Risk Management Function that stands alone and independent from other functions. PIEP's Risk Management function is under the Corporate Planning & Business Improvement (CPBI) Function which is directly under the control of the President Director. Thus it is expected that the risk management process will run effectively.

The Company has utilized the Enterprise Risk Management System (ERMS) owned by PT Pertamina (Persero), so that risk management can be carried out in a systematic, effective and efficient and integrated manner. All Risk Registers prepared by each function in the Company which contain risk registers, monitoring of mitigation plans, early warnings and loss events can be included in the Risk Management Information System, including risks related with investment plans.

SISTEM PENGENDALIAN INTERNAL

Dewan Komisaris berpandangan bahwa Perusahaan telah memiliki sistem pengendalian internal dan telah dilaksanakan

INTERNAL CONTROL SYSTEM

The Board of Commissioners believes that the Company has an Internal Control System and has been implementing it quite

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dengan cukup baik. Sistem Pengendalian Internal PIEP telah sejalan dengan sistem pengendalian internal yang berlaku di PT Pertamina (Persero) dan yang berlaku secara internasional yang dikembangkan oleh *Committee of Sponsoring Organization of the Tradeway Commission* (COSO).

Fungsi Internal Audit telah berjalan dengan cukup baik. Selama tahun 2019 fungsi Internal Audit telah melaksanakan kegiatan audit sesuai dengan rencana audit tahunan yang telah ditetapkan sebelumnya yang telah dibahas juga dengan Komite Audit. Internal Audit telah melaksanakan audit pada 4 (empat) objek audit penugasan yang terdiri dari Audit atas Pengadaan Barang dan Jasa, Joint Venture Audit Malaysia, Joint Venture Audit Irak dan Audit atas Progres Investasi Proyek Phase 4 Development PT PAEP. Dari sebanyak 22 (dua puluh dua) temuan, telah selesai ditindak lanjuti sebanyak 18 (delapan belas) temuan, dan sebanyak 4 (empat) temuan sedang dalam proses tindak lanjut.

Dewan Komisaris dengan dibantu oleh Komite Audit selalu memantau tindak lanjut dari temuan-temuan baik temuan dari fungsi Internal Audit ataupun temuan-temuan dari Eksternal Audit seperti Kantor Akuntan Publik, Badan Pengawasan Keuangan dan Pembangunan, serta Badan Pemeriksa Keuangan.

well. The Internal Control System PIEP has been in line with the Internal Control System that is in force at PT Pertamina (Persero) and which applies internationally developed by the Committee of Sponsoring Organization of the Tradeway Commission (COSO).

The internal audit function has run quite well. During 2019, the Internal Audit function has carried out audit activities in accordance with the predetermined annual audit plan which was also discussed with the Audit Committee. Internal Audit has conducted audits on 4 (four) assignment audit objects which consist of Audits on Procurement of Goods and Services, Joint Venture Audits of Malaysia, Joint Venture Audits of Iraq and Audits on Investment Progress of Phase 4 Project in PT PAEP. Of the 22 (twenty-two) findings, 18 (eighteen) findings have been completed the follow-up, and 4 (four) findings are being followed up.

The Board of Commissioners, assisted by the Audit Committee, always monitors the follow-up of findings either from the Internal Audit function or findings from External Audit such as the Public Accounting Firm, the National Government Internal Auditor, and the Audit Board.

WHISTLE BLOWING SYSTEM

Sebagai bentuk komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik, PIEP menerapkan mekanisme *Whistleblowing System* (WBS) sebagai sarana penyampaian pelanggaran secara rahasia baik oleh Pekerja maupun pimpinan Perusahaan. Mekanisme WBS PIEP diatur dalam Tata Kerja Organisasi Pengelolaan *Whistleblowing System* (WBS) yang telah disahkan pada tahun 2016. Lingkup pelanggaran yang dapat dilaporkan melalui WBS meliputi penyimpangan dan kecurangan terkait dengan aspek yang diatur dalam *Code of Conduct*, Peraturan Perusahaan, kepatuhan hukum, Anggaran Dasar, perjanjian/kontrak, kerahasiaan Perusahaan, kebijakan tentang transaksi

WHISTLE BLOWING SYSTEM

As a form of commitment to the implementation of Good Corporate Governance, PIEP implements the Whistleblowing System (WBS) mechanism as a means of confidential disclosure of violations by Employees and leaders of the Company. PIEP's WBS mechanism is regulated in the Work Procedure of the Whistleblowing Management System (WBS) which was approved in 2016. The scope of violations that can be reported through the WBS includes irregularities and fraud related to aspects regulated in the Code of Conduct, Company Regulations, legal compliance, Articles of Association, agreements/contracts, Company confidentially, policies regarding conflicts of interest transactions, and other

benturan kepentingan, dan kejadian penting lainnya yang relevan yang dapat merugikan Perusahaan maupun pemangku kepentingan.

relevant important aspects that can harm the Company and stakeholders.

Perusahaan telah membentuk saluran pengaduan yaitu melalui *Email*: wbs.piep@pertamina.com dan *Mailbox*: Pertamina Clean PO BOX 2600 JKP 10026. Pihak yang memiliki kewenangan untuk menindaklanjuti laporan pengaduan/ penyingkapan berdasarkan kategori terlapor adalah fungsi Internal Audit.

The Company has established a complaint channel through Email: wbs.piep@pertamina.com and Mailbox: Pertamina Clean PO BOX 2600 JKP 10026. The party that has the authority to follow up on complaints/disclosure reports based on reported categories is the Internal Audit function.

Untuk meningkatkan efektivitas dari pelaksanaan WBS, Dewan Komisaris akan mendiskusikan kembali dengan Direksi perbaikan-perbaikan yang perlu dilakukan agar pelaksanaan WBS menjadi lebih baik lagi.

To increase the effectiveness of WBS implementation, the Board of Commissioners will discuss again with the Board of Directors about the improvements that need to be made so that the implementation of WBS is even better.

PENILAIAN ATAS KINERJA KOMITE-KOMITE DI BAWAH DEWAN KOMISARIS

Dalam rangka meningkatkan peran Dewan Komisaris dalam menjalankan fungsi pengawasan, Dewan Komisaris telah membentuk 2 (dua) komite yaitu:

1. Komite Audit
2. Komite Pemantau Manajemen Risiko

Komite Audit memiliki tugas dan tanggung jawab untuk membantu Dewan Komisaris melakukan pengawasan terhadap Perusahaan. Tugas dan fungsi Komite Audit terutama adalah berkaitan dengan pengawasan atas keandalan informasi keuangan, sistem pengendalian internal, serta efektivitas audit yang dilakukan oleh auditor internal dan auditor eksternal.

Sepanjang tahun 2019, Komite Audit telah menjalankan tugas dan tanggungjawabnya dengan baik. Komite Audit, secara rutin telah menyampaikan laporan triwulan Kepada Dewan Komisaris. Selain itu, Komite Audit juga telah menyampaikan hasil-hasil telaahannya atas laporan-laporan dan usulan-

PERFOMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In order to increase the role of the Board of Commissioners in carrying out the supervisory function, the Board of Commissioners has formed 2 (two) Committees, namely:

1. Audit Committee
2. Risk Management Monitoring Committee

The Audit Committee has the duties and responsibilities to assist the Board of Commissioners in supervising the Company. The duties and functions of the Audit Committee are related with overseeing the reliability of financial information, internal control systems, and the effectiveness of audits conducted by internal auditors and external auditors.

Throughout 2019, the Audit Committee has carried out its duties and responsibilities well. The Audit Committee has routinely submitted quarterly reports to the Board of Commissioners. In addition, the Audit Committee has also submitted the results of its review of the reports and

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usulan yang disampaikan oleh Direksi kepada Dewan Komisaris. Hasil telaahan Komite Audit menjadi masukan penting bagi Dewan Komisaris untuk menjalankan tugas pengawasannya.

Komite Audit telah melaksanakan rapat sebanyak 11 (sebelas) kali. Selain itu, Komite Audit juga hadir dalam rapat-rapat internal Dewan Komisaris serta hadir juga dalam rapat bersama Dewan Komisaris dan Direksi.

Selama tahun 2019, Komite audit juga telah melakukan tugas-tugas berikut.

1. Mengusulkan calon auditor eksternal kepada Dewan Komisaris untuk disampaikan kepada RUPS untuk mendapatkan persetujuan RUPS.
2. Melakukan penilaian atas efektivitas pelaksanaan program kerja audit tahunan Auditor Internal.
3. Melakukan penilaian atas efektivitas pelaksanaan audit umum yang dilaksanakan auditor eksternal.

Komite Pemantau Manajemen Risiko memiliki tugas dan tanggung jawab untuk membantu Dewan Komisaris melakukan pengawasan terhadap Perusahaan untuk memantau dan memastikan diterapkannya prinsip, fungsi dan pelaksanaan yang berhubungan dengan kebijakan atas pengelolaan manajemen risiko Perusahaan.

Sepanjang tahun 2019, Komite Pemantau Manajemen Risiko telah menjalankan tugas dan tanggungjawabnya dengan baik. Komite Pemantau Manajemen Risiko telah melaksanakan rapat sebanyak 3 (tiga) kali. Selain itu, Komite Pemantau Manajemen Risiko juga hadir dalam rapat-rapat internal Dewan Komisaris serta hadir juga dalam rapat bersama Dewan Komisaris dan Direksi.

Selama tahun 2019, Komite Pemantau Manajemen Risiko juga telah menjalankan tugas-tugas berikut:

proposals submitted by the Board of Directors to the Board of Commissioners. The review results of the Audit Committee is an important input for the Board of Commissioners to carry out their supervisory duties.

The Audit Committee has conducted 11 (eleven) meetings. In addition, the Audit Committee was also present at internal meetings of the Board of Commissioners and was also present at meetings with the Board of Commissioners and Board of Directors.

During 2019, the Audit Committee also carried out the following duties:

1. Proposed candidates for external auditors to the Board of Commissioners to be submitted to GMS to obtain GMS approval.
2. Assessed the effectiveness of the audit conducted by Internal Auditor.
3. Assessed the effectiveness of the general audit conducted by External Auditor.

The Risk Management Monitoring Committee has the duties and responsibilities to assist the Board of Commissioners in supervising the Company to monitor and ensure the implementation of the principles, functions and implementation relating to the policies for managing the Company's risk management.

Throughout 2019, the Risk Management Monitoring Committee has carried out its duties and responsibilities well. The Risk Management Monitoring Committee has conducted 3 (three) meetings. In addition, the Risk Management Monitoring Committee also attended internal meetings of the Board of Commissioners and also present at meetings with the Board of Commissioners and Board of Directors.

During 2019, the Risk Management Monitoring Committee also carried out the following duties:

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1. Mengevaluasi sistem, kebijakan dan strategi manajemen risiko yang disusun Direksi untuk memberikan masukan kepada Dewan Komisaris.
2. Memantau efektivitas dan konsistensi penerapan manajemen risiko dan hasilnya sebagai masukan bagi Dewan Komisaris.
3. Membahas hasil-hasil *review* dan pemantauan serta hasil kerja Komite Pemantau Manajemen Risiko yang akan disampaikan kepada Dewan Komisaris.

1. Evaluated system, policies, and strategies of Risk Management developed by the Board of Directors to provide input to the Board of Commissioners.
2. Monitored the effectiveness and consistency of the application of risk management and the results as input for the Board of Commissioners.
3. Discussed the results of review and monitoring as well as the work results of the Risk Management Monitoring Committee which will be submitted to the Board of Commissioners.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Selama tahun 2019, Komposisi anggota Dewan Komisaris Perusahaan mengalami beberapa kali perubahan atas dasar pertimbangan kebutuhan usaha Perusahaan yang diuraikan sebagaimana penjelasan berikut:

Komposisi dan Dasar Pengangkatan Dewan Komisaris Periode 1 Januari-27 Agustus 2019

Komposisi Dewan Komisaris periode 1 Januari-27 Agustus 2019 sebanyak 4 (empat) orang yang terdiri dari 1 (satu) orang Komisaris Utama dan 3 (tiga) orang Komisaris. Komposisi dan dasar pengangkatan Dewan Komisaris dapat dilihat pada tabel di bawah ini.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

Throughout 2019, the composition of members of the Company's Board of Commissioners underwent several changes based on the consideration of the Company's business needs which are described as explained below.

Composition and Basis of Appointment of The Board of Commissioners for The Period of January 1-August 27, 2019

The composition of the Board of Commissioners for the period of January 1-August 27, 2019 consists of 4 (four) members consisting of 1 (one) President Commissioner and 3 (three) Commissioners. The composition and basis of appointment of the Board of Commissioners can be seen in the table below.

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Heru Setiawan	Komisaris Utama President Commissioner	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS dated August 31, 2018	31 Agustus 2018 August 31, 2018
Tanudji Darmasakti	Komisaris Commissioner	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS dated August 31, 2018	31 Agustus 2018 August 31, 2018
Charles P. Siallagan	Komisaris Commissioner	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS dated August 31, 2018	31 Agustus 2018 August 31, 2018
Satry Nugraha	Komisaris Commissioner	RUPS Sirkuler tanggal 10 Januari 2018 Circular GMS dated January 10, 2018	10 Januari 2018 January 10, 2018

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Komposisi dan Dasar Pengangkatan Dewan Komisaris Periode 27 Agustus 2019-1 November 2019

Melalui RUPS Sirkuler tanggal 27 Agustus 2019, RUPS memutuskan memberhentikan Bapak Satry Nugraha dan mengangkat Bapak Harya Adityawarman sebagai Komisaris Perusahaan. Sehingga komposisi Dewan Komisaris periode 27 Agustus-1 November 2019 sebanyak 4 (empat) orang yang terdiri dari 1 (satu) orang Komisaris Utama dan 3 (tiga) orang Komisaris. Komposisi dan dasar pengangkatan Dewan Komisaris dapat dilihat pada tabel di bawah ini.

Composition and Basis of Appointment of The Board of Commissioners For The Period of August 27-November 1, 2019

Through the Circular GMS on August 27, 2019, the GMS decided to dismiss Mr. Satry Nugraha and appointed Mr. Harya Adityawarman as the Company's Commissioner. So that the composition of the Board of Commissioners for the period of August 27-November 1, 2019 was 4 (four) members consisting of 1 (one) President Commissioner and 3 (three) Commissioners. The composition and basis of appointment of the Board of Commissioners can be seen in the table below.

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Heru Setiawan	Komisaris Utama President Commissioner	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS dated August 31, 2018	31 Agustus 2018 August 31, 2018
Tanudji Darmasakti	Komisaris Commissioner	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS dated August 31, 2018	31 Agustus 2018 August 31, 2018
Charles P. Siallagan	Komisaris Commissioner	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS dated August 31, 2018	31 Agustus 2018 August 31, 2018
Harya Adityawarman	Komisaris Commissioner	RUPS Sirkuler tanggal 27 Agustus 2019 Circular GMS dated August 27, 2019	27 Agustus 2019 August 27, 2019

Komposisi dan Dasar Pengangkatan Dewan Komisaris Periode 1 November-31 Desember 2019

Berdasarkan RUPS Sirkuler tanggal 1 November 2019, RUPS memutuskan memberhentikan Bapak Tanudji Darmasakti dan Bapak Charles P. Siallagan serta mengangkat Bapak Jumali sebagai Komisaris Perusahaan. Sehingga komposisi Dewan Komisaris periode 1 November-31 Desember 2019 sebanyak 3 (tiga) orang yang terdiri dari 1 (satu) orang Komisaris Utama dan 2 (dua) orang Komisaris. Komposisi dan dasar pengangkatan Dewan Komisaris dapat dilihat pada tabel di bawah ini.

Composition and Basis of Appointment of The Board of Commissioners for The Period of November 1-December 31, 2019

Based on the Circular GMS on November 1, 2019, the GMS decided to dismiss Mr. Tanudji Darmasakti and Mr. Charles P. Siallagan and appoint Mr. Jumali as Company's Commissioner. So that the composition of the Board of Commissioners for the period of November 1-December 31, 2019, was 3 (three) members consisting of 1 (one) President Commissioner and 2 (two) Commissioners. The composition and basis of appointment of the Board of Commissioners can be seen in the table below.

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Heru Setiawan	Komisaris Utama President Commissioner	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS dated August 31, 2018	31 Agustus 2018 31 Agustus 2018
Jumali	Komisaris Commissioner	RUPS Sirkuler tanggal 1 November 2019 Circular GMS dated November 1, 2019	1 November 2019 November 1, 2019
Harya Adityawarman	Komisaris Commissioner	RUPS Sirkuler tanggal 27 Agustus 2019 Circular GMS dated August 27, 2019	27 Agustus 2019 27 Agustus 2019

LAPORAN DEWAN KOMISARIS
BOARD OF COMMISSIONERS REPORT

PENUTUP

Demikian laporan pelaksanaan tugas pengawasan yang telah dilaksanakan Dewan Komisaris di tahun 2019. Dewan Komisaris mengucapkan terima kasih kepada pemegang saham atas kepercayaan yang telah diberikan.

Atas pencapaian kinerja Perusahaan di 2019, sekali lagi Dewan Komisaris mengucapkan apresiasi yang tinggi kepada Direksi beserta seluruh jajarannya. Dewan Komisaris memiliki keyakinan dan berharap agar Direksi beserta seluruh jajaran akan selalu berusaha untuk memberikan yang terbaik bagi Perusahaan untuk dapat berkontribusi maksimal dalam penguatan peran PT Pertamina (Persero) untuk mengelola keamanan pasokan energi nasional dari hasil investasi dan operasi migas di luar negeri.

CLOSING

This is the report on the implementation of the supervisory duties carried out by the Board of Commissioners in 2019. The Board of Commissioners would like to thank the shareholders for the trust given.

For the achievement of the Company's Performance in 2019, the Board of Commissioners once again expressed its high appreciation to the Board of Directors and all of its ranks. The Board of Commissioners has confidence and hopes that the Board of Directors and all of its ranks will always try to provide the best for the Company to be able to contribute maximally in strengthening the role of PT Pertamina (Persero) to manage the security of national energy supply from the results of investments and oil and gas operations in overseas.

Jakarta, April 2020
Jakarta, April 2020

Atas Nama Dewan Komisaris
On Behalf of the Board of Commissioners

Heru Setiawan
Komisaris Utama
President Commissioner

DIREKSI
BOARD OF DIRECTORS

1

Denie S. Tampubolon

Presiden Direktur
President Director

2

Aris Mulya Azof

Direktur Keuangan dan Komersial
Director Finance & Commercial

3

Noor Syarifuddin

Direktur Eksplorasi dan Produksi
Director Exploration & Production

LAPORAN DIREKSI

BOARD OF DIRECTORS REPORT

Pemegang saham dan para pemangku kepentingan yang kami hormati,

Puji syukur kami ucapkan kehadirat Tuhan Yang Maha Esa, atas karuniaNya, atas pencapaian PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) di tahun 2019. Dengan spirit *Bring barrels home*, Perusahaan senantiasa berkomitmen untuk memberikan kontribusi dalam memperkuat peran PT Pertamina (Persero) dalam mengelola keamanan pasokan energi nasional, dengan cara menambah cadangan dan produksi migas dari aset dan operasi luar negeri.

Bersama ini kami sampaikan laporan atas jalannya kepengurusan Perusahaan di tahun 2019. Di dalam laporan ini akan kami sampaikan analisis atas kinerja Perusahaan, analisis tentang prospek usaha, perkembangan penerapan tata kelola Perusahaan dan perubahan komposisi Direksi di tahun buku 2019.

Dear Esteemed Shareholders and Stakeholders,

We thank you for the presence of God Almighty, for His grace and for the achievement of PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) in 2019. With the spirit of Bring barrels home, the Company is constantly committed to contribute in strengthening the role of PT Pertamina (Persero) in managing the security of national energy supply, by increasing oil and gas reserves and production from overseas assets and operations.

We hereby submit a report on the management of the Company in 2019. In this report we will present an analysis of the Company's Performance, analysis of business prospects, developments in the implementation of corporate governance and changes in the composition of the Board of Directors in fiscal year 2019.

ANALISIS ATAS KINERJA PERUSAHAAN

TINJAUAN PEREKONOMIAN

Perlambatan perekonomian baik global maupun nasional merupakan tantangan yang banyak dihadapi berbagai bidang usaha di tahun 2019 termasuk industri hulu migas. Kondisi ini telah mengakibatkan realisasi atas keseimbangan neraca *supply-demand* energi dunia berada pada posisi yang kurang menguntungkan bagi para produsen migas sehingga sepanjang tahun 2019 terjadi penurunan rata-rata harga *crude* sebesar 10,5% jika dibandingkan dengan tahun 2018 atau berada pada rata-rata AS$64,16/bbl di tahun 2019.

Faktor geopolitik juga memiliki peranan penting sebagai penentu pergerakan harga minyak dunia di 2019. Tren penurunan harga minyak di kuartal II mulai mengalami pemulihan di kuartal IV sejalan dengan penurunan risiko terkait ketegangan politik di Timur Tengah, mulai adanya titik temu kesepakatan perdagangan Amerika Serikat-Tiongkok dan kepastian Brexit di kawasan Eropa.

COMPANY PERFORMANCE ANALYSIS

ECONOMIC REVIEW

The global and national economic slowdown became a challenge that was faced by various business sectors in 2019 including the upstream oil and gas industry. This condition has resulted in the realization of the balance of the world energy supply-demand balance to be less favorable for oil and gas producers so that throughout 2019 there was a decline in the average crude price of 10.5% when compared to 2018 or at an average US$64.16/bbl in 2019.

Geopolitical factors also had an important role as a determinant of world oil price movements in 2019. The downward trend in oil prices in the second quarter began to recover in the fourth quarter in line with the risk reduction related to political tensions in the Middle East, starting from the meeting point of US-China trade agreements and Brexit certainty in the European region.

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Sekalipun berada di luar kontrol Perusahaan, kondisi-kondisi eksternal tersebut di atas memiliki pengaruh signifikan dalam usaha untuk mencapai kinerja yang diharapkan. Dengan menerapkan strategi bisnis yang tepat sasaran, tantangan yang ada telah diantisipasi dengan baik oleh Perusahaan sehingga menghasilkan kinerja yang baik di tahun 2019 ini.

KEBIJAKAN STRATEGIS

Dalam menghadapi tantangan dan peluang dalam industri minyak dan gas, Perusahaan telah menetapkan 3 (tiga) fokus utama yang menjadi kebijakan strategis yang merupakan bagian dari Rencana Jangka Panjang Perusahaan (RJPP) 2019-2026, yaitu operasional ekselen, pertumbuhan keuangan dan penguatan penunjang usaha. Kebijakan strategis ini diwujudkan secara lebih rinci ke dalam 7 (tujuh) prioritas tahun 2019 yaitu:

1. Pelaksanaan dan peningkatan *Health, Safety, Security and Environment* (HSSE) *system* melalui Program *International Safety Rating System* (ISRS) melanjutkan dari tahun 2018-2019 menuju HSSE *Supreme* tahun 2020, program *Security System* (ISO 31000), program *Business Continuity Management System* (ISO 22301).
2. Pelaksanaan dan percepatan Proyek Pengembangan *Phase*-4, Algeria melalui rencana *Put On Production* (POP) dari sumur pengembangan, melanjutkan sisa rencana kerja pemboran dan *workover/well intervention* (WO).
3. Pelaksanaan dan optimalisasi rencana pengembangan melalui Penyusunan rencana pengembangan *Phase*-5 di lapangan *Menzel Lejmet North* (MLN), Algeria dan perbaruan *Enhance Redevelopment Plan* (ERP) di lapangan West Qurna, Irak.
4. Pelaksanaan program pemboran dan WO melalui pemboran pengembangan dan WO di Algeria, Malaysia, Irak, pemboran eksplorasi di Malaysia.
5. Pengembangan proyek dan optimalisasi fasilitas produksi melalui pelaksanaan proyek *Phase* 1A di Blok H Malaysia, proyek Kikeh DTU Gas *lift* di Blok K Malaysia, program optimalisasi fasilitas produksi *tie-in Initial Oil Train* (IOT) dan *Mobile Oil Treating Desalting* (MOTD) di Irak.

Even though it was outside of the Company's control, the external conditions mentioned above had a significant influence on efforts to achieve the expected performance. By implementing a business strategy that is right on target, the challenges have been well anticipated by the Company so as to produce good performance in 2019.

STRATEGIC POLICIES

In facing challenges and opportunities in the oil and gas industry, the Company has established 3 (three) main focuses which are strategic policies that are part of the Company's 2019-2026 Long-Term Plan (RJPP), namely operational excellence, financial growth and strengthening business support. These strategic policies are realized in more detail into 7 (seven) priorities in 2019, namely:

1. Implementation and improvement of the Health, Safety, Security and Environment (HSSE) system through the International Safety Rating System (ISRS) Program continues from 2018-2019 towards HSSE Supreme 2020, Security System (ISO 31000) program, Business Continuity Management System (ISO 22301) program.
2. Implementation and acceleration of the Phase-4, Algeria Development Project through the Put On Production (POP) plan from the development well, continuing the remaining drilling and workover/well intervention (WO) work plans.
3. Implementation and optimization of development plans through the preparation of Phase-5 development plans in the Menzel Lejmet North (MLN) field, Algeria and the renewal of the Enhance Redevelopment Plan (ERP) in the West Qurna field, Iraq.
4. Implementation of drilling and WO programs through development drilling and WO in Algeria, Malaysia, Iraq, exploration drilling in Malaysia.
5. Project development and optimization of production facilities through the implementation of the Phase 1A project in Blok H Malaysia, the Kikeh DTU Gas lift project in Blok K Malaysia, the optimization program to tie-in the production facilities of Initial Oil Train (IOT) and Mobile Oil Treating Desalting (MOTD) in Iraq.

6. Pengembangan tata kelola Etablissments Maurel et Prom (M&P) melalui penyusunan tata kelola Perusahaan antara PIEP, PT Pertamina (Persero) dan Etablissments Maurel et Prom (M&P).

7. Peningkatan profitabilitas Perusahaan melalui optimalisasi skenario *lifting* dan komersial PIEP, mendorong efisiensi biaya dan menjaga *cost per barel* di level yang kompetitif serta meningkatkan sinergi Pertamina Group. Di samping itu, PIEP akan terus mendorong pengembangan pekerja melalui penambahan pekerja *secondee* di Malaysia dan Irak dalam rangka menunjang kegiatan usaha.

PENCAPAIAN TARGET

Kinerja dan pencapaian target tahun 2019 ditinjau dari aspek HSSE, produksi, *lifting*, pemboran, WO, dan keuangan adalah sebagai berikut:

1. Tidak ada *Lost Time Injury* (LTI) dengan total 20.513.203 jam dari LTI terakhir 6 April 2012 (sebelum PT Pertamina (Persero) menjadi *operator*), namun terdapat 37 (tiga puluh tujuh) kejadian yaitu 2 (dua) kejadian berkategori *Restricted Work Case* (RWC), 2 (dua) kejadian kategori *Medical Treatment Case* (MTC), 3 (tiga) kejadian berkategori *First Aid* (FAC), 5 (lima) kejadian *near miss*, 1 (satu) kejadian *hydrocarbon release*, 18 (delapan belas) kejadian berkategori *property damaged*, dan 6 (enam) kejadian *Motor Vehicle Incident*. *Total Recorable Incident Rate* (TRIR) adalah 0,52 dari *allowable tolerance* yang ditetapkan Direktorat Hulu PT Pertamina (Persero) sebesar 1,58.

2. Pencapaian kinerja produksi migas sebesar 151,29 Kbopd atau 92,12% dibandingkan dengan YTD target RKAP 2019 sebesar 164,23 Kbopd. Pencapaian ini terdiri dari produksi minyak sebesar 104,11 Kbopd atau 92,53% dari target RKAP 2019 YTD sebesar 112,51 Kbopd dan pencapaian produksi gas sebesar 273,36 MMscfd atau 91,23% dari target RKAP 2019 YTD sebesar 299,64 MMscfd.

   Pencapaian *lifting* produksi migas sebesar 80,73 Kboepd atau 96,31% dibanding target RKAP YTD Desember 2019 sebesar 83,82 Kboepd dengan rincian 63,63 Kbopd untuk minyak dan 99,06 MMscfd untuk gas.

6. Development of governance for Maurel et Prom (M&P) through the preparation of corporate governance between PIEP, PT Pertamina (Persero) and Maurel et Prom (M&P).

7. Increasing the Company's profitability by optimizing PIEP's lifting and commercial scenarios, driving cost efficiency and maintaining the cost per barrel at a competitive level and increasing the synergy of Pertamina Group. In addition, PIEP will continue to encourage the development of employees through the addition of secondee employees in Malaysia and Iraq in order to support business activities.

TARGET ACHIEVEMENTS

The performance and achievement of 2019 targets in terms of HSSE, production, lifting, drilling, WO, and financial aspects are as follows:

1. There was no Lost Time Injury (LTI) with a total of 20,513,203 hours from the last LTI on April 6, 2012 (before PT Pertamina (Persero) became an operator), but there were 37 (thirty-seven) incidents, namely 2 (two) incidents categorized as Restricted Work Case (RWC), 2 (two) incidents categorized as Medical Treatment Case (MTC), 3 (three) incidents categorized as First Aid (FAC), 5 (five) near miss incident, 1 (one) hydrocarbon release incident, 18 (eighteen) incidents categorized as property damaged, and 6 (six) incidents categorized as Motor Vehicle Incidents. The Total Recordable Incident Rate (TRIR) was 0.52 of the allowable tolerance set by the Upstream Directorate of PT Pertamina (Persero) of 1.58.

2. Achievement of oil and gas production performance of 151.29 Kbopd or 92.12% compared to YTD target of the 2019 RKAP of 164.23 Kbopd. This achievement consisted of oil production of 104.11 Kbopd or 92.53% of the YTD 2019 RKAP target of 112.51 Kbopd and gas production achievement of 273.36 MMscfd or 91.23% of the YTD 2019 RKAP target of 299.64 MMscfd.

   Achievement of oil and gas production lifting amounted to 80.73 Kboepd or 96.31% compared to the YTD RKAP target in December 2019 of 83.82 Kboepd with details of 63.63 Kbopd for oil and 99.06 MMscfd for gas.

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3. Realisasi jumlah sumur bor pengembangan adalah sebanyak 31 (tiga puluh satu) sumur atau 119,23% dibandingkan target RKAP 2019 sebesar 26 (dua puluh enam) sumur, realisasi pemboran eksplorasi sebanyak 2 (dua) sumur atau 100% dibandingkan target RKAP 2019 sebesar 2 (dua) sumur, dan WO sebanyak 86 (delapan puluh enam) sumur atau 153,57% dibandingkan target RKAP 2019 sebesar 56 (lima puluh enam) sumur.
4. Dari sisi keuangan, di tahun 2019, PIEP berhasil mencatatkan kinerja yang positif sebagaimana ditunjukkan oleh pencapaian *Net Profit* sebesar AS$97.997 ribu sedangkan *Net Profit* sebelum *Impairment* sebesar AS$133.181 ribu atau 108,72% dari target RKAP 2019 yang sebesar AS$122.495 ribu. Pencapaian tersebut sangat membanggakan di tengah harga minyak yang realisasinya lebih rendah dibandingkan target. PIEP terus berupaya untuk mendorong efisiensi dan optimalisasi biaya sebagaimana tercermin dari realisasi biaya usaha sebesar AS$932.849 ribu atau lebih rendah dibandingkan target RKAP 2019 yang sebesar AS$1.013.860 ribu. Di samping itu, PIEP juga berupaya menjaga *cost per barrel oil* di level yang kompetitif sebesar AS$10,29/boe atau lebih rendah dibandingkan target yang sebesar AS$10,93/boe. Dalam upaya meningkatkan sinergi Pertamina Grup, PIEP mencatatkan peningkatan transaksi sinergi Pertamina Grup menjadi AS$8.027 ribu di tahun 2019.

Beberapa pencapaian target tersebut, berhasil meningkatkan pendapatan usaha di tahun 2019. Pendapatan usaha tahun 2019 mencapai AS$1.224.972 ribu, meningkat 2,80% atau AS$33.375 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.191.597 ribu. Peningkatan tersebut terutama dikontribusikan dari M&P sebesar AS$110.342, Algeria AS$235 ribu serta Irak AS$99 ribu yang di *offset* dengan penurunan pendapatan usaha di Malaysia sebesar AS$90.708 ribu.

3. Realization of the number of development bore wells was 31 (thirty-one) wells or 119.23% compared to the 2019 RKAP target of 26 (twenty-six) wells, the realization of exploration drilling of 2 (two) wells or 100% compared to the 2019 RKAP target of 2 (two) wells, and WO amounted to 86 (eighty-six) wells or 153.57% compared to the 2019 RKAP target of 56 (fifty-six) wells.
4. From the financial side, in 2019, PIEP successfully recorded a positive performance as indicated by the achievement of a Net Profit of US$97,997 thousand while the Net Profit before Impairment was US$133,181 thousand or 108.72% of the 2019 RKAP target of US$122,495 thousand. This achievement was very encouraging amid the realization of oil prices that were lower than the target. PIEP continues to strive in promoting costs efficiency and optimization as reflected in the realization of operating costs of US$932,849 thousand or lower than the 2019 RKAP target of US$1,013,860 thousand. In addition, PIEP also sought to keep the cost per barrel of oil at a competitive level of US$10.29/boe or lower than the target of US$10.93/boe. In an effort to increase the synergy of Pertamina Group, PIEP recorded an increase in synergy transactions of Pertamina Group to US$8,027 thousand in 2019.

Some of these target achievements have succeeded in increasing revenues in 2019. Revenues in 2019 reached US$1,224,972 thousand, an increase of 2.80% or US$33,375 thousand compared to 2018 which reached US$1,191,597 thousand. The increase was mainly contributed from M&P of US$110,342, Algeria as much as US$235 thousand and Iraq in the amount of US$99 thousand which was offset by a decrease in revenues in Malaysia of US$90,708 thousand.

Peningkatan pendapatan usaha memberikan dampak pada peningkatan laba tahun berjalan tahun 2019 yang mencapai AS$105.906 ribu, meningkat 623,44% atau AS$126.139 ribu dibandingkan dengan tahun 2018 yang mengalami kerugian sebesar AS$20.233 ribu. Di samping itu, Perusahaan juga berhasil meningkatkan total aset di tahun 2019 yang mencapai AS$6.049.260 ribu, meningkat 3,60% atau AS$210.470 ribu dibandingkan dengan tahun 2018 yang mencapai AS$5.838.790 ribu. Sedangkan untuk ekuitas tahun 2019 mencapai AS$4.102.628 ribu, meningkat 2,50% atau AS$100.026 ribu dibandingkan dengan tahun 2018 yang mencapai AS$4.002.602 ribu.

The increase in revenues had an impact on the increase in profit for the year 2019 which reached US$105,906 thousand, an increase of 623.44% or US$126,139 thousand compared to 2018 which suffered a loss of US$20,233 thousand. In addition, the Company also managed to increase total assets in 2019 which reached US$6,049,260 thousand, an increase of 3.60% or US$210,470 thousand compared to 2018 which reached US$5,838,790 thousand. As for the equity in 2019, it reached US$4,102,628 thousand, an increase of 2.50% or US$100,026 thousand compared to 2018 which reached US$4,002,602 thousand.

KENDALA-KENDALA YANG DIHADAPI DAN LANGKAH-LANGKAH PENYELESAIAN

Dalam pelaksanaan rencana kerja tahun 2019 terdapat beberapa permasalahan yang menyebabkan tidak tercapainya target yang telah ditetapkan dalam RKAP 2019, yaitu dari sisi volume produksi minyak dan gas yang sebagian besar dikarenakan adanya *unplanned shutdown* akibat dari kerusakan fasilitas produksi. Di sisi lain, Perusahaan juga menghadapi tantangan terkait dengan lebih rendahnya realisasi harga minyak. Hal ini menyebabkan tidak tercapainya target EBITDA di tahun 2019.

Untuk mengatasi kendala tersebut, Perusahaan telah melakukan pembelian dan perbaikan fasilitas produksi. Pembelian dan modifikasi fasilitas baru dilakukan di Algeria dan peningkatan kualitas strategi pemeliharaan fasilitas produksi di Algeria, Malaysia dan Irak. Di sisi keuangan, beberapa upaya telah dilakukan dalam rangka pencapaian kinerja keuangan. Upaya-upaya tersebut antara lain melakukan optimasi skema monetisasi dan *fiscal term*, efisiensi biaya operasi serta peningkatan transaksi sinergi Pertamina Grup.

CONSTRAINTS FACED AND SETTLEMENT STEPS

In the implementation of the 2019 work plan, there were a number of issues led to the failure in achieving the targets set in the 2019 RKAP, namely in terms of oil and gas production volumes which were largely due to unplanned shutdown due to damaged production facilities. On the other hand, the Company also faced challenges related to lower oil price realization. This results in not achieving the 2019 EBITDA target.

To overcome these constraints, the Company has made replacement and improvement of production facilities. Replacement and modification of new facilities is being carried out in Algeria and improving the quality of maintenance strategies for production facilities in Algeria, Malaysia and Iraq. On the financial side, several efforts have been made in the context of achieving financial performance. These efforts include optimizing monetization and fiscal term schemes, operating cost efficiency and increasing synergy transactions of the Pertamina Group.

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PROSPEK USAHA

Tingkat pertumbuhan ekonomi global dan fluktuasi pergerakan harga minyak mentah dunia akan tetap menjadi tantangan utama yang mempengaruhi kinerja dan prospek usaha PIEP di masa depan termasuk kondisi pandemik global Covid-19 dan penurunan drastis harga minyak dunia di kuartal I tahun 2020.

Dengan kekuatan yang dimiliki saat ini, termasuk dukungan kuat dari PT Pertamina (Persero) dan otoritas di mana PIEP beroperasi, PIEP tetap optimis dalam menjawab tantangan untuk meningkatkan kinerja secara jangka panjang melalui penyesuaian strategi bisnis yang dapat mengantisipasi berbagai perubahan kondisi lingkungan usaha yang ada. Optimalisasi capaian juga akan selalu diupayakan dengan memanfaatkan *opportunities* yang saat ini telah dimiliki oleh PIEP seperti *entry access* di 13 (tiga belas) negara beserta hubungan G2G yang kondusif, tingkat konsumsi migas Indonesia yang cenderung meningkat serta peluang peningkatan cadangan melalui kegiatan eksplorasi.

BUSINESS PROSPECTS

The level of global economic growth and fluctuations in the movement of world crude oil prices will remain to be the main challenges affecting the performance and business prospects of PIEP in the future including the global pandemic conditions of Covid-19 and the drastic decline in world oil prices in the first quarter of 2020.

With its current strengths, including the strong support from PT Pertamina (Persero) and the authorities in which PIEP operates, PIEP remains optimistic in responding to challenges to improve long-term Performance through adjusting business strategies that can anticipate changes in existing business environment conditions. Optimization of achievements will always be pursued by utilizing opportunities that are currently owned by PIEP such as entry access in 13 (thirteen) countries along with conducive G2G relations, the level of oil and gas consumption in Indonesia which tends to increase and opportunities for increased reserves through exploration activities.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Perusahaan menyadari bahwa penerapan *good corporate governance* (GCG) merupakan landasan penting dalam penyelenggaraan sebuah perusaaan. Oleh karena itu, Perusahaan senantiasa melakukan *monitoring* dan evaluasi dalam penerapannya secara berkala. Organ Perusahaan telah berjalan dengan efektif. Rapat Umum Pemegang Saham (RUPS) Tahunan telah dilaksanakan sesuai dengan peraturan perundang-undangan yang berlaku pada tanggal 8 Mei 2019. Dewan Komisaris dan Direksi telah dilengkapi dengan *Board Manual* yang disahkan oleh seluruh Dewan Komisaris dan Direksi pada tanggal 1 Juli 2016 dan diterapkan secara konsisten dan efektif. Begitu pula dengan komite penunjang Dewan Komisaris yang masing-masing telah dilengkapi dengan piagam komite. Piagam Komite Audit dan Piagam Komite Pemantau Manajemen Risiko telah disahkan oleh Dewan Komisaris pada bulan Januari 2019 dan diterapkan secara konsisten.

CORPORATE GOVERNANCE DEVELOPMENT

The Company realizes that the implementation of good corporate governance (GCG) is an important foundation in the organization of a company. Therefore, the Company always monitors and evaluates its implementation periodically. Company organs have been operating effectively. The Annual General Meeting of Shareholders (AGMS) has been held in accordance with the prevailing statutory regulations on May 8, 2019. The Board of Commissioners and Board of Directors have been equipped with a Board Manual that was approved by all of the Board of Commissioners and Board of Directors on July 1, 2016 and consistently applied and effective. Likewise, with the supporting committees of the Board of Commissioners, each of which has been attached with the committee's charter. The Audit Committee Charter and the Risk Management Monitoring Committee Charter were approved by the Board of Commissioners in January 2019 and applied consistently.

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Sepanjang tahun 2019, Dewan Komisaris telah menyelenggarakan Rapat Internal Dewan Komisaris sebanyak 8 (delapan) kali dan Rapat Gabungan dengan Direksi sebanyak 7 (tujuh) kali. Sedangkan Direksi telah menyelenggarakan rapat 24 (dua puluh empat) kali.

Throughout 2019, the Board of Commissioners held 8 (eight) Internal Meetings of the Board of Commissioners and 7 (seven) Joint Meetings with the Board of Directors. Whereas the Board of Directors has held 24 (twenty-four) meetings.

Terkait dengan kegiatan audit internal, selama Tahun 2019 Internal Audit telah melaksanakan kegiatan audit berdasarkan dengan rencana audit (*Annual Audit Plan*) yang telah ditetapkan sebelumnya. Internal Audit telah melaksanakan sejumlah 4 (empat) objek audit penugasan yang terdiri dari Audit atas Pengadaan Barang dan Jasa, *Joint Venture* Audit Malaysia, *Joint Venture* Audit Irak dan Audit atas Progres Investasi Proyek *Phase* 4 *Development* PT PAEP. Dari sebanyak 22 (dua puluh dua) *outstanding issues*, telah selesai ditindak lanjuti sebanyak 18 (delapan belas) *issues*, dan sebanyak 4 (empat) *issues* sedang dalam proses tindak lanjut.

Related to internal audit activities, throughout 2019, the Internal Audit has conducted audit activities based on the audit plan (Annual Audit Plan) that has been predetermined. Internal Audit has carried out a number of 4 (four) assignment audit objects consisting of Audit of the Procurement of Goods and Services, Joint Venture Audit of Malaysia, Joint Venture Audit of Iraq and Audit of the Investment Progress of Phase 4 Development Project of PT Pertamina Algeria Eksplorasi Produksi (PAEP). A total of 18 out of the 22 (twenty-two) outstanding issues have been followed up, and 4 (four) issues are being followed up.

Sebagai salah satu elemen dari penerapan GCG, sepanjang tahun 2019, Unit Manajemen Risiko telah melaksanakan tugasnya sebagai berikut:

1. *Monitoring* dan Laporan Pengelolaan Manajemen Risiko
2. Penyusunan *Risk Register* PIEP Tahun 2019
3. Komunikasi dan konsultasi
4. Penyediaan STK Manajemen Risiko Perusahan

As one element of the implementation of GCG, throughout 2019, the Risk Management Unit has carried out its duties as follows:

1. Risk Management Monitoring and Reporting
2. Preparation of the 2019 PIEP's Risk Register
3. Communication and consultation
4. Provision of Work Procedure System (STK) for Corporate Risk Management

Selama tahun 2019 secara sendiri maupun bekerja sama dengan pihak eksternal, PIEP melaksanakan aktivitas pengembangan kompetensi di bidang manajemen risiko melalui beberapa kegiatan antara lain:

1. *Workshop Risk Management for* PIEP *Management*
2. Sosialisasi Juknis Penyusunan *Risk Register* PIEP
3. *Coaching Clinic* Penyusunan *Risk Register* PIEP

Throughout 2019, either individually or in collaboration with external parties, PIEP carried out competency development activities in the field of risk management through a number of activities including:

1. Workshop of Risk Management for PIEP's Management
2. Socialization of Technical Guidelines for the Preparation of PIEP's Risk Register
3. Coaching Clinic for the Preparation of PIEP's Risk Register

Di samping itu, dalam rangka meningkatkan pemahaman dan kompetensi pekerja, khususnya PIC *Risk Management* PIEP atas pelaksanaan proses pengelolaan risiko sesuai

In addition, in order to improve employee understanding and competency, specifically PIEP's Risk Management PIC on the implementation of risk management processes in accordance

LAPORAN DIREKSI
BOARD OF DIRECTORS REPORT

dengan Pedoman Manajemen Risiko yang berbasiskan ISO-31000: 2018, pada tanggal 11-14 Maret 2019 PIEP telah melaksanakan Pelatihan *Internal Enterprise Risk Management* dan *Sertifikasi Certified Risk Professional* (CRP) bekerja sama dengan lembaga sertifikasi LSPPM (Lembaga Sertifikasi Profesi Pasar Modal).

Dalam rangka melakukan penilaian implementasi GCG secara berkelanjutan, Perusahaan telah melaksanakan GCG *Assessment* untuk tahun buku 2019. Penilaian GCG *Assessment* dilakukan oleh pihak independen yaitu PT Bumi Pertiwi Mandiri. Hasil *assessment* menunjukkan bahwa skor implementasi sebesar 85,139 dengan kategori Baik, meningkat dari tahun sebelumnya dengan skor 81,579 dengan kategori Baik.

with ISO-31000: 2018-based Risk Management Guidelines, on March 11-14, 2019, PIEP has conducted an Internal Enterprise Risk Management Training and the Certified Risk Professional (CRP) Certification in collaboration with the certification body of LSPPM (Capital Market Professional Certification Body).

In order to assess the implementation of GCG on an ongoing basis, the Company has conducted a GCG Assessment for the fiscal year 2019. The GCG Assessment was carried out by an independent party namely PT Bumi Pertiwi Mandiri. The assessment results showed that the implementation score was 85,139 with the category of Good, increasing from the previous year with a score of 81.579 with the category of Good.

PENILAIAN KINERJA KOMITE-KOMITE DI BAWAH DIREKSI

Dalam melaksanakan tugas kepengurusannya, Direksi juga dibantu oleh Komite di bawah Direksi yaitu Komite Manajemen Risiko. Komite Manajemen Risiko merupakan komite yang dibentuk untuk membantu Direksi dalam menetapkan kebijakan, prosedur, *risk tolerance* dan *risk appetite* Perusahaan, memantau kebijakan serta pelaksanaan manajemen risiko dan *exposure* risiko yang diambil oleh Perusahaan. Selama tahun 2019 Komite Manajemen Risiko telah menjalankan tugasnya dengan baik. Komite Manajemen Risiko telah melaksanakan 2 (dua) kali rapat dalam rangka menjalankan tugasnya.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS

In carrying out its management duties, the Board of Directors is also assisted by a Committee under the Board of Directors, namely the Risk Management Committee. The Risk Management Committee is a committee established to assist the Board of Directors in setting policies, procedures, risk tolerance and risk appetite of the Company, monitor policies and implement risk management and risk exposure taken by the Company. Throughout 2019, the Risk Management Committee has carried out its duties well. The Risk Management Committee has conducted 2 (two) meetings in order to carry out its duties.

PERUBAHAN KOMPOSISI DIREKSI

Selama tahun 2019, komposisi anggota Direksi Perusahaan mengalami beberapa kali perubahan atas dasar pertimbangan kebutuhan usaha Perusahaan dan disampaikan sebagaimana penjelasan berikut.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

Throughout 2019, the composition of members of the Company's Board of Directors underwent several changes on the basis of consideration of the Company's business needs as explained below.

LAPORAN DIREKSI
BOARD OF DIRECTORS REPORT

Komposisi dan Dasar Pengangkatan Direksi Periode 1 Januari-4 Maret 2019

Komposisi Direksi periode 1 Januari-4 Maret 2019 sebanyak 3 (tiga) orang yang terdiri dari 1 (satu) orang Presiden Direktur dan 2 (dua) orang Direktur. Komposisi dan dasar pengangkatan Direktur dapat dilihat pada tabel di bawah ini.

Composition and Basis of Appointment of The Board of Directors for The Period of January 1-March 4, 2019

The composition of the Board of Directors for the period of January 1-March 4, 2019 was 3 (three) members consisting of 1 (one) President Director and 2 (two) Directors. The composition and basis of appointment of a Director can be seen in the table below.

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Denie S. Tampubolon	Presiden Direktur President Director	RUPS Sirkuler tanggal 4 Juni 2018 Circular GMS dated June 4, 2018	4 Juni 2018 June 4, 2018
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance & Commercial	RUPS Sirkuler tanggal 5 Februari 2018 Circular GMS dated February 5, 2018	5 Februari 2018 February 5, 2018
Djoko Nugroho Imanhardjo	Direktur Eksplorasi dan Produksi Director Exploration & Production	RUPS Sirkuler tanggal 4 Maret 2016 Circular GMS dated March 4, 2016	4 Maret 2016 March 4, 2016

Komposisi dan Dasar Pengangkatan Direksi Periode 4 Maret-2 September 2019

Melalui RUPS Sirkuler tanggal 4 Maret 2019, RUPS memberhentikan Bapak Djoko Nugroho Imanhardjo yang disebabkan karena berakhirnya masa jabatan beliau sebagai Direktur Eksplorasi dan Produksi, sehingga komposisi Direksi periode 4 Maret-2 September 2019 sebanyak 2 (dua) orang yang terdiri dari 1 (satu) orang Presiden Direktur dan 1 (satu) orang Direktur. Komposisi dan dasar pengangkatan Direktur dapat dilihat pada tabel di bawah ini.

Composition and Basis of Appointment of The Board of Directors for The Period of March 4-September 2, 2019

Through the Circular RUPS dated March 4, 2019, the GMS dismissed Mr. Djoko Nugroho Imanhardjo due to the expiration of his term of office as the Director Exploration and Production, so that the composition of the Board of Directors for the period of March 4-September 2, 2019 was 2 (two) members consisting of 1 (one) President Director and 1 (one) Director. The composition and basis of appointment of a Director can be seen in the table below.

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Denie S. Tampubolon	Presiden Direktur President Director	RUPS Sirkuler tanggal 4 Juni 2018 Circular GMS dated June 4, 2018	4 Juni 2018 June 4, 2018
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance & Commercial	RUPS Sirkuler tanggal 5 Februari 2018 Circular GMS dated February 5, 2018	5 Februari 2018 February 5, 2018

LAPORAN DIREKSI
BOARD OF DIRECTORS REPORT

Komposisi dan Dasar Pengangkatan Direksi Periode 2 September-31 Desember 2019

Berdasarkan RUPS Sirkuler tanggal 2 September 2019, RUPS mengangkat Bapak Noor Syarifuddin sebagai Direktur Eksplorasi dan Produksi. Sehingga komposisi Direksi periode 2 September-31 Desember 2019 sebanyak 3 (tiga) orang yang terdiri dari 1 (satu) orang Presiden Direktur dan 2 (dua) orang Direktur. Komposisi dan dasar pengangkatan Direktur dapat dilihat pada tabel di bawah ini.

Composition and Basis of Appointment of The Board of Directors for The Period of September 2-December 31, 2019

Based on the Circular GMS dated September 2, 2019, the GMS appointed Mr. Noor Syarifuddin as the Director Exploration and Production. So that the composition of the Board of Directors for the period of September 2-December 31, 2019 was 3 (three) members consisting of 1 (one) President Director and 2 (two) Directors. The composition and basis of appointment of a Director can be seen in the table below.

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Denie S. Tampubolon	Presiden Direktur President Director	RUPS Sirkuler tanggal 4 Juni 2018 Circular GMS dated June 4, 2018	4 Juni 2018 June 4, 2018
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance & Commercial	RUPS Sirkuler tanggal 5 Februari 2018 Circular GMS dated February 5, 2018	5 Februari 2018 February 5, 2018
Noor Syarifuddin	Direktur Eksplorasi dan Produksi Director Exploration & Production	RUPS Sirkuler tanggal 2 September 2019 Circular GMS dated September 2, 2019	2 September 2019 September 2, 2019

PENUTUP

Demikian laporan pelaksanaan jalannya kepengurusan selama tahun 2019. Direksi mengucapkan terima kasih kepada pemegang saham atas kepercayaan yang telah diberikan. Kepada Dewan Komisaris yang telah melaksanakan tugas dan tanggung jawabnya dalam pengawasan dan pemberian nasihat, Direksi mengucapkan terima kasih.

Atas kontribusi terbaik dari jajaran manajemen dan seluruh Pekerja, Direksi memberikan apresiasi yang setinggi-tingginya. Berkat dedikasi segenap manajemen, PIEP dapat memperoleh pencapaian yang baik di 2019. Tak lupa Direksi sampaikan terima kasih kepada seluruh mitra kerja yang telah bekerja sama dengan baik dan menghasilkan manfaat untuk kedua belah pihak.

CLOSING

Thus, report on the implementation of management throughout 2019. The Board of Directors would like to thank the shareholders for the trust given. The Board of Directors would also like to thank the Board of Commissioners who have carried out their duties and responsibilities in supervising and providing advice.

For the best contribution from the management and all employees, the Board of Directors expresses the highest appreciation. Thanks to the dedication of all management, PIEP was able to achieve good results in 2019. The Board of Directors would also like to express our gratitude to all business partners who have worked well together and produced benefits for both parties.

LAPORAN DIREKSI
BOARD OF DIRECTORS REPORT

Ke depannya, Direksi akan senantiasa berkomitmen dalam meningkatkan kinerja Perusahaan secara berkelanjutan. Direksi akan selalu berupaya memberikan yang terbaik bagi negeri dengan berkontribusi memperkuat peran PT Pertamina (Persero) dalam mengelola keamanan pasokan energi nasional, dengan cara menambah cadangan dan produksi migas dari aset dan operasi luar negeri.

Going forward, the Board of Directors will continue to be committed to constantly improving the Company's performance. The Board of Directors will always try to provide the best for the country by contributing in strengthening the role of PT Pertamina (Persero) in managing the security of national energy supply, by increasing oil and gas reserves and production from overseas assets and operations.

Jakarta, April 2020
Jakarta, April 2020

Atas Nama Direksi
On behalf of the Board of Directors

Denie S. Tampubolon
Presiden Direktur
President Director

TANGGUNG JAWAB LAPORAN TAHUNAN 2019

RESPONSIBILITY THE 2019 ANNUAL REPORT

"Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris Tentang Tanggung Jawab atas Laporan Tahunan 2019 PT Pertamina Internasional Eksplorasi dan Produksi"

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pertamina Internasional Eksplorasi dan Produksi tahun 2019 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

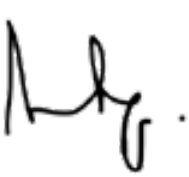
Jakarta, April 2020

ANGGOTA DEWAN KOMISARIS
Board of Commissioners

Heru Setiawan
Komisaris Utama
President Commissioner

Harya Adityawarman
Komisaris
Commissioner

Jumali
Komisaris
Commissioner



Satry Nugraha
Komisaris
Commissioner

Tanudji Darmasakti
Komisaris
Commissioner

Charles P.Siallagan
Komisaris
Commissioner

TANGGUNG JAWAB LAPORAN TAHUNAN 2019

RESPONSIBILITY FOR INTEGRATED ANNUAL REPORT 2019

Letter of Statement Member of the Board of Directors and the Board of Commissioners Concerning Responsibility for Integrated Annual Report 2019 PT Pertamina International Exploration and Production

We, the undersigned, declare that all information contained in the Integrated Annual Report of PT Pertamina International Exploration and Production 2019 has been completely presented and are fully responsible for the accuracy of the contents of the Company's Annual Report.

This statement has been made truthfully.

Jakarta, April 2020

ANGGOTA DIREKSI
Board of Directors

Denie S. Tampubolon
Presiden Direktur
President Director

Aris Mulya Azof
Direktur Keuangan dan Komersial
Director Finance & Commercial

Noor Syarifuddin
Direktur Eksplorasi dan Produksi
Director Exploration & Production

Djoko Nugroho Imanhardjo
Direktur Eksplorasi dan Produksi
Director Exploration & Production

MANAGING OVERSEAS ASSETS WITH INTEGRITY

Integritas Dalam Manajemen
Aset Luar Negeri

COMPANY PROFILE
Profil Perusahaan

Human Capital becomes our biggest assets along with ownership of oil blocks processing.

Sumber Daya Manusia menjadi aset utama selain kepemilikan pengolahan blok minyak.

IDENTITAS PERUSAHAAN

COORPORATE IDENTITY

Nama Perusahaan Company Name	PT Pertamina Internasional Eksplorasi dan Produksi	
Jenis/Badan Hukum Perusahaan Company Type/Legal Entity	Perseroan Terbatas	Limited Liability Company
Status Perusahaan Company Status	Entitas Anak PT Pertamina (Persero)	Subsidiary of PT Pertamina (Persero)
Produk Product	Minyak, Gas, *Liquified Petroleum Gas* (LPG), Kondensat dan *Drilling Services*	Oil, Gas, Liquified Petroleum Gas (LPG), Condensate and Drilling Services
Tanggal Pendirian Date of Establishment	18 November 2013	November 18, 2013
Tanggal Beroperasi Date of Operations	18 November 2013	November 18, 2013
Dasar Hukum Pendirian Legal Basis of Company Establishment	Akta No. 18 tanggal 18 November 2013, Notaris Lenny Janis Ishak, SH. Keputusan Menteri Hukum dan Hak Asasi Manusia No.: AHU-59673.AH.01.01 Tahun 2013 tanggal 19 November 2013	Deed No. 18 dated November 18, 2013, by Lenny Janis Ishak, SH. as Notary Decree of the Minister of Law and Human Rights No.: AHU-59673.AH.01.01 of 2013 dated 19 November 2013
Kepemilikan Saham Share Ownership	PT Pertamina (Persero) sebesar 99,999998%	PT Pertamina (Persero) owns 99.999998%
	PT Pertamina Pedeve Indonesia sebesar 0,000002%	PT Pertamina Pedeve Indonesia owns 0.000002%
Modal Dasar per 31 Desember 2019 Authorized Capital as of December 31, 2019	Rp158.776.352.000.000 (seratus lima puluh delapan triliun tujuh ratus tujuh puluh enam miliar tiga ratus lima puluh dua juta Rupiah), terbagi atas 158.776.352 (seratus lima puluh delapan juta tujuh ratus tujuh puluh enam ribu tiga ratus lima puluh dua) lembar saham, masing-masing saham bernilai nominal sebesar Rp1.000.000 (satu juta Rupiah)	Rp158,776,352,000.000 (one hundred fifty eight trillion seven hundred seventy six billion three hundred fifty two million Rupiah), divided into 158,776,352 (one hundred fifty eight million seven hundred seventy six thousand three hundred fifty two) shares, each share has a nominal value of Rp1,000,000 (one million Rupiah).
Modal Ditempatkan dan Disetor Penuh per 31 Desember 2019 Issued and Paid-up Capital as of December 31, 2019	Rp51.428.227.000.000 (lima puluh satu triliun empat ratus dua puluh delapan miliar dua ratus dua puluh tujuh juta Rupiah), terbagi atas 51.428.227 (lima puluh satu juta empat ratus dua puluh delapan ribu dua ratus dua puluh tujuh) lembar saham, masing-masing saham bernilai nominal sebesar Rp1.000.000 (satu juta Rupiah)	Rp51,428,227,000,000 (fifty one trillion four hundred twenty eight billion two hundred twenty seven million Rupiah), divided into 51,428,227 (fifty one million four hundred twenty eight thousand two hundred twenty seven) shares, each share has a nominal value of Rp1,000,000 (one million Rupiah).
Data Jaringan Kantor Office Network Data	1 kantor pusat Wiayah Operasi di 13 negara	1 Head Office Operational Areas in 13 Countries
Jumlah Pekerja Number of Employees	2019: 193 orang	2019: 193 person
Alamat Kantor Pusat Head Office Address	Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 Telp: (021) 2911 0835	
Situs Web Website	www.piep.pertamina.com	
Entitas Anak Subsidiary	PT Pertamina Irak Eksplorasi Produksi (PIREP)	
	PT Pertamina Algeria Eksplorasi Produksi (PAEP)	
	PT Pertamina Malaysia Eksplorasi Produksi (PMEP)	
	Etablissments Maurel et Prom (M&P)	

RIWAYAT SINGKAT PERUSAHAAN

COMPANY BRIEF HISTORY

PT Pertamina Internasional Eksplorasi dan Produksi (yang selanjutnya disebut Perusahaan atau PIEP) didirikan sesuai dengan Akta Notaris Lenny Janis Ishak, S.H., No. 18 tanggal 18 November 2013. Akta pendirian Perusahaan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia melalui surat No. AHU-59673.AH.01.01. tahun 2013 tanggal 19 November 2013.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan terakhir atas Anggaran Dasar Perusahaan dilakukan berdasarkan Akta Notaris Marianne Vincentia Hamdani, S.H.,No. 10 tanggal 11 Mei 2018 berhubungan dengan penambahan modal PT Pertamina (Persero) kepada Perusahaan. Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-AH.01.02-0189828 Tahun 2018 tertanggal 12 Mei 2018.

PT Pertamina Internasional Eksplorasi dan Produksi (hereinafter referred to as "PIEP", established according to the Deed No. 18 dated November 18, 2013, by Lenny Janis Ishak, SH. as Notary. Deed of establishment of the company has been ratified by Minister of Law and Human Rights No. AHU-59673.AH.01.01. Year 2013 dated November 19, 2013.

The Company's Articles of Association have been amended several times. The latest amendment to the Company's Articles of Association was made based on Notarial Deed of Marianne Vincentia Hamdani, S.H., No. 10 dated May 11, 2018 relating to additional capital of PT Pertamina (Persero) to the Company. The amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-AH.01.02-0189828 2018 dated May 12, 2018.

PERUBAHAN NAMA

Sejak awal pendirian sampai dengan 31 Desember 2019, PIEP tidak pernah melakukan penggantian atau mengubah nama Perusahaan.

CHANGE OF NAME

Since its estalishment until December 31, 2019, PIEP has never changed the Company's name.

BRAND PERUSAHAAN

COMPANY BRAND

Makna dari logo Pertamina Internasional EP adalah:

The logo of Pertamina Internasional EP represents the following ideas:

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

Blue has a reliable, trustworthy and responsible meaning.

Warna hijau memiliki arti sumber daya energi yang berwawasan lingkungan.

Green has the meaning of environmentally friendly energy resources.

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

The red color means tenacity and decisiveness and courage in dealing with various kinds of difficulties.

Simbol grafis memiliki arti:

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

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

Graphic symbols have meanings:

The shape of the arrow illustrates the aspirations of the Pertamina organization to always move forward, advanced and progressively. This symbol also hints the letter "P" which is the first letter from Pertamina.

The three colored elements symbolize islands of various scales that form the Indonesian state.

Tulisan memiliki arti:

Bahwa Pertamina Internasional EP adalah Anak Perusahaan dari PT Pertamina (Persero).

The writings have meanings:

That Pertamina International EP is a subsidiary of PT Pertamina (Persero).

BIDANG USAHA
LINE OF BUSINESS

KEGIATAN USAHA MENURUT ANGGARAN DASAR DAN YANG DIJALANKAN

Sesuai Anggaran Dasar Pasal 3 Perusahaan dapat menjalankan aktivitas-aktivitas sebagai berikut:

a. Menjalankan kegiatan usaha minyak, gas bumi, dan energi lainnya.
b. Menjalankan usaha di bidang energi baik yang terkait langsung maupun tidak langsung.
c. Melakukan penyertaan saham dan *participating interest* di luar negeri.
d. Menyelenggarakan kegiatan jasa terkait penyelenggaraan usaha minyak, gas bumi dan energi.
e. Menyelenggarakan kegiatan usaha lainnya yang secara langsung maupun tidak langsung terkait atau menunjang kegiatan usaha.

Sampai dengan 31 Desember 2019, Perusahaan telah menjalankan 3 (tiga) kegiatan usaha yaitu:

a. Menjalankan kegiatan usaha minyak, gas bumi, dan energi.
b. Melakukan penyertaan saham dan *participating interest* di luar negeri.
c. Menyelenggarakan kegiatan usaha lainnya yang secara langsung maupun tidak langsung terkait atau menunjang kegiatan usaha.

BUSINESS ACTIVITIES ACCORDING TO THE ARTICLES OF ASSOCIATION AND IMPLEMENTED

In accordance with Article 3 of the Articles of Association, the Company can carry out activities as follows:

a. Carry out Business activities related to oil, gas and other energy.
b. Carry out activities that are directly and indirectly related to energy.
c. Carry out acquisition of shares and ownership of participating interest in overseas.
d. Carry out services related to the commercialization of oil, gas and energy.
e. Carry out other business activities that are directly and indirectly related or support business activities.

As of December 31, 2019, the Company has carried out 3 (three) business activities, namely:

a. Carry out business activities related to oil, gas and energy.
b. Carry out acquisition of shares and participating interests in overseas.
c. Carry out other business activities that are directly and indirectly related or support business activities.

PRODUK DAN JASA

Produk dan jasa Perusahaan dihasilkan oleh Entitas Anak. Produk dan jasa yang dihasilkan oleh Entitas Anak PIEP berupa Minyak, Gas, *Liquified Petroleum Gas* (LPG), Kondensat dan *Drilling Services*.

Minyak Mentah

Minyak Mentah merupakan bahan bakar fosil yang terdapat di bumi dan terbentuk dari tumbuhan dan hewan fosil selama

PRODUCTS AND SERVICES

The Company's products and services are produced by Subsidiaries. Products and services produced by PIEP's Subsidiaries are Oil, Gas, Liquified Petroleum Gas (LPG), Condensate and Drilling Services.

Crude Oil

Crude Oil is a fossil fuel found on earth and formed from fossil plants and animals for millions of years. Crude oil is refined

BIDANG USAHA
LINE OF BUSINESS

jutaan tahun. Minyak mentah disuling menjadi berbagai produk minyak bumi, yang paling umum di antaranya adalah bensin, atau *gasoline*.

Gas

Natural Gas, merupakan Gas alam yang sering juga disebut sebagai gas Bumi atau gas rawa, adalah bahan bakar fosil berbentuk gas yang terutama terdiri dari metana (CH_4) dan *Liquified Petroleum Gas* (LPG) atau gas minyak bumi yang dicairkan. Dengan menambah tekanan dan menurunkan suhunya, gas berubah menjadi cair. Komponennya didominasi propana (C_3H_8) dan butana (C_4H_{10}).

Liquified Petroleum Gas (LPG)

LPG (*Liquified Petroleum Gas*), merupakan salah satu hasil produk hulu migas selain Minyak Mentah, *Condensat* dan Natural Gas. LPG mayoritas terdiri dari senyawa C_3H_8 (*propane*) dan C_4H_{10} (*butane*). Penggunaan LPG bervariasi untuk pembakaran (*industry*/rumah), bahan bakar kendaraan, hingga aerosol.

Kondensat

Kondensat merupakan hidrokarbon cair yang didapatkan dari sumur gas atau sumur minyak bercampur gas. Dalam kondisi temperatur dan tekanan sekitar, kondensat ini bentuknya mirip dengan bensin dan mudah terbakar. Gas yang baru keluar dari sumur lapangan itu biasanya masih basah karena bercampur cairan hidrokarbon.

Sedangkan jasa yang dihasilkan Entitas Anak adalah:

Drilling Services

Jasa *drilling services* merupakan jasa yang dijalankan oleh Caroil yang merupakan Entitas anak dari Etablissments Maurel et Prom (M&P). *Drilling Service* meliputi:

1. *Onshore Drilling and Workover Rigs*
2. *Management and Operation of Offshore Rigs*
3. *Rig Maintenance and Reactivation*

into various petroleum products, the most common of which is fuel or gasoline.

Gas

Natural Gas, a natural gas that is often also referred to as swamp gas, is a fossil fuel in the form of gas consisting mainly of methane (CH_4) and Liquified Petroleum Gas (LPG). By increasing the pressure and lowering the temperature, the gas turns liquid. Its components are dominated by propane (C_3H_8) and butane (C_4H_{10}).

Liquified Petroleum Gas (LPG)

LPG (Liquified Petroleum Gas), is one of the results of upstream oil and gas products other than Crude Oil, Condensate and Natural Gas. The majority of LPG consists of C_3H_8 (propane) and C_4H_{10} (butane) compounds. The use of LPG varies for combustion (industrial/home), vehicle fuel, to aerosols.

Condensate

Condensate is liquid hydrocarbons obtained from gas wells or oil wells mixed with gas. In conditions of ambient temperature and pressure, this condensate looks similar to fuel and is flammable. The gas that has just come out of the field well is usually still wet because it is mixed with hydrocarbon liquid.

Whereas the services provided by the Subsidiaries are:

Drilling Services

Drilling services are services run by Caroil which is a subsidiary of Etablissments Maurel et Prom (M&P). Drilling Services include:

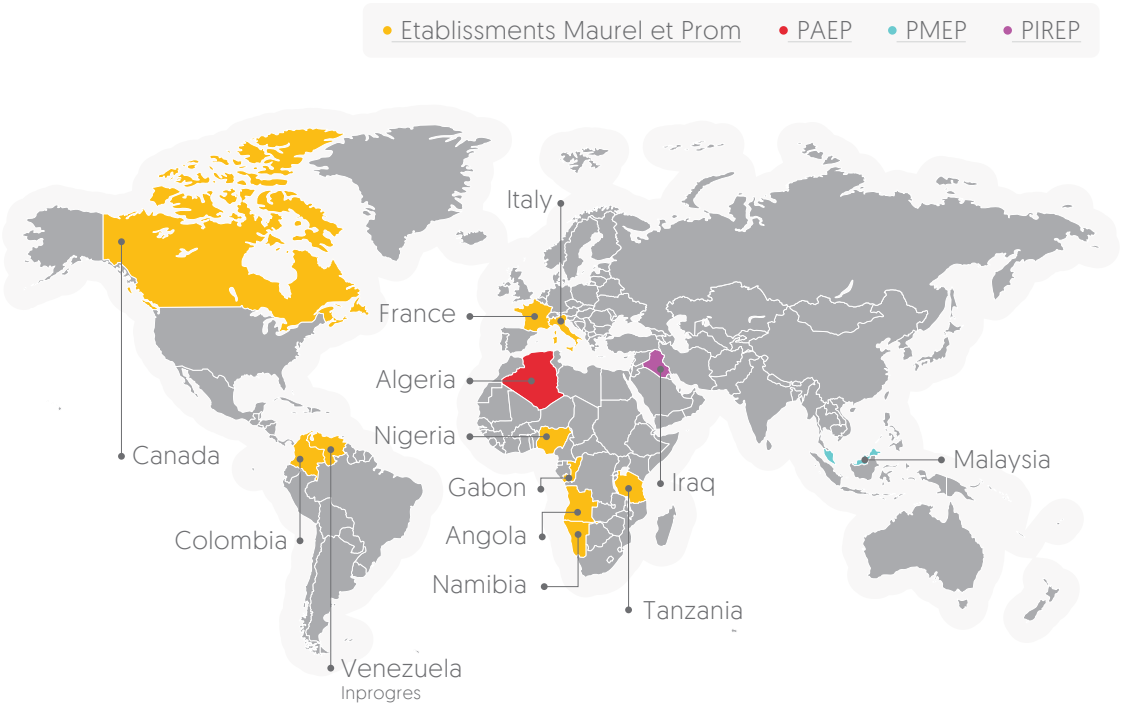
1. Onshore Drilling and Workover Rigs
2. Management and Operations of Offshore Rigs
3. Rigs Maintenance and Reactivation

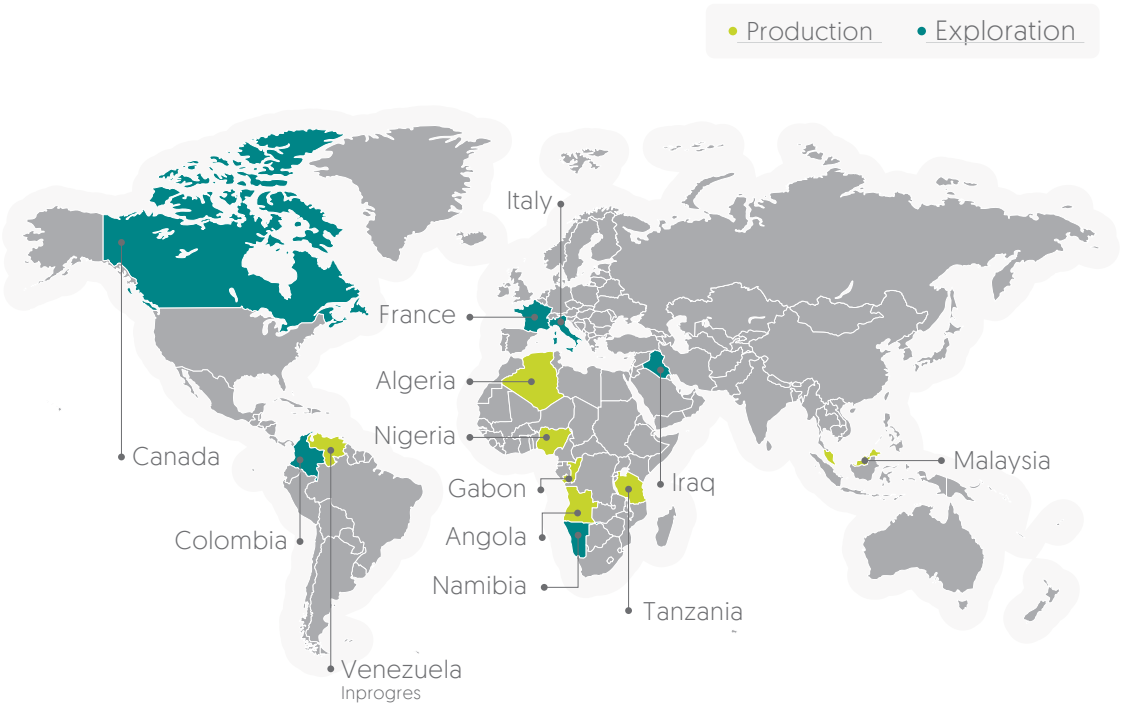
PETA WILAYAH USAHA

BUSINESS AREA MAP

Per 31 Desember 2019, PIEP memiliki 1 (satu) kantor pusat, 4 (empat) Entitas Anak serta memiliki 13 (tiga belas) wilayah operasi di 13 (tiga belas) negara.

On December 31, 2019, PIEP has 1 (one) Head Office, 4 (four) Subsidiaries and 13 (thirteen) Operational Areas in 13 (thirteen) countries.





PETA WILAYAH USAHA
BUSINESS AREA

Tabel Jumlah Blok Pada Entitas Anak PIEP
Table Number of Blocks in PIEP Subsidiaries

Wilayah Usaha Business Area	Aset Asset	2019	2018	2017	2016	2015
Algeria	Produksi-PAEP Production-PAEP	1	1	1	1	1
Malaysia	Produksi-PMEP Production-PMEP	5	5	5	5	5
Irak	Produksi-PIREP Production-PIREP	1	1	1	1	1
Kanada	Eksplorasi-MP Exploration -MP	2	2	2	-	-
Prancis	Eksplorasi-MP Exploration -MP	1	1	1	-	-
Italia	Eksplorasi-MP Exploration -MP	1	1	1	-	-
Namibia	Eksplorasi-MP Exploration -MP	2	2	2	-	-
Tanzania	Produksi-MP Production-MP	2	2	2	-	-
Gabon	Produksi-MP Production-MP	3	3	3	-	-
Nigeria*	Produksi-MP Production-MP	6	4	4	-	-
Kolombia	Eksplorasi-MP Exploration-MP	2	2	2	-	-
Angola	Produksi-MP Production-MP	2	2	-	-	-
Venezuela	In Progress-MP In Progress-MP	1	1	-	-	-

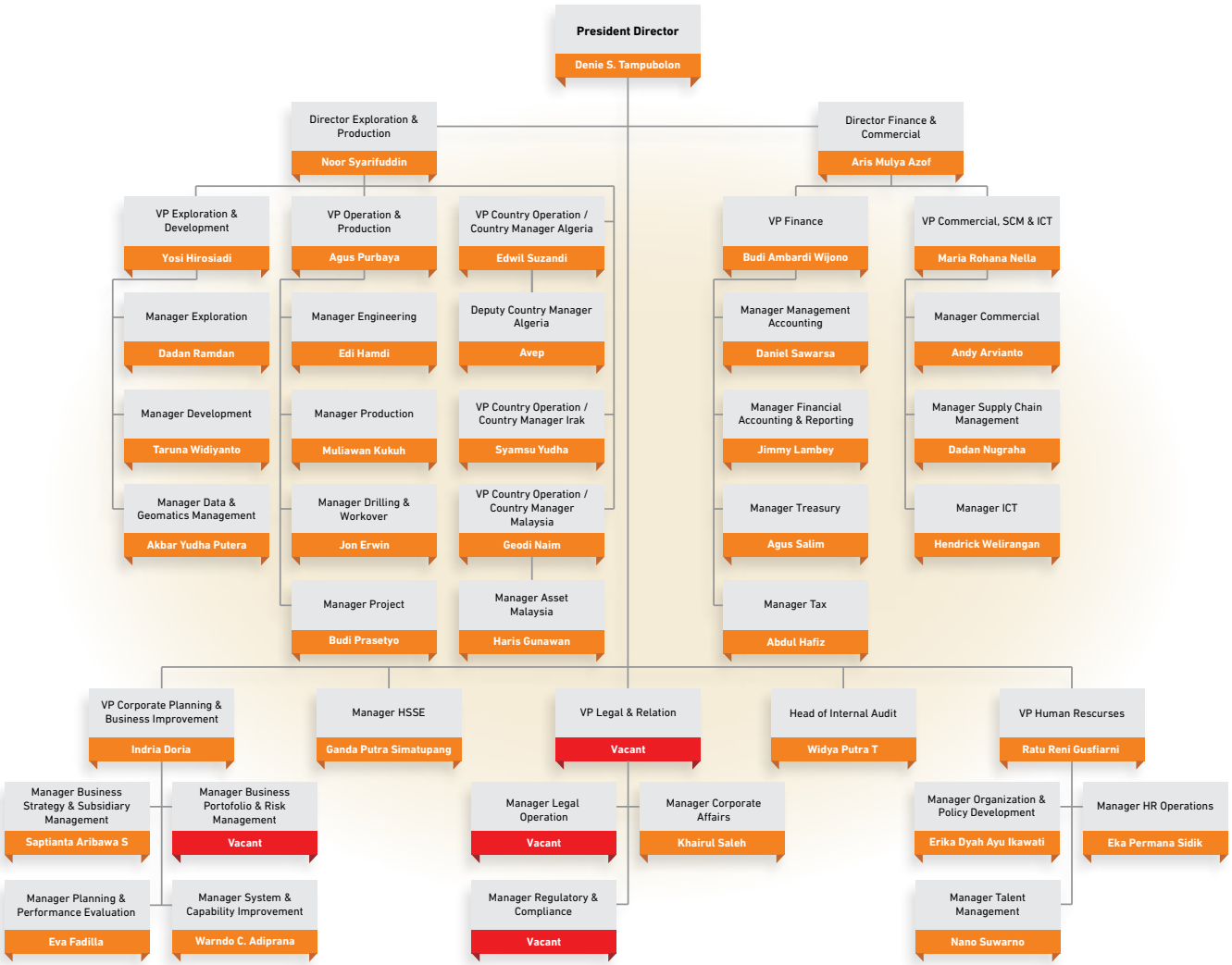
*Konsolidasi SEPLAT dilakukan dengan menggunakan equity method
*SEPLAT consolidation is carried out using the equity method

STRUKTUR ORGANISASI

ORGANIZATION STRUCTURE

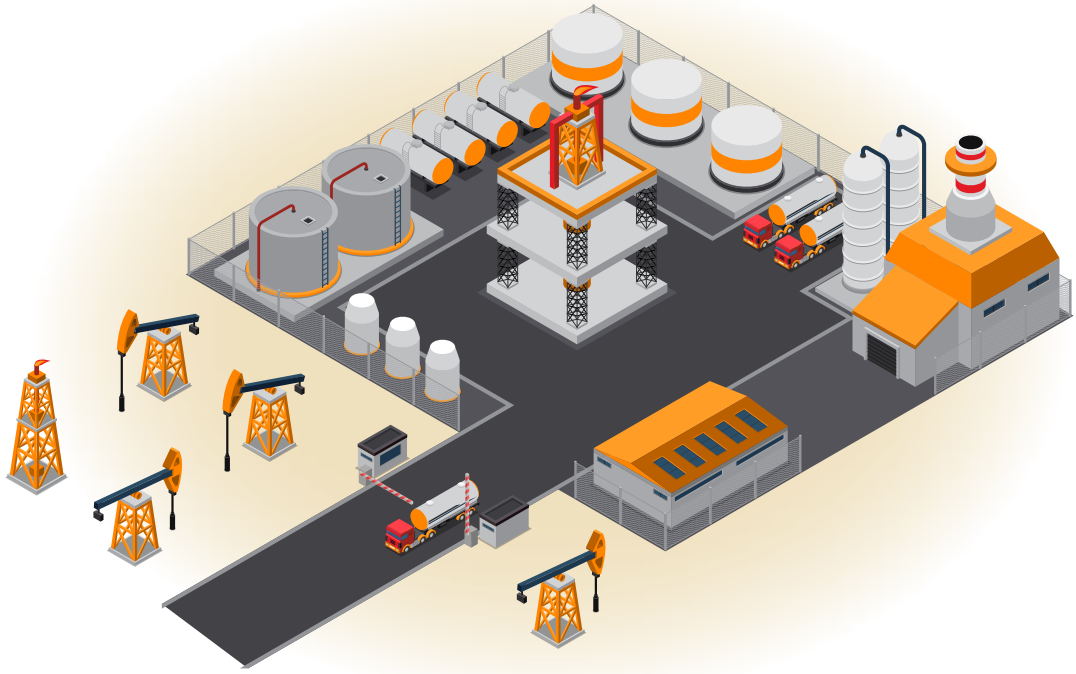
Pada tahun 2019, PIEP mengalami perubahan Struktur Organisasi. Berdasarkan SK PIEP No.Kpts-005/ PN0000/2019-S0 tanggal 14 Februari 2019 tentang Perubahan Organisasi PT Pertamina Internasional Eksplorasi Produksi adapun struktur organisasi PIEP adalah sebagai berikut:

In 2019, PIEP experienced a change in organizational structure. Based on PIEP's Decree No.Kpts-005/ PN0000/2019-S0 dated February 14, 2019 about organizational change of PT Pertamina International Production Exploration as for the organizational structure of PIEP is as follows



VISI, MISI, DAN BUDAYA PERUSAHAAN

VISION, MISSION, AND CORPORATE CULTURE



VISI VISION

"Menjadi Perusahaan Energi Internasional Kelas Dunia"

"To Be A World Class International Energy Company"

MISI MISSION

Mengembangkan potensi minyak, gas bumi dan energi di luar negeri secara terintegrasi, berdasarkan prinsip-prinsip komersial yang kuat dalam rangka mendukung ketahanan dan kemandirian energi nasional.

Develop potential oil, gas and other energy overseas in a manner that is integrated, based on sound commercial principles in the effort to achieve national energy independence & sustenance.

VISI, MISI, DAN BUDAYA PERUSAHAAN

VISION, MISSION, AND CORPORATE CULTURE

REVIEW VISI DAN MISI OLEH DEWAN KOMISARIS DAN DIREKSI

Di tahun 2019, Direksi dan Dewan Komisaris kembali melakukan penelaahan atas Visi, Misi, dan Tata Nilai Perusahaan PIEP. Pembahasan tersebut dilaksanakan dalam Rapat pembahasan RJPP tahun 2019 yang dilaksanakan pada tanggal 6 Maret 2019 Dewan Komisaris dan Direksi menilai bahwa Visi, Misi masih relevan dan belum diputuskan untuk dirubah. Berdasarkan hasil evaluasi di tahun 2019, arah pencapaian visi dan misi telah sesuai dengan yang ditargetkan dan ditunjukkan dengan pencapaian *Key Performance Indicator*s (KPI) di tahun 2019.

VISION AND MISSION REVIEW BY BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

In 2019, the Board of Directors and Board of Commissioners back to review the Vision, Mission and Corporate Values of PIEP. The discussion was carried out in the Company's Long Term Plan (RJPP) discussion meeting in 2019 which was held on March 6, 2019. The Board of Commissioners and Board of Directors considered that the Vision, Mission were still relevant and had not been decided to change. Based on the results of the evaluation in 2019, the direction of achieving the vision and mission was in accordance with the targeted and indicated by the achievement of Key Performance Indicators (KPI) in 2019.

NILAI-NILAI PERUSAHAAN

Dalam menjalankan usahanya, PIEP menerapkan nilai-nilai Perusahaan sebagai berikut:

CORPORATE VALUES

In conducting its business, PIEP applies the following corporate values:

Clean

PIEP dikelola secara profesional dengan:
- Menghindari benturan kepentingan.
- Tidak memberi toleransi pada suap.
- Menjunjung tinggi kepercayaan dan integritas.
- Berpedoman pada asas-asas tata kelola korporasi yang baik.

PIEP is managed professionally by:
- Avoiding conflicts of interest
- Having zero tolerance to bribery.
- Upholding trust and intergrity.
- Guided by principles of good corporate governance.

Competitive

Mampu berkompetisi dalam skala regional maupun internasional, mendorong pertumbuhan melalui investasi, membangun budaya sadar biaya, dan menghargai kinerja.

Being able to compete on a regional and international scale, drive growth through investment, build cost-conscious culture and value performance.

Customer Focus

Berorientasi pada kepentingan pelanggan dan berkomitmen untuk memberikan pelayanan terbaik kepada pelanggan.

Oriented to the needs of consumers and commited to provide the best services to consumers.

Confident

Berperan dalam pembangunan ekonomi nasional serta menjadi pelopor dalam membangun kebanggaan bangsa.

Participating in national economic development and becoming a pioneer in building the nation's pride.

VISI, MISI, DAN BUDAYA PERUSAHAAN

VISION, MISSION, AND CORPORATE CULTURE

Capable

Dikelola oleh pemimpin dan pekerja profesional yang memiliki talenta dan penguasaan teknis tinggi, berkomitmen dalam membangun kemampuan riset dan pengembangan.

Managed by professional leaders and employees who have the talent and high technical expertise and are committed to build research and development capability.

Commercial

Menciptakan nilai tambah dengan orientasi komersial dan mengambil keputusan berdasarkan prinsip-prinsip bisnis yang sehat.

Creating added value by being commercially oriented and making decisions based on sound business principles.

PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE

Heru Setiawan

Komisaris Utama
President Commissioner

(berhenti menjabat sejak 12 Maret 2020)
(stop serving since March 12, 2019)

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Karawang, pada tahun 1964. Berusia 55 tahun per Desember 2019	Born in Karawang, in 1964. 55 years old in December 2019
Riwayat Pendidikan	**Educational Background**
• Sarjana Teknik Mesin dari Institut Teknologi Bandung (1989). • Master of Business Administration, Energy Management, Montreal Canada (2001).	• Bachelor of Mechanical Engineering degree from Bandung Institute of Technology (1989). • Master of Business Administration, Energy Management degree in Montreal Canada (2001).
Pengalaman Kerja	**Job Experience**
• Senior Maintenance Planner, Pertamina Refinery Unit IV, Cilacap (1994-2002). • Head of Realibility Analyst di Pertamina Refinery Unit IV, Cilacap (2002-2005). • Indonesia Quality Award (Malcolm Baldrige) Examiner, IQA Foundation, Jakarta (2005-2007). • Region Transformation Breakthrough Projects Manager, PT Pertamina (Persero), Jakarta (2007-2008). • Quality Management Manager, PT Pertamina (Persero), Jakarta (2008-2009). • Investment Project Monitoring Coordinator, PT Pertamina (Persero), Jakarta (2009-2010). • Business Analyst, PT Pertamina (Persero), Jakarta (2010-2011). • Downstream Strategic Planning Manager, PT Pertamina (Persero) Jakarta (2011-2012). • Business Strategic Planning Manager, PT Pertamina (Persero), Jakarta (2012). • VP New Venture Business Development, PT Pertamina (Persero), Jakarta (2012-2013). • VP Corporate Business Strategic Planning, PT Pertamina (Persero), Jakarta (2013-2017). • SVP Business Development & Performance Excellence, PT Pertamina (Persero), Jakarta (2017-2018). • SVP Corporate Business Optimization, PT Pertamina (Persero), Jakarta (Januari-April 2018). • Direktur Mega proyek Pengolahan & Petrokimia, PT Pertamina (Persero), Jakarta (April-September 2018). • Direktur Perencanaan, Investasi & Manajemen Risiko, PT Pertamina (Persero), Jakarta (September 2018-saat ini). • Komisaris Utama PIEP (2018-Maret 2020).	• Senior Maintenance Planner, Pertamina Refinery Unit IV, Cilacap (1994-2002). • Head of Realibility Analyst di Pertamina Refinery Unit IV, Cilacap (2002-2005). • Indonesia Quality Award (Malcolm Baldrige) Examiner, IQA Foundation, Jakarta (2005-2007). • Region Transformation Breakthrough Projects Manager, PT Pertamina (Persero), Jakarta (2007-2008). • Quality Management Manager, PT Pertamina (Persero), Jakarta (2008-2009). • Investment Project Monitoring Coordinator, PT Pertamina (Persero), Jakarta (2009-2010). • Business Analyst, PT Pertamina (Persero), Jakarta (2010-2011). • Downstream Strategic Planning Manager, PT Pertamina (Persero) Jakarta (2011-2012). • Business Strategic Planning Manager, PT Pertamina (Persero), Jakarta (2012). • VP New Venture Business Development, PT Pertamina (Persero), Jakarta (2012-2013). • VP Corporate Business Strategic Planning, PT Pertamina (Persero), Jakarta (2013-2017). • SVP Business Development & Performance Excellence, PT Pertamina (Persero), Jakarta (2017-2018). • SVP Corporate Business Optimization, PT Pertamina (Persero), Jakarta (January-April 2018). • Megaproject Refinery & Petrochemical Director, PT Pertamina (Persero), Jakarta (April-September 2018). • Planning, Investment & Risk Management Director, PT Pertamina (Persero), Jakarta (September 2018-now). • President Commissioner of PIEP (2018-March 2020).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Komisaris Utama PIEP** berdasarkan keputusan RUPS tanggal 31 Agustus 2018	First appointed as **President Commissioner of PIEP** based on the GMS resolution dated August 31, 2018
Periode Jabatan	**Term of Office**
31 Agustus 2018-12 Maret 2020	August 31, 2018-March 12, 2020
Jabatan Rangkap	**Concurrent Positions**
Direktur Perencanaan, Investasi & Manajemen Risiko, PT Pertamina (Persero), Jakarta (September 2018-saat ini)	Planning, Investment & Risk Management Director, PT Pertamina (Persero), Jakarta (September 2018-now)
Hubungan Afiliasi	**Affiliation Relationships**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE

Harya Adityawarman

Komisaris
Commissioner

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place dan Date of Birth/Age**
Lahir di Klaten, pada tahun 1963 Berusia 56 tahun per Desember 2019	Born in Klaten, in 1963. 56 years old in December 2019.
Riwayat Pendidikan	**Educational Background**
Sarjana Teknik Perminyakan dari Universitas Pembangunan Nasional Veteran Yogyakarta (1993)	Bachelor of Petroleum Engineering degree from Universitas Pembangunan Nasional "Veteran" Yogyakarta (1993)
Pengalaman Kerja	**Job Experience**
• Pj. Kepala Sub Bagian Program Pengelolaan Lingkungan Bidang Migas dan LPE-Biro Lingkungan Teknologi (1998-2001). • Kepala Sub Bagian Penyusunan Program Kantor Pusat dan Badan-Biro Perencanaan dan Kerjasama Luar Negeri (2001-2004). • Kepala Bagian Perencanaan Listrik dan Pemanfaatan Energi-Biro Perencanaan dan Kerjasama Luar Negeri (2004-2006). • Kepala Bagian Perencanaan Anggaran di Biro Perencanaan dan Kerjasama Sekretariat Jenderal DESDM (2006-2010). • Kepala Biro Umum-Biro Umum Sekretariat Jenderal (2010). • Kepala Biro Umum-Biro Umum Sekretariat Jenderal KESDM (2010-2011). • Sekretaris Direktorat Jenderal Mineral dan Batubara (2011-2014). • Sekretaris Inspektorat Jenderal (2014-2017). • Direktur Pembinaan Usaha Hilir Minyak dan Gas Bumi (2017-2018). • Kepala Biro Perencanaan di Kementerian ESDM (2018-saat ini). • Komisaris PIEP (2019-saat ini).	• Acting Head of Sub Division of Environmental Management Program for Oil and Gas and LPE-Environmental Technology Bureau (1998-2001). • Head of Subdivision Program for Head Office and Agency-Planning and International Cooperation Bureau (2001-2004). • Head of Division for Electrical Planning & Energy Ultilization-Planning and International Cooperation (2004-2006). • Head of Division for Budget Planning in Planning & Cooperation Bureau of the Secretariat General of Energy and Mineral Resources (2006-2010). • Head of Bureau for General Affairs-Secretariat General of Bureau for General Affairs (2010). • Head of Bureau for General Affairs-Ministry of Energy and Mineral Resources Secretariat General of Bureau for General Affairs (2010-2011). • Secretary of the Directorate General of Minerals and Coal (2011-2014). • Secretary of the Inspectorate General (2014-2017). • Director Development of Oil and Gas Downstream (2017-2018). • Head of Planning Bureau at the Ministry of Energy and Mineral Resources (2018-now). • Commissioner of PIEP (2019-now).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Komisaris PIEP** berdasarkan keputusan RUPS Sirkuler tanggal 27 Agustus 2019	First appointed as **Commissioner of PIEP** based on the GMS Circular Resolution dated August 27, 2019
Periode Jabatan	**Terms of Office**
27 Agustus 2019-saat ini	August 27, 2019-now
Jabatan Rangkap	**Concurrent Position**
Kepala Biro Perencanaan di Kementerian ESDM (2018-saat ini)	Head of Bureau for Planning in Ministry of Energy and Mineral Resources (2018-now)
Hubungan Afiliasi	**Affiliation Relationships**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Share Ownership in PIEP**
Nihil	None

PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE

Chandra W. Sukotjo

Komisaris
Commissioner

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Bandung, pada tahun 1965. Berusia 54 tahun per Desember 2019	Born in Bandung, in 1965. 54 years old in December 2019
Riwayat Pendidikan	**Educational Background**
• Master bidang Hubungan Internasional dari Institute of Defence and Strategic Studies (sekarang RSIS) Nanyang Technological University, Singapura (2004).	• Master in International Relations degree from the Institute of Defense and Strategic Studies (RSIS) Nanyang Technological University, Singapore (2004).
Pengalaman Kerja	**Job Experience**
• Tentara Nasional Indonesia (1988). • Satuan Polisi Militer (1989-1998) • Pasukan Perdamaian PBB (Peacekeeper) di Namibia (UNTAG/1989-1990). • Pasukan Perdamaian PBB (Peacekeeper) di Georgia (UNOMIG/1995-1996). • Pasukan Pengamanan Presiden (1998-2002) • Pasukan Perdamaian PBB (Peacekeeper) di Sudan Selatan (UNMIS/2006-2007). • Badan Intelijen Strategis Tentara Nasional Indonesia (BAIS TNI) (2008) • Atase Pertahanan di Kedutaan Besar Republik Indonesia Untuk Ankara, Turki (2009-2012). • Direktur Kawasan Amerika dan Eropa di Badan Intelijen Negara (BIN) (2014). • Perwakilan BIN di Luar Negeri (Perbinlu) yang ditempatkan di Kedutaaan Besar Republik Indonesia Untuk Canberra, Australia (Desember 2014). • Komisaris PIEP (2020-saat ini).	• Indonesian National Armed Forces (1988). • Military Police Unit (1989-1998) • United Nations Peacekeeper in Namibia (UNTAG/1989-1990). • United Nations Peacekeeper in Georgia (UNOMIG/1995-1996). • Presidential Security Force (1998-2002). • United Nations Peacekeeper in South Sudan (UNMIS/2006-2007). • Strategic Intelligence Agency of Indonesian National Armed Forces (2008). • Indonesia Defense Attache at the Indonesian Embassy for Ankara, Turkey (2009-2012). • Director for America and Europe Region at State Intelligence Agency (2014). • State Intelligence Agency Representative of Foreign Intelligence which was stationed at the Indonesian Embassy for Canberra, Australia (December 2014). • Commissioner of PIEP (2020-now).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Komisaris PIEP** berdasarkan keputusan RUPS Sirkuler tanggal 13 Maret 2020	First appointed as **Commissioner of PIEP** based on the GMS Circular Resolution dated March 13, 2020
Periode Jabatan	**Term of Office**
13 Maret 2020-saat ini	March 13, 2020-now
Jabatan Rangkap	**Concurrent Position**
Deputi Bidang Intelijen Luar Negeri BIN	Deputy of Foreign Intelligence of the State Intelligence Agency
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders.
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE

Jumali

Komisaris
Commissioner

(berhenti menjabat sejak 12 Maret 2020)
(stop serving since March 12, 2020)

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Sukoharjo, pada tahun 1966 Berusia 53 tahun per Desember 2019	Born in Sukoharjo, in 1966. 53 years old in December 2019
Riwayat Pendidikan	**Edcucational Background**
Sarjana Ekonomi dari Universitas Sebelas Maret, Surakarta (1990)	Bachelor of Economics degree from Universitas Sebelas Maret, Surakarta (1990)
Pengalaman Kerja	**Job Experience**
• Wira Penjualan Rayon III UPPDN II Palembang di PT Pertamina (Persero) (1993-1998). • Wira Penjualan BBM/Retail Rayon VI Cirebon di PT Pertamina (Persero) (1998-2002). • Wira Penjualan BBM/Retail Rayon VIII UPMS III Jakarta di PT Pertamina (Persero) (2002-2005). • Wira Penjualan BBM Rayon I UPMS VII di PT Pertamina (Persero) (2005-2006). • Wira Penjualan Industri I UPMS VII Makassar di PT Pertamina (Persero) (2006-2008). • Wira Penjualan Retail I Makassar UPMS VII di PT Pertamina (Persero) (2006-2008). • Sales Area Manager Malang-Banyuwangi di PT Pertamina (Persero) (Februari 2008-Februari 2009). • Sales Area Manager Surabaya-Madura di PT Pertamina (Persero) (2009-2011). • Sales Area Manager Bandung di PT Pertamina (Persero) (2011-2012). • PSO Fuel Retail Manager di PT Pertamina (Persero) (Juni 2012-Desember 2012). • PSO Retail Fuel Marketing Manager di PT Pertamina (Persero) (Januari-November 2013). • General Manager Marketing Operation Region I di PT Pertamina (Persero) (2013-2015). • General Manager Marketing Operation Region III di PT Pertamina (Persero) (2015-2017). • VP Retail Fuel Marketing di PT Pertamina (Persero) (Mei 2017-September 2018). • SVP Retail Marketing Business di Kantor Pusat PT Pertamina (Persero) (Oktober 2018-Mei 2019). • SVP Retail Marketing & Sales di Kantor Pusat PT Pertamina (Persero) (Mei 2019-saat ini). • Komisaris PIEP (2019-saat ini).	• Sales Representative for Rayon III UPPDN II Palembang at PT Pertamina (Persero) (1993-1998). • Sales Representative for Fuel/Retail Rayon VI Cirebon at PT Pertamina (Persero) (1998-2002). • Sales Representative for Fuel/Retail Rayon VIII UPMS III Jakarta at PT Pertamina (Persero) (2002-2005). • Sales Representative for Fuel Rayon I UPMS VII at PT Pertamina (Persero) (2005-2006). • Industrial Sales I UPMS VII Makassar di PT Pertamina (Persero)(2006-2008). • Retail Sales I Makassar UPMS VII at PT Pertamina (Persero) (2006-2008). • Sales Area Manager Malang-Banyuwangi at PT Pertamina (Persero) (February 2008-February 2009). • Sales Area Manager Surabaya-Madura at PT Pertamina (Persero) (2009-2011). • Sales Area Manager Bandung at PT Pertamina (Persero) (2011-2012). • PSO Fuel Retail Manager at PT Pertamina (Persero) (June 2012-December 2012). • PSO Retail Fuel Marketing Manager at PT Pertamina (Persero) (January-November 2013). • General Manager Marketing Operation Region I at PT Pertamina (Persero) (2013-2015). • General Manager Marketing Operation Region III di PT Pertamina (Persero) (2015-2017). • VP Retail Fuel Marketing at PT Pertamina (Persero) (May 2017-September 2018). • SVP Retail Marketing Business at Kantor Pusat PT Pertamina (Persero) Head Office (October 2018-May 2019). • SVP Retail Marketing & Sales at PT Pertamina (Persero) Head Office (Mei 2019-now). • Commisioner of PIEP (2019-now).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Komisaris PIEP** berdasarkan keputusan RUPS Sirkuler tanggal 1 November 2019	First appointed as **Commissioner of PIEP** based on the GMS Circular Resolution dated November 1, 2019
Periode Jabatan	**Term of Office**
1 November 2019-12 Maret 2020	November 1, 2019-March 12, 2020
Jabatan Rangkap	**Concurrent Position**
SVP Retail Marketing & Sales di Kantor Pusat PT Pertamina (Persero)	SVP of Retail Marketing & Sales at PT Pertamina (Persero) Head Office
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Controlling/main shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE

Satry Nugraha

Komisaris
Commissioner

(berhenti menjabat sejak 27 Agustus 2019)
(Stop serving since August 27, 2019)

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Medan, pada tahun 1959. Berusia 60 tahun per Desember 2019	Born in Medan, in 1959. 60 years old in December 2019
Riwayat Pendidikan	**Educational Background**
• Sarjana Hukum dari Universitas Jayabaya, Jakarta (1986) • Master of Laws (LL.M) dari Victoria University of Wellington, New Zealand (1991).	• Bachelor of Laws Degree from Jayabaya University in Jakarta (1986) • Master of Laws (LL.M) degree from Victoria University of Wellington, New Zealand (1991).
Pengalaman Kerja	**Job Experience**
• Kepala Sub Bagian Perjanjian Bagi Hasil Sekretariat Jenderal Kementerian ESDM (1988-1992). • Kepala Sub Bagian Analisa Naskah Sekretariat Jenderal Kementerian ESDM (1992-1993). • Kepala Sub Bagian Penyusunan Rancangan Peraturan Perundang-Undangan III Sekretariat Jenderal Kementerian ESDM (1993-1998). • Kepala Sub Bagian Penelaahan Hukum Migas Sekretariat Jenderal Kementerian ESDM (1998). • Staff Pembantu Asisten Urusan Pengawasan Pendapatan Negara Kementerian Koordinator Bidang Pengawasan Pembangunan dan Pendayagunaan Aparatur Negara (1998-1999). • Analis Kebijakan Asisten Deputi Urusan Program Diklat Aparatur Kementerian Pendayagunaan Aparatur Negara (2000-2001). • Kepala Bagian Hubungan Kelembagaan Sekretariat Jenderal-Komisi Pengawas Kekayaan Penyelenggara Negara (2001-2002). • Kepala Bagian Perundang-undangan Direktorat Jenderal Geologi dan Sumber Daya Mineral-Kementerian ESDM (2002-2005). • Kepala Biro Umum Sekretariat Jenderal-Kementerian ESDM (2007). • Inspektur III Inspektorat Jenderal-Kementerian ESDM (2007-2010). • Inspektur I Inspektorat Jenderal-Kementerian ESDM (2010-2013). • Inspektur IV Inspektorat Jenderal-Kementerian ESDM (2013-2015). • Sekretaris Jenderal Sekretariat Jenderal-Dewan Energi Nasional (2015-2016). • Staf Ahli Bidang Lingkungan Hidup dan Tata Ruang Sekretariat Jenderal-Kementerian ESDM (2017-saat ini). • Komisaris PIEP (2018-2019).	• Head of Sub Division of Profit Sharing Agreements of the Secretariat General of the Ministry of Energy and Mineral Resources (1988-1992). • Head of Sub Division of Manuscript Analysis of the Secretariat General of the Ministry of Energy and Mineral Resources (1992-1993). • Head of Sub Division of Drafting Statutory Regulations III of the Secretariat General of the Ministry of Energy and Mineral Resources (1993-1998). • Head of Sub Division of Oil and Gas Law Review of the Secretariat General of the Ministry of Energy and Mineral Resources (1998) • Assistant Staff for State Revenues Monitoring Affairs of the Coordinating Ministry for Development Supervision and Administrative Reform (1998-1999) • Analyst of Deputy Assistant Policy for Education and Training Program of Apparatus of the Ministry of Administrative Reform (2000-2001) • Head of Institutional Relations Division of the Secretariat General-Public Officials Wealth Supervisor Commission (2001-2002) • Head of Legislation Division, Directorate General of Geology and Mineral Resources-Ministry of Energy and Mineral Resources (2002-2005) • Head of Bureau For General Affairs-Secretariat General of the Ministry of Energy and Mineral Resources (2007) • Inspector III of Inspectorate General of the Ministry of Energy and Mineral Resources (2007-2010) • Inspector I of Inspectorate General of the Ministry of Energy and Mineral Resources (2010-2013) • Inspector IV of Inspectorate General of the Ministry of Energy and Mineral Resources (2013-2015) • Secretary General of the Secretariat General of National Energy Council (2015-2016). • Expert Staff on Environment and Spatial Planning of the Secretariat General of the Ministry of Energy and Mineral Resources (2017-now) • Commissioner of PIEP (2018-2019).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Komisaris PIEP** berdasarkan keputusan RUPS tanggal 10 Januari 2018	First appointed as **Commissioner of PIEP** based on the GMS resolution dated January 10, 2018
Periode Jabatan	**Term of Office**
10 Januari 2018-27 Agustus 2019	January 10, 2018-August 27, 2019
Jabatan Rangkap	**Concurrent Position**
Staf Ahli Bidang Lingkungan Hidup dan Tata Ruang Sekretariat Jenderal-Kementerian ESDM (2017-saat ini)	Expert Staff on Environment and Spatial Planning of the Secretariat General of the Ministry of Energy and Mineral Resources (2017-now)
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE

Tanudji Darmasakti

Komisaris (berhenti menjabat sejak 1 November 2019)
Commissioner (stop serving since November 1, 2019)

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Surabaya, pada tahun 1963. Berusia 56 tahun per Desember 2019	Born in Surabaya, in 1963. 56 years old in December 2019
Riwayat Pendidikan	**Educational Background**
Sarjana Teknik Kimia dari Universitas Diponegoro, Semarang (1988)	Bachelor of Chemical Engineering degree from Diponegoro University, Semarang (1988)
Pengalaman Kerja	**Job Experience**
• VP Operation, Asset & Subsidiary Management Direktorat Energi Baru Terbarukan (2013-2014). • Komisaris PT Badak LNG (2013-2017). • VP Engineering & Project Management Direktorat Energi Baru Terbarukan (2014-2015). • SVP Engineering & Operation Management (2015). • Komisaris PT Nusantara Regas (2015-2017). • SVP Engineering, Operation & Technology Dev. (2015-2018). • Presiden Direktur DSLNG (2016-2017). • Presiden Komisaris PT Nusantara Regas (2017-2018). • Presiden Komisaris PT Badak LNG (2017-sekarang). • SVP Gas & LNG Management (2018-30 Sep 2019). • Komisaris PIEP (2018-2019).	• VP of Operations, Assets & Subsidiary Management of New & Renewable Energy Directorate (2013-2014). • Commissioner of PT Badak LNG (2013-2017). • VP of Engineering & Project Management of New & Renewable Energy Directorate (2014-2015). • SVP of Engineering & Operations Management (2015). • Commissioner of PT Nusantara Regas (2015-2017). • SVP of Engineering, Operations & Technology Dev. (2015-2018). • President Director DSLNG (2016-2017). • President Commissioner of PT Nusantara Regas (2017-2018). • President Commissioner of PT Badak LNG (2017-now). • SVP of Gas & LNG Management (2018-Sep 30, 2019). • Commissioner of PIEP (2018-2019).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Komisaris PIEP** berdasarkan keputusan RUPS tanggal 31 Agustus 2018.	First appointed as **Commissioner of PIEP** based on the GMS resolution dated August 31, 2018.
Periode Jabatan	**Term of Office**
31 Agustus 2018-1 Nov 2019	August 31, 2018-November 1, 2019
Jabatan Rangkap	**Concurrent Position**
Tidak memiliki rangkap jabatan di Perusahaan maupun lembaga lain	Do not have concurrent positions in other companies or institutions
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE

Charles P. Siallagan

Komisaris **(berhenti menjabat sejak 1 November 2019)**
Commissioner (stop serving since November 1, 2019)

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Jakarta, pada tahun 1966. Berusia 53 tahun per Desember 2019	Born in Jakarta, in 1966. 53 Years old in December 2019
Riwayat Pendidikan	**Educational Background**
• Sarjana Teknik Jurusan Teknik Gas dan Petrokimia dari Universitas Indonesia (1992). • Master dari MS Petroleum & Geosystem Engineering University of Texas di Austin (1995).	• Bachelor of Engineering degree from the Gas and Petrochemical Engineering Major, University of Indonesia (1992). • Master's degree from the MS Petroleum & Geosystem Engineering University of Texas in Austin (1995).
Pengalaman Kerja	**Job Experience**
• Field Engineer di Schlumberger Dowell (1992). • Well Service Group PSC Pertamina MAXUS SES (1995-1996). • Petroleum Engineer di Pertamina EP (1992). • Field Manager di Pertamina EP (2014). • VP Development & Production Evaluation Direktorat Hulu PT Pertamina (Persero) (2018-saat ini). • Komisaris PIEP (2018-2019).	• Field Engineer at Schlumberger Dowell (1992). • Pertamina MAXUS SES Well Service Group PSC (1995-1996). • Petroleum Engineer at Pertamina EP (1992). • Field Manager at Pertamina EP (2014). • VP of Development & Production Evaluation in the Upstream Direcorate of PT Pertamina (Persero) (2018-now). • Commissioner of PIEP (2018-2019).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Komisaris PIEP** berdasarkan keputusan RUPS tanggal 31 Agustus 2018	First appointed as **Commissioner of PIEP** based on the GMS resolution dated August 31, 2018
Periode Jabatan	**Term of Office**
31 Agustus 2018-1 November 2019	August 31, 2018-November 1, 2019
Jabatan Rangkap	**Concurrent Position**
VP Development & Production Evaluation Direktorat Hulu PT Pertamina (Persero) (2018-saat ini)	VP of Development & Production Evaluation in the Upstream Direcorate of PT Pertamina (Persero) (2018-now)
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DIREKSI

BOARD OF DIRECTORS PROFILE

Denie S. Tampubolon

Presiden Direktur
President Director

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Bandung, pada tahun 1964. Berusia 55 tahun per Desember 2019	Born in Bandung, in 1964. 55 years old in December 2019
Riwayat Pendidikan	**Educational Background**
Sarjana Teknik Geodesi dari Institut Teknologi Bandung (1988)	Bachelor's degree in Geodesy Engineering from Bandung Institute of Technology (1988)
Pengalaman Kerja	**Job Experience**
• DAK-UEP. IV/AST. GEOF-PT Pertamina (Persero) Balikpapan (1990-1994). • Ahli Processing Geofisika Eksplorasi-Direktorat EP PT Pertamina (Persero), Jakarta (1994-1996). • PPM/PJ Ahli Utama Database, PT Pertamina (Persero), Jakarta (1996-2000). • Staff Perbantuan-OPEC-Austria (2000-2005). • Analis Utama Rencana Evaluasi Pengembangan Usaha PT Pertamina (Persero), Jakarta (2006). • Staf Ahli Wakil Direktur Utama PT Pertamina (Persero) (2007-2009). • Manager Upstream Business Intelligence-Direktorat Hulu PT Pertamina (Persero) (2009-2010). • Staf Khusus Menteri ESDM (2010-2011). • Staf Ahli Direktur Utama-PT Pertamina (Persero) (2011-2012). • VP Upstream Business Growth-PT Pertamina (Persero) (2012-2013). • SVP Upstream Business Development PT Pertamina (Persero) (2013-2018). • Komisaris PT Pertamina EP Cepu (PEPC) (2015). • Komisaris PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) (2018). • Presiden Direktur PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) (2018-saat ini).	• DAK-UEP. IV/AST. GEOF-PT Pertamina (Persero) Balikpapan (1990-1994). • Geophysical Exploration Processing Expert-EP Direcorate of PT Pertamina (Persero), Jakarta (1994-1996). • PPM/PJ Expert Data Base, PT Pertamina (Persero), Jakarta (1996-2000). • Assistant Staff-OPEC-Austria (2000-2005). • Chief Analyst of Business Development Evaluation Plan of PT Pertamina (Persero), Jakarta (2006). • Expert Staff to Deputy President Director PT Pertamina (Persero) (2007-2009). • Manager Upstream Business Intelligence-Upstream Directorate of PT Pertamina (Persero) (2009-2010). • Special Staff to Minister of Energy and Mineral Resources (2010-2011). • Expert Staff to President Director-Pertamina (Persero) (2011-2012). • VP of Upstream Business Growth-PT Pertamina (Persero) (2012-2013). • SVP of Upstream Business Development PT Pertamina (Persero) (2013-2018). • Commissioner of PT Pertamina EP Cepu (PEPC) (2015). • Commissioner of PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) (2018). • President Director PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) (2018-now).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Presiden Direktur PIEP** berdasarkan keputusan RUPS tanggal 4 Juni 2018	First appointed as **President Director PIEP** based on the GMS resolution dated June 4, 2018
Periode Jabatan	**Term of Office**
4 Juni 2018-saat ini	June 4, 2018-now
Jabatan Rangkap	**Concurrent Position**
• *Director* Etablissments Maurel et Prom (M&P) (2016-saat ini). • Komisaris PT Pertamina Irak Eksplorasi Produksi (PIREP) (2019-saat ini).	• Director Etablissments Maurel et Prom (M&P) (2016-now). • Commissioner of PT Pertamina Irak Eksplorasi Produksi (PIREP) (2019-now).
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DIREKSI
BOARD OF DIRECTORS PROFILE

Aris Mulya Azof

Direktur Keuangan dan Komersial
Director Finance and Commercial

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Palembang, pada tahun 1969 Berusia 50 tahun per Desember 2019	Born in Palembang, in 1969. 50 years old in December 2019
Riwayat Pendidikan	**Educational Background**
• Sarjana Teknik Perminyakan dari Institut Teknologi Bandung (1992). • Master of Petroleum Engineering dari The University of Texas di Austin, Amerika Serikat (1995). • Sarjana Ekonomi Manajemen dari Universitas Indonesia (1999).	• Bachelor's degree in Petroleum Engineering at ITB (1992). • Master of Petroleum Engineering from The University of Texas in Austin, USA (1995). • Bachelor of Economics Management from the University of Indonesia (1999).
Pengalaman Kerja	**Job Experience**
• Manager Perencanaan Korporat PT Pertamina (Persero) (2008-2009). • VP Investor Relation (2009-2010). • VP Subsidiary & Joint Venture (SJV) (2010-2014). • Direktur Utama PT Trans Pacific Petrochemical Indotama (2012). • VP Financing PT Pertamina (Persero) (2014-2018). • Direktur Keuangan dan Komersial PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) (2018-saat ini).	• Manager of Corporate Planning at PT Pertamina (Persero) (2008-2009). • VP of Investor Relations (2009-2010). • VP of Subsidiary & Joint Venture (SJV) (2010-2014). • President Director at PT Trans Pacific Petrochemical Indotama (2012). • VP of Financing PT Pertamina (Persero) (2014-2018). • Director Finance & Commercial at PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) (2018-now).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Direktur Keuangan dan Komersial PIEP** berdasarkan keputusan RUPS tanggal 5 Februari 2018	First appointed as **Director Finance & Commercial** of PIEP based on the GMS resolution dated February 5, 2018
Periode Jabatan	**Term of Office**
5 Februari 2018-saat ini	Februari 5, 2018-now
Jabatan Rangkap	**Concurrent Position**
Komisaris PT Pertamina Malaysia Eksplorasi Produksi (PMEP) (2018-saat ini)	Commissioner of PT Pertamina Malaysia Eksplorasi Produksi (PMEP) (2018-now)
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DIREKSI

BOARD OF DIRECTORS PROFILE

Noor Syarifuddin

Direktur Eksplorasi dan Produksi
Director Exploration and Production

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Cilacap, pada tahun 1965. Berusia 54 tahun per Desember 2019	Born in Cilacap, in 1965. 54 years old in December 2019
Riwayat Pendidikan	**Educational Background**
• Sarjana Geologi dari Institut Teknologi Bandung (1989). • Master of Applied Science dari University of New South Wales, Australia (1996).	• Bachelor of Geology degree from Bandung Institute of Technology (1989). • Master of Applied Science University of New South Wales, Australia (1996).
Pengalaman Kerja	**Job Experience**
• Geologist di Schlumberger (1989). • Geologist di VICO Indonesia (1991). • Senior Geologist-EIS Team Leader, Total EP, Indonesie (2003-2006). • Senior Geologist-Field Development, Total SA, Paris (2003-2006). • Lead Geologist-Exploration Total EP Indonesie (2006-2007). • Asset Manager di Total EP Indonesie (2007- 2010). • Exploration Manager Total EP Indonesie (2010- 2012). • VP Geosciences & Reservoir Total EP Indonesie (2012- 2017). • VP Geosciences & Reservoir Pertamina Hulu Mahakam (PHM) (2018-2019). • Direktur Eksplorasi dan Produksi PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) (2019-saat ini).	• Geologist in Schlumberger (1989). • Geologist in VICO Indonesia (1991). • Senior Geologist-EIS Team Leader, Total EP, Indonesie (2003-2006). • Senior Geologist-Field Development, Total SA, Paris (2003-2006). • Lead Geologist-Exploration at Total EP Indonesie (2006-2007). • Asset Manager at Total EP Indonesie (2007- 2010). • Exploration Manager at Total EP Indonesie (2010- 2012). • VP Geosciences & Reservoir Total EP Indonesie (2012- 2017). • VP Geosciences & Reservoir at Pertamina Hulu Mahakam (PHM) (2018-2019). • Director Exploration & Production of PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) (2019-now).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Direktur Eksplorasi dan Produksi PIEP** berdasarkan Rapat Umum Pemegang Saham pada 02 September 2019	First appointed as **Director Exploration & Production of PIEP** based on the GMS resolution dated September 2, 2019
Periode Jabatan	**Term of Office**
2 September 2019-saat ini	September 2, 2019-now
Jabatan Rangkap	**Concurrent Position**
Tidak memiliki rangkap jabatan di Perusahaan maupun lembaga lain	Do not have concurrent positions in companies or other institutions
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL DIREKSI
BOARD OF DIRECTORS PROFILE

Djoko N. Imanhardjo

Direktur Eksplorasi dan Produksi
Director Exploration & Production

(berhenti menjabat sejak 4 Maret 2019)
(Stop serving since March 4, 2019)

Kewarganegaraan	**Nationality**
Warga Negara Indonesia	Indonesian Citizen
Domisili	**Domicile**
Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia	**Place and Date of Birth/Age**
Lahir di Jakarta, pada tahun 1963 Berusia 56 tahun per Desember 2019	Born in Jakarta, in 1963. 56 years old in Desember 2019
Riwayat Pendidikan	**Educational Background**
• Sarjana Teknik Geologi dari Universitas Gadjah Mada (1989). • Master Geologi dari Institut Teknologi Bandung (2003).	• Bachelor of Geology Engineering degree from Gajah Mada University (1989). • Master of Geology from Bandung Institute of Technology (2003).
Pengalaman Kerja	**Job Experience**
• Manager Valuation di PT Pertamina (Persero) (2008-2009). • Manager Eksplorasi Karama PT Pertamina Hulu Energi (2009-2010). • VP Business Initiative & Valuation PT Pertamina (Persero) (2011-2013). • Presiden Direktur Conoco Phillips Algeria Ltd. (2013-2016). • Direktur Eksplorasi dan Produksi (2016-2019).	• Manager Valuation at PT Pertamina (Persero) (2008-2009). • Karama Exploration Manager of PT Pertamina Hulu Energi (2009-2010). • VP of Business Initiative & Valuation of PT Pertamina (Persero) (2011-2013). • President Director Conoco Phillips Algeria Ltd. (2013-2016). • Director Exploration & Production (2016-2019).
Riwayat Penunjukan	**Appointment History**
Diangkat pertama kali sebagai **Direktur Eksplorasi dan Produksi PIEP** berdasarkan keputusan RUPS tanggal 4 Maret 2016	First appointed as **Director Exploration & Production of PIEP** based on the GMS resolution dated March 4, 2016
Periode Jabatan	**Term of Office**
4 Maret 2016-4 Maret 2019	Maret 4, 2016-Maret 4, 2019
Jabatan Rangkap	**Concurrent Position**
Tidak memiliki rangkap jabatan di Perusahaan maupun lembaga lain	Do not have concurrent positions in companies or other institutions
Hubungan Afiliasi	**Affiliation Relationship**
Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners and Main/Controlling shareholders
Kepemilikan Saham di PIEP	**Shareholding in PIEP**
Nihil	None

PROFIL PEJABAT EKSEKUTIF

EXECUTIVE OFFICIALS PROFILE

Agus Purbaya

VP of Operations & Production

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Jakarta pada tahun 1964. Berusia 55 tahun per Desember 2019 Born in Jakarta, in 1964. 55 years old in December 2019
Riwayat Pendidikan Educational Background	Sarjana Teknik Kimia dari Universitas Jayabaya, Jakarta (2003) Bachelor of Chemical Engineering degree from Jayabaya University, Jakarta (2003)
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-237/PHE000/2018-S8 tgl 31 Juli 2018 Decree No. Kpts.P-237/PHE000/2018-S8 dated July 31, 2018

Budi Ambardi Wijono

VP of Finance

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Blitar pada tahun 1964. Berusia 55 tahun per Desember 2019 Born in Blitar, in 1964. 55 years old in December 2019
Riwayat Pendidikan Educational Background	Sarjana Ekonomi Akuntansi dari Universitas Airlangga, Surabaya (1990) Bachelor of Economics in Accounting from Airlangga University, Surabaya (1990)
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-061/C00000/2018-S8 tgl 3 Mei 2018 Decree No. Kpts.P-061/C00000/2018-S8 Dated May 3, 2018

PROFIL PEJABAT EKSEKUTIF

EXECUTIVE OFFICIALS PROFILE

Edwil Suzandi

Director Operations/Country Manager of Algeria

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Algeria
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Tanjungmedan pada tahun 1975. Berusia 44 tahun per Desember 2019 Born in Tanjungmedan, in 1975. 44 years old in December 2019
Riwayat Pendidikan Educational Background	• Sarjana Teknik Perminyakan dari Universitas Trisakti, Jakarta (1998). Bachelor of Oil Technic degree from Trisakti University, Jakarta (1998). • Master of Petroleum Engineering dari Institut Teknologi Bandung (2002). Master of Petroleum Engineering from Bandung Institute of Technology (2002).
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-018/PN0000/2019-S8 tgl 12 Juli 2019 Decree No. Kpts.P-018/PN0000/2019-S8 dated July 12, 2019

Geodi Naim

VP of Country Operational/Country Manager of Malaysia

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Kuala Lumpur
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Jakarta pada tahun 1966. Berusia 53 tahun per Desember 2019 Born in Jakarta, in 1966. 53 years old in December 2019
Riwayat Pendidikan Educational Background	• Sarjana Geophysics dari University of Tulsa, USA (1990). Bachelor of Geophysics degree from University of Tulsa, USA (1990). • Master of Geophysics dari University of Tulsa, USA (1992). Master of Geophysics from University of Tulsa, USA (1992). • Master of Business Administration dari Monash University, Australia (1997). Master of Business Administration from Monash University, Australia (1997).
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-440/K00000/2018-S8 tgl 20 Juli 2018 Decree No. Kpts.P-440/K00000/2018-S8 dated July 20, 2018

PROFIL PEJABAT EKSEKUTIF

EXECUTIVE OFFICIALS PROFILE

Syamsu Yudha

VP of Country Operational/Country Manager of Iraq

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Garut pada tahun 1972. Berusia 47 tahun per Desember 2019 Born in Garut, in 1972. 47 years old in December 2019
Riwayat Pendidikan Educational Background	• Sarjana Geologi dari Universitas Gadjah Mada, Yogyakarta (1997). Bachelor of Geology degree from Gadjah Mada University, Yogyakarta (1997). • Master Geologi dari Institut Teknologi Bandung (2006). Master of Geology from Bandung Institute of Technology (2006).
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-604/K00000/2018-S8 tgl 25 September 2018 Decree No. Kpts.P-604/K00000/2018-S8 dated September 25, 2018

Yosi Hirosiadi

VP of Exploration & Development

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Jakarta pada tahun 1965. Berusia 54 tahun per Desember 2019 Born in Jakarta, in 1965. 54 years old in December 2019
Riwayat Pendidikan Educational Background	• Sarjana Geologi dari Universitas Trisakti, Jakarta (1991). Bachelor of Geology degree from Trisakit University, Jakarta (1991). • Master Geologi dari University of Tulsa, Oklahoma (1995). Master of Geology from Univesity of Oklahoma, USA (1995).
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-141/C00000/2018-S8 tgl 7 September 2018 Decree No. Kpts.P-141/C00000/2018-S8 dated September 7, 2018

PROFIL PEJABAT EKSEKUTIF

EXECUTIVE OFFICIALS PROFILE

Indria Doria

VP of Corporate Planning & Business Improvement

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Bandung pada tahun 1964. Berusia 55 tahun per Desember 2019 Born in Bandung, in 1964. 55 years old in December 2019
Riwayat Pendidikan Educational Background	• Sarjana Teknik Gas dan Petrokimia dari Universitas Indonesia (1989). Bachelor of Gas and Petrochemical Engineering degree from University of Indonesia (1989). • S2 Teknik Perminyakan Institut Teknologi Bandung (1995). Master of Petroleum Engineering, Bandung Institute of Technology (1995)
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-018/C00000/2017-S8 tgl 22 Juni 2018 Decree No. Kpts.P-018/C00000/2017-S8 dated June 22, 2018

Maria Rohana Nellia

VP of Commercial, SCM & ICT

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Prabumulih pada tahun 1965. Berusia 54 tahun per Desember 2019 Born in Prabumulih, in 1965. 54 years old in December 2019
Riwayat Pendidikan Educational Background	Sarjana Geofisika dari Colorado School of Mines (1988) Bachelor of Geophysics degree from Colorado School of Mines (1988)
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-000300/PN0000/2017-S8 tgl 10 Februari 2017 Decree No. Kpts.P-000300/PN0000/2017-S8 dated February 10, 2017

PROFIL PEJABAT EKSEKUTIF

EXECUTIVE OFFICIALS PROFILE

Ratu Reni Gusfiarni

VP of Human Resources

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Medan pada tahun 1964. Berusia 55 tahun per Desember 2019 Born in Medan, in 1964. 55 years old in December 2019
Riwayat Pendidikan Educational Background	• Sarjana Psikologi dari Universitas Indonesia (1988). Bachelor of Psychology degree from University of Indonesia (1988). • Master Ekonomi Manajemen dari Universitas Gadjah Mada, Yogyakarta (2000). Master of Economics in Management from Gadjah Mada University, Yogyakarta (2000).
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-031/C00000/2016-S8 tgl 6 Juni 2016 Deed No. Kpts.P-031/C00000/2016-S8 dated June 6, 2016

Ganda Putra Simatupang

Manager of HSSE

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Medan pada tahun 1967. Berusia 52 tahun per Desember 2019 Born in Medan, in 1967. 52 years old in December 2019
Riwayat Pendidikan Educational Background	Sarjana Teknik Kimia dari Universitas Sumatera Utara, Medan (1990) Bachelor of Chemical Engineering degree from Sumatera Utara University, Medan (1990)
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts P-544/K00000/2018-S8 tgl 5 September 2018 Decree No. No.Kpts P-544/K00000/2018-S8 dated September 5, 2018

PROFIL PEJABAT EKSEKUTIF

EXECUTIVE OFFICIALS PROFILE

Aussie B. Gautama

Chairman of the BOD of Etablissments Maurel et Prom (M&P)

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Canberra pada tahun 1955. Berusia 55 tahun per Desember 2019 Born in Canberra, in 1955. 55 years old in December 2019
Riwayat Pendidikan Educational Background	Sarjana Geologi dari Institut Teknologi Bandung (1982) Bachelor of Geology degree from Bandung Institute of Technology (1982)
Riwayat Penunjukan Appointment History	Changes in Governance Maurel & Prom No. 10-17 Tanggal 10 April 2017 Changes in Governance Maurel & Prom No. 10-17 dated April 10, 2017

Widya Putra Tresnalesmana

Head of Internal Audit

Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Cirebon pada tahun 1967. Berusia 52 tahun per Desember 2019 Born in Cirebon, in 1967. 52 years old in December 2019
Riwayat Pendidikan Educational Background	• Teknik Energi-Politeknik Institut Teknologi Bandung-Bandung Bachelor of Energy Engineering degree from Polytechnic-Bandung Institute of Technology-Bandung • Teknik Mesin-Universitas Sumatra Utara-Medan Bachelor of Mechanical Engineering degree from University of Sumatera Utara (1999).
Riwayat Penunjukan Appointment History	Surat Keputusan No. 1 Agustus 2018 Nomor 335/K00000/2018-S8 Decree No. 335/K00000/2018-S8 dated August 1, 2018

PROFIL DAN PENGEMBANGAN KOMPETENSI PEKERJA

EMPLOYEE PROFILE AND COMPETENCY DEVELOPMENT

JUMLAH PEKERJA BERDASARKAN LEVEL ORGANISASI

NUMBER OF EMPLOYEES BASED ON ORGANIZATIONAL LEVEL

Tabel Jumlah Pekerja Berdasarkan Level Organisasi
Table Number of Employees Based on Organizational Level

(dalam satuan orang)
(in people unit)

Level Organisasi	2019			2018			Organizational Level
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
Direksi (LO)	1	0	1	1	0	1	Board of Directors (LO)
Direksi (L1)	2	0	2	2	0	2	Board of Directors (L1)
VP (L2)	6	3	9	3	3	8	VP (L2)
Manajer (L3)	27	4	31	31	4	36	Manager
Senior Staff/lainnya (L4)	118	32	150	107	35	139	Senior Staff/others (L4)
Jumlah	**154**	**39**	**193**	**144**	**42**	**186**	**Total**

JUMLAH PEKERJA BERDASARKAN TINGKAT PENDIDIKAN

NUMBER OF EMPLOYEES BASED ON EDUCATION LEVEL

Tabel Jumlah Pekerja Berdasarkan Tingkat Pendidikan
Table Number of Employees Based on Education Level

(dalam satuan orang)
(in people unit)

Tingkat Pendidikan	2019			2018			Education Level
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
S3	1	-	1	2	-	2	Post Graduate
S2	53	10	63	43	9	52	Graduate
S1	83	27	110	88	31	119	Undergraduate
D3	8	1	9	3	1	4	Diploma
SMA	9	1	10	8	1	9	High School
Jumlah	**154**	**39**	**193**	**144**	**42**	**186**	**Total**

JUMLAH PEKERJA BERDASARKAN STATUS KEPEGAWAIAN

NUMBER OF EMPLOYEES BASED ON EMPLOYMENT STATUS

Tabel Jumlah Pekerja Berdasarkan Status Kepegawaian
Table Number of Employees Based on Employment Status

(dalam satuan orang)
(in people unit)

Status Kepegawaian	2019			2018			Employment Status
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
PWTT (Pekerja Tetap)	133	37	170	127	39	166	Permanent Employee
PWT (Pekerja tidak tetap/ temporer)	21	2	23	17	3	20	Contract/Temporary Employee
Jumlah	**154**	**39**	**193**	**144**	**42**	**186**	**Total**

JUMLAH PEKERJA BERDASARKAN LOKASI KERJA

NUMBER OF EMPLOYEES BASED ON WORK LOCATION

Tabel Jumlah Pekerja Berdasarkan Lokasi Kerja
Table Number of Employees Based on Work Location

(dalam satuan orang)
(in people unit)

Lokasi Kerja	2019			2018			Work Location
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
Algeria	59	11	70	44	13	57	Algeria
Irak	10	-	10	10	-	10	Irak
Indonesia	78	26	104	86	28	114	Indonesia
Malaysia	5	2	7	4	1	5	Malaysia
Perancis	2	-	2	-	-	-	Perancis
Jumlah	**154**	**39**	**193**	**144**	**42**	**186**	**Total**

JUMLAH PEKERJA BERDASARKAN RENTANG USIA

NUMBER OF EMPLOYEE BASED ON AGE RANGE

Tabel Jumlah Pekerja Berdasarkan Rentang Usia
Table Number of Employees Based on Age Range

(dalam satuan orang)
(in people unit)

Rentang Usia	2019			2018			Age of Range
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
<26 tahun	-	-	-	11	-	11	< 26 years old
26-35 tahun	30	13	43	31	18	49	26-35 years old
36-45 tahun	67	21	88	59	19	78	36-45 years old
46-55 tahun	50	2	52	37	5	42	46-55 years old
>55 tahun	7	3	10	6	-	6	> 55 years old
Jumlah	**154**	**39**	**193**	**144**	**42**	**186**	**Total**

PROFIL DAN PENGEMBANGAN KOMPETENSI PEKERJA

EMPLOYEE PROFILE AND COMPETENCY DEVELOPMENT

JUMLAH PEKERJA BERDASARKAN MASA KERJA

NUMBER OF EMPLOYEE BASED ON YEARS OF SERVICE

Tabel Jumlah Pekerja Berdasarkan Masa Kerja
Table Number of Employees Based on Years of

(dalam satuan orang)
(in people unit)

Masa Kerja (Tahun)	2019			2018			Years of Service (year)
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
>5	81	19	100	50	17	67	>5
6-10	36	13	49	36	16	52	6-10
11-15	18	2	20	20	3	23	11-15
16-20	7	2	9	23	3	26	16-20
21-25	3	0	3	3	0	3	21-25
>25	9	3	12	12	3	15	>25
Jumlah	**154**	**39**	**193**	**144**	**42**	**186**	**Total**

JUMLAH PEKERJA BERDASARKAN JENIS KELAMIN

NUMBER OF EMPLOYEE BASED ON GENDER

Tabel Jumlah Pekerja Berdasarkan Jenis Kelamin
Table Number of Employees Based on Gender

(dalam satuan orang)
(in people unit)

Jenis Kelamin	2019	2018	Gender
Pria	154	144	Male
Wanita	39	42	Female
Jumlah	**193**	**186**	**Total**

PENGEMBANGAN KOMPETENSI PEKERJA

KEBIJAKAN

Pengembangan kompetensi SDM PIEP dilakukan secara terintegrasi dan berkelanjutan untuk mewujudkan Pekerja unggul. Perusahaan menjamin persamaan kesempatan kepada seluruh pekerja dalam hal pengembangan kompetensi. Kebijakan pengembangan kompetensi para pekerja dibuat berdasarkan pertimbangan dan evaluasi profesional tanpa memandang ras, kepercayaan, warna kulit, agama, jenis kelamin, asal negara, keturunan, usia, status perkawinan, status veteran, cacat, kondisi medis, maupun identitas *gender*. Kebijakan tersebut diambil sebagai bentuk komitmen Perusahaan dalam menghargai hak asasi manusia yang berlaku universal.

EMPLOYEE COMPETENCY DEVELOPMENT

POLICY

PIEP HR competency development is carried out in an integrated and sustainable manner to realize excel employees. The Company guarantees equal opportunities for all employees in terms of competency development. The policy of employees' competency development is based on professional judgment and evaluation regardless of race, beliefs, skin color, religion, gender, national origin, ancestry, age, marital status, veteran status, disability, medical condition or gender identity. The policy is an embodiment of the Company's commitment to respect universal human rights.

PROFIL DAN PENGEMBANGAN KOMPETENSI PEKERJA
EMPLOYEE PROFILE AND COMPETENCY DEVELOPMENT

PENGEMBANGAN KOMPETENSI BERDASARKAN LEVEL JABATAN

COMPETENCY DEVELOPMENT BASED ON POSITION LEVEL

Tabel Pengembangan Kompetensi Berdasarkan Level Jabatan
Table Competency Development Based on Position Level

(dalam satuan orang)
(in people unit)

Level Pekerja Employee Level	**Program/ Materi Pelatihan** Training Program/ Materials	**Tujuan Pelatihan** Training Objectives	**Jenis Pelatihan** Type of Training			**Jumlah Pekerja** Number of Employees	**Persentase yang Telah Mengikuti Pelatihan untuk Setiap Level Jabatan** Percentage of who Have attended the Training for Each Position Level
			InHouse	***Public***	**Jumlah Pekerja yang telah Mengikuti Pelatihan** Number of Employees who have attended the training		
Direksi (L1) Board of Directors (L1)	*Leaders Forum*	Peningkatan wawasan Increased Insight	1	-	1	1	100%
Direksi (L2) Board of Directors (L2)	*Leaders Forum*	Peningkatan wawasan Increased Insight	1	1	2	2	100%
Vice President (L2)	*Executive Coaching, Crisis Communication & Media Awarness*	Pengembangan Teknikal *Skill* dan peningkatan wawasan Technical Skill Development and Increased Insight	1	6	8	9	89%
Manager (L3)	*Catalyser, Change Management, Strategic Management*	Pengembangan Teknikal *Skill* dan peningkatan wawasan Technical Skill Development and Increased Insight	-	6	30	30	100%
Senior Staff/ Lainnya (L4)	*Basic Petroleum, Gross Split Model, GR1/ TR1, Petroleum Economics, OE/HPS, Enterprise Risk Management dan CRP*	Pengembangan Teknikal *Skill* dan peningkatan wawasan Technical Skill Development and Increased Insight	4	46	83	94	95%
Jumlah			**7**	**59**	**124**	**136**	**91,18%**
Persentase yang telah mengikuti pelatihan untuk setiap jenis pelatihan Percentage of who has attended training for each type of training			11%	89%			

PROFIL DAN PENGEMBANGAN KOMPETENSI PEKERJA

EMPLOYEE PROFILE AND COMPETENCY DEVELOPMENT

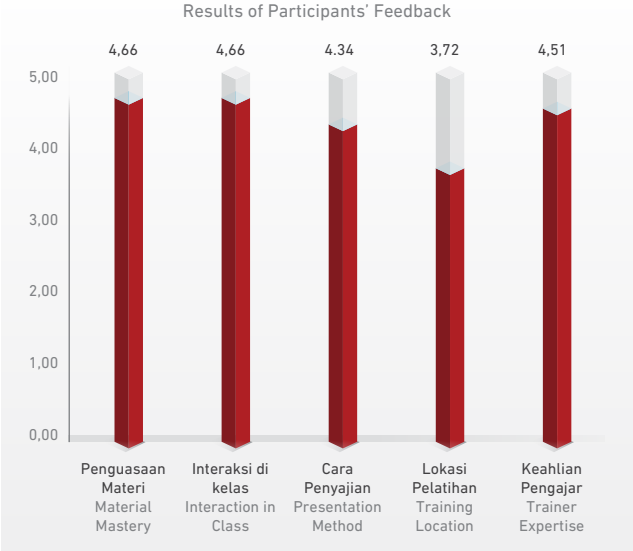
EVALUASI PELAKSANAAN PENGEMBANGAN KOMPETENSI

Secara rata-rata evaluasi atas pelaksanaan pelatihan yang telah diselenggarakan dinilai positif oleh peserta. Hasil *feedback* yang diperoleh dari peserta menunjukkan nilai di atas target yaitu sebesar 3,5 dalam skala Likert. Berikut grafik hasil *feedback* peserta:

COMPETENCY DEVELOPMENT EVALUATION

By average, the evaluation of training which have been held was rated positive by the participants. The feedback results obtained from the participants showed a value above the target of 3.5 on the Likert scale. The following graph is the results of participants' feedback:

Hasil *Feedback* Peserta
Results of Participants' Feedback



BIAYA PENGEMBANGAN KOMPETENSI

Pada tahun 2019, Perusahaan telah melaksanakan pengembangan kompetensi dengan biaya sebesar AS$174.009. Biaya pengembangan kompetensi pada tahun 2019 mengalami sedikit penurunan dibandingkan tahun 2018 dikarenakan adanya himbauan untuk efisiensi dan pembatasan pelatihan di luar negeri.

COMPETENCY DEVELOPMENT COSTS

In 2019, the Company has implemented competency development at a cost of US$174,009. The competency development costs in 2019 has decreased slightly compared to 2018 due to calls for efficiency and overseas training restrictions.

Tabel Biaya Pengembangan Kompetensi
Table Competency Development Costs

Keterangan	2019	2018	Information
Biaya Pengembangan Kompetensi	AS$174.009	AS$175.196	Competency Development Costs

KOMPOSISI PEMEGANG SAHAM

SHAREHOLDERS COMPOSITION

Per 31 Desember 2019, komposisi pemegang saham PIEP hanya terdiri dari dua pihak, yakni PT Pertamina (Persero) sebesar 99,999998%, dan PT Pertamina Pedeve Indonesia sebesar 0,000002%.

As of December 31, 2019, the shareholders composition of PIEP consisted of only two parties, PT Pertamina (Persero) with 99.999998%, and PT Pertamina Pedeve Indonesia with 0.000002%.

Tabel Komposisi Pemegang Saham PIEP per 31 Desember 2019
Table Shareholders Composition of PIEP in December 31, 2019

Nama Pemegang Saham Shareholders Name	Jumlah Saham Number of Shares	Persentase Kepemilikan Percentage of Ownership
PT Pertamina (Persero)	51.428.226	99,999998%
PT Pertamina Pedeve Indonesia	1	0,000002%
Jumlah Total	**51.428.227**	**100%**

KOMPOSISI 20 PEMEGANG SAHAM TERBESAR

Berdasarkan tabel komposisi pemegang saham, pemegang saham Perusahaan adalah terdiri dari 2 (dua) pihak. Dengan demikian, tidak terdapat komposisi 20 pemegang saham terbesar.

TOP 20 SHAREHOLDERS COMPOSITION

Based on the shareholders composition table, the Company's shareholders are composed of 2 (two) parties. Therefore, there was no composition of top 20 shareholders.

KOMPOSISI PEMEGANG SAHAM 5% ATAU LEBIH

Berdasarkan tabel komposisi pemegang saham, pemegang saham Perusahaan yang memiliki saham di atas 5% atau lebih adalah PT Pertamina (Persero) yaitu sebesar 99,999998%.

SHAREHOLDERS COMPOSITION OF 5% OR MORE

Based on the shareholders composition table, the Company's shareholder with shares above 5% or more is PT Pertamina (Persero) amounting to 99.999998%.

KELOMPOK PEMEGANG SAHAM MASYARAKAT KURANG DARI 5%

Per 31 Desember 2019, tidak terdapat kelompok masyarakat pemegang saham masyarakat kurang dari 5%.

PUBLIC SHAREHOLDERS OF LESS THAN 5% OWNERSHIP

As of 31 December 2019, there was no public shareholders of less than 5% ownership.

KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

Per 31 Desember 2019, tidak terdapat kepemilikan saham Dewan Komisaris dan Direksi baik secara langsung maupun tidak langsung.

SHARES OWNERSHIP BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

As of 31 December 2019, the Board of Commissioners and Board of Directors of the Company did not have any shares both directly and indirectly.

DAFTAR ENTITAS ANAK DAN/ ATAU ENTITAS ASOSIASI

LIST OF SUBSIDIARIES/ASSOCIATED ENTITIES

ENTITAS ANAK

Per 31 Desember 2019, PIEP memiliki 4 (empat) entitas anak sebagaimana terlihat dalam tabel berikut:

SUBSIDIARIES

As of December 31, 2019, PIEP has 4 subsidiaries as shown in the following table:

Nama Name	**Kegiatan Usaha** Business Activities	**Kepemilikan Saham** Shareholding	**Tahun Pendirian** Year of Establishment	**Status Operasi** Operating Status	**Jumlah Aset (ribuan Dollar)** Total Assets (thousands of Dollars)	**Domisili** Domicile
PT Pertamina Irak Eksplorasi Produksi	Minyak, gas bumi dan energi lainnya Oil, Gas and other Energy	99,999976%	2013	Beroperasi Operating	502.912	Jakarta
PT Pertamina Malaysia Eksplorasi Produksi	Minyak, gas bumi dan energi lainnya Oil, Gas and other Energy	99,9999995%	2014	Beroperasi Operating	1.248.825	Jakarta
PT Pertamina Algeria Eksplorasi Produksi	Minyak, gas bumi dan energi lainnya Oil, Gas and other Energy	99,999993%	2014	Beroperasi Operating	1.439.756	Jakarta
Etablissments Maurel et Prom (M&P)	Energi Energy	71,29%	2017*	Beroperasi Operating	2.798.822	Paris

*di akuisisi tahun 2017
*acquired in 2017

Penjelasan singkat mengenai masing-masing Entitas Anak diuraikan sebagai berikut:

Brief description of each Subsidiary is described as follows:

PT PERTAMINA MALAYSIA EKSPLORASI PRODUKSI

PT Pertamina Malaysia Eksplorasi Produksi didirikan berdasarkan Akta No. 98 tanggal 25 September 2014. Modal dasar PT Pertamina Malaysia Eksplorasi Produksi adalah sebesar Rp61.697.930.000.000. Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

Komposisi modal disetor penuh 31 Desember 2019 adalah sebagai berikut:

PT PERTAMINA MALAYSIA EKSPLORASI PRODUKSI

PT Pertamina Malaysia Eksplorasi Produksi was established based on Deed No. 98 dated September 25, 2014. The authorized capital of PT Pertamina Malaysia Eksplorasi Produksi amounted to Rp61,697,930,000,000. The composition of issued and fully paid-up capital is as follows:

The composition of fully paid-up capital as of December 31, 2019 is as follows:

Pemegang Saham Shareholders	**Modal Disetor Penuh** Fully Paid-up Capital	**Lembar Saham (lembar)** Numbers of Shares (Shares)	**Persentase (%)** Percentage (%)
PT Pertamina Internasional Eksplorasi dan Produksi	AS$1.408.423.793	18.509.378	99,999995
PT Pertamina Pedeve Indonesia	Rp1.000.000	1	0,000005

DAFTAR ENTITAS ANAK DAN/ ATAU ENTITAS ASOSIASI

LIST OF SUBSIDIARIES/ASSOCIATED ENTITIES

Susunan Dewan Komisaris dan Direksi PT Pertamina Malaysia Eksplorasi Produksi adalah sebagai berikut:

KOMISARIS Board of Commissioners	
Komisaris Commissioner	Aris Mulya Azof

Composition of the Board of Commissioners and Board of Directors of PT Pertamina Malaysia Eksplorasi Produksi is as follows:

DIREKSI Board of Directors	
Direktur Director	Maria Rohana Nelia

PT PERTAMINA IRAK EKSPLORASI PRODUKSI

PT Pertamina Irak Eksplorasi Produksi didirikan berdasarkan Akta No. 23 tanggal 21 November 2013. Modal dasar PT Pertamina Irak Eksplorasi Produksi adalah sebesar Rp13.939.326.000.000. Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

Komposisi modal disetor penuh 31 Desember 2019 adalah sebagai berikut:

PT PERTAMINA IRAK EKSPLORASI PRODUKSI

PT Pertamina Irak Eksplorasi Produksi was established based on Deed No. 23 dated November 21, 2013. The authorized capital of PT Pertamina Irak Eksplorasi Produksi amounted to Rp13,939,326,000,000. The composition of issued and fully paid-up capital is as follows:

The composition of fully paid-up capital as of December 31, 2019 is as follows:

Pemegang Saham Shareholders	**Modal Disetor Penuh** Fully Paid-up Capital	**Lembar Saham (lembar)** Numbers of Shares (Shares)	**Persentase (%)** Percentage (%)
PT Pertamina Internasional Eksplorasi dan Produksi	AS$318.215.036	4.181.797	99,999976
PT Pertamina Pedeve Indonesia	Rp1.000.000	1	0,000024

Susunan Dewan Komisaris dan Direksi PT Pertamina Irak Eksplorasi Produksi adalah sebagai berikut:

KOMISARIS Board of Commissioners	
Komisaris Commissioner	Denie S Tampubolon

Composition of the Board of Commissioners and Board of Directors of PT Pertamina Irak Eksplorasi Produksi is as follows:

DIREKSI Board of Directors	
Direktur Director	Yosi Hirosiadi

PT PERTAMINA ALGERIA EKSPLORASI PRODUKSI

PT Pertamina Algeria Eksplorasi Produksi didirikan berdasarkan Akta No. 49 tanggal 21 Agustus 2014. Modal dasar PT Pertamina Algeria Eksplorasi Produksi adalah sebesar Rp46.690.616.000.000. Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

Komposisi modal disetor penuh 31 Desember 2019 adalah sebagai berikut:

PT PERTAMINA ALGERIA EKSPLORASI PRODUKSI

PT Pertamina Algeria Eksplorasi Produksi was established based on Deed No. 49 dated August 21, 2014. The authorized capital of PT Algeria Eksplorasi Produksi amounted to Rp46,690,616,000,000. The composition of issued and fully paid-up capital is as follows:

The composition of fully paid-up capital as of December 31, 2019 is as follows:

DAFTAR ENTITAS ANAK DAN/ ATAU ENTITAS ASOSIASI

LIST OF SUBSIDIARIES/ASSOCIATED ENTITIES

Pemegang Saham Shareholders	Modal Disetor Penuh Fully Paid-up Capital	Lembar Saham (lembar) Numbers of Shares (Shares)	Persentase (%) Percentage (%)
PT Pertamina Internasional Eksplorasi dan Produksi	AS$758.197.314	14.007.184	99,999993
PT Pertamina Pedeve Indonesia	Rp1.000.000	1	0,000007

Susunan Dewan Komisaris dan Direksi PT Pertamina Algeria Eksplorasi Produksi adalah sebagai berikut:

Composition of the Board of Commissioners and Board of Directors of PT Pertamina Algeria Eksplorasi Produksi is as follows:

KOMISARIS Board of Commissioners	
Komisaris Commissioner	Djoko N Imanhardjo

DIREKSI Board of Directors	
Direktur Utama President Director	Agus Purbaya
Direktur Operasional Director Operations	Edwil Suzandi

ETABLISSMENTS MAUREL ET PROM (M&P)

Etablissments Maurel et Prom (M&P) diakuisisi oleh RUPS Pertamina (Persero) dengan menunjuk PIEP sebagai wakil Pertamina dalam memegang saham Etablissments Maurel et Prom Per April 2017 sebanyak 72,65% dengan total nilai aset sebesar 489,596,189.55 EUR terdiri dari 141.911.939 lembar saham dengan nilai nominal 3.45 EUR per saham. Komposisi modal ditempatkan dan disetor penuh per 31 Desember 2019 adalah sebagai berikut:

ETABLISSMENTS MAUREL ET PROM (M&P)

Etablissments Maurel et Prom (M&P) was acquired by the GMS of Pertamina (Persero) by appointing PIEP as Pertamina's representative in holding the shares of Etablissments Maurel et Prom as much as 72.65% as of April 2017 with a total assets value of 489,596,189.55 EUR consists of 141,911,939 shares with a nominal value of 3.45 EUR per share. The composition of issued and fully paid-up capital as of December 31, 2019 is as follows:

Pemegang Saham Shareholders	Modal Disetor Penuh (€) Fully Paid-up Capital (€)	Lembar Saham (lembar) Numbers of Shares (Shares)	Persentase (%) Percentage (%)
PT Pertamina Internasional Eksplorasi dan Produksi	403.492.337	143.082.389	71,29%
Others	125.140.241	57.631.133	28,71%

Susunan Dewan Komisaris dan Direksi Etablissments Maurel et Prom (M&P) adalah sebagai berikut:

Composition of the Board of Commissioners and Board of Directors of Etablissments Maurel et Prom (M&P) is as follows:

BOARD OF DIRECTORS	
Chairman of the BOD	Aussie B. Gautama
Independent Director	Nathalie Delapalme
Independent Director	Carole Delorme d'Armaille
Independent Director	Roman Gozalo

BOARD OF DIRECTORS	
Director	Ida Yusmiati
Director	Narendra Widjajanto
Director	Denie S. Tampubolon

DAFTAR ENTITAS ANAK DAN/ ATAU ENTITAS ASOSIASI

LIST OF SUBSIDIARIES/ASSOCIATED ENTITIES

ENTITAS ASOSIASI

Entitas asosiasi pada 31 Desember 2019 dengan kepemilikan tidak langsung adalah sebagai berikut:

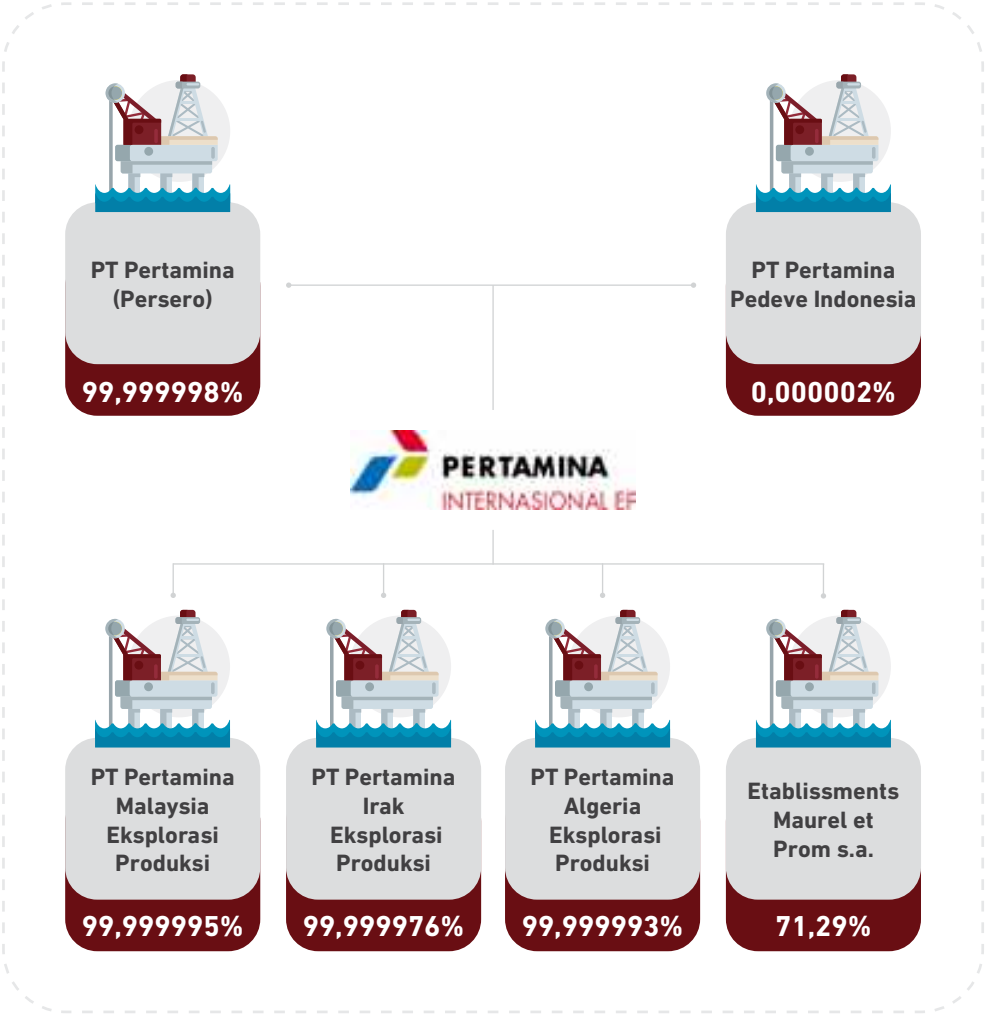
ASSOCIATED ENTITIES

Associated entities as of Desember 31, 2019 with indirect ownerships are as follows:

Nama Name	**Kegiatan Usaha** Business Activities	**Kepemilikan Saham** Shareholding	**Tahun Pendirian** Year of Establishment	**Status Operasi** Operating Status	**Domisili** Domicile
Seplat Petroleum Development Company Plc, ("Seplat") Nigeria	Eksplorasi dan produksi minyak dan gas Oil and Gas Exploration and Production	20,46% kepemilikan tidak langsung dari Etablissments Maurel et Prom (M&P) 20.46% indirect ownership from Etablissments Maurel et Prom (M&P)	2009	Beroperasi Operating	Nigeria
Maurel & Prom Colombia BV	Eksplorasi minyak dan gas Oil and Gas Exploration	50,00% kepemilikan tidak langsung dari Etablissments Maurel et Prom (M&P) 50.00% indirect ownership from Etablissments Maurel et Prom (M&P)	2008	Beroperasi Operating	Colombia
Petroregional del Lago Mixed Company	Eksplorasi dan produksi minyak dan gas Oil and Gas Exploration and Production	40,00% kepemilikan tidak langsung dari Etablissments Maurel et Prom (M&P) 40.00% indirect ownership from Etablissments Maurel et Prom (M&P)	2006	Beroperasi Operating	Venezuela
Deep Well Oil and Gas, Inc.	Eksplorasi minyak dan gas Oil and Gas Exploration	19,57% kepemilikan tidak langsung dari Etablissments Maurel et Prom (M&P) 19.57% indirect ownership from Etablissments Maurel et Prom (M&P)	1988	Beroperasi Operating	Canada

STRUKTUR GRUP PERUSAHAAN

COMPANY GROUP STRUCTURE



Sampai dengan 31 Desember 2019, PIEP tidak memiliki *Joint Venture*, dan *Special Purpose Vehicle* (SPV).

Per 31 Desember 2019, komposisi pemegang saham PIEP hanya terdiri dari dua pihak, yakni PT Pertamina (Persero) sebesar 99,999998%, dan PT Pertamina Pedeve Indonesia sebesar 0,000002%.

As of December 31, 2019, PIEP did not have any Joint Venture company, and Special Purpose Vehicle (SPV).

As of December 31, 2019, shareholders composition of PIEP only consists of two parties, namely PT Pertamina (Persero) with 99.999998%, and PT Pertamina Pedeve Indonesia with 0.000002%.

KRONOLOGI PENERBITAN SAHAM

CHRONOLOGY OF SHARE LISTING

Saat ini PIEP dimiliki oleh PT Pertamina (Persero) sebesar 99,999998%, dan PT Pertamina Pedeve Indonesia sebesar 0,000002%.

PIEP is currently owned by PT Pertamina (Persero) with 99.999998%, and PT Pertamina Pedeve Indonesia with 0.000002%.

Kronologis pendirian Perusahaan dan penerbitan saham PIEP dapat dijelaskan sebagai berikut:

Chronology of the Company's establishment and issuance of PIEP shares, can be explained as follows:

No	**Akta** Deed	**Notaris** Notary	**Tanggal Penerbitan** Publication Date	**Jumlah Saham** Number of Shares	**Nilai saham (Rp)** Shares Value (Rp)	**Modal Ditempatkan (Rp)** Issued Capital (Rp)	**Modal Dasar (Rp)** Authorized Capital (Rp)
1	Akta No. 18 tanggal 18 November 2013 Deed No. 18 Dated November 18, 2013	Lenny Janis Ishak	18 November 2013 November 18, 2013	5.000	1.000.000	1.500.000.000	5.000.000.000
2	Akta No. 04 Tanggal 08 November 2016 Deed No. 04 Dated November 8, 2016	Marianne V. Hamdani	2 November 2016 November 2, 2016	36.695.363	1.000.000	36.695.363.000.000 **Keterangan:** PT Pertamina (Persero) membayarkan AS$2.792.106.521,88 dengan perincian: a. Penyertaan modal membayarkan AS$2.792.106.452,595 setara dengan Rp36.693.863.910.547,00. b. Pengembalian kepada PT Pertamina (Persero) secara tunai AS$69,285 setara dengan Rp910.547. Kurs tengah BI per 20 September 2016 adalah 1 US$= Rp13.142. **Information:** PT Pertamina (Persero) amounting to US$2.792.106.521,88 with details: a. Capital Participation amounting to US$2,792,106,452,595 equal to Rp36,693,863,910,547. b. Return to PT Pertamina (Persero) in cash US$69.285 equal to Rp910,547. The middle rate BI dated September 20, 2016 was US$1= Rp13,142.	146.781.452.000.000

KRONOLOGI PENERBITAN SAHAM

CHRONOLOGY OF SHARE LISTING

No	**Akta** Deed	**Notaris** Notary	**Tanggal Penerbitan** Publication Date	**Jumlah Saham** Number of Shares	**Nilai saham (Rp)** Shares Value (Rp)	**Modal Ditempatkan (Rp)** Issued Capital (Rp)	**Modal Dasar (Rp)** Authorized Capital (Rp)
3	Akta No. 27 Tanggal 19 Desember 2016 Deed No. 27 Dated December 19, 2016	Marianne V. Hamdani	15 Desember 2016 December 15, 2016	158.776.352	1.000.000	39.694.088.000.000 Keterangan: PT Pertamina (Persero) membayarkan EUR 201,247,309.20 dan AS$50,000.00 dengan perincian: a. Penyertaan modal EUR 201,247,309.20 setara dengan Rp2.998.069.713.968. b. Penyertaan modal AS$49.968,43. c. Pengembalian kepada PT Pertamina (Persero) secara tunai AS$31.57 setara dengan Rp655.700.000. Kurs tengah BI per 16 Agustus 2016 adalah: 1 EUR = Rp14.897,44 1 US$= Rp13.114,00 **Infromation:** PT Pertamina (Persero) amounting to EUR 201,247,309.20 and US$50,000.00 with details: a. Capital Participation EUR 201,247,309.20 equal to Rp2,998,069,713,968. b. Capital Participation amounting to US$49,968.43. c. Return to PT Pertamina (Persero) in cash US$31.57 equal to Rp655,700,000. The middle rate BI dated August 16, 2016 was: EUR 1 = Rp14,897.44 US$1= Rp13,114.00	158.776.352.000.000

KRONOLOGI PENERBITAN SAHAM

CHRONOLOGY OF SHARE LISTING

No	Akta Deed	Notaris Notary	Tanggal Penerbitan Publication Date	Jumlah Saham Number of Shares	Nilai saham (Rp) Shares Value (Rp)	Modal Ditempatkan (Rp) Issued Capital (Rp)	Modal Dasar (Rp) Authorized Capital (Rp)
4	Akta No. 10 Tanggal 11 Mei 2018 Deed No. 10 Dated May 11, 2018	Marianne V. Hamdani	8 Mei 2018 May 8, 2018	158.776.352	1.000.000	51.428.227.000.000 Keterangan: PT Pertamina (Persero) membayarkan EUR820.199.719.35 atau setara dengan AS$881.525,734,42 dengan perincian: a. Penyertaan modal EUR763.702.544,21 dan AS$59.999.935,31. b. Pengembalian kepada PT Pertamina (Persero) secara tunai AS$64,69 setara dengan Rp865.258. Kurs tengah BI Per 25 Januari 2017 adalah 1 EUR = Rp14.313,83, Per 23 Agustus 2016 adalah 1 EUR = Rp14.967,14, Per 23 Maret 2017 adalah 1 US$= Rp13.375,00. **Information:** PT Pertamina (Persero) amounting to EUR820,199,719.35 or equal to US$881,525,734.42 with details: a. Capital Participation EUR763,702,544.21 and US$59,999,935.31. b. Return to PT Pertamina (Persero) in cash US$64.69 equal to Rp865,258. The middle rate BI dated January 25, 2017 was EUR 1 = Rp14,313.83, dated August 23, 2016 was EUR 1= Rp14,967.14, dated March 23, 2017 was US$1= Rp13,375.00.	158.776.352.000.000

Sampai dengan 31 Desember 2019, PIEP belum melakukan pencatatan saham di Bursa Efek. Dengan demikian tidak terdapat informasi tentang tindakan korporasi (*corporate action*), harga penawaran saham untuk masing-masing tindakan korporasi, jumlah saham tercatat setelah masing-masing tindakan korporasi, dan nama bursa tempat saham Perusahaan dicatatkan.

As of December 31, 2019, PIEP had not yet listed its shares on the Stock Exchange. There was no information about corporate actions, the offering price of shares for each corporate action, the number of shares listed after each corporate action, and the name of the stock exchange where the Company's shares are listed.

KRONOLOGI PENERBITAN DAN/ ATAU PENCATATAN OBLIGASI

CHRONOLOGY OF BOND ISSUANCE AND/OR LISTING

Sampai dengan 31 Desember 2019, PIEP belum menerbitkan obligasi, sehingga tidak terdapat informasi kronologi penerbitan dan/atau pencatatan obligasi.

As of December 31, 2019, PIEP had not yet issued any bonds, so there was no chronology of bond issuance and/or listing.

KRONOLOGI PENERBITAN DAN/ ATAU PENCATATAN EFEK LAINNYA

CHRONOLOGY OF OTHER SECURITIES ISSUANCE AND/OR LISTING

Sampai dengan 31 Desember 2019, PIEP tidak menerbitkan efek lainnya, sehingga tidak terdapat informasi kronologi penerbitan dan/atau pencatatan efek lainnya.

As of December 31, 2019, PIEP had not yet issued any other securities, so there was no chronology of other securities issuance and/or listing.

NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG

NAME AND ADDRESS OF INSTITUTIONS AND SUPPORTING PROFESSIONALS

Keterangan Information	**Alamat** Address	
KANTOR AKUNTAN PUBLIK Public Accounting Firm	**Purwantono, Sungkoro & Surja Indonesia** Stock Exchange Building, Tower II, 7th Floor Jl. Jend Sudirman Kav. 52-52, Jakarta Telp. (021) 5289 5000 Fax. (021) 5289 4600 Jasa yang diberikan: 1. Pengauditan Laporan Keuangan dengan *fee* sebesar Rp2.468.553.768. 2. Pelaksana Audit & Sertifikasi Secondee Cost PAEP Tahun Buku 2017-2018 dengan *fee* sebesar Rp325.000.000. 3. Pelaksana Audit & Sertifikasi Secondee Cost PIREP Tahun Buku 2018 dengan *fee* sebesar Rp173.500.000. Periode Penugasan: 2015-saat ini.	**Purwantono, Sungkoro & Surja Indonesia** Stock Exchange Building, Tower II, 7th Floor Jl. Jend Sudirman Kav. 52-52, Jakarta Telp. (021) 5289 5000 Fax. (021) 5289 4600 Services Provided: 1. Auditing of Financial Statements with a fee amounting to Rp2,468,553,768. 2. Secondee Audits & Certification Cost of PAEP for Fiscal Year 2017-2018 with fee amounting to Rp325,000,000. 3. Secondee Audits & Certification Cost of PIREP for Fiscal Year 2018 with fee amounting to Rp173,500,000. Assignment Period: 2015-now.
NOTARIS Notary	**Marianne V. Hamdani, SH** Jl. Boulevard Raya Blok K4 No. 3 Kelapa Gading Permai Jakarta Utara 14240, Telp: (021) 452 3463 Jasa yang diberikan: • Pengurusan Akta • Pengurusan Dokumen Perusahaan • *Legal*isasi	**Marianne V. Hamdani, SH** Jl. Boulevard Raya Blok K4 No. 3 Kelapa Gading Permai Jakarta Utara 14240, Telp: (021) 452 3463 Services Provided: • Deed Processing • Company Document Processing • Legalization
KANTOR HUKUM EKSTERNAL External Legal Office	**Zaid Ibrahim & Co (ZICO Law)** Level 19 Menara Milenium Pusat Bandar Damansara 50490 Kuala Lumpur Malaysia Telp: +603 2087 9999 Website: https://www.zicolaw.com/ Jasa yang diberikan: Pemberian Jasa Hukum (*Legal Services*) Kontrak dan Litigasi terkait dengan aset Malaysia (PMEP). Periode Penugasan: Tahun 2017-2019	**Zaid Ibrahim & Co (ZICO Law)** Level 19 Menara Milenium Pusat Bandar Damansara 50490 Kuala Lumpur Malaysia Telp: +603 2087 9999 Website: https://www.zicolaw.com/ Service Provided: Legal Services of Contract and Litigation associated with to Malaysia (PMEP) assets. Assignment Period: 2017-2019
	Thompson & Knight LLP 1722 Routh Street, Dallas Texas, USA 75201 Telp: 214.969.1700 Faks: 214.969.1751 Website: https://www.tklaw.com/offices Jasa yang diberikan: Pemberian Jasa Hukum (*Legal Services*) terkait dengan aset Algeria (PAEP) Periode Penugasan: Tahun 2017-sekarang	**Thompson & Knight LLP** 1722 Routh Street, Dallas Texas, USA 75201 Telp: 214.969.1700 Faks: 214.969.1751 Website: https://www.tklaw.com/offices Service Provided: Legal Services associated with Algeria (PAEP) assets Assignment Period: 2017-now

NAMA DAN ALAMAT LEMBAGA DAN/ ATAU PROFESI PENUNJANG

NAME AND ADDRESS OF INSTITUTIONS AND SUPPORTING PROFESSIONALS

Keterangan Information	**Alamat** Address	
KANTOR HUKUM EKSTERNAL External Legal Office	**Jones Day** Singapore Office CapitaGreen 138 Market St, Level 28 CapitaGreen, Singapore 048946 Telp: +65 6538 3939 Paris Office 2 Rue Saint-Florentin, 75001 Paris, France Telp: +33 1 56 59 39 39 Jasa yang diberikan: Pemberian Jasa Hukum (*Legal Services*) terkait Etablissments Maurel et Prom (M&P) Periode Penugasan: Tahun 2018-2019	**Jones Day** Singapore Office CapitaGreen 138 Market St, Level 28 CapitaGreen, Singapore 048946 Telp: +65 6538 3939 Paris Office 2 Rue Saint-Florentin, 75001 Paris, France Telp: +33 1 56 59 39 39 Service Provided: Legal Services associated with Etablissments Maurel et Prom (M&P) Assignment Period: 2018-2019
	Soewito Suhardiman Eddymurthy Kardono (SSEK) 14th Floor, Mayapada Tower Jl Jend Sudirman Kav 28 Jakarta 12920 Indonesia Telp: 62 21 5212038, 2953 2000 Website: https://www.ssek.com/ Jasa yang diberikan: Bersama-sama dengan Kantor Hukum Jones Day memberikan Jasa Hukum (*Legal Services*) terkait Etablissments Maurel et Prom (M&P) Periode Penugasan: Tahun 2018-2019	**Soewito Suhardiman Eddymurthy Kardono (SSEK)** 14th Floor, Mayapada Tower Jl Jend Sudirman Kav 28 Jakarta 12920 Indonesia Telp: 62 21 5212038, 2953 2000 Website: https://www.ssek.com/ Services Provided: Together with the Legal Office of Jones Day to provide Legal Services associated with Etablissments Maurel et Prom (M&P) Assignment Period: 2018-2019

PENGHARGAAN DAN SERTIFIKASI

AWARDS DAN CERTIFICATIONS

PENGHARGAAN

AWARDS

Predikat Platinum

APQ (Annual Pertamina Quality) Awards 2019

Penyelenggara Organizer	PT Pertamina (Persero)
Tanggal Date	16-20 Maret 2019 March 16-20, 2019

Predikat Gold

APQ (Annual Pertamina Quality) Awards 2019

Penyelenggara Organizer	PT Pertamina (Persero)
Tanggal Date	16-20 Maret 2019 March 16-20, 2019

Special Prize

International Trade Fair Ideas Inventions New Products (IENA)

Penyelenggara Organizer	AFAG Messen Und Asusstellungen GmbH
Tanggal Date	31 Oktober-3 November 2019 October 31-November 3, 2019

Silver Award

International Trade Fair Ideas Inventions New Products (IENA)

Penyelenggara Organizer	AFAG Messen Und Asusstellungen GmbH
Tanggal Date	31 Oktober-3 November 2019 October 31-November 3, 2019

Predikat Platinum (FT-Prove Black Mamba 2)

Forum Hulu 2019

Penyelenggara Organizer	PT Pertamina (Persero)
Tanggal Date	24 November 2019 November 24, 2019

PENGHARGAAN DAN SERTIFIKASI

AWARDS DAN CERTIFICATIONS

Predikat Gold (PC-Prove Sahara Engineering)

Forum Hulu 2019

Penyelenggara Organizer	PT Pertamina (Persero)
Tanggal Date	24 November 2019 November 24, 2019

Predikat Gold (PC-Prove Scikit Learn)

Forum Hulu 2019

Penyelenggara Organizer	PT Pertamina (Persero)
Tanggal Date	24 November 2019 November 24, 2019

2nd Best Class Presentation

Forum Hulu 2019

Penyelenggara Organizer	PT Pertamina (Persero)
Tanggal Date	24 November 2019 November 24, 2019

Environmental Excellence Award

Practice Sharing Program

Penyelenggara Organizer	Group Berkine Basin (Assosiation Sonatrach)
Tanggal Date	18 Juli 2019 July 18, 2019

PENGHARGAAN DAN SERTIFIKASI
AWARDS DAN CERTIFICATIONS

SERTIFIKASI CERTIFICATIONS

Authorisation to Operate
(Autorisation d'Exploitation) MLN Field

Masa Berlaku Validity Period	30 Mei 2018 sampai dengan berakhirnya masa operasi PT Pertamina Algeria Eksplorasi dan Produksi May 30, 2018 to the end of operations of PT Pertamina Algeria Eksplorasi dan Produksi
Penerima Sertifikasi Certification Recipient	PT Pertamina Algeria Eksplorasi dan Produksi
Dikeluarkan Oleh Issued By	Ministry of Energy and Ministry of Enviroment and Renewable Energy Algeria

International Sustainability Rating System (ISRS)
Version 8, External *Assessment* Level 5

Masa Berlaku Validity Period	11 November 2018 sampai dengan 10 November 2019 November 11, 2018 to November 10, 2019
Penerima Sertifikasi Certification Recipient	PT Pertamina Algeria Eksplorasi dan Produksi
Dikeluarkan Oleh Issued By	PT Germanischer Llyod Nusantara

Internal Asesmen Sistem Manajemen
Pengamanan (66,50% dari total 100%)- Silver

Masa Berlaku Validity Period	Sampai dengan Desember 2019 Until December 2019
Penerima Sertifikasi Certification Recipient	PT Pertamina Internasional Eksplorasi dan Produksi
Dikeluarkan Oleh Issued By	Security PT Pertamina (Persero)

NAMA DAN ALAMAT KANTOR PUSAT, ENTITAS ANAK DAN/ATAU KANTOR CABANG ATAU KANTOR WILAYAH

NAME AND ADDRESS OF HEAD OFFICE, SUBSIDIARIES AND/OR BRANCH OFFICES OR REGIONAL OFFICES

KANTOR PUSAT
Head Office

PT Pertamina Internasional Eksplorasi dan Produksi	Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 Telp: (021) 2911 0835 Website: www.piep.pertamina.com	Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 Telp: (021) 2911 0835 Website: www.piep.pertamina.com

ENTITAS ANAK
SUBSIDIARIES

PT Pertamina Malaysia Eksplorasi Produksi	**Kantor Pusat** Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 **Kantor Cabang** Level 32 Suite Menara Maxis Kuala Lumpur City Centre 50088 Malaysia	**Head Office** Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 **Branch Office** Level 32 Suite Menara Maxis Kuala Lumpur City Centre 50088 Malaysia
PT Pertamina Irak Eksplorasi Produksi	**Kantor Pusat** Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 **Kantor Cabang** Al Mansour, District 213, Zukak 19 Building 23/A Baghdad, Iraq	**Head Office** Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 **Branch Office** Al Mansour, District 213, Zukak 19 Building 23/A Baghdad, Iraq
PT Pertamina Algeria Eksplorasi Produksi	**Kantor Pusat** Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 **Kantor Cabang** Algeria Office 19, rue Abdelkader Stambouli El Mouradia-Algiers 16035 Telp: +213 21699554 Fax: +213 21699506 **Hassi Messaoud Office** Route El Borma Zone, Industrielle Room 9 Hassi Messaoud 30500, Algiers Telp: +213 029749738 Fax: +213 029749625	Head Office Patra Jasa Office Tower, Lantai 12 Jl. Gatot Subroto Kav. 32-34 Jakarta Selatan, Indonesia, 12950 **Branch Office** Algeria Office 19, rue Abdelkader Stambouli El Mouradia-Algiers 16035 Telp: +213 21699554 Fax: +213 21699506 **Hassi Messaoud Office** Route El Borma Zone, Industrielle Room 9 Hassi Messaoud 30500, Algiers Telp: +213 029749738 Fax: +213 029749625
Etablissments Maurel et Prom (M&P)	**Kantor Pusat** 51, rue d'Anjou-75008 Paris, France	**Head Office** 51, rue d'Anjou-75008 Paris, France

INFORMASI YANG TERSEDIA DI WEBSITE

AVAILABLE INFORMATION ON WEBSITE

PIEP saat ini telah memiliki *website* yakni www.piep.pertamina.com. *Website* yang tersedia dalam 2 (dua) bahasa: Inggris dan Indonesia tersebut menjadi wadah informasi mengenai Perusahaan terkini yang dapat diakses oleh masyarakat umum dan sebagai syarat keterbukaan informasi. *Website* antara lain berisi Tentang Kami (Siapa Kami, Wilayah Kerja, Manajemen), Investor (Berita, Laporan Tahunan, Galeri), Hubungi Kami, Direksi dan Dewan Komisaris, serta Kabar Terbaru.

PIEP currently has a website, www.piep.pertamina.com. The website is available in two languages: English and Indonesia and acts as a forum for the latest information about the company and can be accessed by the general public and as a condition for information disclosure. The website includes: About US (Who We Are, Working Area, Management) Investor Relations (PIEP News, Annual Reports, Gallery) Contact Us, Board of Directors and Board of Commissioners, and Latest News.

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN PENGAWASAN INTERNAL

EDUCATION AND/OR TRAINING FOR BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL CONTROL UNIT

PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Sepanjang tahun 2019, anggota Dewan Komisaris Perusahaan telah mengikuti *workshop*, sebagaimana tabel berikut ini.

BOARD OF COMMISSIONERS COMPETENCY DEVELOPMENT

Throughout 2019, members of the Company's Board of Commissioners have participated in workshops as in the following table.

Tabel Pengembangan Kompetensi Dewan Komisaris
Table Board of Commissioners Competency Development

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Type/Materials of Competency Development/Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Heru Setiawan	Komisaris Utama President Commissioner	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Jumali*	Komisaris Commissioner	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Harya Adityawarman**	Komisaris Commissioner	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Satry Nugraha***	Komisaris Commissioner	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Tanudji Darmasakti****	Komisaris Commissioner	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Charles P. Siallagan****	Komisaris Commissioner	*Workshop* Kerugian Negara dalam BUMN & BUMD Resiko Investasi atau Korupsi. Workshop "Kerugian Negara dalam BUMN & BUMD Resiko Investasi atau Korupsi"	5-6 September 2019, Bandung September 5-6, 2019 in Bandung	Asia Anti Fraud

*Mulai menjabat sejak tanggal 1 November 2019
**Mulai menjabat sejak tanggal 27 Agustus 2019
***Berhenti menjabat sejak tanggal 27 Agustus 2019
****Berhenti menjabat sejak tanggal 1 November 2019

*Serving since November 1, 2019
**Serving since August 27, 2019
***Stop serving since August 27, 2019
****Stop serving since November 1, 2019

PENGEMBANGAN KOMPETENSI DIREKSI

Sepanjang tahun 2019, anggota Direksi Perusahaan telah mengikuti berbagai program peningkatan kompetensi berupa pelatihan, *workshop*, konferensi maupun seminar, sebagaimana tabel berikut ini:

BOARD OF DIRECTORS COMPETENCY DEVELOPMENT

Throughout 2019, members of the Company's Board of Directors have participated in various competency development programs in the form of training, workshops, conferences and seminars, as shown in the following table:

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN PENGAWASAN INTERNAL

EDUCATION AND/OR TRAINING OF BOARD OF COMMISSIONERS, DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL UNIT

Tabel Pengembangan Kompetensi Direksi
Table Board of Directors Competency Development

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/Pelatihan** Type/Materials of Competency Development/ Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Denie S. Tampubolon	Presiden Direktur President Director	*Workshop* "*Health Talk*"	5 September 2019 September 5, 2019	PIEP
		Forum CIP PIEP CIP PIEP Forum	23-24 Oktober 2019 October 23-24, 2019	PIEP
		Forum Hulu UIIA Hulu UIIA Forum	19-20 November 2019 November 19-20, 2019	PT Pertamina (Persero)
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	*International Petroleum Week*	26-28 Februari 2019 February 26-28, 2019	PT Dyandra Promosindo
		Leaders Forum tema Lesson Learn Kasus Basker Manta Gummy (BMG) Leaders Forum with a theme of Lesson Learn of Kasus Basker Manta Gummy (BMG)	11 Juli 2019 July 11, 2019	PT Pertamina (Persero)
		Workshop "Percepatan Implementasi BTP Peningkatan Profitabilitas PIEP Group dengan Perbaikan Skema Penjualan yang Mempertimbangkan Efisiensi Perpajakan melalui Unit Niaga" Workshop "Percepatan Implementasi BTP Peningkatan Profitabilitas PIEP Group dengan Perbaikan Skema penjualan Yang Mempertimbangkan Efisiensi Perpajakan Melalui Unit Niaga"	25 Juli 2019 July 25, 2019	PIEP
		Financial Consulting Day	21 Agustus 2019 August 21, 2019	PIEP
		Workshop "Terkait Penyerapan *Export Duty* dan *Sales Service Tax* Penjualan Minyak Mentah Aset PT Pertamina Malaysia EP oleh PT Pertamina (Persero)" Workshop "Penyerapan Export Duty dan Sales Service Tax Penjualan Minyak Mentah Aset PT Pertamina Malaysia EP oleh PT Pertamina (Persero)"	26 Agustus 2019 August 26, 2019	PT Pertamina (Persero)
		Pelatihan *Crisis Communication & Media Awareness Part 2* Crisis Communication & Media Awareness Training Part 2	9 September 2019 September 9, 2019	PIEP
		Seminar "Filosofi Hukum dalam Pencegahan Tindak Pidana Korupsi di Korporasi" Seminar "Filosofi Hukum dalam Pencegahan Tindak Pidana Korupsi di Korporasi"	4 Oktober 2019 October 4, 2019	PT Pertamina (Persero)
		Leaders Forum-Bahaya Terorisme dan Radikalisme dalam Pengamanan Bisnis Perusahaan Leaders Forum-Bahaya Terorisme dan Radikalisme da-lam Pengamanan Bisnis Perusahaan	10 Oktober 2019 October 10, 2019	PT Pertamina (Persero)
		Workshop Managing Stress at Workplace	31 Oktober 2019 October 31, 2019	PIEP
		Workshop Cyber Security	31 Oktober 2019 October 31, 2019	PIEP
		Forum Hulu UIIA Hulu UIIA Forum	19 November 2019 November 19, 2019	PT Pertamina (Persero)

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN PENGAWASAN INTERNAL

EDUCATION AND/OR TRAINING OF BOARD OF COMMISSIONERS, DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL UNIT

Tabel Pengembangan Kompetensi Direksi
Table Board of Directors Competency Development

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/Pelatihan** Type/Materials of Competency Development/ Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Noor Syarifuddin		Seminar "Filosofi Hukum dalam Pencegahan Tindak Pidana Korupsi di Korporasi"	4 Oktober 2019 October 4, 2019	PT Pertamina (Persero)
		Workshop "Health Talk"	5 September 2019 September 5, 2019	PIEP
		Forum Hulu UIIA Hulu UIIA Forum	19-21 November 2019 November 19-21, 2019	PT Pertamina (Persero)
		Sharing Session Giant Field Discoveries in Mahakam PSC: *a reflection*	14 November 2019 November 14, 2019	PT Pertamina (Persero)
		Sharing Session Master Plan Bisnis Crude PT Pertamina (Persero) dan Sinergi ISC dengan PIEP	28 November 2019 November 28, 2019	PIEP
		Forum CIP PIEP	23-24 Oktober 2019 October 23-24, 2019	PIEP
		SPE/IATMI *Asia Pasific Oil & Gas Conference and Exhibition*	29-31 Oktober 2019 October 29-31, 2019	IATMI

PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Sepanjang tahun 2019, anggota Komite Audit Perusahaan telah mengikuti berbagai program kompetensi berupa pelatihan, *workshop*, konferensi maupun seminar, sebagaimana tabel berikut ini:

AUDIT COMMITTEE COMPETENCY DEVELOPMENT

Throughout 2019, members of the Company's Audit Committee have participated in various competency development programs in the form of training, workshops, conferences and seminars, as shown in the following table:

Tabel Pengembangan Kompetensi Komite Audit
Table Audit Committee Competency Development

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/Pelatihan** Type/Materials of Competency Development/ Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Satry Nugraha*	Ketua Chairman	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Jumali**	Ketua Komite Committee Chairman	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Iqbal Islami	Anggota Member	*Workshop Digital Transformation in Government: Innovating Public Policy and Service*	10-15 Maret 2019, Jakarta March 10-15, 2019, Jakarta	Harvard Kennedy School
Gatot Setiawan*	Anggota Member	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Nusalina	Anggota Member	*Workshop* POD, WP&B dan AFE *(Budgeting and Reporting Control for Joint Operation Contract (KKKS)*	27 Maret 2019, Jakarta March 27, 2019 Jakarta	PT Pertamina (Persero)

*Berhenti menjabat sejak tanggal 5 Desember 2019
**Mulai menjabat sejak tanggal 5 Desember 2019
*Stop serving since December 5, 2019
**Serving since December 5, 2019

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN PENGAWASAN INTERNAL

EDUCATION AND/OR TRAINING OF BOARD OF COMMISSIONERS, DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL UNIT

PENGEMBANGAN KOMPETENSI KOMITE PEMANTAU MANAJEMEN RISIKO

Sepanjang tahun 2019, anggota Komite Pemantau Risiko Perusahaan telah mengikuti pelatihan sebagaimana tabel berikut ini:

RISK MONITORING COMMITTEE COMPETENCY DEVELOPMENT

During 2019, members of the Company's Risk Monitoring Committee have participated in training as shown in the following table:

Tabel Pengembangan Kompetensi Komite Pemantau Risiko
Table Risk Monitoring Committee Competency Development

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Type/Materials of Competency Development/Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Harya Adityawarman*	Ketua Chairman	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		
Dahniar Ramadhani	Anggota Member	HSE *Leadership Mandatory Training*	12-13 Desember 2019, Sungai Gerong December 12-13, 2019 in Sungai Gerong	PT Pertamina (Persero)
Gatot Setiawan*	Anggota Member	Selama tahun 2019, beliau tidak mengikuti program peningkatan kompetensi Throughout 2019, he did not participate in any competency development program		

*Mulai menjabat sejak tanggal 5 Desember 2019
*Serving since December 5, 2019

PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

Sepanjang tahun 2019, Sekretaris Perusahaan telah mengikuti berbagai program peningkatan kompetensi berupa pelatihan, *workshop*, konferensi maupun seminar, sebagaimana tabel berikut ini:

CORPORATE SECRETARY COMPETENCY DEVELOPMENT

Throughout 2019, members of the Company's Corporate Secretary have participated in various competency development programs in the form of training, workshops, conferences and seminars, as shown in the following table:

Tabel Pengembangan Kompetensi Sekretaris Perusahaan*
Table Corporate Secretary Competency Development*

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Type/Materials of Competency Development/Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Rati Ernaeni**	Pjs. VP Legal & Relation	*Executive Coaching Upskilling Leadership Program for First Layer*	13 Februari 2019 February 13,2019	Eko Jatmiko Utomo
		Risk Managament Workshop for Jakarta Management 2019	3 Mei 2019 May 3, 2019	PT Pertamina (Persero)
		Seminar Leaders Forum-Filosofi Hukum dalam Pencegahan Tindak Pidana Korupsi di Korporasi Seminar Leaders Forum-Filosofi Hukum dalam Pencegahan Tin-dak Pidana Korupsi di Korporasi	11 Juli 2019 July 11, 2019	PT Pertamina (Persero)

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN PENGAWASAN INTERNAL

EDUCATION AND/OR TRAINING OF BOARD OF COMMISSIONERS, DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL UNIT

Tabel Pengembangan Kompetensi Sekretaris Perusahaan*
Table Corporate Secretary Competency Development*

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Type/Materials of Competency Development/Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Khairul Saleh***	Manager Corporate Affairs	Leaders Talk "*Winning Strategy*": *Leadership & Innovation*	25-26 Maret March 25-26	PT Pertamina Training & Consulting
		Web Seminar Knowledge Management	4 Juli 2019 July 4, 2019	PT Pertamina (Persero)
		Sharing Session pada SCM Customer Day	16 Juli 2019 July 16, 2019	PIEP
		Financial Consulting Day	21 Agustus 2019 August 21, 2019	PIEP
		Crisis Communication & Media Awareness Part 2	9 September 2019 September 9, 2019	PIEP
		Financial Planning Towards Financial Security	31 Oktober 2019 October 31, 2019	PIEP
		Managing Stress at Workplace	31 Oktober 2019 October 31, 2019	PIEP
		Cyber Security	31 Oktober 2019 October 31, 2019	PIEP
		Sharing Session Giant Field Discoveries in Mahakam PSC: a reflection	14 November 2019 November 14, 2019	PIEP
		Forum Hulu UIIA	19 November 2019 November 19, 2019	PT Pertamina (Persero)
		Sharing Session Master Plan Bisnis Crude PT Pertamina (Persero) dan Sinergi ISC dengan PIEP	28 November 2019 November 28, 2019	PIEP
		E-Learning-Module Pembelajaran Mobile Learning • Pertamina Leaders Forum • Contractor Safety Management System • Safety Transportasi Darat • Lingkungan Kerja Aman • Bekerja di Ketinggian • Tanggap Darurat • Identifikasi Bahaya • Klasifikasi Area Berbahaya E-Learning-Module Mobile Learning Module • Pertamina Leaders Forum • Safety Management System Contractor • Land Transportation Safety • Safe Working Environment • Working at Altitude • Emergency Response • Hazards Identification • Hazardous Area Classification	13 Desember 2019 December 13, 2019	Pertamina Corporate University

*Fungsi Sekretaris Perusahaan dijalankan oleh Legal & Relation
**Menjabat sebagai Pjs. VP Legal & Relation dari Januari sampai dengan April 2019.
***Menjabat sebagai Pjs. VP Legal & Relation selama Mei 2019.
Keterangan:
Juni sampai dengan Desember 2019 Kewenangan VP Legal & Relation ditarik ke Presiden Direktur dan beberapa pelaksanaan tugas Sekretaris Perusahaan dilaksanakan oleh Fungsi Corporate Affairs.

*The function of Corporate Secretary is carried out by Legal & Relations
**Serving as Acting VP of Legal & Relations from January to April 2019.
***Serving as Acting VP of Legal & Relations during May 2019.
Information:
June to December 2019, the VP of Legal & Relations Authority is drawn to the President Director and some of the implementation of the Corporate Secretary duties are carried out by the Corporate Affairs Function.

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN PENGAWASAN INTERNAL

EDUCATION AND/OR TRAINING OF BOARD OF COMMISSIONERS, DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL UNIT

PENGEMBANGAN KOMPETENSI UNIT INTERNAL AUDIT

Sepanjang tahun 2019, Unit Internal Audit telah mengikuti berbagai program peningkatan kompetensi berupa pelatihan, *workshop*, konferensi maupun seminar, sebagaimana tabel berikut ini:

INTERNAL AUDIT UNIT COMPETENCY DEVELOPMENT

Throughout 2019, members of the Company's Internal Audit Unit have participated in various competency development programs in the form of training, workshop, conferences and seminars, as shown in the following table:

Tabel Pengembangan Kompetensi Unit Internal Audit
Table Internal Audit Unit Competency Development

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Type/Materials of Competency Development/Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Widya Putra T.	Head of Internal Audit	*Auditor Executive Forum Economic Outlook 2021*	7-8 Februari 2019 February 7-8, 2019	The Institute of Internal Auditors Indonesia
		Web Seminar Knowledge Management	1 Maret 2019 March 1, 2019	PT Pertamina (Persero)
		Sharing Session Upstream Internal Audit Pertamina	13 Maret 2019 March 13, 2019	PT Pertamina (Persero)
		Seminar "Tantangan dan Peluang IA dalam Menghadapi Revolusi Industri 4.0 di Era Digital"	28 Maret 2019 March 28, 2019	PT Pertamina (Persero)
		Web Seminar Knowledge Management	4 Juli 2019 July 4, 2019	PT Pertamina (Persero)
		Seminar "Upaya Mereduksi *Fraud* Melalui *Anti Fraud Action*"	4 Juli 2019 July 4, 2019	PIEP
		Workshop "Percepatan Implementasi BTP Peningkatan Profitabilitas PIEP Group dengan Perbaikan Skema Penjualan yang Mempertimbangkan Efisiensi Perpajakan Melalui Unit Niaga"	25 Juli 2019 July 25, 2019	PIEP
		Sharing Session Proses Bisnis PT Nusantara Regas	26 Agustus 2019 August 26, 2019	PT Nusantara Regas
		Sharing Session Master Plan Bisnis Crude PT Pertamina (Persero) dan Sinergi ISC dengan PIEP	28 November 2019 November 28, 2019	PIEP
		Pertamina Internal Audit Forum	4-5 Desember 2019 December 4-5, 2019	PT Nusantara Regas
		Pelatihan Bahaya Fisik dan Kesehatan Kerja Training of Physical Hazards and Occupational Health	16 Desember 2019 December 16, 2019	Pertamina Corporate University
		Pelatihan Keselamatan Kerja Radiasi Radiation Occupational Safety Training	16 Desember 2019 December 16, 2019	Pertamina Corporate University
		Pelatihan Alat Pelindung Diri Personal Protective Equipment Training	16 Desember 2019 December 16, 2019	Pertamina Corporate University
		Pelatihan Klasifikasi Area Berbahaya Hazardous Area Classification Training	16 Desember 2019 December 16, 2019	Pertamina Corporate University

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN PENGAWASAN INTERNAL

EDUCATION AND/OR TRAINING OF BOARD OF COMMISSIONERS, DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL UNIT

Tabel Pengembangan Kompetensi Unit Internal Audit
Table Internal Audit Unit Competency Development

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Type/Materials of Competency Development/Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
		Pelatihan Pengamatan Keselamatan Kerja Occupational Safety Observation Training	16 Desember 2019 December 16, 2019	Pertamina Corporate University
		Pelatihan *Safety* Transportasi Darat Land Transportation Safety Training	16 Desember 2019 December 16, 2019	Pertamina Corporate University
		Pertamina *Leaders* Forum	16 Desember 2019 December 16, 2019	PT Pertamina (Persero)
		Seminar "Menabung Saham" Seminar "Menabung Saham"	17 Desember 2019 December 17, 2019	Ruang Kerja by Ruang Guru
		Seminar *Basic Vocal* Seminar on Basic Vocal	17 Desember 2019 December 17, 2019	Ruang Kerja by Ruang Guru
		Workshop "Finance for Millenials"	17 Desember 2019 December 17, 2019	Ruang Kerja by Ruang Guru
		IELTS & TOEFL *Preparation Vocabularies*	17 Desember 2019 December 17, 2019	Ruang Kerja by Ruang Guru
Ikrar Muda Harahap	Senior Auditor	*Auditor Executive Forum Economic Outlook 2019*	7-8 Februari 2019 February 7-8, 2019	The Institute of Internal Auditors Indonesia
		Web Seminar Knowledge Management	1 Maret 2019 March 1, 2019	PT Pertamina (Persero)
		Seminar "Tantangan dan Peluang IA dalam Menghadapi Revolusi Industri 4.0 di Era Digital"	28 Maret 2019 March 28, 2019	PT Pertamina (Persero)
		Workshop "A Glance of International JV Audit"	12 April 2019 April 12, 2019	PT Pertamina (Persero)
		Sharing Session pada SCM *Customer Day*	16 Juli 2019 July 16, 2019	PIEP
		Crisis Communication & Media Awareness Part 2	9 September 2019 September 9, 2019	PIEP
		Pelatihan Alat Pelindung Diri Personal Protective Equipment Training	15 Oktober 2019 October 15, 2019	Pertamina Corporate University
		Seminar "Efisiensi Pelaksanaan JV Audit Melalui Optimalisasi *Team & Schedule* Audit Di PMEP"	24 Oktober 2019 October 24, 2019	PIEP
		Workshop "Managing Stress at Workplace "	31 Oktober 2019 October 31, 2019	PIEP
		Pelatihan *Cyber Security* Cyber Security Training	31 Oktober 2019 October 31, 2019	PIEP
		Sharing Session Giant Field Discoveries in Mahakam PSC: *a reflection*	14 November 2019 November 14, 2019	PIEP
		Workshop "Introduction to Project Management"	25-27 November 2019 November 25-27, 2019	ADOVASZ
		Pertamina Internal Audit Forum	4-5 Desember 2019 December 4-5, 2019	PT Pertamina (Persero)

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN PENGAWASAN INTERNAL

EDUCATION AND/OR TRAINING OF BOARD OF COMMISSIONERS, DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL UNIT

Tabel Pengembangan Kompetensi Unit Internal Audit
Table Internal Audit Unit Competency Development

Nama Name	**Jabatan** Position	**Materi Pengembangan Kompetensi/ Pelatihan** Type/Materials of Competency Development/Training	**Waktu dan Tempat Pelaksanaan** Date and Place Implementation	**Penyelenggara** Organizer
Budi Prasetyo	Auditor	*Auditor Executive Forum Economic Outlook 2020*	7-8 Februari 2019 February 7-8, 2019	The Institute of Internal Auditors Indonesia
		Workshop "A Glance of International JV Audit"	12 April 2019 April 12, 2019	PT Pertamina (Persero)
		Seminar "Upaya Mereduksi *Fraud* Melalui Anti *Fraud Action"*	4 Juli 2019 Juli 4, 2019	PT Pertamina (Persero)
		Workshop "Health Talk"	5 September 2019 September 5, 2019	PIEP
		Workshop "Pertamina *Leaders Forum"*	4 Oktober 2019 October 4, 2019	PT Pertamina (Persero)
		Workshop "Achieving Audit Effectiveness by Reading & Influencing People Using Languge and Microexpression"	9 Oktober 2019 October 9, 2019	Forum Komunikasi SPI BUMN (FKSPI)
		Seminar "Efisiensi Pelaksanaan JV Audit Melalui Optimalisasi Team & Schedule Audit Di PMEP"	24 Oktober 2019 October 24, 2019	PIEP
		Workshop "6.1 CIP-Presentasi"	24 Oktober 2019 October 24, 2019	PIEP
		Workshop "Managing Stress at Workplace"	31 Oktober 2019 October 31, 2019	PIEP
		Pelatihan *Cyber Security* Cyber Security Training	31 Oktober 2019 October 31, 2019	PIEP
		Sharing Session Giant Field Discoveries in Mahakam PSC: *a reflection*	14 November 2019 November 14, 2019	PIEP
		Workshop "Introduction to Project Management"	25-27 November 2019 November 25-27, 2019	ADOVASZ
		Pertamina Internal Audit Forum	4-5 Desember 2019 December 4-5, 2019	PT Pertamina (Persero)

NEW BREAKHTROUGH IN STRATEGIC INNOVATIONS

Terobosan Baru Inovasi Strategis

MANAGEMENT'S DISCUSSION AND ANALYSIS

Analisa Dan Pembahasan Manajemen

Providing strategies that always adapt to every challenges.

Strategi yang selalu dinamis beradaptasi menghadapi tiap tantangan.

TINJAUAN PEREKONOMIAN
ECONOMIC REVIEW

ANALISIS PEREKONOMIAN GLOBAL

Pada tahun 2019 ekonomi dunia tumbuh 2,9% (YoY) atau mengalami perlambatan dibandingkan pertumbuhan tahun 2018 sebesar 3,6% (YoY). Amerika Serikat (AS) dan Tiongkok sebagai motor penggerak ekonomi dunia mengalami perlambatan Produk Domestic Bruto (PDB) yang disebabkan masih terbatasnya stimulus dan dampak pengenaan tarif yang sudah terjadi. Sekalipun terdapat sedikit peningkatan inflasi dibandingkan periode sebelumnya, perekonomian Eropa tetap tumbuh terbatas seiring dengan tingkat konsumsi yang sejalan dengan kondisi ketenagakerjaan yang baik. Perekonomian Jepang membaik didorong oleh konsumsi dan faktor *base effect* karena perlambatan pertumbuhan ekonomi per triwulan III 2018 akibat gempa. Ke depan, prospek ekonomi global dipengaruhi kemajuan *trade deal* AS-Tiongkok, pemanfaatan *trade diversion* negara berkembang, efektivitas stimulus fiskal dan pelonggaran kebijakan moneter serta kondisi geopolitik.

Volume pasar komoditas global mengalami perlambatan di 2019 namun berpotensi untuk meningkat di masa depan terkait perkembangan positif kesepakatan dagang AS-Tiongkok dan prospek pemulihan ekonomi global. Harga komoditas membaik meskipun masih terbatas di 2019 terutama terkait harga nikel dan karet yang tumbuh positif dan harga *crude palm oil* yang mulai membaik Harga rata-rata *Brent crude* sepanjang tahun 2019 sebesar AS$64,16/bbl menurun dibandingkan dengan rata-rata tahun 2018 sebesar AS$71,69/bbl. Harga minyak diperkirakan masih dalam tren menurun hingga 2020 dan mulai pulih terbatas pada 2021. Faktor geopolitik terutama di kawasan Teluk, tingkat produksi negara-negara Timur Tengah dan tingkat permintaan minyak akan tetap menjadi penentu perkembangan harga minyak di masa depan.

Sumber:
1) *Tinjauan Kebijakan Moneter, Bank Indonesia, Desember 2019*
2) *World Economic Outlook, International Monetary Fund, 20 Januari 2020*
3) *Monthly Oil Market Report, Organization of the Petroleum Exporting Countries (OPEC), 15 Januari 2020*

GLOBAL ECONOMIC ANALYSIS

In 2019, the world economic grew 2.9% (YoY) or experienced a slowdown compared to 2018 growth of 3.6% (YoY). The United States (US) and China as the driving force of the world economy experienced a slowdown in Gross Domestic Product (GDP) due to limited stimulus and the impact of the imposition of tariffs that have already occurred. Despite the slight increase in inflation compared to the previous period, the European economy remained growing limitedly along with the level of consumption which was in line with good employment conditions. Japan's economy was improved and driven by consumption and the base effect factor due to economic growth slowdown in the third quarter of 2018 caused by earthquake. Looking ahead, the outlook for the global economy will be influenced by the progress of US-China trade deal, the use of trade diversion in developing countries, the effectiveness of fiscal stimulus and easing monetary policy as well as geopolitical conditions.

Global commodity market volume experienced a slowdown in 2019 but has the potential to improve in the future due to positive developments in the US-China trade agreement and prospects for global economic recovery. Commodity prices improved limitedly in 2019 mainly due to positive growth in the price of nickel and rubber as well as crude palm oil prices which began to improve. Throughout 2019, the average price of Brent crude amounting to US$64.16/bbl, a decrease comapred to the 2018 average of US$71.69/bbl. Oil prices are predicted to remain in a downward trend until 2020 and begin to recover limitedly in 2021. Geopolitical factors, especially in the Bay area, the production level of Middle Eastern countries and the oil demand level will continue to be decisive to the developments in oil prices in the future.

Sources:
1) Monetary Policy Review, Bank of Indonesia, December 2019
2) World Economic Outlook, International Monetary Fund, January 20, 2020
3) Monthly Oil Market Report, Organization of the Petroleum Exporting Countries (OPEC), January 15, 2020

TINJAUAN PEREKONOMIAN

ECONOMIC REVIEW

ANALISIS PEREKONOMIAN NASIONAL

Ekonomi Indonesia tahun 2019 tumbuh 5,02%, lebih rendah dibanding capaian tahun 2018 sebesar 5,17%. Pulau Jawa memberikan kontribusi terbesar terhadap Produk Domestik Bruto, yakni sebesar 59,00%, diikuti oleh Pulau Sumatera sebesar 21,32%, dan Pulau Kalimantan 8,05%.

Neraca Pembayaran Indonesia (NPI) Triwulan IV 2019 terus membaik sehingga menopang ketahanan sektor eksternal. NPI yang membaik ditopang naiknya aliran masuk modal asing dan terkendalinya defisit transaksi berjalan. Posisi cadangan devisa pada akhir Desember 2019 meningkat menjadi 129,2 miliar dolar AS, atau setara dengan pembiayaan 7,6 bulan impor atau 7,3 bulan impor dan pembayaran utang luar negeri Pemerintah, serta berada di atas standar kecukupan internasional sekitar 3 (tiga) bulan impor.

Nilai tukar Rupiah terus menguat didukung kinerja Neraca Pembayaran Indonesia yang membaik. Penguatan pada 2019 tercatat 3,58% (*point to point*/ptp) atau 0,76% secara rerata bila dibandingkan dengan kinerja Rupiah selama 2018. Bank Indonesia memandang bahwa penguatan nilai tukar Rupiah sejalan dengan kondisi fundamental, semakin baiknya mekanisme pasar dan keyakinan para pelaku pasar terhadap kebijakan yang ditempuh Bank Indonesia dan Pemerintah. Secara keseluruhan, penguatan nilai tukar Rupiah memberikan dampak positif terhadap momentum pertumbuhan ekonomi dan stabilitas makroekonomi.

Inflasi 2019 tetap rendah dan terkendali sehingga mendukung stabilitas perekonomian. Inflasi Indeks Harga Konsumen 2019 tercatat 2,72% (YoY), menurun dibandingkan dengan inflasi tahun 2018 sebesar 3,13% dan berada dalam kisaran sasarannya sebesar 3,5%±1%. Perkembangan ini menunjukkan inflasi selama lima tahun terakhir konsisten berada dalam kisaran sasarannya.

Sumber:

1) Berita Resmi Statistik, Badan Pusat Stasistik, 5 Februari 2020

2) Tinjauan Kebijakan Moneter, Bank Indonesia, Januari 2020

NATIONAL ECONOMIC ANALYSIS

Indonesia's economy in 2019 grew 5.02%, lower than the achievements in 2018 of 5.17%. Java Island had the largest contribution to Gross Domestic Product at 59.00%, followed by Sumatra Island at 21.32% and Kalimantan Island at 8.05%.

Indonesia Balance of Payments (NPI) in the Fourth Quarter of 2019 continued to improve so as to sustain the resilience of the external sector. The improved NPI was supported by rising inflows of foreign capital and controlled current account deficits. The position of foreign exchange reserves at the end of December 2019 increased to US$129.2 billion or equivalent to 7.6 months of imports financing or 7.3 months of imports and the government foreign debt payments, and was above the international adequacy standard of around 3 (three) months of imports.

Rupiah exchange rate continued to strengthen supported by the improved Performance of the Indonesia Balance of Payments. Strengthening in 2019 was recorded at 3.58% (point to point/ptp) or 0.76% on an average compared to Rupiah Performance throughout 2018. Bank of Indonesia sees that the strengthening of Rupiah exchange rate was in line with fundamental conditions, the better the market mechanism and the confidence of the market players towards the policies pursued by Bank of Indonesia and the Government. In overall, the strengthening of Rupiah exchange rate has a positive impact on the momentum of economic growth and macroeconomic stability.

2019 inflation remained low and controlled so as to support economic stability. The 2019 Consumer Price Index inflation was recorded at 2.72% (YoY), down compared to inflation in 2018 of 3.13% and within the target range of 3.5%±1%. This development shows that inflation for the last five years has consistently been within its target range.

Sources:

1) Press Release, BPS- Statistics Indonesia, February 5, 2020
2) Monetary Policy Review, Bank of Indonesia, January 2020

TINJAUAN PEREKONOMIAN

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ANALISIS INDUSTRI MINYAK DAN GAS (MIGAS)

Tahun 2019 merupakan tahun yang penuh tantangan karena adanya perlambatan perekonomian global dan faktor geopolitik yang telah memperlambat pertumbuhan permintaan minyak dan gas sehingga menekan harga komoditas secara keseluruhan.

Permintaan minyak global 2019 hanya tumbuh sekitar sekitar 0,93 mb/d dibandingkan 2018 karena pertumbuhan permintaan yang bersifat marjinal baik di negara-negara *Organisation for Economic Co-operation and Development* (OECD) maupun di luar negara-negara OECD. Dari sisi suplai, tingkat pertumbuhan untuk suplai dari negara-negara *Non-Organization of the Petroleum Exporting Countries* (OPEC) yang di bawah ekspektasi pada tingkat 1,82 mb/d (dibandingkan proyeksi sebelumnya sebesar 2,10 mb/d di Juli 2018) disebabkan pelemahan pertumbuhan di Kanada, Brasil, Norwegia, Kazakhstan, Cina, dan Rusia. Secara umum adanya *Declaration of Cooperation* antara negara-negara OPEC dan Non-OPEC telah membantu stabilisasi *global oil market* baik dari sisi konsumen maupun produsen.

Harga spot *Liquefied Natural Gas* (LNG) mengalami tren penurunan di 2019 antara lain disebabkan karena jenuhnya pasar Eropa untuk komoditas LNG, tidak terserapnya pertumbuhan produksi LNG di pasar Asia, serta LNG *underutilization* di pasar Amerika Serikat. Namun demikian, secara jangka panjang, kebutuhan LNG akan terus meningkat pesatnya pertumbuhan kebutuhan listrik (terutama di kawasan Asia), adanya perhatian lebih atas isu lingkungan (faktor kompetisi dengan batubara), dan masih lambatnya pertumbuhan energi terbarukan.

Sumber:

1) *Monthly Oil Market Report, Review of 2019 and Outlook for 2020, Organization of the Petroleum Exporting Countries (OPEC), 11 December 2019*
2) *Monthly Oil Market Report, Organization of the Petroleum Exporting Countries (OPEC), 15 Januari 2020*
3) *Global Gas Service, Executive Summary H2 2019, WoodMackenzie, Januari 2020*

OIL AND GAS INDUSTRY ANALYSIS

2019 was a challenging year due to global economic slowdown and geopolitical factors that slowed down the growth of oil and gas demand so as supressing the overall commodity prices.

Global oil demand in 2019 only grew around 0.93 mb/d compared to 2018 due to marginal demand growth both in the Organization for Economic Co-operation and Development (OECD) countries and outside the OECD countries. On the supply side, the growth rate for supplies from Non-Organization of the Petroleum Exporting Countries (OPEC) was below expectation at the level of 1.82 mb/d (compared to the previous projection of 2.10 mb/d in July 2018) due to weakening growth in Canada, Brazil, Norway, Kazakhstan, China, and Russia. In general, the existence of the Declaration of Cooperation between OPEC and Non-OPEC countries has helped to stabilize the global oil market both in terms of consumers and producers.

Spot prices for Liquefied Natural Gas (LNG) experienced a downward trend in 2019 partly due to European market saturation for LNG commodities, the unabsorbed LNG production growth in the Asian market, and LNG underutilization in the United States market. However, in the long run, LNG demand will continue to increase along with the rapid electricity demand growth (especially in Asia), more attention to environmental issues (factor of competition with coal), and the slow growth of renewable energy.

Sources:

1) Monthly Oil Market Report, Review of 2019 and Outlook for 2020, Organization of the Petroleum Exporting Countries (OPEC), December 11, 2019
2) Monthly Oil Market Report, Organization of the Petroleum Exporting Countries (OPEC), January 15, 2020
3) Global Gas Service, Executive Summary H2 2019, WoodMackenzie, January 2020

ANALISIS POSISI PERUSAHAAN DALAM INDUSTRI

Berikut perbandingan beberapa Perusahaan hulu migas yang terpublikasi berdasarkan *sales, profit* dan *Earning Before Interest, Taxes, Depreciation, and Amortization* (EBITDA) sebagai pembanding bagi PIEP.

ANALYSIS OF COMPANY POSITION IN THE INDUSTRY

The following is a comparison of several upstream oil and gas companies that are published based on sales, profits and Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) as a comparison for PIEP.

Tabel Kinerja Perusahaan Hulu Migas Pembanding Tahun 2019
Table Upstream Oil and Gas Companies Performance Comparison in 2019

(dalam jutaan dollar AS)
(in millions of US Dollars)

No	*Company*	*Sales*	*Profit*	EBITDA
1	Lundin Petroleum	2.949	825	1.918
2	Cimarex Energy	2.363	(125)	851
3	Aker BP	3.347	141	2.286
4	Withing Petroleum	1.572	(241)	573
5	Parsley Energy	1.958	210	1.138
	Median	**2.363**	**141**	**1.138**
	PT Pertamina Internasional Eksplorasi dan Produksi (PIEP)	**1.225**	**106**	**604**

Sumber: Data Keuangan tiap-tiap Perusahaan
Source: Financial Data of Respective Company

Pada tahun 2019, PIEP mencatatkan *sales* sebesar AS$1.225 juta dengan profit sebesar AS$106 juta dan EBITDA sebesar AS$604 juta. Jika dilihat dari sisi *sales*, *profit* dan EBITDA, posisi PIEP masih relatif rendah di bawah Perusahaan-Perusahaan pembanding tersebut di atas. Meskipun demikian, PIEP memiliki peluang untuk terus tumbuh di masa depan mengingat capaian PIEP tersebut di dapat dalam waktu yang relatif singkat, sebagai Perusahaan yang baru berdiri pada November 2013.

In 2019, PIEP recorded sales of US$1,225 million with profits of US$106 million and EBITDA of US$604 million. When viewed in terms of sales, profits and EBITDA, PIEP's position was still relatively low under the peer companies mentioned above. Even so, PIEP has the opportunity to continuously grow in the future given that PIEP's achievements were obtained in a relatively short period as a newly established company in November 2013.

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PIEP dibentuk olah PT Pertamina (Persero) dengan tujuan untuk:

1. Memperkuat kemampuan operasional pasca akuisisi lapangan minyak dan gas di luar negeri.
2. Memperkuat peran PT Pertamina (Persero) dalam mengelola keamanan pasokan energi nasional, dengan cara menambah cadangan dan produksi migas dari aset dan operasi luar negeri.
3. Meminimalisasi risiko atas aktivitas operasi luar negeri sehingga tidak akan berdampak langsung kepada PT Pertamina (Persero).

Berdasarkan tujuan tersebut, disusun strategi bisnis pembentukan PIEP sebagai berikut:

1. Peningkatan produksi dari aset luar negeri melalui *operation excellence*.
2. Peningkatan pendapatan dari aktivitas produksi termasuk melakukan operasi produksi secara efektif dan efisien.
3. Membawa hasil produksi ke Indonesia untuk memenuhi kebutuhan kilang PT Pertamina (Persero).
4. Sebagai katalis sinergi dengan Entitas Anak PT Pertamina (Persero) lainnya untuk operasi luar negeri.
5. Sebagai *base* untuk pertumbuhan ke depan, melalui pengembangan lapangan *existing* maupun area baru di negera operasi.
6. Peningkatan kapabilitas dan kemampuan SDM PT Pertamina (Persero) dalam operasi internasional.

PIEP was established by PT Pertamina (Persero) with the aim to:

1. Strengthen operational capabilities post overseas oil and gas field acquisitions.
2. Strengthen the role of PT Pertamina (Persero) in managing the security of national energy supply by increasing oil and gas reserves and production from overseas assets and operations.
3. Minimize the risk of overseas operations so that it will not have a direct impact on PT Pertamina (Persero).

Based on the above objectives then formed the business strategy of PIEP establishment as follows:

1. Increased production of overseas assets through operational excellence.
2. Increased revenues of production activities including carrying out production operations effectively and efficiently.
3. Carry the production results to Indonesia to fulfill the refinery requirements of PT Pertamina (Persero).
4. As a catalyst for synergy with other subsidiaries of PT Pertamina (Persero) for overseas operations.
5. As a base for future growth through the development of existing fields and new areas in operating countries.
6. Improved Human Resources capabilities and abilities of PT Pertamina (Persero) in international operations.

STRATEGIC INITIATIVES 2019

Pada tahun 2019, *strategic initiatives* yang dilakukan PIEP adalah sebagai berikut:

1. *Digital Oil Field Management*

   Perancangan sistem dan analisis data dan informasi Perusahaan yang terkait *repository*, *management* dan *integration* pada data produksi.

2019 STRATEGIC INITIATIVES

In 2019, PIEP conducted the following strategic initiatives:

1. Digital Oil Field Management

   System design and analysis of company data and information related to repository, management and integration of production data.

2. *Active Contract Monitoring*

   Perancangan sistem yang menyediakan informasi komprehensif kepada *Supply Chain Management* (SCM) dan *User* dalam mendukung perencanaan dan eksekusi kontrak yang efisien dan efektif.

3. *Planning Optimization and Enhancement*

   Kajian, penyusunan dan implementasi dalam meningkatkan kualitas dan akurasi perencanaan Perusahaan dengan menggunakan *multivariable*.

4. *Integrated Management System* (PERISCOPE)

   Kajian, penyusunan dan implementasi *Operation Excellence Management System* dalam bentuk pedoman (*objective*, *requirement*, *measurement*, and *references*) pada setiap elemen yang meliputi seluruh proses bisnis. PIEP memiliki payung besar dalam bentuk pedoman/ *management system* yang dapat menjadi acuan bagi pemimpin di setiap fungsi dalam menjalankan kegiatan bisnis yang sesuai dengan standar dan *best practice* sekaligus sebagai *evidence* dalam proses pemenuhan standar dan audit.

5. *Enterprise Architecture (EA) Development*

   Membangun *Enterprise Architecture* (EA) Perusahaan yang dilatarbelakangi oleh semakin kompleks dan dinamisnya proses bisnis, organisasi, aliran data serta informasi dalam iklim kompetisi, perubahan kebijakan dan perkembangan teknologi, dengan mengintegrasikan *framework* bisnis, data, aplikasi dan infrastruktur dan mengimplementasikan dalam bentuk model dan sistem, demi meningkatkan *value* Perusahaan, memperkuat operasi bisnis dan memprioritaskan efisiensi biaya.

2. Active Contract Monitoring

   System design that provides comprehensive information to Supply Chain Management (SCM) and Users in supporting efficient and effective contract planning and execution.

3. Planning Optimization and Enhancement

   Study, preparation and implementation in improving the quality and accuracy of company planning by using multivariable.

4. Integrated Management System (PERISCOPE)

   Study, preparation and implementation of Operational Excellence Management System in the form of guidelines (objectives, requirements, measurements, and references) on each element that covers all business processes. PIEP has a big umbrella in the form of guidelines/management system that can be a reference for leaders in each function in carrying out business activities in accordance with standards and best practice as well as evidence in the process of fuilfilling standards and audits.

5. Enterprise Architecture (EA) Development

   Develop Enterprise Architecture (EA) of the Company which is motivated by increasingly complex and dynamic business processes, organizations, data and information flows in a competitive climate, policy changes and technology development by integrating business frameworks, data, applications and infrastructure and implementing in the form of models and systems in order to increase the value of the Company, strengthen business operations and prioritize cost efficiency.

ASPEK PEMASARAN

STRATEGI PEMASARAN

Tujuan utama pemasaran produk PIEP (Minyak Mentah, Gas, Kondensat dan LPG) adalah mengoptimasi monetisasi produk *entitlement* PIEP dalam rangka memperkuat peran PT Pertamina (Persero) dalam mengelola keamanan

MARKETING ASPECT

MARKETING STRATEGY

The main objective of PIEP's product marketing (Crude Oil, Gas, Condensate and LPG) is to optimize the monetization of PIEP product entitlement in order to strengthen the role of PT Pertamina (Persero) in managing the security of national

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pasokan energi nasional. PIEP memasarkan produk melalui 2 (dua) strategi utama yaitu memperkuat dan menumbuh kembangkan pencapaian pemasaran dan penjualan saat ini dan mengatasi tantangan bisnis ke depan yang tidak pasti, mudah berubah, kompleks dan samar/ambigu. PIEP menetapkan pula 3 (tiga) pilar dalam upaya mewujudkan strategi utama yang meliputi pilar bisnis, operasional dan kontraktual. Monetisasi yang dilakukan oleh PIEP berpengaruh langsung terhadap *profit/loss*, *cash flow*, dan tingkat kesehatan Perusahaan.

Untuk mencapai tujuan tersebut, di tahun 2019 PIEP telah melakukan berbagai program utama komersial seperti: pemilihan skema komersialisasi yang paling optimal, penyelarasan jadwal *lifting* dengan jadwal kebutuhan *buyer*, peningkatan keakurasian waktu penjualan, *commercial stakeholders engagement*, serta *capability building* pekerja di bidang komersial.

DESTINASI DAN BAURAN PENJUALAN

Entitlement hasil operasi aset-aset PIEP khususnya Minyak Mentah (MM) sebagian besar diserap oleh kilang Pertamina untuk memenuhi kebutuhan domestik Indonesia dan sebagian kecil dijual ke pembeli luar negeri karena keterbatasan operasional dan keekonomian. Keputusan penjualan ke domestik Indonesia dan luar negeri ditentukan melalui hasil perhitungan *linear programming* PT Pertamina (Persero) dan keekonomian *lifting* PIEP. PIEP menggunakan sebagian besar produk Gas dari region Africa untuk *own used* mendukung kegiatan operasi produksi dan Gas dari region Asia dijual kepada pihak ketiga sebagai bahan baku LNG, petrochemical dan LPG.

energy supply. PIEP markets its products through 2 (two) main strategies, namely strengthening and growing current marketing and sales achievements and overcoming future business challenges that are uncertain, volatile, complex, vague/ambiguous. PIEP also sets 3 (three) pillars in an effort to embody the main strategies which include business, operational and contractual pillars. The monetization conducted by PIEP directly affects the profit/loss, cash flows, and soundness of the Company.

In 2019, as an effort to achieve the objective, PIEP has carried out various major commercial program such as selecting the most optimal commercialization scheme, aligning the lifting schedule with the schedule of buyer needs, improving sales time accuracy, commercial stakeholders engagement, and capability building for employees in the commercial sector.

SALES MIX AND DESTINATION

Entitlement resulting from the operations of PIEP's assets, especially Crude Oil is largely absorbed by Pertamina's refineries to fulfill Indonesia's domestic needs and a small portion is sold to overseas buyers due to operational and economic limitations. The decision to sell domestically to Indonesia and overseas is determined through linear programming calculation results of PT Pertamina (Persero) and the economics of PIEP's lifting. PIEP uses most of the Gas products from the African region for its own used to support production operations, while Gas from the Asian region is sold to third parties as raw material for LNG, petrochemical and LPG.

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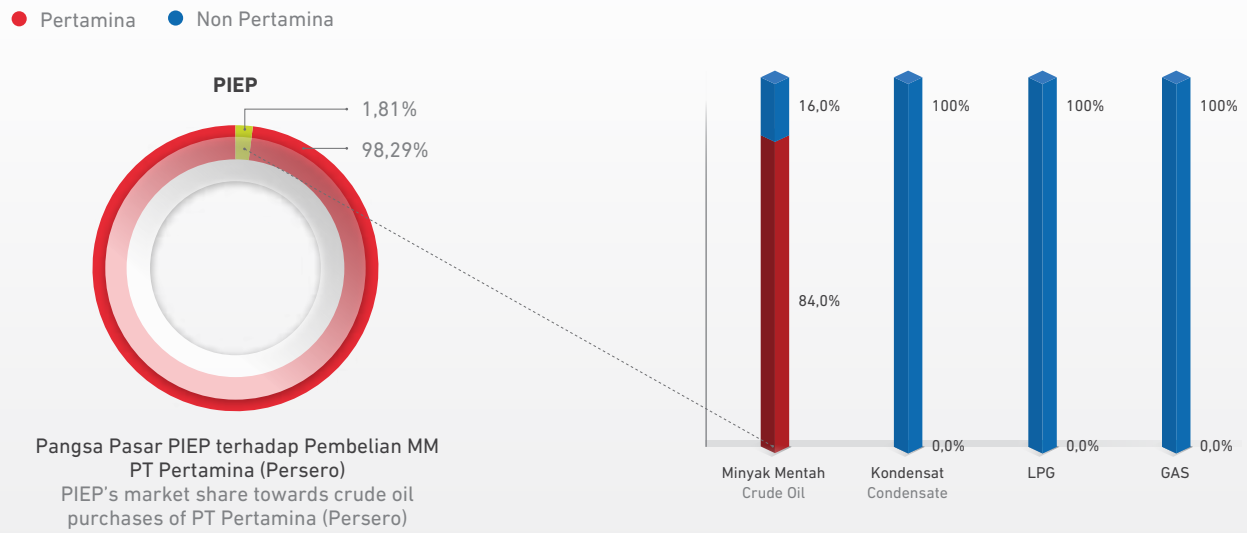
Diagram Destinasi/Bauran Pemasaran per Produk PIEP
Diagram Marketing Mix/Destination by PIEP's Products



Pangsa Pasar PIEP terhadap Pembelian MM PT Pertamina (Persero)
PIEP's market share towards crude oil purchases of PT Pertamina (Persero)

Dalam bauran penjualan produk tahun 2019, PIEP menjual Minyak Mentah kepada PT Pertamina (Persero) sebesar 84% dari total penjualan dan menjual kepada Non Pertamina dengan skema kontraktual *spot-basis* sebesar 16%. Prosentase penjualan aset PIEP ke Pertamina adalah sebesar 1,81% jika dibandingkan dengan seluruh pembelian Minyak Mentah Pertamina. Sementara untuk Kondensat (aset Algeria dan Malaysia), LPG (aset Algeria dan Malaysia) dan Gas (aset Malaysia) seluruhnya (100%) dijual kepada Non Pertamina dengan skema kontraktual *term-basis*.

Total penjualan produk di tahun 2019 sebesar AS$550.97 juta, dengan penyumbang terbesar adalah Minyak Mentah (87%), diikuti Natural Gas (10%).

1. Penjualan Minyak Mentah
    a. Ke Kilang Domestik Indonesia
        - Dari *Region* Afrika 2,85 juta bbl senilai AS$182.160 ribu
        - Dari *Region* Asia 3,18 juta bbl senilai AS$218.030 ribu

In 2019 product sales mix, PIEP sold Crude Oil to PT Pertamina (Persero) (Pertamina) as much as 84% of total sales and the remaining 16% was sold to Non-Pertamina with a spot-based contractual scheme. The percentage of PIEP's assets sales to Pertamina amounting to 1.81% if compared to all Pertamina Crude Oil purchases. Meanwhile, Condensate (Algeria and Malaysia Assets), LPG (Algeria and Malaysia Assets), and Gas (Malaysia Assets) in total (100%) are sold to Non-Pertamina on a term-basis contractual scheme.

Total Sales in 2019 amounting to US$550.97 million, with Crude Oil (87%) as the largest contributor and followed by Natural Gas (10%).

1. Crude Oil Sales
    a. To the Indonesian Domestic Refinery
        - From African Region amounting to 2.85 million bbl worth US$182,160 thousand
        - From Asian Region amounting to 3.18 million bbl worth US$218,030 thousand

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b. Kilang Non Domestik

- Dari *Region Middle East* 959 ribu bbl senilai AS$55.380 ribu
- Dari *Region* Asia 229,55 ribu bbl senilai AS$21.060 ribu

2. Penjualan Gas

Ke *Region* Asia melalui aset PMEP 16,21 BBTU senilai AS$57.090 ribu

3. Penjualan Kondensat

a. Ke *Region* Asia 85,162 bbl senilai AS$5.000 ribu

b. Ke *Region* Afrika 17,178 MT (setara 126 ribu bbls) senilai AS$7.210 ribu

4. Penjualan LPG

a. *Region* Afrika 16,229 MT (setara 120 ribu bbls) senilai AS$5.130 ribu

b. Non-Domestic Refinery

- From Middle East Region amounting to 959 thousand bbl worth US$55,380 thousand
- From Asian Region amounting to 229.55 thousand bbl worth US$21,060 thousand

2. Gas Sales

To Asian Region through PMEP assets amounting to 16.21 BBTU worth US$57,090 thousand

3. Condensate Sales

a. To Asian Region amounting to 85.162 bbl worth US$5,000 thousand

b. To African Region amounting to 17.178 MT (equivalent to 126 thousand bbls) worth US$7,210 thousand

4. LPG Sales

a. African Region amounting to 16.229 MT (equivalent to 120 thousand bbls) worth US$5,130 thousand

DRILLING DAN *WORKOVER* PERTAMINA INTERNASIONAL EP

Saat ini PT Pertamina (Persero) sedang melakukan kegiatan *drilling* dan *workover* di Algeria yang bernama *Project Phase* 4. Sumur pertama yaitu MLN-19 telah tajak (waktu saat mata bor pertama kali dibor/menembus permukaan tanah) di tanggal 16 Juni 2018 jam 16:00, sumur ini merupakan sumur pertama yang dilakukan pemboran oleh Pertamina di Luar Negeri. Saat ini telah selesai 11 (sebelas) sumur pemboran dari total rencana 12 (dua belas) sumur.

DRILLING AND WORKOVER OF PERTAMINA INTERNASIONAL EP

Currently, PT Pertamina (Persero) is carrying out drilling and workover in Algeria named Phase 4 Project. The first well, MLN-19, has been drilled (the time when the drill was first drilled/penetrated the ground surface) on June 16, 2018 at 16:00, this well was the first well drilled by Pertamina in overseas. At present, 11 (eleven) drilling wells have been completed out of the total planned 12 (twelve) wells.

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Tabel Kegiatan *Drilling* dan *Workover* di Algeria
Table Drilling and Workover in Algeria

No		Well Name	Description	Start Date	Actual (Days)	AFE (Days)	End Date	Moving (Days)	End Moving
		RIG Mobilization		5/9/2018 16:00	38.00		6/16/2018 16:00		
2018	1	MLN-19P	Completed	6/16/2018 16:00	47.71	57.00	8/3/2018 09:00	13.35	8/16/2018 17:30
	2	KMD-5P	Completed	8/16/2018 17:30	36.56	55.00	9/22/2018 07:00	9.23	10/1/2018 12:30
	3	MLN-18P	Completed	10/1/2018 12:30	44.94	55.00	11/15/2018 11:00	13.21	11/28/2018 16:00
	4	MLW-10P	Completed	11/28/2018 16:00	41.06	56.00	1/8/2019 17:30	11.60	1/20/2019 08:00
2019	5	KMD-6GI	Completed	1/20/2019 08:00	36.61	55.00	2/25/2019 22:45	8.70	3/6/2019 15:30
	6	MLC-7GI	Completed	3/6/2019 15:30	34.08	55.00	4/9/2019 17:30	9.00	4/18/2019 17:30
	7	MLNW-11P	Completed	4/18/2019 17:30	38.38	57.00	5/27/2019 02:30	9.06	6/5/2019 04:00
	8	KMD-7GI 10K	Completed	6/5/2019 04:30	51.17	55.00	7/26/2019 08:00	15.08	8/10/2019 10:00
	9	MLSE-10P 10K	Completed	8/10/2019 10:00	55.08	55.00	10/4/2019 12:00	13.94	10/18/2019 10:30
	10	MLNW-12P 5K	Completed	10/18/2019 10:30	43.46	56.00	11/30/2019 21:30	10.10	12/11/2019 00:00
	11	MLW-11GI 10K	Completed	12/11/2019 00:00	37.25	56.00	1/17/2020 06:00	10.00	1/27/2020 06:00
2020	12	MLC-9P 10K	Ongoing	1/27/2020 06:00	35.00	56.00	3/2/2020 06:00	10.00	3/12/2020 06:00

Kegiatan *workover* sumur pertama yaitu MLN-01P telah dilakukan di tanggal 24 Juni 2018 jam 12:00. Kegiatan *workover* telah selesai di bulan September 2019. Kegiatan *workover* menyelesaikan 13 (tiga belas) sumur dan 1 (satu) kegiatan ulang sumur *workover*.

The workover for the first well, MLN-01P, was carried out on June 24, 2018 at 12:00. The workover has completed 13 (thirteen) wells and 1 (one) well re-workover in September 2019.

No		Well Name	Description	Start Date	Duration (Days)	End Date	Moving (Days)	End Moving
		RIG Mobilization		30/05/2018 00:00	25,5	24/06/2018 12:00		
2018	1	MLN-01P	Workover	24/06/2018 12:00	32,0	26/07/2018 12:00	11,5	08/07/2018 00:00
	2	MLC-01P	Workover	08/07/2018 12:00	49,0	25/09/2018 00:00	19,0	14/10/2018 00:00
	3	MLN-16GI	Workover	14/10/2018 00:00	20,3	11/03/2018 08:00	14,7	18/11/2018 00:00
	4	KMD-03GI	Workover	18/11/2018 00:00	21,8	12/09/2018 18:00	10,3	20/12/2018 00:00
	5	MLN-03P	Workover	20/12/2018 00:00	47,5	02/05/2019 12:00	12,5	18/02/2019 00:00
2019	6	MLSE-04P	Workover	18/02/2019 00:00	32,0	22/03/2019 00:00	12,0	04/03/2019 00:00
	7	MLN-11GI	Workover	04/03/2019 00:00	9,8	04/12/2019 19:12	8,2	21/04/2019 00:00
	8	MLN-13GI	Workover	21/04/2019 00:00	9,0	30/04/2019 00:00	8,0	05/08/2019 00:00
	9	MLN-14GI	Workover	05/08/2019 00:00	29,5	06/06/2019 12:00	10,0	16/06/2019 12:00
	10	MLW-6P	Workover	16/06/2019 12:00	5,8	22/06/2019 08:00	13,4	16/06/2019 18:00
	11	MLNW-5	Workover	07/05/2019 18:00	6,0	07/11/2019 18:00	8,4	20/07/2019 04:00
	12	MLN-9GI	Workover	20/07/2019 04:00	13,6	08/02/2019 18:00	9,8	08/12/2019 12:00
	13	MLNW-1GI	Workover	08/12/2019 12:00	16,5	29/08/2019 00:00	9,0	09/07/2019 00:00
	14	MLN-13GI Re-WO	Workover	09/07/2019 00:00	16,5	23/09/2019 12:00	RIG DEMOBILIZED	

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Kegiatan *drilling* di Irak selama 2019 telah selesai sebanyak 19 (sembilan belas) sumur dari perencanaan 15 (lima belas) sumur.

Throughout 2019, drilling in Iraq has completed 19 (nineteen) wells out of the planned 15 (fifteen) wells.

Tabel Kegiatan *Drilling* di Irak
Table Drilling in Iraq

No	Well Name	Description	Start Date	Duration (Days)	AFE (Days)	End Date	Moving (Days)	End Moving
1	WQ1 477	Mishrif Prod Hz	14-Dec-18	45,0	35,0	28-Jan-19	10,0	07-Feb-19
2	WQ1 478	Mishrif Prod Hz	15-Dec-18	45,0	35,0	29-Jan-19	20,0	18-Feb-19
3	WQ1 479	Sadi Prod Hz	07-Feb-19	36,0	35,0	15-Mar-19	2,0	17-Mar-19
4	WQ1 480	Mishrif Prod Hz	18-Feb-19	23,0	35,0	13-Mar-19	1,0	14-Mar-19
5	WQ1 481	Mishrif Prod Hz	17-Mar-19	38,0	35,0	24-Apr-19	11,0	05-May-19
6	WQ1 482	Mishrif Inj Hz	14-Mar-19	25,0	35,0	08-Apr-19	1,0	09-Apr-19
7	WQ1 484	Mishrif Prod Hz	09-Apr-19	27,0	35,0	06-May-19	1,0	06-May-19
8	WQ1 483	Mishrif Prod Hz	05-May-19	27,0	35,0	01-Jun-19	0,0	01-Jun-19
9	WQ1 485	Mishrif Prod Hz	06-May-19	36,0	35,0	11-Jun-19	7,0	18-Jun-19
10	WQ1 486	Mishrif Inj Hz	01-Jun-19	27,0	35,0	28-Jun-19	10,0	08-Jul-19
11	WQ1 487	Mishrif Prod Hz	17-Jun-19	29,0	35,0	16-Jul-19	1,0	17-Jul-19
12	WQ1 488	Mishrif Inj Hz	08-Jul-19	26,0	35,0	03-Aug-19	1,0	04-Aug-19
13	WQ1 489	Mishrif Prod Hz	17-Jul-19	26,0	35,0	12-Aug-19	1,0	13-Aug-19
14	WQ1 490	Mishrif Prod Hz	04-Aug-19	22,0	35,0	26-Aug-19	8,0	03-Sep-19
15	WQ1 491	Sadi Prod Hz	13-Aug-19	39,0	35,0	21-Sep-19	21,0	12-Oct-19
16	WQ1 492	Mishrif Prod Hz	03-Sep-19	42,0	35,0	15-Oct-19	1,0	16-Oct-19
17	WQ1 493	Sadi Prod Hz	16-Oct-19	55,0	35,0	10-Dec-19	13,0	23-Dec-19
18	WQ1 494	Sadi Prod Hz	12-Oct-19	31,0	35,0	12-Nov-19	15,0	27-Nov-19
19	WQ1 495	Mishrif Prod Hz	27-Nov-19	25,0	35,0	22-Dec-19	5,0	27-Dec-19

Kegiatan *workover* di Irak selama 2019 telah selesai sebanyak 44 (empat puluh empat) sumur dari perencanaan 30 (tiga puluh) sumur.

Throughout 2019, workover in Iraq has completed 44 (forty four) wells out of the planned 30 (thirty) wells.

Tabel Kegiatan *Workover* di Irak
Table Workover in Iraq

No	Well Name	Job	Start Date	Duration (Days)	End Date
1	WQ236	Dump Flood Conversion	05-Jan-19	13	18-Jan-19
2	WQ79	Tubing Repair	24-Dec-18	24	17-Jan-19
3	WQ386	Water Shutoff	24-Jan-19	6	30-Jan-19
4	WQ347	Disposal Conversion	24-Feb-19	3	27-Feb-19
5	WQ331	Disposal Conversion	10-Feb-19	11	21-Feb-19
6	WQ211	Dump Flood Conversion	22-Jan-19	11	02-Feb-19
7	WQ429	Replace ESP	03-Feb-19	4	07-Feb-19
8	WQ81	Tubing Change Out	09-Feb-19	15	24-Feb-19

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Tabel Kegiatan *Workover* di Irak
Table Workover in Iraq

No	Well Name	Job	Start Date	Duration (Days)	End Date
9	WQ415	Run Liner	26-Feb-19	24	22-Mar-19
10	WQ403	ESP Repair	01-Mar-19	9	10-Mar-19
11	WQ428	ESP Repair	14-Mar-19	3	17-Mar-19
12	WQ420	ESP Replacement	22-Mar-19	3	25-Mar-19
13	WQ413	Oil ESP	29-Mar-19	19	17-Apr-19
14	WQ192	Oil ESP	15-Apr-19	12	27-Apr-19
15	WQ384	Water Shutoff	22-Mar-19	19	10-Apr-19
16	WQ407	Conv. Oil ESP	31-Mar-19	13	13-Apr-19
17	WQ207	Replace H20 ESP	06-May-19	4	10-May-19
18	WQ261	Tubing Change Out	24-Apr-19	37	31-May-19
19	WQ422	Replace H20 ESP	15-May-19	6	21-May-19
20	WQ062	Tubing Change Out	04-May-19	41	14-Jun-19
21	WQ212	Oil ESP	26-May-19	14	09-Jun-19
22	WQ279	Dump Flood	08-Jun-19	10	18-Jun-19
23	WQ201	Oil ESP	13-Jun-19	13	26-Jun-19
24	WQ429	Water ESP	19-Jun-19	4	23-Jun-19
25	WQ366	Oil ESP	10-Jul-19	6	16-Jul-19
26	WQ433	Water ESP	27-Jun-19	5	02-Jul-19
27	WQ289	DF Conversion	26-Jun-19	12	08-Jul-19
28	WQ031	Oil ESP	30-Jun-19	16	16-Jul-19
29	WQ378	Oil ESP	20-Jul-19	12	01-Aug-19
30	WQ228	Oil ESP	18-Jul-19	34	21-Aug-19
31	WQ363	Oil ESP	02-Aug-19	19	21-Aug-19
32	WQ237	Oil ESP	23-Jul-19	43	04-Sep-19
33	WQ52	Oil ESP	22-Aug-19	13	04-Sep-19
34	WQ247	Oil ESP	01-Sep-19	3	04-Sep-19
35	WQ190	Oil ESP	04-Sep-19	21	25-Sep-19
36	WQ332	Oil ESP	06-Sep-19	14	20-Sep-19
37	WQ25	Oil ESP	13-Sep-19	17	30-Sep-19
38	WQ412	Oil ESP	25-Sep-19	12	07-Oct-19
39	WQ182	Oil ESP	26-Sep-19	28	24-Oct-19
40	WQ274	Oil ESP	06-Oct-19	29	04-Nov-19
41	WQ326	Oil ESP	15-Oct-19	20	04-Nov-19
42	WQ315	Water Shutoff	23-Oct-19	14	06-Nov-19
43	WQ423	Change Tubing	06-Nov-19	28	04-Dec-19
44	WQ191	Oil ESP	06-Nov-19	55	31-Dec-19

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Kegiatan *drilling* di Malaysia selama 2019 telah selesai sebanyak 8 (delapan) sumur dari perencanaan 8 (delapan) sumur.

Throughout 2019, drilling in Malaysia has completed 8 (eight) wells out of the planned 8 (eight) wells.

Tabel Kegiatan *Drilling* di Malaysia
Table Drilling in Malaysia

No	Well Name	Rig Name	Block	Description	Status	Start Date	Duration (Days)	AFE (Days)	End Date
1	GK-W515B	West Capella Seadrill	Block GK	Development (Batch Drilling)	Completed	28-Dec-18	36,66	56,12	19-Apr-19
2	GK-W614B	West Capella Seadrill		Development (Batch Drilling)	Completed	01-Jan-19	34,31	45,26	17-May-19
3	GK-P516A	West Capella Seadrill		Development (Batch Drilling)	Completed	05-Jan-19	28,38	43,65	03-May-19
4	GK-718AR2	West Capella Seadrill		Development (Batch Drilling)	Completed	05-Mar-19	57,82	71,36	05-Jun-19
5	Serdam-1	NAGA-7	SK-314A	Exploration	Completed	06-Apr-19	10,0	22	16-Apr-19
6	Mong-1	NAGA-7		Exploration	Completed	29-Apr-19	6,0	22	04-May-19
7	MEPA-11	NAGA-7	Merapuh	Development (Shallow *Reservoir*)	Completed	30-May-19	20	25	16-Jun-19
8	MEPA-9 ST1	NAGA-7		Development (Deep *Reservoir*)	Completed	2-Jun-19	22	46	29-Jun-19

TINJAUAN OPERASI PER SEGMEN USAHA

Manajemen telah menentukan segmen operasi berdasarkan laporan yang digunakan untuk mengambil keputusan strategis. Segmen dikelompokkan berdasarkan wilayah operasi.

Sesuai wilayah operasi, segmen dikelompokkan berdasarkan area, yang merupakan laporan segmen Perusahaan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) 5 (Revisi 2009) tentang Segmen Operasi. Kegiatan usaha di area Indonesia saat ini dikelompokkan pada segmen lain-lain karena masih belum memenuhi ambang batas kuantitatif sebagai segmen operasi dilaporkan.

OPERATIONAL REVIEW PER BUSINESS SEGMENT

Management has determined the operating segments are based on the reports that are used to make strategic decisions. Segments are grouped based on working areas.

In accordance with working areas, segments are grouped based on areas, representing the Company's reportable segments as defined in the Statements of Financial Accounting Standards (SFAS) 5 (Revised 2009) concerning Operating Segments. Business activities in Indonesia area is currently grouped into Other segment because they still have not met quantitative thresholds as a reportable operating segment.

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OPERATIONAL REVIEW

Segmen operasi meliputi area Timur Tengah, Asia, Afrika dan lain-lain. Penjelasan, produktivitas, pendapatan dan profitabilitas dari masing-masing segmen usaha diuraikan sebagai berikut.

The operating segments cover the Middle East, Asia, Africa, and Others. Explanation, productivity, revenues and profitability of respective business segment are described as follows.

TIMUR TENGAH

PENJELASAN SEGMEN OPERASI-TIMUR TENGAH

Segmen Timur Tengah merupakan eksplorasi dan produksi minyak di wilayah Irak yang dikelola oleh PT Pertamina Irak Eksplorasi Produksi (PIREP) di Lapangan West Qurna-1 dengan tipe kontrak *Technical Service Contract* (TSC).

Aset Irak memiliki *Participating Interest* (PI) sebesar 10% di West Qurna-1 (WQ-1). Negara Irak memiliki salah satu *super giant field* (West Qurna-1) yang ada di dunia, di mana Pertamina memiliki cadangan terbukti (*net entitlement*) di lapangan tersebut sekitar 105,1 MMbo pada tahun 2014. Lapangan WQ-1 memiliki luas 687 km2 terletak 50 km arah barat laut dari Kota Basrah. Lapangan ini merupakan kemenerusan struktur rumaila (masih merupakan struktur geologi rumalia yang menerus) dan merupakan struktur antiklin berarah utara-selatan dengan panjang 50 km dan lebar 12-14 km. Lapangan ini dibagi menjadi 2 (dua) kontrak yang berbeda yang dipisah oleh Sungai Euphrates yaitu WQ-1 di sebelah selatan dan West Qurna-2 (WQ-2) di sebelah utara.

Pemegang PI WQ-1 adalah:

- Exxon Mobil Iraq *Limited* (EMIL)-32,69% (Operator)
- Itochu Oil Exploration (Iraq) B.V-19,62%
- Petro China International Iraq FZE-32,69%
- PT Pertamina Irak Eksplorasi Produksi (PIREP)-10%
- OEC (*State partner*)-5% (*carried*)

Kontrak kerjasama West Qurna-1 Irak menggunakan skema *Technical Service Contract* (TSC), di mana kontrak ini hanya mengatur pembagian komersialisasi dari minyak yang dihasilkan pada lapangan tersebut antara kontraktor

MIDDLE EAST

EXPLANATION OF OPERATING SEGMENTS-MIDDLE EAST

The Middle East segment is oil exploration and production in the Iraq region managed by PT Pertamina Irak Eksplorasi Produksi (PIREP) at West Qurna-1 Field with a Technical Service Contract (TSC) type of contract.

Iraq assets have a Participating Interest (PI) of 10% in West Qurna-1 (WQ-1). The country of Iraq has one of the super giant fields (West Qurna-1) in the world, where Pertamina has a net entitlement on that field about 105.1 MMbo in 2014. The WQ-1 field has an area of 687 km2 located 50 km northwest of the city of Basrah. This field is a continuation of rumaila structure (still a continuous geological structure of rumaila) and is a north-south directed anticline structure with a length of 50 km and width of 12-14 km. This field is divided into 2 (two) different contracts which are separated by the Euphrates River namely WQ-1 in the south and West Qurna-2 (WQ-2) in the north.

PI Holders of WQ-1 are:

- Exxon Mobil Iraq Limited (EMIL)-32.69% (Operator)
- Itochu Oil Exploration (Iraq) B.V-19.62%
- Petro China International Iraq FZE-32.69%
- PT Pertamina Irak Eksplorasi Produksi (PIREP)-10%
- OEC (State partner)-5% (carried)

The West Qurna-1 cooperation contract uses the Technical Service Contract (TSC) scheme, where this contract only regulates the division of commercialization of oil produced in the field between the contractor and the state. While gas

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dan negara. Sementara produksi gas yang dihasilkan dari lapangan tersebut hanya boleh digunakan untuk men*support* operasional lapangan dan sisanya diserahkan kembali ke negara.

production generated from the field can only be used to support field operations and the rest is returned to the state.

Skema ini menggunakan *remuneration fee* (AS$1,9/barrel untuk *Reservoir* Misrif dan AS$2/barrel untuk *undeveloped reservoir* lainnya) dan *cost recovery* (*petroleum cost* dan *supplementary cost*). Khusus untuk *petroleum cost* dan *remuneration fee* dibayarkan setiap kuartal. *Remuneration fee* dan *cost recovery* dapat dibayarkan dalam bentuk minyak (*in kind*).

This scheme uses a remuneration fee (US$1.9/barrel for Misrif Reservoir and US$2/barrel for other undeveloped reservoirs) and cost recovery (petroleum cost and supplementary cost). Especially for petroleum costs and remuneration fees are paid quarterly. Remuneration fees and cost recovery can be paid in the form of oil (in kind).

Posisi Pertamina sebagai pemegang PI di lapangan WQ1, berperan aktif di dalam pengelolaan lapangan baik dalam *management* dan *technical meeting* serta menempatkan pekerja PT Pertamina (Persero) sebagai *secondee*.

Pertamina's position as a PI holder in WQ1 field, plays an active role in field management both in management and technical meeting as well as placing employees of PT Pertamina (Persero) as secondees.

PRODUKTIVITAS SEGMEN OPERASI-TIMUR TENGAH

Produksi di Region Timur Tengah berasal dari Aset Irak yang disajikan sebagai berikut:

PRODUCTIVITY OF OPERATING SEGMENTS-MIDDLE EAST

Production in the Middle East Region came from Iraq Assets is presented as follows:

Tabel Produksi Segmen Operasi Timur Tengah
Table Operating Segments Production in Middle East

Uraian	Satuan Unit	2019	2018	Pertumbuhan Growth		Description
MINYAK						OIL
Produksi	Kbopd	44,55	45,47	(0,92)	(2,02%)	Production
Volume	Kbo	16.260	16.595	(335)	(2,02%)	Volume

Produksi minyak mencapai 44,55 Kbopd di tahun 2019 turun 2,02% dibandingkan dengan tahun 2018 yang mencapai 45,47 Kbopd. Demikian pula dengan volume minyak yang mengalami penurunan dari 16.595 Kbo di tahun 2018 menjadi 16.260 Kbo di tahun 2019. Hal tersebut karena keterlambatan pembangunan penambahan kapasitas pipa ekspor dari lapangan West Qurna menuju stasiun pengumpul, di mana pembangunan ini menjadi tanggung jawab Pemerintah Irak.

Oil production reached 44.55 Kbopd in 2019, down 2.02% compared to 2018 which reached 45.47 Kbopd. Likewise, the oil volume also experienced a decrease from 16,595 Kbo in 2018 to 16,260 Kbo in 2019. This was due to the delay in the construction of additional capacity of export pipeline from West Qurna field to the collection station where this construction became the responsibility of the Iraqi Government.

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PENDAPATAN DAN PROFITABILITAS SEGMEN OPERASI-TIMUR TENGAH

REVENUES AND PROFITABILITY OF OPERATING SEGMENTS-MIDDLE EAST

Tabel Pendapatan dan Profitabilitas Segmen Operasi Timur Tengah
Table Revenues and Profitability of Operating Segments in Middle East

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
Pendapatan Usaha	**103.400**	**103.301**	**99**	**0,10%**	**Revenues**
Biaya Produksi	82.803	81.904	900	1,10%	Production Costs
Biaya Depresiasi	4.350	3.109	1.241	39,93%	Depreciation Costs
Biaya Umum & Administrasi	706	785	(79)	(10,10%)	General and Administrative Costs
Laba/(Rugi) Usaha	15.541	17.503	(1.962)	(11,21%)	Operating Profit/(Loss)
Pendapatan/(Beban) Lain	(295)	(136)	(159)	116,93%	Other Income/(Expense)
Beban Keuangan	(3.078)	(6.464)	3.386	(52,38%)	Finance Costs
Laba/(Rugi) Sebelum Pajak	12.167	10.903	1.264	11,60%	Profit/(Loss) Before Tax
Beban Pajak	5.422	5.701	(278)	(4,88%)	Tax Expenses
Laba/(Rugi) Bersih	**6.745**	**5.202**	**1.543**	**29,66%**	**Net Profit/(Loss)**

Pendapatan usaha di tahun 2019 mencapai AS$103.400 ribu, mengalami pertumbuhan sebesar 0,10% dibandingkan dengan tahun 2018 yang mencapai AS$103.301 ribu. Peningkatan tersebut lebih disebabkan karena meningkatnya biaya *cost recovery* (*petroleum and supplementary cost*) dari AS$81.904 ribu menjadi AS$82.803 ribu.

Revenues in 2019 reached US$103,400 thousand, experienced a growth of 0.10% compared to 2018 which reached US$103,301 thousand. The increase was mainly due to the increased cost recovery (petroleum and suplementary costs) from US$81,904 thousand to US$82,803 thousand.

Laba (rugi) bersih meningkat 29,66% dari AS$5.202 ribu di tahun 2018 menjadi AS$6.745 ribu di tahun 2019. Peningkatan tersebut disebabkan karena adanya koreksi beban bunga atas utang jangka panjang tahun 2015-2018 sebesar AS$2.515 ribu.

Net profit (loss) increased 29.66% from US$5,202 thousand in 2018 to US$6,745 thousand in 2019. The increase was due to a correction in interest expense on non-current payables in 2015-2018 amounting to US$2,515 thousand.

ASIA

PENJELASAN SEGMEN OPERASI-ASIA

Segmen operasi Asia merupakan eksplorasi dan produksi minyak dan gas di wilayah Malaysia yang dikelola oleh PT Pertamina Malaysia Eksplorasi Produksi (PMEP), aset milik Pertamina berada di wilayah Sabah dan Sarawak Malaysia dengan tipe kontrak *Product Sharing Contract* (PSC).

ASIA

EXPLANATION OF OPERATING SEGMENTS-ASIA

The Asian operating segment is exploration and production of oil and gas in Malaysia which is managed by PT Pertamina Malaysia Eksplorasi Produksi (PMEP), Pertamina's assets are located in Sabah and Sarawak, Malaysia with a Product Sharing Contract (PSC) type of contract.

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Aset Malaysia telah melakukan *closing* tahap pertama tanggal 18 Desember 2014 sejumlah 20% *share Murphy Oil Corp* (MOC) dan *closing* tahap kedua sejumlah 10% *share* MOC pada 29 Januari 2015. Dengan mengakuisisi total 30% PI yang dimiliki oleh MOC, maka kepemilikan Pertamina melalui PMEP antara lain:

a. 3 (tiga) blok Produksi, yang meliputi:
   - Blok SK309-25,5%
   - Blok SK311-25,5%
   - Blok K-24% (termasuk 2 (dua) lapangan unitisasi Siakap North-Petai & Gumusut-Kakap)

b. 1 (satu) blok eksplorasi (Blok SK314A-25,5%)

c. 1 (satu) blok pengembangan dan eksplorasi (Blok H- 18%, kecuali Lapangan Rotan 24%)

The Malaysia Assets have carried out the first phase closing on December 18, 2014 with a 20% shares of Murphy Oil Corp (MOC) and the second phase closing of 10% MOC shares on January 29, 2015. By acquiring a total of 30% PI owned by MOC then Pertamina's ownership through PMEP include:

a. 3 (three) Production blocks, consist of:
   - Block SK309-25.5%
   - Block SK311-25.5%
   - Block K-24% (including 2 (two) unitization fields of Siakap North-Petai & Gumusut-Kakap)

b. 1 (one) exploration block (Block SK314A-25.5%)

c. 1 (one) development and exploration block (Block H- 18%, except Rotan Field 24%)

PRODUKTIVITAS SEGMEN OPERASI-ASIA

Produksi di Region Asia berasal dari Aset Malaysia yang disajikan sebagai berikut.

PRODUCTIVITY OF OPERATING SEGMENTS-ASIA

Production in the Asian Region came from Malaysia Assets is presented as follows.

Tabel Produksi Segmen Operasi Asia
Table Operating Segments Production in Asia

Uraian	Satuan Unit	2019	2018	Pertumbuhan Growth		Description
MINYAK						OIL
Produksi	Kbopd	13,27	16,65	(3,38)	(20,30%)	Production
Volume	Kbo	4.843	6.076	(1.233)	(20,29%)	Volume
GAS						GAS
Produksi	MMscfd	80,24	90,92	(10,68)	(11,75%)	Production
Volume	MMscf	29.286	33.186	(3.900)	(13,32%)	Volume
MINYAK DAN GAS						OIL AND GAS
Produksi	Kboepd	27,12	32,34	(5,22)	(19,26%)	Production
Volume	Kboe	9.898	11.804	(1.906)	(16,15%)	Volume

Produksi minyak mencapai 13,27 Kbopd di tahun 2019, turun 20,30% dibandingkan dengan tahun 2018 yang mencapai 16,65 Kbopd. Demikian pula volume minyak yang mengalami penurunan dari 6.076 Kbo di tahun 2018 menjadi 4.843 Kbo di tahun 2019.

Oil production reached 13.27 Kbopd in 2019, down 20.30% compared to 2018 which reached 16.65 Kbopd. Similarly, the oil volume also experienced a decrease from 6,076 Kbo in 2018 to 4,843 Kbo in 2019.

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Produksi gas mencapai 80,24 MMscfd di tahun 2019, turun 11,75% dibandingkan dengan tahun 2018 yang mencapai 90,92 MMscfd. Volume gas mengalami penurunan sebesar 13,32% dari 33.186 MMscf di tahun 2018 menjadi 29.286 MMscf di tahun 2019.

Gas production reached 80.24 MMscfd in 2019, down 11.75% compared to 2018 which reached 90.92 MMscfd. The gas volume experienced a decrease of 13.32% from 33,186 MMscf in 2018 to 29,286 MMscf in 2019.

Produksi minyak dan gas mencapai 27,12 Kboepd di tahun 2019, turun 19,26% dibandingkan dengan tahun 2018 yang mencapai 32,34 Kboepd. Volume minyak dan gas mengalami penurunan dari 11.804 Kboe di tahun 2018 menjadi 9.898 Kboe di tahun 2019.

Oil and gas production reached 27.12 Kboepd in 2019, down 19.26% compared to 2018 which reached 32.34 Kboepd. The oil and gas volume experienced a decrease from 11,804 Kboe in 2018 to 9,898 Kboe in 2019.

Penurunan produksi minyak dan gas tersebut karena *natural decline* produksi yang tinggi dan tingginya realisasi *unplanned downtime* pada fasilitas produksi yang dioperasikan oleh operator.

The decrease in oil and gas production was due to high natural decline in production and the high realization of unplanned downtime at production facilities operated by operators.

PENDAPATAN DAN PROFITABILITAS SEGMEN OPERASI-ASIA

REVENUES AND PROFITABILITY OF OPERATING SEGMENTS-ASIA

Tabel Pendapatan dan Profitabilitas Segmen Operasi Asia
Table Revenues and Profitability of Operating Segments in Asia

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan		Description
			(AS$)	(%)	
Pendapatan Usaha	**315.593**	**406.301**	**(90.708)**	**(22,33%)**	**Revenues**
Biaya Produksi	145.007	145.630	(623)	(0,43%)	Production Costs
Biaya Depresiasi	92.982	144.472	(51.490)	(35,64%)	Depreciation Costs
Biaya Umum & Administrasi	5.109	958	4.150	433,06%	General and Administrative Costs
Laba/(Rugi) Usaha	72.495	115.241	(42.746)	(37,09%)	Operating Profit/(Loss)
Pendapatan/(Beban) Lain	(37.523)	(154.705)	117.182	(75,75%)	Other Income/(Expense)
Beban Keuangan	1.543	(7.330)	8.873	(121,05%)	Finance Costs
Laba/(Rugi) Sebelum Pajak	36.516	(46.794)	83.309	(178,04%)	Profit/(Loss) Before Tax
Beban Pajak	31.751	60.927	(29.177)	(47,89%)	Tax Expenses
Laba/(Rugi) Bersih	**4.765**	**(107.721)**	**112.486**	**104,42%**	**Net Profit/(Loss)**

Pendapatan usaha di tahun 2019 mencapai AS$315.593 ribu, turun sebesar 22,33% dibandingkan dengan tahun 2018 yang mencapai AS$406.301 ribu. Penurunan tersebut disebabkan karena menurunnya produksi minyak dan gas dari 32,34 Mboepd di tahun 2018 menjadi 27,12 Mboepd di tahun 2019 serta penurunan harga minyak dari AS$75,46/bbl menjadi AS$68,91/bbl.

Revenues in 2019 reached US$315,593 thousand, down 22.33% compared to 2018 which reached US$406,301 thousand. The decrease was caused by the decline in oil and gas production from 32.34 Mboepd in 2018 to 27.12 Mboepd in 2019 as well as the decline in oil prices from US$75.46/bbl to US$68.91/bbl.

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Laba (rugi) bersih tahun 2019 mencapai AS$4.765 ribu, meningkat AS$112.486 ribu dibandingkan dengan tahun 2018 yang mencapai (AS$107.721) ribu. Peningkatan tersebut lebih disebabkan karena penurunan *impairment* dari AS$154.773 ribu di tahun 2018 menjadi AS$35.184 ribu di tahun 2019.

Net profit (loss) in 2019 reached US$4,765 thousand, increased by US$112,486 thousand compared to 2018 which reached (US$107,721) thousand. The increase was mainly due to a decrease in impairment from US$154,773 thousand in 2018 to US$35,184 thousand in 2019.

AFRIKA

Segmen operasi Afrika terdiri atas Algeria dan Etablissments Maurel Et Prom (M&P) Uraian mengenai penjelasan, produktivitas, pendapatan dan profitabilitas disajikan sebagai berikut.

AFRICA

The African operating segment consists of Algeria and Etablissments Maurel Et Prom (M&P). The description of explanation, productivity, revenues and profitability is presented as follows.

ALGERIA

Penjelasan Segmen Operasi Afrika-Algeria

Segmen operasi Afrika-Algeria merupakan eksplorasi dan produksi minyak dan gas di wilayah Algeria yang dikelola dan dioperasikan oleh PT Pertamina Algeria Eksplorasi Produksi (PAEP) dengan tipe kontrak *Production Sharing Contract* (PSC).

ALGERIA

Explanation of Operating Segments Africa-Algeria

The Africa-Algeria operating segment is exploration and production of oil and gas in the region of Algeria which is managed and operated by PT Pertamina Algeria Eksplorasi Produksi (PAEP) with a Production Sharing Contract (PSC) type of contract.

PAEP memiliki PI sebesar 65% di blok 405A yang terdiri dari:

- **Lapangan Menzel Lejmet North (MLN)**

  Blok 405A dengan 100% PI di lapangan MLN, sehingga net aset di lapangan ini adalah sebesar 65% (65% x 100%). Lapangan ini terdiri dari 5 (lima) struktur, yaitu MLN, KMD, MLC, MLNW, dan MLW. Pertamina menjadi operator untuk pengelolaan Lapangan MLN dan merupakan *operatorship* Pertamina yang pertama di luar negeri.

- **Lapangan unitisasi El-Merk (EMK)**

  Unitisasi Blok 405A dengan 26% PI di lapangan EMK, sehingga net aset di lapangan ini adalah sebesar 16,9% (65% x 26%). Lapangan ini merupakan unitisasi Blok 405A dan Blok 208. Operator untuk Lapangan EMK adalah *Group*ment Berkin (GB, Sonatrach-Anadarko)

- **Lapangan unitisasi Ourhoud (OHD)**

  Unitisasi Blok 405A dengan 5,48% PI di lapangan OHD, sehingga net aset di lapangan ini adalah sebesar 3,56% (65% x 5,48%). Lapangan ini merupakan unitisasi Blok

PAEP has a PI of 65% in Block 405A which consists of:

- **Menzel Lejmet North (MLN) Field**

  Block 405A with 100% PI in the MLN field, so that the net assets in this field are 65% (65% x 100%). This field consists of 5 (five) structures, namely MLN, KMD, MLC, MLNW, and MLW. Pertamina became the operator for MLN Field management and was the first operatorship for Pertamina in overseas.

- **El-Merk (EMK) Unitization Field**

  Unitization of Block 405A with 26% PI in the EMK field, so that the net assets in this field are 16.9% (65% x 26%). This field is a unitization of Block 405A and Block 208. The operator for the EMK Field is Groupment Berkin (GB, Sonatrach-Anadarko).

- **Ourhoud (OHD) Unitization Field**

  Unitization of Block 405A with 5.48% PI in the OHD field, so that the net assets in this field are 3.56% (65% x 5.48%). This field is a unitization of Block 404A, 405A, and 406A.

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404A, 405A, dan 406A. Operator di Lapangan OHD adalah Organization Ourhoud (00, Sonatrach-Cepsa).

The operator for the OHD Field is Organization Ourhoud (00, Sonatrach-Cepsa).

Produktivitas Segmen Operasi Afrika-Algeria

Produksi di Region Afrika yang berasal dari Algeria disajikan sebagai berikut.

Productivity of Operating Segments Africa-Algeria

Production in the African Region came from Algeria is presented as follows.

Tabel Produksi Segmen Operasi Afrika-Algeria
Table Operating Segments Production in Africa-Algeria

Uraian	Satuan Unit	2019	2018	Pertumbuhan Growth		Description
MINYAK						OIL
Produksi	Kbopd	21,36	22,75	(1,39)	(6,11%)	Production
Volume	Kbo	7.796	8.305	(509)	(6,13%)	Volume
GAS						GAS
Produksi	MMscfd	158,52	168,06	(9,54)	(5,68%)	Production
Volume	MMscf	57.861	61.341	(3.480)	(5,67%)	Volume
MINYAK DAN GAS						OIL AND GAS
Produksi	Kboepd	48,72	51,76	(3,04)	(6,24%)	Production
Volume	Kboe	17.783	18.892	(1.109)	(5,87%)	Volume

Produksi minyak mencapai 21,36 Kbopd di tahun 2019, turun 6,11% dibandingkan dengan tahun 2018 yang mencapai 22,75 Kbopd. Demikian pula dengan volume minyak yang mengalami penurunan dari 8.305 Kbo di tahun 2018 menjadi 7.796 Kbo di tahun 2019.

Oil production reached 21.36 kbopd in 2019, down 6.11% compared to 2018 which reached 22.75 Kbopd. Likewise, oil volume also experienced a decrease from 8,305 Kbo in 2018 to 7,796 Kbo in 2019.

Produksi gas mencapai 158,52 MMscfd di tahun 2019, turun 5,68% dibandingkan dengan tahun 2018 yang mencapai 168,06 MMscfd. Demikian pula dengan volume gas mengalami penurunan sebesar 5,67% dari 61.341 MMscf di tahun 2018 menjadi 57.861 MMscfd di tahun 2019.

Gas production reached 158.52 MMscfd in 2019, down 5.68% compared to 2018 which reached 168.06 MMscfd. Likewise, gas volume also experienced a decrease of 5.67% from 61,341 MMscfd in 2018 to 57,861 MMscfd in 2019.

Produksi minyak dan gas mencapai 48,72 Kboepd di tahun 2019, menurun 6,24% dibandingkan dengan tahun 2018 yang mencapai 51,76 Kboepd. Volume minyak dan gas mengalami penurunan 5,87% dari 18.892 Kboe di tahun 2018 menjadi 17.783 Kboe di tahun 2019.

Oil and gas production reached 48.72 Kboepd in 2019, down 6.24% compared to 2018 which reached 51.76 Kboepd. The oil and gas volume experienced a decrease of 5.87% from 18,892 Kboe in 2018 to 17,783 Kboe in 2019.

Penurunan produksi tersebut karena adanya *unplanned shutdown* pada fasilitas kompresor injeksi gas dari bulan Maret sampai Juli 2019.

The decrease in production was due to an unplanned shutdown at the gas injection compressor facility from March to July 2019.

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Pendapatan dan Profitabilitas Segmen Operasi Afrika-Algeria

Revenues and Profitability of Operating Segments Africa-Algeria

Tabel Pendapatan Segmen Operasi Afrika-Algeria
Table Revenues of Operating Segments in Africa-Algeria

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
Pendapatan Usaha	**263.725**	**263.490**	**235**	**0,09%**	**Revenues**
Biaya Produksi	69.652	67.240	2.412	3,59%	Production Costs
Biaya Depresiasi	42.511	46.153	(3.643)	(7,89%)	Depreciation Costs
Biaya Umum & Administrasi	8.265	7.517	749	9,96%	General and Administrative Costs
Laba/(Rugi) Usaha	143.297	142.580	716	0,50%	Operating Profit/(Loss)
Pendapatan/(Beban) Lain	(973)	456	(1.428)	(313,33%)	Other Income/(Expense)
Beban Keuangan	(1.646)	(2.856)	1.210	(42,38%)	Finance Costs
Laba/(Rugi) Sebelum Pajak	140.678	140.180	498	0,36%	Profit/(Loss) Before Tax
Beban Pajak	52.522	101.185	(48.663)	(48,09%)	Tax Expenses
Laba/(Rugi) Bersih	**88.156**	**38.995**	**49.161**	**126,07%**	**Net Profit/(Loss)**

Pendapatan usaha di tahun 2019 mencapai AS$263.725 ribu, mengalami pertumbuhan sebesar 0,09% dibandingkan dengan tahun 2018 yang mencapai AS$263.490 ribu. Peningkatan tersebut lebih disebabkan karena meningkatnya biaya operasi yang merupakan *cost recovery* dari AS$67.240 ribu menjadi AS$69.652 ribu karena produksi dan harga mengalami penurunan dibandingkan tahun 2018.

Revenues in 2019 reached US$263,725 thousand, grew 0.09% compared to 2018 which reached US$263,490 thousand. The increase was mainly due to an increase in operating costs from US$67,240 thousand to US$69,652 thousand due to production and prices which experienced a decrease compared to 2018.

Laba (rugi) bersih meningkat 126,07% dari AS$38.995 ribu di tahun 2018 menjadi AS$88.156 ribu di tahun 2019. Peningkatan tersebut terutama disebabkan karena:

- Penurunan biaya depresiasi sebesar AS$3.643 ribu seiring dengan lebih rendahnya nilai buku aset.
- Penurunan biaya akresi *Asset Retirement Obligation* (ARO) dari AS$2.239 ribu di tahun 2018 menjadi AS$1.646 ribu di tahun 2019.
- Penurunan deferred *tax expense* sebesar AS$9.492 juta di tahun 2018 menjadi *deferred tax income* sebesar AS$21.640 ribu di tahun 2019. Realisasi *deferred tax income* di tahun 2019 mencerminkan bahwa biaya depresiasi di buku komersial (PSAK) lebih tinggi dibandingkan biaya depresiasi di buku *fiscal* (PSC).

Net profit (loss) increased 126.07% from US$38,995 thousand in 2018 to US$88,156 thousand in 2019. The increase was mainly due to:

- A decrease in depreciation costs of US$3,643 thousand in line with lower book value of assets.
- A decrease in accretion costs of Asset Retirement Obligation (ARO) from US$2,239 thousand in 2018 to US$1,646 thousand in 2019.
- A decrease in deferred tax expenses of US$9,492 million in 2018 to a deferred tax income of US$21,640 thousand in 2019. The realization of deferred tax income in 2019 reflected that the depreciation costs in commercial books (SFAS) was higher than the depreciation costs in fiscal books (PSC).

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ETABLISSMENTS MAUREL ET PROM (M&P)

Segmen operasi Afrika-M&P merupakan eksplorasi dan produksi minyak dan gas, jasa pengeboran yang diperasionalkan oleh Etablissments Maurel Et Prom (M&P) yang beroperasi di 10 (sepuluh) negara. M&P bertindak sebagai operator di aset Gabon dan Tanzania serta merupakan pemegang saham mayoritas Seplat, Perusahaan minyak dan gas di Nigeria.

Dengan bergabungnya M&P kepada PIEP dan sesuai dengan acuan PSAK 22, maka seluruh produksi dan cadangan di M&P secara 100% bisa diakui sebagai proporsi dan hak dari PIEP, di mana dengan bertambahnya saham PIEP di M&P yang berjumlah 72,5% maka sudah membuat PIEP memegang kontrol penuh dan 100% terhadap proyeksi keuangan dan operasional dari M&P. Pada bulan Desember 2018, terdapat pembayaran atas *Liquidity Free Shares* milik pekerja M&P dan percepatan pelunasan *Royalty Rockover* melalui penerbitan saham baru, sehingga saham PIEP di M&P menjadi 70,75%. *Share capital* per Desember 2019 menjadi 71,29% akibat adanya *liquidity free shares*.

ETABLISSMENTS MAUREL ET PROM (M&P)

The Africa-M&P operating segment is exploration and production of oil and gas, drilling services operated by Etablissments Maurel Et Prom (M&P) which operates in 10 (ten) countries). M&P acts as an operator in Gabon and Tanzania assets and is a majority shareholder of Seplat, an oil and gas company in Nigeria.

With the merger of M&P to PIEP and in accordance with SFAS 22, all production and reserves in M&P can be 100% recognized as a proportion and rights of PIEP where by the additional 72.5% PIEP shares in M&P allows PIEP to take full control and 100% of the financial and operational projections of M&P. In December 2018, there was a payment for Liquidity Free Shares of M&P employees and the prepayment of Rockover's royalty through the issuance of new shares, so that PIEP's shares in M&P became 70.75%. Share capital as of December 2019 became 71.29% due to liquidity free shares.

PRODUKTIVITAS SEGMEN OPERASI AFRIKA-M&P

PRODUCTIVITY OF OPERATING SEGMENTS AFRICA-M&P

Tabel Produksi Segmen Operasi Afrika-M&P
Table Operating Segments Production in Africa-M&P

Uraian	Satuan Unit	2019	2018	Pertumbuhan Growth		Description
MINYAK						OIL
Produksi	Kbopd	24,93	16,99	7,94	46,73%	Production
Volume	Kbo	9.099	6.201	2.898	46,73%	Volume
GAS						GAS
Produksi	MMscfd	34,61	39,92	(5,31)	(13,30%)	Production
Volume	MMscf	12.634	14.570	(1.936)	(13,30%)	Volume
MINYAK DAN GAS						OIL AND GAS
Produksi	Kboepd	30,90	23,88	7,02	29,40%	Production
Volume	Kboe	11.280	8.716	2.564	29,40%	Volume

Produksi minyak mencapai 24,93 Kbopd di tahun 2019, meningkat 46,73% dibandingkan dengan tahun 2018 yang mencapai 16,99 Kbopd. Demikian pula dengan volume

Oil production reached 24.93 Kbopd in 2019, increased 46.73% compared to 2018 which reached 16.99 Kbopd. Likewise, oil volume also experienced an increase from 6,201 Kbo in 2018

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minyak yang mengalami peningkatan dari 6.201 Kbo di tahun 2018 menjadi 9.099 Kbo di tahun 2019. Peningkatan tersebut karena akuisisi lapangan baru di Angola.

to 9,099 Kbo in 2019. The increase was due to the acquisitions of new fields in Angola.

Produksi gas mencapai 34,61 MMscfd di tahun 2019, turun 13,30% dibandingkan dengan tahun 2018 yang mencapai 39,92 MMscfd. Demikian pula dengan volume gas yang mengalami penurunan sebesar 13,30% dari 14.570 MMscf di tahun 2018 menjadi 12.634 MMscf di tahun 2019. Penurunan tersebut karena adanya penurunan *demand* gas di Tanzania pada saat musim hujan Kuartal II tahun 2019.

Gas production reached 34.61 MMscfd in 2019, down 13.30% compared to 2018 which reached 39.92 MMscfd. Likewise, gas volume also experienced a decrease of 13.30% from 14,570 MMscf in 2018 to 12,634 MMscf in 2019. The decrease was due to a decrease in gas demand in Tanzania during the rainy season in the second quarter of 2019.

Produksi minyak dan gas mencapai 30,90 Kboepd di tahun 2019, meningkat 29,40% dibandingkan dengan tahun 2018 yang mencapai 23,88 Kboepd. Volume minyak dan gas juga mengalami peningkatan dari 8.716 Kboe di tahun 2018 menjadi 11.280 Kboe di tahun 2019. Peningkatan tersebut karena akuisisi lapangan baru di Angola.

Oil and gas production reached 30.90 Kboepd in 2019, increased 29.40% compared to 2018 which reached 23.88 Kboepd. The oil and gas volume also experienced an increase from 8,716 Kboe in 2018 to 11,280 Kboe in 2019. The increase was due to the acquisitions of new fields in Angola.

PENDAPATAN DAN PROFITABILITAS SEGMEN OPERASI AFRIKA-M&P

REVENUES AND PROFITABILITY OF OPERATING SEGMENTS AFRICA-M&P

Tabel Pendapatan dan Profitabilitas Operasi Afrika-M&P
Table Revenues and Profitability of Operating Segments in Africa-M&P

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
Pendapatan Usaha	**537.304**	**426.962**	**110.342**	**25,84%**	**Revenues**
Biaya Produksi	290.855	187.940	102.915	54,76%	Production Costs
Biaya Depresiasi	154.116	95.075	59.041	62,10%	Depreciation Costs
Biaya Umum & Administrasi	17.915	8.662	9.253	106,82%	General and Administrative Costs
Laba/(Rugi) Usaha	74.418	135.285	(60.867)	(44,99%)	Operating Profit/(Loss)
Pendapatan/(Beban) Lain	55.270	25.536	29.733	116,44%	Other Income/(Expense)
Beban Keuangan	(31.892)	(30.805)	(1.087)	3,53%	Finance Costs
Laba/(Rugi) Sebelum Pajak	97.796	130.017	(32.221)	(24,78%)	Profit/(Loss) Before Tax
Beban Pajak	80.686	74.340	6.345	8,54%	Tax Expenses
Non Controlling Interest	2.527	19.480	(16.953)	(87,03%)	Non-Controlling Interest
Laba/(Rugi) Bersih	**14.583**	**36.196**	**(21.613)**	**(59,71%)**	**Net Profit/(Loss)**

Pendapatan usaha di tahun 2019 mencapai AS$537.304 ribu, mengalami pertumbuhan sebesar 25,84% dibandingkan dengan tahun 2018 yang mencapai AS$426.962 ribu.

Revenues in 2019 reached US$537,304 thousand, experienced an increase of 25.84% compared to 2018 which reached US$426,962 thousand. The increase was mainly due to an

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Peningkatan tersebut terutama disebabkan karena kenaikan produksi di Gabon dan kenaikan produksi di Angola seiring dengan akuisisi 20% *working interest* di blok 3/05 dan 3/05A.

Laba (rugi) bersih tahun 2019 mencapai AS$14.583 ribu, turun 59,71% dibandingkan dengan tahun 2018 yang mencapai AS$36.196 ribu. Penurunan tersebut terutama disebabkan karena meningkatnya Beban Usaha sebesar AS$139.716 ribu dari AS$291.677 ribu di tahun 2018 menjadi AS$431.393 ribu di tahun 2019.

increase in production in Gabon and an increase in production in Angola along with the acquisition of a 20% working interest in Blocks 3/05 and 3/05A.

Net profit (loss) in 2019 reached US$14,583 thousand, down 59.71% compared to 2018 which reached US$36,196 thousand. The decrease was mainly due to an increase in Operating Expenses of US$139,716 thousand from US$291,677 thousand in 2018 to US$431,393 thousand in 2019.

LAIN-LAIN

PENJELASAN SEGMEN OPERASI-LAIN-LAIN

Segmen operasi lain-lain adalah *Head Office*.

PRODUKTIVITAS SEGMEN OPERASI-LAIN-LAIN

Head Office tidak melakukan kegiatan produksi.

PENDAPATAN DAN PROFITABILITAS SEGMEN OPERASI-LAIN-LAIN

OTHERS

EXPLANATION OF OPERATING SEGMENTS-OTHERS

Other operating segment is the Head Office.

PRODUCTIVITY OF OPERATING SEGMENTS-OTHERS

Head Office does not carry out any production activities.

REVENUES AND PROFITABILITY OF OPERATING SEGMENTS-OTHERS

Tabel Pendapatan Segmen Operasi Lain-lain
Table Revenues of Operating Segments-Others

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
Pendapatan Usaha	**-**	**-**	**-**	**-**	**Revenues**
Biaya Produksi	-	-	-	-	Production Costs
Biaya Depresiasi	-	-	-	-	Depreciation Costs
Biaya Umum & Administrasi	38.493	27.789	10.705	38,52%	General and Administrative Costs
Laba/(Rugi) Usaha	(38.493)	(27.789)	(10.705)	38,52%	Operating Profit/(Loss)
Pendapatan/(Beban) Lain	25.469	22.493	2.976	13,23%	Other Income/(Expense)
Beban Keuangan	-	-	-	-	Finance Costs
Laba/(Rugi) Sebelum Pajak	(13.024)	(5.296)	(7.729)	145,95%	Profit/(Loss) Before Tax
Beban Pajak	(0)	7.072	(7.072)	(100,00%)	Tax Expenses
Laba/(Rugi) Bersih	**(13.024)**	**(12.368)**	**(656)**	**(5,31%)**	**Net Profit/(Loss)**

Tidak terdapat pendapatan usaha dari segmen operasi lain-lain di tahun 2019 maupun tahun 2018. Namun, laba (rugi) bersih tahun 2019 mencapai (AS$13.024) ribu, meningkat 5,31% dibandingkan dengan tahun 2018 yang mencapai

There were no revenues from operating segments-others in 2019 or 2018. However, net profit (loss) in 2019 reached (US$13,024) thousand, increase 5.31% compared to 2018 which reached (US$12,368) thousand. The increase was due

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(AS$12.368) ribu. Peningkatan tersebut karena kenaikan biaya umum dan administrasi sebesar AS$10.705 ribu yang disebabkan kenaikan jumlah pekerja dari 186 pekerja di tahun 2018 menjadi 193 pekerja di tahun 2019.

to an increase in general and administrative costs amounting to US$10,705 thousand which was mainly due to an increase in manpower related costs in line with the increase in the number of employees from 186 people in 2018 to 193 people in 2019.

Tabel Pendapatan dan Profitabilitas Segmen Operasi
Table Revenues and Profitability of Operating Segments

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian Description	**2019**						
	Timur Tengah Middle East	**Asia**	**Afrika**	**Lain-lain** Others	**Jumlah Sebelum Eliminasi** Total Before Elimination	**Eliminasi** Elimination	**Jumlah Konsolidasian** Total Consolidated
Penjualan eksternal External Sales	104.436	315.993	800.653	-	1.221.082	-	1.221.082
Penjualan antar segmen Inter-segment Sales	-	-	-	-	-	-	-
Jumlah segmen pendapatan Total Segment Revenues	104.436	315.993	800.653	-	1.221.082	-	1.221.082
Hasil segmen Segment Results	16.606	67.481	254.989	(37.508)	301.568	17.727	319.295
Laba selisih kurs Foreign Exchange Gain							(12.738)
Pendapatan keuangan Finance Income							5.002
Beban keuangan Finance Expense							(26.343)
Bagian atas laba neto entitas asosiasi Share in Net Profit of Associates							39.789
Pendapatan lain-lain-neto Other Income-Net							(1.960)
Pemulihan/(penurunan) nilai investasi di blok minyak dan gas bumi. Reversal of/(provision for) Impairment of Investment in Oil and Gas Blocks							(50.061)
							(46.310)
Laba sebelum beban Pajak penghasilan Income Before Income Tax Expense							**272.985**
Beban pajak penghasilan Income Tax Expense							(164.785)
Laba tahun berjalan Profit For The Year							**108.200**
Laba yang dapat diatribusikan kepada: Income attributable to:							

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Tabel Pendapatan dan Profitabilitas Segmen Operasi
Table Revenues and Profitability of Operating Segments

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian Description	2019						
	Timur Tengah Middle East	Asia	Afrika	Lain-lain Others	Jumlah Sebelum Eliminasi Total Before Elimination	Eliminasi Elimination	Jumlah Konsolidasian Total Consolidated
Pemilik entitas induk Owners of the Parent							97.452
Kepentingan non pengendali Non-Controlling Interest							10.748
							108.200
INFORMASI LAIN OTHER INFORMATION							
Segmen aset Segment Assets	-	230.321	2.120.257	-	2.350.578	-	2.350.578
Investasi Investments	398.903	910.533	282.555	53.422	1.645.414	-	1.645.414
Jumlah aset Total Assets	398.903	1.140.855	2.402.813	53.422	3.995.992	-	3.995.992

Tabel Pendapatan dan Profitabilitas Segmen Operasi
Table Revenues and Profitability of Operating Segments

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian Description	2018						
	Timur Tengah Middle East	Asia	Afrika	Lain-lain Others	Jumlah Sebelum Eliminasi Total Before Elimination	Eliminasi Elimination	Jumlah Konsolidasian Total Consolidated
Penjualan eksternal External Sales	103.301	406.301	681.995	-	1.191.597	-	1.191.597
Penjualan antar segmen Inter-segment Sales	-	-	-	-	-	-	-
Jumlah segmen pendapatan Total Segment Revenues	103.301	406.301	681.995	-	1.191.597	-	1.191.597
Hasil segmen Segment Results	19.354	115.241	291.163	(10.646)	413.118	(15.149)	397.969
Laba selisih kurs Foreign Exchange Gain							(10.161)
Pendapatan keuangan Finance Income							10.919
Beban keuangan Finance Expense							(43.530)
Bagian atas laba neto entitas asosiasi Share in Net Profit of Associates							30.585
Pendapatan lain-lain-neto Other Income-Net							7.147

TINJAUAN OPERASIONAL

OPERATIONAL REVIEW

Tabel Pendapatan dan Profitabilitas Segmen Operasi
Table Revenues and Profitability of Operating Segments

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian Description	2018						
	Timur Tengah Middle East	**Asia**	**Afrika**	**Lain-lain** Others	**Jumlah Sebelum Eliminasi** Total Before Elimination	**Eliminasi** Elimination	**Jumlah Konsolidasian** Total Consolidated
Pemulihan/(penurunan) nilai investasi di blok minyak dan gas bumi. Reversal of/(provision for) Impairment of Investment in Oil and Gas Blocks							(163.919)
							(168.959)
Laba sebelum beban Pajak penghasilan Income Before Income Tax Expense							**229.010**
Beban pajak penghasilan Income Tax Expense							(249.243)
Laba Tahun Berjalan Profit For The Year							**(20.233)**
Laba yang dapat diatribusikan kepada: Income attributable to:							
Pemilik entitas induk Owners of the Parent							(39.713)
Kepentingan non pengendali Non-Controlling Interest							19.480
							(20.233)
INFORMASI LAIN NON-CONTROLLING INTEREST							
Segmen aset Segment Assets	-	212.277	2.065.260	-	2.277.537	-	2.277.537
Investasi Investments	403.318	1.024.237	253.240	54.276	1.735.070	-	1.735.071
Jumlah aset Total Assets	403.318	1.236.514	2.318.500	54.276	4.012.607	-	4.012.608

Tabel Pertumbuhan Profitabilitas Segmen Operasi
Table Profitability Growth of Operating Segments

(dalam%)
(in%)

Uraian Description	Pertumbuhan 2018-2019						
	Timur Tengah Middle East	**Asia**	**Afrika**	**Lain-lain** Others	**Jumlah Sebelum Eliminasi** Total Before Elimination	**Eliminasi** Elimination	**Jumlah Konsolidasian** Total Consolidated
Penjualan Eksternal External Sales	1,10%	(22,23%)	17,40%		2,47%		2,47%
Penjualan antar segmen Inter-segment Sales	-	-	-	-	-	-	-

TINJAUAN OPERASIONAL
OPERATIONAL REVIEW

Tabel Pertumbuhan Profitabilitas Segmen Operasi
Table Profitability Growth of Operating Segments

(dalam%)
(in%)

Uraian Description	Pertumbuhan 2018-2019						
	Timur Tengah Middle East	**Asia**	**Afrika**	**Lain-lain** Others	**Jumlah Sebelum Eliminasi** Total Before Elimination	**Eliminasi** Elimination	**Jumlah Konsolidasian** Total Consolidated
Jumlah segmen pendapatan Total Segment Revenues	1,10%	(22,23%)	17,40%		2,47%	-	2,47%
Hasil segmen Segment Results	(14,20%)	(41,44%)	(12,42%)	252,32%	(27,00%)	(217,02%)	(19,77%)
Laba selisih kurs Foreign Exchange Gain	-	-	-	-	-	-	25,36%
Pendapatan keuangan Finance Income	-	-	-	-	-	-	(54,19%)
Beban keuangan Finance Expense	-	-	-	-	-	-	(39,48%)
Bagian atas laba neto entitas asosiasi Share in Net Profit of Associates	-	-	-	-	-	-	30,09%
Pendapatan lain-lain-neto Other Income-Net	-	-	-	-	-	-	(127,42%)
Pemulihan/(penurunan) nilai investasi di blok minyak dan gas bumi. Reversal of/(provision for) Impairment of Investment in Oil and Gas Blocks	-	-	-	-	-	-	(69,46%)
	-	-	-	-	-	-	(72,59%)
Laba sebelum beban Pajak penghasilan Income Before Income Tax Expense							**19,20%**
Beban pajak penghasilan Income Tax Expense	-	-	-	-	-	-	(33,89%)
Laba tahun berjalan Profit For The Year	**-**	**-**	**-**	**-**	**-**	**-**	**(634,77%)**
Laba yang dapat diatribusikan kepada: Income attributable to:							
Pemilik entitas induk Owners of the Parent	-	-	-	-	-	-	(345,39%)
Kepentingan non pengendali Non-Controlling Interest	-	-	-	-	-	-	(44,83%)
							(634,77%)
INFORMASI LAIN OTHER INFORMATION							
Segmen Aset Segment Assets	-	8,50%	2,66%	-	3,21%	-	3,21%
Investasi Investments	(1,09%)	(11,10%)	11,58%	(1,57%)	(5,17%)	-	(5,17%)
Jumlah Aset Total Assets	(1,09%(	(7,74%)	3,64%	(1,57%)	(0,41%)	-	(0,41%)

TINJAUAN KEUANGAN

FINANCIAL REVIEW

Tinjauan keuangan yang diuraikan berikut mengacu kepada Laporan Keuangan untuk tahun yang berakhir tanggal 31 Desember 2019 dan 2018 yang disajikan dalam Laporan Tahunan ini. Laporan Keuangan telah diaudit oleh Kantor Kantor Akuntan Publik Purwanto, Sungkoro, dan Surja (Member of Ernst *and* Young Global) dan mendapat opini wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Pertamina Internasional Eksplorasi dan Produksi dan entitas anaknya pada tanggal 31 Desember 2019 serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

The financial reviews as described below refer to the Financial Statements for the years ended December 31, 2019 and 2018 presented in this Annual Report. The Financial Statements has been audited by Public Accounting Firm Purwanto, Sungkoro & Surja (Member of Ernst and Young Global) and received a fair opinion, in all material respects, the consolidated financial position of PT Pertamina Internasional Eksplorasi dan Produksi and its subsidiaries as of December 31, 2019, and their consolidated financial Performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

KINERJA KEUANGAN

Kinerja keuangan Perusahaan terdiri atas kinerja Laporan Posisi Keuangan Konsolidasian, Laporan Laba Rugi dan Penghasilan Komprehensif serta Laporan Arus Kas Konsolidasian disajikan sebagai berikut.

FINANCIAL PERFORMANCE

The Company's financial performance consists of the performance of the Consolidated Statement of Financial Position, Consolidated Statement of Profit or Loss and Other Comprehensive Income as well as Consolidated Statement of Cash Flows that are presented as follows.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Tabel Laporan Posisi Keuangan Konsolidasian
Table Consolidated Statement of Financial Position

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
ASET					ASSETS
ASET LANCAR					CURRENT ASSETS
Kas dan setara kas	739.642	870.218	(130.576)	(15,01%)	Cash and cash equivalents
Investasi Jangka pendek	323	366	(43)	(11,75%)	Short-term investments
Piutang usaha	934.878	616.560	318.318	51,63%	Trade receivables
Pihak berelasi	673.455	470.361	203.094	43,18%	Related parties
Pihak ketiga	261.423	146.199	115.224	78,81%	Third parties
Piutang lain-lain	24.140	34.073	(9.933)	(29,15%)	Other Receivables
Pihak berelasi	2.602	2.248	354	15,75%	Related parties
Pihak ketiga	21.539	31.825	(10.286)	(32,32%)	Third parties
Persediaan	45.639	52.070	(6.430)	(12,35%)	Inventories
Pajak dibayar di muka	45.766	35.434	10.332	29,16%	Prepaid taxes

TINJAUAN KEUANGAN
FINANCIAL REVIEW

Tabel Laporan Posisi Keuangan Konsolidasian
Table Consolidated Statement of Financial Position

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Beban dibayar di muka dan uang muka	16.790	46.688	(29.898)	(64,04%)	Prepayments and advances
Aset lancar lainnya	95.154	67.582	27.572	40,80%	Other current assets
Jumlah Aset Lancar	**1.902.333**	**1.722.991**	**179.342**	**10,41%**	**Total Current Assets**
ASET TIDAK LANCAR					NON-CURRENT ASSETS
Aset pajak tangguhan	-	505	(505)	(100,00%)	Deferred tax assets
Investasi jangka panjang	1.677.953	1.735.071	(57.118)	(3,29%)	Long-term investments
Aset minyak dan gas bumi	2.353.236	2.277.537	75.699	3,32%	Oil and gas properties
Aset tidak lancar lainnya	115.738	102.686	13.052	12,71%	Other non-current assets
Jumlah Aset Tidak Lancar	**4.146.927**	**4.115.799**	**31.128**	**0,76%**	**Total Non-Current Assets**
JUMLAH ASET	**6.049.260**	**5.838.790**	**210.470**	**3,60%**	TOTAL ASSETS
LIABILITAS DAN EKUITAS					LIABILITIES AND EQUITY
LIABILITAS JANGKA PENDEK					CURRENT LIABILITIES
Utang usaha	186.507	139.703	46.804	33,50%	Trade payables
Pihak berelasi	55.406	7.747	47.659	615,19%	Related parties
Pihak ketiga	131.101	131.956	(855)	(0,65%)	Third parties
Utang pajak	48.631	59.387	(10.756)	(18,11%)	Taxes payable
Beban yang masih harus dibayar	67.896	99.209	(31.313)	(31,56%)	Accrued expenses
Utang lain-lain	321.373	285.773	35.600	12,46%	Other payables
Pihak berelasi	204.275	168.070	36.205	21,54%	Related parties
Pihak ketiga	117.098	117.703	(605)	(0,51%)	Third parties
Pinjaman jangka panjang bagian lancar	257.708	113	257.595	227.960,18%	Long-term loan-current portion
Pihak berelasi	106.029	-	106.029	-	Related parties
Pihak ketiga	151.679	113	151.566	134.129,20%	Third parties
Jumlah Liabilitas Jangka Pendek	**882.114**	**584.185**	**297.929**	**51,00%**	**Total Current Liabilities**
LIABILITAS JANGKA PANJANG					NON-CURRENT LIABILITIES
Kewajiban pajak tangguhan	453.658	436.733	16.925	3,88%	Deferred tax liabilities
Liabilitas imbalan kerja pekerja	1.927	1.421	506	35,60%	Employee benefits liabilities
Provisi pembongkaran dan restorasi	160.413	112.083	48.330	43,12%	Provision for decommissioning and site restoration
Pinjaman jangka panjang-dikurangi bagian lancar	448.519	701.766	(253.247)	(36,09%)	Long-term loan-net of current portion
Pihak berelasi	-	106.029	(106.029)	(100,00%)	Related parties
Pihak ketiga	448.519	595.737	(147.218)	(24,71%)	Third parties
Utang jangka panjang lain-lain	-	-	-	-	Other non-current payables
Jumlah Liabilitas Jangka Panjang	**1.064.517**	**1.252.003**	**(187.486)**	**(14,97%)**	**Total Non-Current Liabilities**

TINJAUAN KEUANGAN

FINANCIAL REVIEW

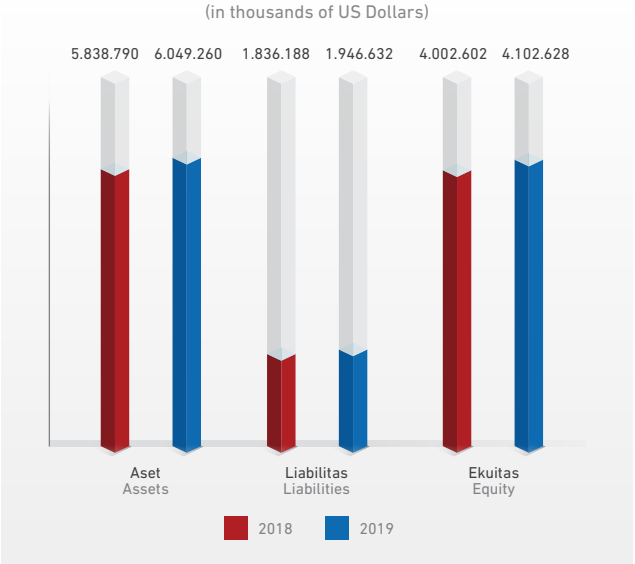
Tabel Laporan Posisi Keuangan Konsolidasian
Table Consolidated Statement of Financial Position

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
JUMLAH LIABILITAS	**1.946.632**	**1.836.188**	**110.444**	**6,01%**	TOTAL LIABILITIES
				-	
EKUITAS					EQUITY
Modal saham	3.900.597	3.900.597	0	0,00%	Share capital
Tambahan modal disetor	(309.722)	(309.723)	1	0,00%	Additional paid-in capital
Uang muka setoran saham	-	-	-	-	Advance for shares subscription
Saldo Laba	209.135	111.139	97.996	88,17%	Retained earnings
Komponen ekuitas lainnya	(37.491)	(32.705)	(4.786)	14,63%	Other equity components
Kepentingan non pengendali	340.110	333.294	6.816	2,05%	Non-controlling interest
JUMLAH EKUITAS	**4.102.628**	**4.002.602**	**100.026**	**2,50%**	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS	**6.049.260**	**5.838.790**	**210.470**	**3,60%**	TOTAL LIABILITIES AND EQUITY

Grafik Laporan Posisi Keuangan Konsolidasian
Graph Consolidated Statement of Financial Position

(dalam ribuan dollar AS)
(in thousands of US Dollars)



TINJAUAN KEUANGAN
FINANCIAL REVIEW

ASET

Aset tahun 2019 mencapai AS$6.049.260 ribu, meningkat 3,60% atau AS$210.470 ribu dibandingkan dengan tahun 2018 yang mencapai AS$5.838.790 ribu. Peningkatan tersebut berasal dari pertumbuhan aset lancar sebesar AS$179.342 ribu dan aset tidak lancar sebesar AS$31.128 ribu.

ASSETS

Assets in 2019 reached US$6,049,260 thousand, increased 3.60% or US$210,470 thousand compared to 2018 which reached US$5,838,790 thousand. The increase came from the growth of current assets of US$179,342 thousand and non-current assets of US$31,128 thousand.

Tabel Aset
Table of Assets

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Aset lancar	1.902.333	1.722.991	179.342	10,41%	Current Assets
Aset tidak lancar	4.146.927	4.115.799	31.128	0,76%	Non-Current Assets
Jumlah Aset	**6.049.260**	**5.838.790**	**210.470**	**3,60%**	**Total Assets**

Aset Lancar

Aset lancar tahun 2019 mencapai AS$1.902.333 ribu, meningkat 10,41% atau AS$179.342 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.722.991 ribu. Peningkatan tersebut terutama berasal dari kenaikan piutang usaha yang mencapai 51,63% atau AS$318.318 ribu.

Current Assets

Current assets in 2019 reached US$1,902,333 thousand, increased 10.41% or US$179,342 thousand compared to 2018 which reached US$1,722,991 thousand. The increase was mainly derived from from the growth of trade receivables which reached 51.63% or US$318,318 thousand.

Tabel Aset
Table of Assets

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Kas dan setara kas	739.642	870.218	(130.576)	(15,01%)	Cash and cash equivalents
Investasi Jangka pendek	323	366	(43)	(11,75%)	Short-term investments
Piutang usaha	934.878	616.560	318.318	51,63%	Trade receivables
Piutang lain-lain	24.140	34.073	(9.933)	(29,15%)	Other receivables
Persediaan	45.639	52.070	(6.430)	(12,35%)	Inventories
Pajak dibayar di muka	45.766	35.434	10.332	29,16%	Prepaid taxes
Beban dibayar di muka dan Uang muka	16.790	46.688	(29.898)	(64,04%)	Prepayments and advances
Aset lancar lainnya	95.154	67.582	27.572	40,80%	Other current assets
Jumlah aset lancar	**1.902.333**	**1.722.991**	**179.342**	**10,41%**	**Total current assets**

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KAS DAN SETARA KAS

Kas dan setara kas tahun 2019 mencapai AS$739.642 ribu, menurun 15,01% atau AS$130.576 ribu dibandingkan dengan tahun 2018 yang mencapai AS$870.218 ribu. Penurunan Kas dan Setara Kas terutama dikontribusikan dari Irak sebesar AS$59.926 ribu karena pada tahun 2019 hanya terdapat satu kali *lifting* yaitu sebesar AS$55.526 ribu di Bulan September 2019 serta penurunan Kas dan Setara Kas di M&P sebesar AS$48.827 ribu yang terutama digunakan untuk membiayai kegiatan investasi. Rincian untuk kas dan setara kas disajikan pada tabel di bawah ini:

CASH AND CASH EQUIVALENTS

Cash and cash equivalents in 2019 reached US$739,642 thousand, down 15.01% or US$130,576 thousand compared to 2018 which reached US$870,218 thousand. Decrease in Cash and Cash Equivalents was mainly contributed from Iraq by US$59,926 thousand because in 2019 there was only one lifting of US$55,526 thousand in September 2019 as well as a decrease in Cash and Cash Equivalents in M&P amounting to US$48,827 thousand which was mainly used to finance investment activities. Details for cash and cash equivalents are presented in the table below:

Tabel Kas dan Setara Kas
Table Cash and Cash Equivalents

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Kas	65	76	(11)	(14,47%)	Cash on hand
Kas di Bank	654.593	732.380	(77.787)	(10,62%)	Cash in banks
Deposito berjangka	84.984	137.762	(52.778)	(38,31%)	Time deposits
Jumlah kas dan setara kas	739.642	870.218	(130.576)	(15,01%)	**Total cash and cash equivalents**

INVESTASI JANGKA PENDEK

Investasi jangka pendek tahun 2019 mencapai AS$323 ribu, menurun 11,75% atau AS$43 ribu dibandingkan dengan tahun 2018 yang mencapai AS$366 ribu. Penurunan investasi jangka pendek disebabkan karena menurunnya penempatan deposito di Malaysia.

SHORT-TERM INVESTMENTS

Short-term investments in 2019 reached US$323 thousand, down 11.75% or US$43 thousand compared to 2018 which reached US$366 thousand. The decrease in short-term investments was due to a decrease in placement of Malaysian time deposits.

Tabel Investasi Jangka Pendek
Table Short-Term Investments

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Investasi Jangka pendek	323	366	(43)	(11,75%)	Short-Term Investments

TINJAUAN KEUANGAN
FINANCIAL REVIEW

PIUTANG USAHA

Piutang usaha tahun 2019 mencapai AS$934.878 ribu, meningkat 51,63% atau AS$318.318 ribu dibandingkan dengan tahun 2018 yang mencapai AS$616.560 ribu. Peningkatan tersebut berasal dari pertumbuhan piutang usaha dari pihak berelasi sebesar 43,18% dan piutang usaha dari pihak ketiga sebesar 78,81% seiring dengan hasil penjualan minyak dan gas di tahun 2019.

TRADE RECEIVABLES

Trade receivables in 2019 reached US$934,878 thousand, increased 51.63% or US$318,318 thousand compared to 2018 which reached US$616,560 thousand. The increase came from the growth of trade receivables from related parties by 43.18% and trade receivables from third parties by 78.81% in line with the results of oil and gas sales in 2019.

Tabel Piutang Usaha
Table Trade Receivables

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pihak berelasi	673.455	470.361	203.094	43,18%	Related parties
Pihak ketiga	261.423	146.199	115.224	78,81%	Third parties
Piutang usaha	**934.878**	**616.560**	**318.318**	**51,63%**	**Trade receivables**

PIUTANG LAIN-LAIN

Piutang lain-lain tahun 2019 mencapai AS$24.140 ribu, turun 29,15% atau AS$9.933 ribu dibandingkan dengan tahun 2018 yang mencapai AS$34.073 ribu. Hal tersebut karena adanya penurunan piutang lain-lain dari pihak ketiga sebesar AS$10.286 ribu terutama yang berasal dari Algeria.

OTHER RECEIVABLES

Other receivables in 2019 reached US$24,140 thousand, down 29.15% or US$9,933 thousand compared to 2018 which reached US$34,073 thousand. This was due to a decrease in other receivables from third parties of US$10,286 thousand, mainly from Algeria.

Tabel Piutang Lain-Lain
Table Other Receivables

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pihak berelasi	2.602	2.248	354	15,75%	Related parties
Pihak ketiga	21.539	31.825	(10.286)	(32,32%)	Third parties
Piutang lain-lain	**24.140**	**34.073**	**(9.933)**	**(29,15%)**	**Other receivables**

TINJAUAN KEUANGAN

FINANCIAL REVIEW

PERSEDIAAN

Persediaan tahun 2019 mencapai AS$45.639 ribu, turun 12,35% atau AS$6.430 ribu dibandingkan dengan tahun 2018 yang mencapai AS$52.070 ribu. Hal tersebut karena adanya penurunan material di Algeria sebesar AS$6.318 ribu seiring dengan digunakannya material tersebut untuk kegiatan operasi.

INVENTORIES

Inventories in 2019 reached US$45,639 thousand, down 12.35% or US$6,430 thousand compared to 2018 which reached US$52,070 thousand. This was due to a decrease in impairment of materials in Algeria amounting to US$6,318 thousand in line with the use of these materials for operational activities.

Tabel Persediaan
Table Inventories

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Material Umum	47.925	54.951	(7.026)	(12,79%)	General materials
Penyisihan persediaan usang, tidak terpakai dan tidak bergerak	(2.286)	(2.881)	595	(20,65%)	Provision for obsolete, unusable and slow-moving inventories
Persediaan	**45.639**	**52.070**	**(6.430)**	**(12,35%)**	**Inventories**

PAJAK DIBAYAR DI MUKA

Pajak dibayar dimuka tahun 2019 mencapai AS$45.766 ribu, meningkat 29,16% atau AS$10.332 ribu dibandingkan dengan tahun 2018 yang mencapai AS$35.434 ribu. Peningkatan tersebut berasal dari pertumbuhan PPN yang dapat ditagihkan kembali sebesar 25,53% atau AS$8.845 ribu.

PREPAID TAXES

Prepaid taxes in 2019 reached US$45,766 thousand, increased by 29.16% or US$10,332 thousand compared to 2018 which reached US$35,434 thousand. The increase came from the growth of reimbursable VAT by 25.53% or US$8,845 thousand.

Tabel Pajak Dibayar Dimuka
Table Prepaid Taxes

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
PPN yang dapat ditagihkan kembali	43.498	34.653	8.845	25,52%	Reimbursable VAT
Pajak lainnya	2.268	781	1.487	190,40%	Other taxes
Pajak dibayar di muka	**45.766**	**35.434**	**10.332**	**29,16%**	**Prepaid Taxes**

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BEBAN DIBAYAR DI MUKA DAN UANG MUKA

Beban dibayar dimuka tahun 2019 mencapai AS$16.790 ribu, turun 64,04% atau AS$29.898 ribu dibandingkan dengan tahun 2018 yang mencapai AS$46.688 ribu. Hal tersebut terutama disebabkan karena penurunan Uang Muka Kerja sebesar AS$25.101 ribu seiring dengan penurunan Uang Muka Kerja di Algeria.

PREPAYMENTS AND ADVANCES

Prepayments in 2019 reached US$16,790 thousand, down 64.04% or US$29,898 thousand compared to 2018 which reached US$46,688 thousand. This was mainly due to a decrease in Working Advances of US$25,101 thousand in line with the decrease of Working Advances in Algeria.

Tabel Beban Dibayar Dimuka dan Uang Muka
Table Prepaid Taxes

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Uang muka kerja	6.820	31.921	(25.101)	(78,63%)	Working advances
Cash call advances	4.930	9.885	(4.955)	(50,13%)	Cash call advances
Uang muka perjalanan dinas	65	62	3	4,84%	Prepaid travel expenses
Uang muka lainnya	4.975	4.820	155	3,22%	Other advances
Beban dibayar di muka dan uang muka	**16.790**	**46.688**	**(29.898)**	**(64,04%)**	**Prepayments and Advances**

Aset Tidak Lancar

Aset tidak lancar tahun 2019 mencapai AS$4.146.927 ribu, meningkat 0,76% atau AS$31.128 ribu dibandingkan dengan tahun 2018 yang mencapai AS$4.115.799 ribu. Peningkatan tersebut karena pertumbuhan aset minyak dan gas bumi sebesar 3,32% dan aset tidak lancar lainnya sebesar 98,41%.

Non-Current Assets

Non-current assets in 2019 reached US$4,146,927 thousand, increased by 0.76% or US$31,128 thousand compared to 2018 which reached US$4,115,799 thousand. The increase was due to the growth of oil and gas properties by 3.32% and other non-current assets by 98.41%.

Tabel Aset Tidak Lancar
Table Non-Current Assets

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Aset pajak tangguhan	-	505	(505)	(100,00%)	Deferred tax assets
Investasi jangka panjang	1.677.953	1.735.071	(57.118)	(3,29%)	Long-term investments
Aset minyak dan gas bumi	2.353.236	2.277.537	75.699	3,32%	Oil and gas properties
Aset tidak lancar lainnya	115.738	102.686	13.052	12,71%	Other non-current assets
Jumlah aset tidak lancar	**4.146.927**	**4.115.799**	**31.128**	**0,76%**	**Total Non-Current Assets**

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ASET PAJAK TANGGUHAN

Aset pajak tangguhan tahun 2019 turun 100,00% dibandingkan dengan tahun 2018 yang mencapai AS$505 ribu. Hal tersebut terutama karena tidak adanya aset pajak tangguhan di PIEP *Head Office* di tahun 2019.

DEFERRED TAX ASSETS

Deferred tax assets in 2019 down 100.00% compared to 2018 which reached US$505 thousand. This was mainly due to the absence of deferred tax assets at PIEP Head Office in 2019.

Tabel Aset Pajak Tangguhan
Table Deferred Tax Assets

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Aset pajak tangguhan	-	505	(505)	(100,00%)	Deferred Tax Assets

INVESTASI JANGKA PANJANG

Investasi jangka panjang tahun 2019 mencapai AS$1.677.953 ribu, turun 3,29% atau AS$57.118 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.735.071 ribu. Penurunan tersebut terutama dikontribusikan dari penurunan investasi jangka panjang di Malaysia dan Irak seiring dengan beban depresiasi di tahun berjalan dan adanya *impairment* di Malaysia.

LONG-TERM INVESTMENTS

Long-term investments in 2019 reached US$1,677,953 thousand, down 3.29% or US$57,118 thousand compared to 2018 which reached US$1,735,071 thousand. The decrease was mainly contributed by the decrease in long-term investments in Malaysia and Iraq in line with depreciation expenses for the year and the existence of impairments in Malaysia.

Tabel Investasi Jangka Panjang
Table Long-Term Investments

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Investasi pada blok minyak dan gas bumi, neto:					Investments in oil and gas blocks, net:
Blok K, Blok P, Blok SK-309, Blok SK-311 dan Blok SK-314A, Malaysia	925.518	1.024.238	(98.720)	(9,64%)	Block K, Block P, Block SK-309, Block SK-311 and Block SK-314A, Malaysia
Blok West Qurna-1, Irak	398.968	403.318	(4.350)	(1,08%)	Block West Qurna-1, Iraq
Investasi pada entitas asosiasi, neto	353.467	307.515	45.952	14,94%	Investments in associates, net
Investasi jangka panjang	**1.677.953**	**1.735.071**	**(57.118)**	**(3,29%)**	**Long-term investments**

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ASET MINYAK DAN GAS BUMI

Aset minyak dan gas bumi tahun 2019 mencapai AS$2.353.236 ribu, meningkat 3,32% atau AS$75.699 ribu dibandingkan dengan tahun 2018 yang mencapai AS$2.277.537 ribu. Peningkatan tersebut karena adanya:

- Algeria: Peningkatan aset dalam penyelesaian (*asset under construction*) dari AS$132.130 ribu di tahun 2018 menjadi AS$217.600 ribu di tahun 2019 seiring dengan realisasi biaya investasi di tahun 2019.
- Malaysia: realisasi investasi untuk proyek pengembangan lapangan Blok H terutama pada pekerjaan EPCIC *Risers & flowline*.

OIL AND GAS PROPERTIES

Oil and gas properties in 2019 reached US$2,353,236 thousand, increased by 3.32% or US$75,699 thousand compared to 2018 which reached US$2,277,537 thousand. The increase was due to:

- Algeria: Increased in assets under construction from US$132,130 thousand in 2018 to US$217,600 thousand in 2019 in line with the realization of investment costs in 2019.
- Malaysia: investment realization for the development project of Block H field especially in the EPCIC Risers & flowline works.

Tabel Aset Minyak dan Gas Bumi
Table Oil and Gas Properties

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
HARGA PEROLEHAN:					**ACQUISITION COST:**
Sumur minyak dan gas	3.608.689	3.483.157	125.532	3,60%	Oil and gas wells
Harta benda bergerak	207.439	186.427	21.012	11,27%	Movable assets
Bangunan	5.139	5.139	-	0,00%	Buildings
Aset dalam penyelesaian	448.055	348.131	99.924	28,70%	Assets under construction
Subtotal harga perolehan	**4.269.322**	**4.022.854**	**246.468**	**6,13%**	**Subtotal acquisition cost**
AKUMULASI PENYUSUTAN, DEPLESI DAN AMORTISASI:					**ACCUMULATED DEPRECIATION, DEPLETION AND AMORTIZATION:**
Sumur minyak dan gas	(1.757.849)	(1.589.858)	(167.991)	10,57%	Oil and gas wells
Harta benda bergerak	(154.640)	(152.306)	(2.334)	1,53%	Movable assets
Bangunan	(3.597)	(3.153)	(444)	14,08%	Buildings
Subtotal Akumulasi penyusutan, deplesi dan amortisasi	**(1.916.086)**	**(1.745.317)**	**(170.769)**	**9,78%**	**Subtotal accumulated depreciation, depletion and amortization**
Aset minyak dan gas bumi	**2.353.236**	**2.277.537**	**75.699**	**3,32%**	**Oil and Gas Properties**

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ASET TIDAK LANCAR LAINNYA

Aset tidak lancar lainnya tahun 2019 mencapai AS$115.738 ribu, meningkat 12,71% atau AS$13.052 ribu dibandingkan dengan tahun 2018 yang mencapai AS$2102.686 ribu. Peningkatan tersebut terutama berasal dari kenaikan Dana yang dibatasi untuk tujuan restorasi lingkungan hidup.

OTHER NON-CURRENT ASSETS

Other non-current assets in 2019 reached US$115,738 thousand, grew 12.71% or US$13,052 thousand compared to 2018 which reached US$102,686 thousand. The increase was mainly derived from the increase in restricted funds for site restoration.

Tabel Aset Tidak Lancar Lainnya
Table Other Non-Current Assets

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Dana yang dibatasi untuk tujuan restorasi lingkungan hidup	50.890	34.374	16.516	48,05%	Restricted funds for site restoration
PPN yang dapat ditagihkan kembali	43.554	44.675	(1.121)	(2,51%)	Reimbursable VAT
Dana yang dibatasi penggunaannya	20.977	23.229	(2.252)	(9,69%)	Restricted funds
Piutang karyawan	74	386	(312)	(80,83%)	Employee receivables
Lain-lain	243	22	221	1.004,55%	Others
Aset tidak lancar lainnya	**115.738**	**102.686**	**13.052**	**12,71%**	**Other Non-current assets**

LIABILITAS

Liabilitas tahun 2019 mencapai AS$1.946.632 ribu, meningkat 6,01% atau AS$110.444 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.836.188 ribu. Peningkatan tersebut karena pertumbuhan liabilitas jangka pendek sebesar AS$297.929 ribu sedangkan liabilitas jangka panjang mengalami penurunan sebesar AS$187.486 ribu.

LIABILITIES

Liabilities in 2019 reached US$1,946,632 thousand, an increase of 6.01% or US$110,444 thousand compared to 2018 which reached US$1,836,188 thousand. The increase was due to growth in current liabilities of US$297,929 thousand while non-current liabilities decreased by US$187,486 thousand.

Tabel Liabilitas
Table Liabilities

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Liabilitas jangka pendek	882.114	584.185	297.929	51,00%	Current liabilities
Liabilitas jangka panjang	1.064.517	1.252.003	(187.486)	(14,97%)	Non-current liabilities
Jumlah liabilitas	**1.946.632**	**1.836.188**	**110.444**	**6,01%**	**Total liabilities**

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Liabilitas Jangka Pendek

Liabilitas jangka pendek tahun 2019 mencapai AS$882.114 ribu, meningkat 51,00% atau AS$297.929 ribu dibandingkan dengan tahun 2018 yang mencapai AS$584.185 ribu. Peningkatan tersebut karena pertumbuhan pinjaman jangka panjang bagian lancar sebesar AS$257.595 ribu khususnya terkait dengan cicilan pokok utang jangka panjang yang jatuh tempo di tahun 2020 di aset M&P.

Current Liabilities

Current liabilities in 2019 reached US$882,114 thousand, increased by 51.00% or US$297,929 thousand compared to 2018 which reached US$584,185 thousand. The increase was due to the growth in long-term loan-current portion amounting to US$257,595 thousand, mainly related to the principal installment of long-term loan with maturity periods in 2020 in M&P assets.

Tabel Liabilitas Jangka Pendek
Table Current Liabilities

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Utang usaha	186.507	139.703	46.804	33,50%	Restricted funds for site restoration
Utang pajak	48.631	59.387	(10.756)	(18,11%)	Reimbursable VAT
Beban yang masih harus dibayar	67.896	99.209	(31.313)	(31,56%)	Restricted funds
Utang lain-lain	186.507	139.703	46.804	33,50%	Employee receivables
Pinjaman jangka panjang bagian lancar	257.708	113	257.595	227.960,18%	Others
Jumlah liabilitas jangka pendek	**882.114**	**584.185**	**297.929**	**51,00%**	**Other Non-current assets**

UTANG USAHA

Utang usaha tahun 2019 mencapai AS$186.507 ribu, meningkat 33,50% atau AS$46.804 ribu dibandingkan dengan tahun 2018 yang mencapai AS$139.703 ribu. Peningkatan tersebut karena adanya pertumbuhan utang usaha pihak ketiga dari Afrika.

TRADE PAYABLES

Trade payables in 2019 reached US$186,507 thousand, an increase of 33.50% or US$46,804 thousand compared to 2018 which reached US$139.703 thousand. The increase was due to the growth in trade payables by third parties from Africa.

Tabel Utang Usaha Berdasarkan Pihak Ketiga
Table Trade Payables by Third Parties

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pihak Berelasi	55.406	7.747	47.659	615,19%	Related Parties
Pihak Ketiga	131.101	131.956	(855)	(0,65%)	Third Parties
Utang usaha	**186.507**	**139.703**	**46.804**	**33,50%**	**Trade Payables**

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UTANG PAJAK

Utang pajak tahun 2019 mencapai AS$48.631 ribu, turun 18,11% atau AS$10.756 ribu dibandingkan dengan tahun 2018 yang mencapai AS$59.387 ribu. Hal tersebut karena penurunan utang PPN sebesar AS$17.609 yang dikontribusikan dari aset M&P.

TAXES PAYABLE

Taxes payable in 2019 reached US$48,631 thousand, down 18.11% or US$10,756 thousand compared to 2018 which reached US$59,387 thousand. This was due to a decrease in VAT loans amounting to US$17,609 contributed from M&P assets.

Tabel Utang Usaha Berdasarkan Pihak Ketiga
Table Trade Payables by Third Parties

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
PPN	29.368	46.977	(17.609)	-37,48%	VAT
Utang pajak kini	17.961	11.409	6.552	57,43%	Current tax liabilities
Pajak penghasilan-pasal 21	1.191	996	195	19,58%	Withholding income taxes-article 21
Pajak imbalan remunerasi	-	-	-	-	Tax on remuneration fees
Pajak Lainnya	111	5	106	2.120,00%	Other taxes
Utang pajak	**48.631**	**59.387**	**(10.756)**	**(18,11%)**	**Taxes Payable**

BEBAN MASIH HARUS DIBAYAR

Beban yang masih harus dibayar tahun 2019 mencapai AS$67.896 ribu, turun 31,56% atau AS$31.313 ribu dibandingkan dengan tahun 2018 yang mencapai AS$99.209 ribu. Hal tersebut karena penurunan beban yang masih harus dibayar dari pemasok dan kontraktor sebesar AS$28.495 ribu.

ACCRUED EXPENSES

Accrued expenses in 2019 reached US$67,896 thousand, down 31.56% or US$31,313 thousand compared to 2018 which reached US$99,209 thousand. This was due to a decrease in accrued expenses from suppliers and contractors amounting to US$28,495 thousand.

Tabel Beban Yang Masih Harus Dibayar
Table Accrued Expenses

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pemasok dan kontraktor	30.789	59.284	(28.495)	(48,07%)	Suppliers and contractors
Gaji, bonus dan insentif	15.083	8.590	6.493	75,59%	Salaries, bonuses and incentives
Lain-lain	22.024	31.335	(9.311)	(29,71%)	Others
Beban yang masih harus dibayar	**67.896**	**99.209**	**(31.313)**	**(31,56%)**	**Accrued expenses**

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UTANG LAIN-LAIN

Utang lain-lain tahun 2019 mencapai AS$321.373 ribu, meningkat 12,46% atau AS$35.600 ribu dibandingkan dengan tahun 2018 yang mencapai AS$285.773 ribu. Peningkatan tersebut terutama dari peningkatan Utang Malaysia kepada Pihak Berelasi atas *dropping* dana yang naik dari AS$67.036 ribu di tahun 2018 menjadi AS$135.508 ribu. Rincian utang lain-lain disajikan pada tabel di bawah ini:

OTHER PAYABLES

Other payables in 2019 reached US$321,373 thousand, increased by 12.46% or US$35,600 thousand compared to 2018 which reached US$285,773 thousand. The increase was mainly due to an increase in payables of Malaysia to Related Parties for the dropping of funds which rose from US$67,036 thousand in 2018 to US$135,508 thousand. Details of other payables are presented in the table below:

Tabel Utang Lain-lain
Table Other Payables

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pihak berelasi	204.275	168.070	36.205	21,54%	Related parties
Pihak ketiga	117.098	117.703	(605)	(0,51%)	Third parties
Utang lain-lain	**321.373**	**285.773**	**35.600**	**12,46%**	**Other payables**

PINJAMAN JANGKA PANJANG-BAGIAN LANCAR

Pinjaman jangka panjang bagian lancar tahun 2019 mencapai AS$257.708 ribu, meningkat AS$257.595 ribu dibandingkan dengan tahun 2018 yang mencapai AS$113 ribu. Peningkatan tersebut terkait dengan cicilan pokok utang jangka panjang yang jatuh tempo di tahun 2020 di aset M&P.

LONG-TERM LOAN-CURRENT PORTION

Long-term loan-current portion in 2019 reached US$257,708 thousand, increased by US$257,595 thousand compared to 2018 which reached US$113 thousand. The increase was related with the principal installment of long-term loan with maturity periods in 2020 in M&P assets.

Tabel Pinjaman Jangka Panjang-Bagian Lancar
Table Long-Term Loan-Current Portion

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pihak berelasi	106.029	-	106.029	-	Related parties
Pihak ketiga	151.679	113	151.566	134.129,20%	Third parties
Pinjaman jangka panjang bagian lancar	**257.708**	**113**	**257.595**	**227.960,18%**	**Long-term loan-Current Portion**

TINJAUAN KEUANGAN

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Liabilitas Jangka Panjang

Liabilitas jangka panjang tahun 2019 mencapai AS$1.064.517 ribu, turun 14,97% atau AS$187.486 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.252.003 ribu. Hal tersebut tersebut karena turunnya pinjaman jangka panjang-dikurangi bagian lancar sebesar AS$253.247 ribu.

Non-Current Liabilities

Non-current liabilities in 2019 reached US$1,064,517 thousand, down by 14.97% or US$187,486 thousand compared to 2018 which reached US$1,252,003 thousand. This was due to a decrease in long-term loan-net of current portion amounting to US$253,247 thousand.

Tabel Liabilitas Jangka Panjang
Table Non-Current Liabilities

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Kewajiban pajak tangguhan	453.658	436.733	16.925	3,88%	Deferred tax liabilities
Liabilitas imbalan kerja pekerja	1.927	1.421	506	35,60%	Employee benefits liabilities
Provisi pembongkaran dan restorasi	160.413	112.083	48.330	43,12%	Provision for decommissioning and site restoration
Pinjaman jangka panjang-dikurangi bagian lancar	448.519	701.766	(253.247)	(36,09%)	Long-term loan-net of current portion
Utang jangka panjang lain-lain	-	-	-	-	Other non-current liabilities
Jumlah liabilitas jangka panjang	**1.064.517**	**1.252.003**	**(187.486)**	**(14,97%)**	**Total non-current liabilities**

KEWAJIBAN PAJAK TANGGUHAN

Kewajiban pajak tangguhan tahun 2019 mencapai AS$453.658 ribu, meningkat 3,88% atau AS$16.925 ribu dibandingkan dengan tahun 2018 yang mencapai AS$436.733 ribu. Kenaikan pajak tangguhan terutama berasal dari M&P yang naik dari AS$337.689 ribu menjadi AS$374.003 ribu seiring dengan kenaikan beban pajak tangguhan di tahun berjalan sebagai akibat dari perbedaan temporer aset fiskal dan aset komersial.

DEFERRED TAX LIABILITIES

Deferred tax liabilities in 2019 reached US$453,658 thousand, increased by 3.88% or US$16,925 thousand compared to 2018 which reached US$436,733 thousand. The increase in deferred tax was mainly came from M&P which increased by US$337,689 thousand to US$374,003 thousand in line with the increase in deferred tax liabilities for the year as a result of temporary differences in fiscal assets and commercial assets.

Tabel Kewajiban Pajak Tangguhan
Table Deferred Tax Liabilities

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Kewajiban pajak tangguhan	453.658	436.733	16.925	3,88%	Deferred tax liabilities

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LIABILITAS IMBALAN KERJA PEKERJA

Liabilitas imbalan kerja pekerja tahun 2019 mencapai AS$1.927 ribu, meningkat 35,60% atau AS$506 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.421 ribu. Kenaikan tersebut seiring dengan realisasi beban PSL di tahun berjalan.

EMPLOYEE BENEFITS LIABILITIES

Employee benefits liabilities in 2019 reached US$1,927 thousand, increased by 35.60% or US$506 thousand compared to 2018 which reached US$1,421 thousand. The increase was in line with the realization of PSL expenses for the year.

Tabel Liabilitas Imbalan Kerja Pekerja
Table Employee Benefits Liabilities

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Liabilitas imbalan kerja pekerja	1.927	1.421	506	35,60%	Employee Benefits Liabilities

PROVISI UNTUK BIAYA PEMBONGKARAN DAN RESTORASI

Provisi pembongkaran dan restorasi tahun 2019 mencapai AS$160.413 ribu, meningkat 43,12% atau AS$48.330 ribu dibandingkan dengan tahun 2018 yang mencapai AS$112.083 ribu. Kenaikan tersebut terutama dikontribusikan dari kenaikan provisi ARO di aset M&P yang naik dari AS$36.856 ribu menjadi AS$84.192.

PROVISION FOR DECOMMISSIONING AND SITE RESTORATION

Provision for decommissioning and site restoration in 2019 reached US$160,413 thousand, increased by 43.12% or US$48,330 thousand compared to 2018 which reached US$112,083 thousand. The increase was mainly contributed from the increased ARO provision in M&P assets which rose from US$36,856 thousand to US$84,192 thousand.

Tabel Provisi Untuk Biaya Pembongkaran dan Restorasi
Table Provision for Decommissioning and Site Restoration

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Saldo awal	112.083	111.100	983	0,88%	Beginning balance
(Pengurangan/Penambahan)	46.097	(7.817)	53.914	(689,70%)	(Deduction)/additions
Akresi	3.896	4.878	(982)	(20,13%)	Accretion
Penyesuaian	(1.663)	3.922	(5.585)	(142,40%)	Adjustment
Provisi pembongkaran dan restorasi	**160.413**	**112.083**	**48.330**	**43,12%**	**Provision for decommissioning and site restoration**

TINJAUAN KEUANGAN

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PINJAMAN JANGKA PANJANG -DIKURANGI BAGIAN LANCAR

Pinjaman jangka panjang-dikurangi bagian lancar tahun 2019 mencapai AS$448.519 ribu, turun 36,09% atau AS$253.247 ribu dibandingkan dengan tahun 2018 yang mencapai AS$701.766ribu. Penurunan tersebut karena reklasifikasi menjadi pinjaman jangka panjang-bagian lancar untuk utang jangka panjang Irak sebesar AS$106.029 ribu yang dilunasi di tahun 2020 serta utang jangka panjang M&P yang cicilan pokoknya jatuh tempo di tahun 2020.

LONG-TERM LOAN-NET OF CURRENT PORTION

Long-term loan-net of current portion in 2019 reached US$448,519 thousand, decreased by 36.09% or US$253,247 thousand compared to 2018 which reached US$701,766 thousand. The decrease was due to reclassification into long-term loan-current portion for non-current payables of Iraq amounting to US$106,029 thousand that was settled in 2020 as well as the non-current payables of M&P whose principal installment due in 2020.

Tabel Pinjaman Jangka Panjang-Dikurangi Bagian Lancar
Table Long-Term Loan-Net of Current Portion

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pinjaman jangka panjang-dikurangi bagian lancar	448.519	701.766	(253.247)	(36,09%)	Long-term loan-net of current portion

EKUITAS

Ekuitas tahun 2019 mencapai AS$4.102.628 ribu, meningkat 2,50% atau AS$100.026 ribu dibandingkan dengan tahun 2018 yang mencapai AS$4.002.602 ribu. Peningkatan tersebut karena pertumbuhan saldo laba sebesar AS$97.996 ribu.

EQUITY

Equity in 2019 reached US$4,102,628 thousand, increased by 2.50% or US$100,026 thousand compared to 2018 which reached US$4,002,602 thousand. The increase was due to an increase in retained earnings of US$97,996 thousand.

Tabel Ekuitas
Table Equity

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Modal saham	3.900.597	3.900.597	0	0,00%	Share capital
Tambahan modal disetor	(309.722)	(309.723)	1	0,00%	Additional paid-in capital
Uang muka setoran saham	-	-	-	-	Advance for shares subscription
Saldo Laba	209.135	111.139	97.996	88,17%	Retained earnings
Komponen ekuitas lainnya	(37.491)	(32.705)	(4.786)	14,63%	Other equity components
Kepentingan non pengendali	340.110	333.294	6.816	2,05%	Non-controlling interest
Jumlah Ekuitas	**4.102.628**	**4.002.602**	**100.026**	**2,50%**	**Total Equity**

TINJAUAN KEUANGAN
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Modal Saham

Modal saham tahun 2019 mencapai AS$3.900.597 ribu, tidak mengalami peningkatan maupun penurunan dari tahun 2018 yang mencapai AS$3.900.597 ribu.

Tambahan Modal Disetor

Tambahan modal di setor tahun 2019 mencapai AS$309.722 ribu, pencapaian tersebut tidak mengalami peningkatan maupun penurunan dari tahun 2018 yang mencapai AS$309.722 ribu.

Saldo Laba

Saldo laba tahun 2019 mencapai AS$209.135 ribu, meningkat 88,17% dibandingkan dengan tahun 2018 yang mencapai AS$111.139 ribu. Peningkatan tersebut seiring dengan realisasi laba tahun berjalan.

Komponen Ekuitas Lainnya

Komponen ekuitas lainnya tahun 2019 mencapai AS$37.491 ribu, meningkat 14,63% dibandingkan dengan tahun 2018 yang mencapai AS$32.705 ribu. Peningkatan tersebut berasal dari selisih transaksi perubahan ekuitas entitas anak.

Kepentingan Non Pengendali

Kepentingan non pengendali tahun 2019 mencapai AS$340.110 ribu, meningkat 2,05% dibandingkan dengan tahun 2018 yang mencapai AS$333.294 ribu. Peningkatan tersebut sejalan dengan realisasi laba tahun berjalan M&P untuk bagian *minority interest*.

Share Capital

Share capital in 2019 reached US$3,900,597 thousand, neither increased nor decreased from 2018 which reached US$3,900,597 thousand.

Additional Paid-In Capital

Additional paid-in capital in 2019 reached US$309,722 thousand, the achievement was neither increased nor decreased from 2018 which reached US$309,722 thousand.

Retained Earnings

Retained earnings in 2019 reached US$209,135 thousand, increased by 88.17% compared to 2018 which reached US$111,139 thousand. The increase was in line with the realization of profit for the year.

Other Equity Components

Other equity components in 2019 reached US$37,491 thousand, increased by 14.63% compared to 2018 which reached US$32,705 thousand. The increase came from differences in changes on equity transaction of subsidiary.

Non-Controlling Interest

Non-controlling interest in 2019 reached US$340,110 thousand, increased by 2.05% compared to 2018 which reached US$333,294 thousand. The increase was in line with the realization of profit for the year of M&P for the minority interest portion.

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LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table Consolidated Statement of Profit or Loss and Other Comprehensive Income

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
PENDAPATAN USAHA	**1.224.972**	**1.191.597**	**33.375**	**2,80%**	REVENUES
Beban produksi	867.310	747.916	119.394	15,96%	Production costs
LABA KOTOR	**357.662**	**443.681**	**(86.019)**	**(19,39%)**	GROSS PROFIT
Beban umum dan administrasi	70.489	45.712	24.777	54,20%	General and administrative expenses
Laba usaha	287.173	397.969	(110.796)	(27,84%)	Operating profit
Penghasilan/(beban) lain-lain	(10.886)	(168.959)	158.073	(93,56%)	Other income/(expenses)
Pendapatan keuangan	9.562	10.919	(1.357)	(12,43%)	Finance income
Beban lain-lain-neto	(13.038)	(3.014)	(10.024)	332,58%	Other expenses-net
Beban Keuangan	(30.974)	(43.530)	12.556	(28,85%)	Finance costs
Penurunan nilai investasi di blok minyak dan gas bumi	(35.184)	(163.919)	128.735	(78,54%)	Provision for impairment of investment in oil and gas blocks
Bagian atas laba neto entitas asosiasi	58.748	30.585	28.163	92,08%	Share in net profit of associates
LABA/(RUGI) SEBELUM PAJAK PENGHASILAN	**276.287**	**229.010**	**47.277**	**20,64%**	PROFIT/(LOSS) BEFORE INCOME TAX
Beban pajak penghasilan-neto	170.381	249.243	(78.862)	(31,64%)	Income tax expense-net
LABA/(RUGI) TAHUN BERJALAN	**105.906**	**(20.233)**	**126.139**	**(623,44%)**	PROFIT/(LOSS) FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN	**(6.381)**	**2.509**	**(8.890)**	**(354,32%)**	OTHER COMPREHENSIVE INCOME
Bagian atas penghasilan komprehensif lainnya entitas asosiasi	(1.408)	783	(2.191)	(279,82%)	Share in other comprehensive income of associate
Nilai kini pada derivatif lindung nilai tingkat bunga	(4.919)	1.680	(6.599)	(392,80%)	Fair value of interest rate hedging derivatives
Pengukuran kembali atas liabilitas imbalan pasti neto	(54)	46	(100)	(218,46%)	Remeasurement of net defined benefit liability
Penghasilan komprehensif lain, Neto Setelah Pajak	(6.381)	2.509	(8.890)	(354,31%)	Other comprehensive income, Net of Tax
Jumlah Penghasilan Komprehensif Tahun Berjalan	99.525	(17.724)	117.249	(661,54%)	Total Comprehensive Income For The Year
LABA/(RUGI) TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:					PROFIT/(LOSS) FOR THE YEAR ATTRIBUTABLE TO:
Pemilik Entitas Induk	97.996	(39.713)	137.709	(346,76%)	Owners of the parent
Kepentingan non-pengendali	7.910	19.480	(11.570)	(59,39%)	Non-controlling interest
Jumlah	**105.906**	**(20.233)**	**126.139**	**(623,43%)**	**Total**

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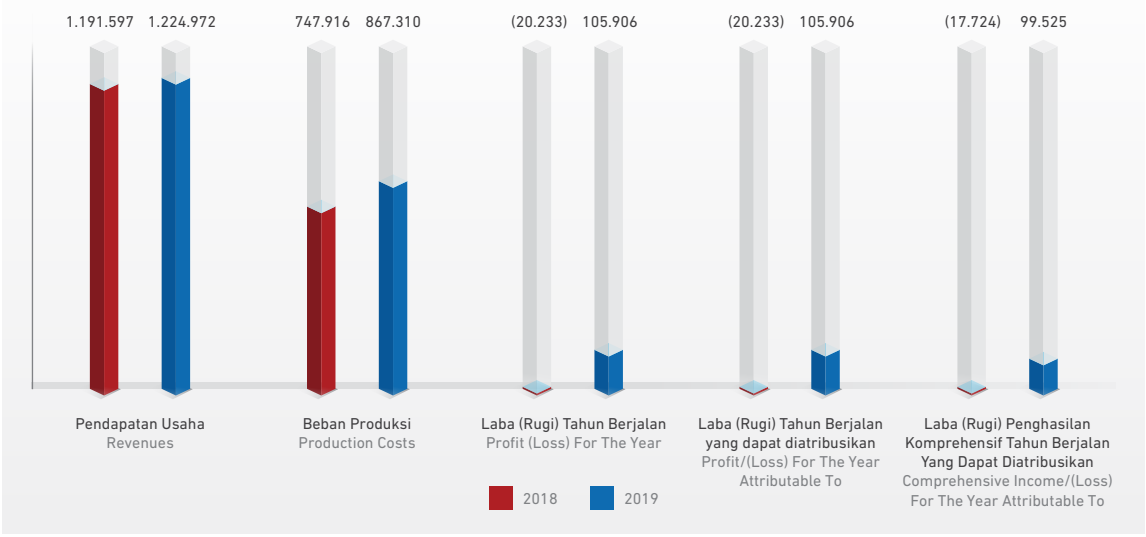
Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table Consolidated Statement of Profit or Loss and Other Comprehensive Income

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
LABA/(RUGI) PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:					COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR ATTRIBUTABLE TO:
Pemilik Entitas Induk	93.431	(37.878)	131.309	(346,66%)	Owners of the parent
Kepentingan non-pengendali	6.094	20.154	(14.060)	(69,76%)	Non-controlling interest
Jumlah	**99.525**	**(17.724)**	**117.249**	**(661,53%)**	**Total**

Grafik Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Graph. Consolidated Statement of Profit or Loss and Other Comprehensive Income
(dalam ribuan dollar AS) (in thousands of US Dollars)



PENDAPATAN USAHA

Pendapatan usaha tahun 2019 mencapai AS$1.224.972 ribu, meningkat 2,80% atau AS$33.375 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.191.597 ribu. Peningkatan tersebut terutama dikontribusikan dari M&P sebesar AS$110.342, Algeria AS$235 ribu serta Irak AS$99 ribu yang di *offset* dengan penurunan pendapatan usaha di Malaysia sebesar AS$90.708 ribu. Kenaikan Pendapatan Usaha M&P didorong oleh kenaikan produksi minyak dari 16.990 bopd di tahun 2018 menjadi 24.930 bopd seiring dengan kenaikan produksi di Gabon dan akuisisi blok 3/05 dan 3/05A di Angola. Rincian Pendapatan usaha per jenis usaha disajikan pada tabel berikut ini:

REVENUES

Revenues in 2019 reached US$1,224,972 thousand, increased by 2.80% or US$33,375 thousand compared to 2018 which reached US$1,191,597 thousand. The increase was mainly contributed from M&P of US$110,342, Algeria US$235 thousand and Iraq US$99 thousand which was offset by a decrease of revenues in Malaysia amounting to US$90,708 thousand. The increase of Revenues in M&P was driven by an increase in oil production from 16,990 bopd in 2018 to 24,930 bopd in line with the increase of production in Gabon and the acquisitions of block 3/05 and 3/05A in Angola. Details of revenues by type of business are presented in the following table:

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Tabel Pendapatan Usaha
Table Revenues

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Penjualan Minyak Mentah	1.100.666	1.053.357	47.309	4,49%	Crude Oil Sales
Penjualan Gas Bumi & LPG	96.016	107.668	(11.652)	(10,82%)	Natural Gas & LPG Sales
Pendapatan dari jasa pengeboran	11.584	11.970	(386)	(3,22%)	Condensate Sales
Penjualan kondensat	11.564	14.162	(2.598)	(18,34%)	Income from Drilling Services
Lain-lain	5.142	4.440	702	15,81%	Others
Total	**1.224.972**	**1.191.597**	**33.375**	**2,80%**	**Total**

BEBAN PRODUKSI

Beban produksi tahun 2019 mencapai AS$867.310 ribu, meningkat 15,96% atau AS$119.394 ribu dibandingkan dengan tahun 2018 yang mencapai AS$747.916 ribu. Hal tersebut karena meningkatnya beban produksi dan *lifting*.

Beban produksi ini merupakan biaya yang ditagihkan oleh operator (*cash call*) secara proporsional sesuai hak partisipasi yang dimiliki untuk melaksanakan kegiatan produksi di blok minyak dan gas. Di dalam beban produksi ini sudah termasuk juga biaya depresiasi, deplesi dan amortisasi atas nilai aset tetap maupun nilai investasi akuisisi hak partisipasi di blok minyak dan gas yang dihitung berdasarkan metode *unit of production*.

PRODUCTION COSTS

Production costs in 2019 reached US$867,310 thousand, an increase of 15.96% or US$119,394 thousand compared to 2018 which reached US$747,916 thousand. This was due to an increase in production and lifting costs.

This production costs are costs that are proportionally billed by the operator (cash call) according to the participatinginterest owned for carrying out production activities in oil and gas blocks. These production costs also include costs of depreciation, depletion and amortization for the fixed assets value and the investment value of the acquisitions of participating interest in the oil and gas blocks calculated based on the unit of production method.

Tabel Beban Produksi
Table Production Costs

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Beban produksi dan *lifting*	569.711	447.236	122.475	27,38%	Production and lifting costs
Penyusutan, deplesi dan Amortisasi	293.959	297.654	(3.695)	(1,24%)	Depreciation, depletion and amortization
Biaya Pekerja Perbantuan	3.640	3.026	614	20,29%	Secondee costs
Beban produksi	**867.310**	**747.916**	**119.394**	**15,96%**	**Production Costs**

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LABA KOTOR

Laba kotor tahun 2019 mencapai AS$357.662 ribu, turun 19,39% atau AS$86,019 ribu dibandingkan dengan tahun 2018 yang mencapai AS$443.681 ribu. Hal tersebut karena meningkatnya beban produksi sebesar 15,96% atau AS$119.394 ribu.

GROSS PROFIT

Gross profit in 2019 reached US$357,662 thousand, down 19.39% or US$86,019 thousand compared to 2018 which reached US$443,681 thousand. This was due to an increase of production costs by 15.96% or US$119,394 thousand.

Tabel Laba Kotor
Table Gross Profit

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pendapatan usaha	1.224.972	1.191.597	33.375	2,80%	Revenues
Beban produksi	867.310	747.916	119.394	15,96%	Production Costs
Laba kotor	**357.662**	**443.681**	**(86.019)**	**(19,39%)**	**Gross Profit**

BEBAN UMUM DAN ADMINISTRASI

Beban umum dan administrasi tahun 2019 mencapai AS$70.489 ribu, meningkat 54,20% atau AS$24.777 ribu dibandingkan dengan tahun 2018 yang mencapai AS$45.712 ribu. Peningkatan tersebut terutama disebabkan karena:

- PIEP *Head Office*: kenaikan sebesar AS$10.705 ribu khususnya untuk biaya *payroll related* yang naik dari AS$16.878 ribu di tahun 2018 menjadi AS$24.194 ribu di tahun 2019.
- Algeria: kenaikan sebesar AS$749 ribu khususnya untuk Jasa Profesional.
- Malaysia: kenaikan sebesar AS$4.150 ribu terutama karena biaya *State Sales Tax* (SST).
- M&P: kenaikan sebesar AS$9.253 ribu seiring dengan penambahan aset baru di Angola.
- Irak: Penurunan sebesar AS$79 ribu dari Jasa Profesional.

Rincian untuk beban umum dan administrasi disajikan pada tabel di bawah ini:

GENERAL AND ADMINISTRATIVE EXPENSES

General and administrative expenses in 2019 reached US$70,489 thousand, increased by 54.20% or US$24,777 thousand compared to 2018 which reached US$45,712 thousand. The increase was mainly due to:

- PIEP Head Office: an increase of US$10,705 thousand especially for payroll related expenses which increased from US$16,878 thousand in 2018 to US$24,194 thousand in 2019.
- Algeria: an increase of US$749 thousand especially for Professional Service Expenses.
- Malaysia: an increase of US$4,150 thousand which was mainly due to State Sales Tax (SST) expenses.
- M&P: an increase of US$9,253 thousand in line with the addition of new assets in Angola.
- Iraq: a decrease of US$79 thousand from Professional Service Expenses.

Details for general and administrative expenses are presented in the following table:

TINJAUAN KEUANGAN

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Tabel Beban Umum dan Administrasi
Table General and Administrative Expenses

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Beban gaji dan upah	39.671	25.435	14.236	55,97%	Salaries and wages expenses
Biaya jasa profesional	13.671	9.195	4.476	48,68%	Professional service expenses
Biaya perjalanan dinas	2.836	3.241	(405)	(12,50%)	Travel expenses
Biaya sewa	5.063	2.298	2.765	120,32%	Rental expenses
Biaya penggunaan material	1.385	1.723	(338)	(19,62%)	Material consumed
Biaya pemeliharaan dan perbaikan	431	1.346	(915)	(67,98%)	Maintenance and repairs expenses
Lain-lain	7.432	2.474	4.958	200,40%	Lain-lain
Beban umum dan administrasi	**70.489**	**45.712**	**24.777**	**54,20%**	**Beban umum dan administrasi**

LABA USAHA

Laba usaha tahun 2019 mencapai AS$287.173 ribu, turun 27,84% atau AS$110.796 ribu dibandingkan dengan tahun 2018 yang mencapai AS$397.969 ribu. Penurunan tersebut karena meningkatnya beban produksi, dan beban umum dan administrasi.

OPERATING PROFIT

Operating profit in 2019 reached US$287,173 thousand, down 27.84% or US$110,796 thousand compared to 2018 which reached US$397,969 thousand. The decrease was due to increased production costs as well as general and administrative expenses.

Tabel Laba Usaha
Table Operating Profit

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Laba kotor	357.662	443.681	(86.019)	(19,39%)	Gross profit
Beban umum dan administrasi	70.489	45.712	24.777	54,20%	General and administrative expenses
Laba usaha	**287.173**	**397.969**	**(110.796)**	**(27,84%)**	**Operating profit**

TINJAUAN KEUANGAN
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PENGHASILAN (BEBAN) LAIN-LAIN

Beban lain-lain tahun 2019 mencapai (AS$10.886) ribu, turun 93,56% atau AS$158.073 ribu dibandingkan dengan tahun 2018 yang mencapai (AS$168.959) ribu. Penurunan tersebut karena menurunnya nilai penurunan nilai investasi (*impairment*) dari (AS$163.919) ribu menjadi (AS$35.184) ribu serta adanya kenaikan bagian atas laba neto entitas asosiasi dari AS$30.585 ribu menjadi AS$58.748 ribu.

OTHER INCOME (EXPENSES)

Other expenses in 2019 reached (US$10,886) thousand, down 93.56% or US$158,073 thousand compared to 2018 which reached (US$168,959) thousand. The decrease was due to a decrease in impairment of investment from (US$163,919) thousand to (US$35,184) thousand and the increase of share in net profit of associates from US$30,585 thousand to US$58,748 thousand.

Tabel Penghasilan/(beban) Lain-Lain
Table Other Income/(Expenses)

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pendapatan keuangan	9.562	10.919	(1.357)	(12,43%)	Finance Income
Pendapatan/(beban) lain-lain-neto	(13.038)	(3.014)	(10.024)	332,58%	Other income/(expenses)-net
(Beban) Keuangan	(30.974)	(43.530)	12.556	(28,85%)	Finance (Expense)
(Penurunan)/pemulihan nilai investasi	(35.184)	(163.919)	128.735	(78,54%)	(Reversal of)/provision for impairment of investment
Bagian atas laba neto entitas asosiasi	58.748	30.585	28.163	92,08%	Share in net profit of associates
Penghasilan/(beban) lain-lain	**(10.886)**	**(168.959)**	**158.073**	**(93,56%)**	**Other Income/(Expenses)**

LABA (RUGI) SEBELUM PAJAK PENGHASILAN

Laba (rugi) sebelum pajak penghasilan tahun 2019 mencapai AS$276.287 ribu, meningkat 20,64% atau AS$47.277 ribu dibandingkan dengan tahun 2018 yang mencapai AS$229.010 ribu. Peningkatan tersebut sejalan dengan meningkatnya penghasilan lain-lain.

PROFIT (LOSS) BEFORE INCOME TAX

Profit (loss) before income tax in 2019 reached US$276,287 thousand, increased by 20.64% or US$47,277 thousand compared to 2018 which reached US$229,010 thousand. The increase was in line with the increase of other income.

Tabel Laba Sebelum Pajak Penghasilan
Table Profit Before Income Tax

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Laba usaha	287.173	397.969	(110.796)	(27,84%)	Finance Income
Penghasilan/(beban) lain-lain	(10.886)	(168.959)	158.073	(93,56%)	Other income/(expenses)-net
Laba/(rugi) sebelum pajak penghasilan	**276.287**	**229.010**	**47.277**	**20,64%**	**Finance (Expense)**

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LABA TAHUN BERJALAN

Laba tahun berjalan tahun 2019 mencapai AS$105.906 ribu, meningkat 623,44% atau AS$126.139 ribu dibandingkan dengan tahun 2018 yang mengalami kerugian AS$20.233 ribu. Peningkatan tersebut sejalan dengan meningkatnya laba sebelum pajak penghasilan sebesar 20,64% atau AS$47.277 ribu serta penurunan beban pajak sebesar AS$78.862 ribu yang terutama disebabkan karena menurunnya *profit oil and gas* akibat harga minyak yang lebih rendah.

PROFIT FOR THE YEAR

Profit for the year in 2019 reached US$105,906 thousand, increased by 623.44% or US$126,139 thousand compared to 2018 which experienced a loss of US$20,233 thousand. The increase was in line with the increase of profit before income tax by 20.64% or US$47,277 thousand as well as the decrease in tax expense of US$78,862 thousand which was mainly due to a decrease in profit of oil and gas caused by lower oil prices.

Tabel Laba Tahun Berjalan
Table Profit For The Year

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Laba/(rugi) sebelum pajak penghasilan	276.287	229.010	47.277	20,64%	Profit/(loss) before income tax
Beban pajak penghasilan-neto	170.381	249.243	(78.862)	(31,64%)	Income tax expense-net
Laba/(rugi) tahun berjalan	**105.906**	**(20.233)**	**126.139**	**(623,44%)**	**Profit/(loss) for the year**

Adapun laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk pada tahun 2019 mencapai AS$97.966 ribu, meningkat AS$137.709 ribu dibandingkan dengan tahun 2018 mencapai (AS$39.713) ribu, Sedangkan laba tahun berjalan yang dapat diatribusikan kepada kepentingan non pengendali pada tahun 2019 mencapai AS$7.910 ribu, turun AS$11.571 ribu dibandingkan dengan tahun 2018 mencapai AS$19.480 ribu. Penurunan tersebut sejalan dengan menurunnya laba M&P dari AS$64.822 ribu menjadi AS$29.857 ribu.

Profit for the year attributable to owners of the parent in 2019 reached US$97,966 thousand, increased by US$137,709 thousand compared to 2018 which reached (US$39,713) thousand. While for profit for the year attributable to non-controlling interest in 2019 reached US$7,910 thousand, down by US$11,571 thousand compared to 2018 which reached US$19,480 thousand. The decrease was in line with the decrease in profit of M&P from US$64,822 thousand to US$29,857 thousand.

Tabel Laba Tahun Berjalan Yang Dapat Diatribusikan
Table Profit For The Year Attributable

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pemilik Entitas Induk	97.996	(39.713)	137.709	(346,76%)	Owners of the parent
Kepentingan non-pengendali	7.910	19.480	(11.570)	(59,39%)	Non-controlling interest
Jumlah	**105.906**	**(20.233)**	**126.139**	**(623,43%)**	**Total**

TINJAUAN KEUANGAN
FINANCIAL REVIEW

PENGHASILAN KOMPREHENSIF LAIN

Penghasilan komprehensif lain tahun 2019 mencapai (AS$6.381), turun 354,31% dibandingkan dengan tahun 2018 mencapai AS$2.509 ribu. Hal tersebut karena adanya penurunan nilai kini pada derivatif lindung nilai tingkat bunga.

OTHER COMPREHENSIVE INCOME

Other comprehensive income in 2019 reached (US$6,381), down 354.31% compared to 2018 which reached US$2,509 thousand. This was due to a decrease in fair value of interest rate hedging derivatives.

Tabel Penghasilan Komprehensif Lain
Table Other Comprehensive Income

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
POS YANG TIDAK DIREKLASIFIKASI KE LABA RUGI DALAM PERIODE BERIKUTNYA, NETO SETELAH PAJAK					ITEM NOT TO BE RECLASSIFIED TO PROFIT OR LOSS IN SUBSEQUENT PERIODS, NET OF TAX
Bagian atas penghasilan komprehensif lainnya entitas asosiasi	(1.408)	783	(2.191)	(279,82%)	Share in other comprehensive income of associate
Nilai kini pada derivatif lindung nilai tingkat bunga	(4.919)	1.680	(6.599)	(392,80%)	Fair value of interest rate hedging derivatives
Pengukuran kembali atas liabilitas imbalan pasti neto	(54)	46	(100)	218,46%)	Remeasurement of net defined benefit liability
Penghasilan komprehensif lain, neto setelah pajak	**(6.381)**	**2.509**	**(8.890)**	**(354,31%)**	**Other comprehensive income, net of tax**

LABA KOMPREHENSIF TAHUN BERJALAN

Laba tahun berjalan tahun 2019 mencapai AS$99.525 ribu, meningkat AS$117.249 ribu dibandingkan dengan tahun 2018 yang mengalami kerugian AS$17.724 ribu. Peningkatan tersebut sejalan dengan pertumbuhan laba tahun berjalan sebesar AS$105.906 ribu.

COMPREHENSIVE INCOME FOR THE YEAR

Comprehensive income for the year in 2019 reached US$99,525 thousand, increased by US$117,249 thousand compared to 2018 which experienced a loss of US$17,724 thousand. The increase was in line with the growth in income for the year of US$105,906 thousand.

Tabel Laba Komprehensif Tahun Berjalan
Table Comprehesinve Income For The Year

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Laba/(rugi) tahun berjalan	105.906	(20.233)	126.139	(623,44%)	Profit/(loss) for the year
Penghasilan komprehensif lain	(6.381)	2.509	(8.890)	(354,32%)	Other Comprehensive Income
Laba komprehensif tahun berjalan	**99.525**	**(17.724)**	**117.249**	**(661,54%)**	**Comprehensive income for the year**

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Adapun laba komprehensif tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk pada tahun 2019 mencapai AS$93.431 ribu, meningkat AS$131.309 ribu, dibandingkan dengan tahun 2018 mencapai (AS$37.878) ribu. Sedangkan laba komprehensif tahun berjalan yang dapat diatribusikan kepada kepentingan non pengendali pada tahun 2019 mencapai AS$6.094 ribu, turun AS$14.060 ribu, dibandingkan dengan tahun 2018 mencapai AS$20.154 ribu.

Comprehensive income for the year attributable to owners of the parent in 2019 reached US$93,431 thousand, increased by US$131,309 thousand, compared to 2018 which reached (US$37,878) thousand. While the comprehensive income for the year attributable to non-controlling interest in 2019 reached US$6,094 thousand, down US$14,060 thousand compared to 2018 which reached US$20,154 thousand.

Tabel Laba Komprehensif Tahun Berjalan Yang Diatribusikan
Table Comprehensive Income For The Year Attributable To

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Pemilik Entitas Induk	93.431	(37.878)	131.309	(346,66%)	Owners of the parent
Kepentingan non-pengendali	6.094	20.154	(14.060)	(69,76%)	Non-controlling interest
Jumlah	**99.525**	**(17.724)**	**117.249**	**(661,53%)**	**Total**

LAPORAN ARUS KAS KONSOLIDASIAN

CONSOLIDATED STATEMENT OF CASH FLOWS

Tabel Laporan Arus Kas Konsolidasian
Table Consolidated Statement of Cash Flows

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Pertumbuhan Growth		Description
			(AS$)	(%)	
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)	(1)
Kas neto yang diperoleh dari aktivitas operasi	215.133	437.871	(222.738)	(50,87%)	Net cash provided by operating activities
Kas neto yang digunakan untuk aktivitas investasi	(27.164)	(156.510)	129.346	(82,64%)	Net cash used in investing activities
Kas neto yang digunakan untuk aktivitas pendanaan	(317.225)	(129.624)	(187.601)	144,73%	Net cash (used in)/provided by financing activities
Kenaikan neto kas dan setara kas	(129.692)	151.737	(281.429)	(185,47%)	Net increase in cash and cash equivalents
Efek perubahan nilai kurs pada kas dan setara kas	(1.320)	(346)	(974)	281,50%	Effect of exchange rate changes on cash and cash equivalents
Saldo kas dan setara kas pada awal tahun	870.218	718.827	151.391	21,06%	Cash Balance and cash equivalents at beginning of the year
Saldo kas dan setara kas pada akhir tahun	739.642	870.218	(130.576)	(15,01%)	Cash Balance and cash equivalents at end of the year

TINJAUAN KEUANGAN
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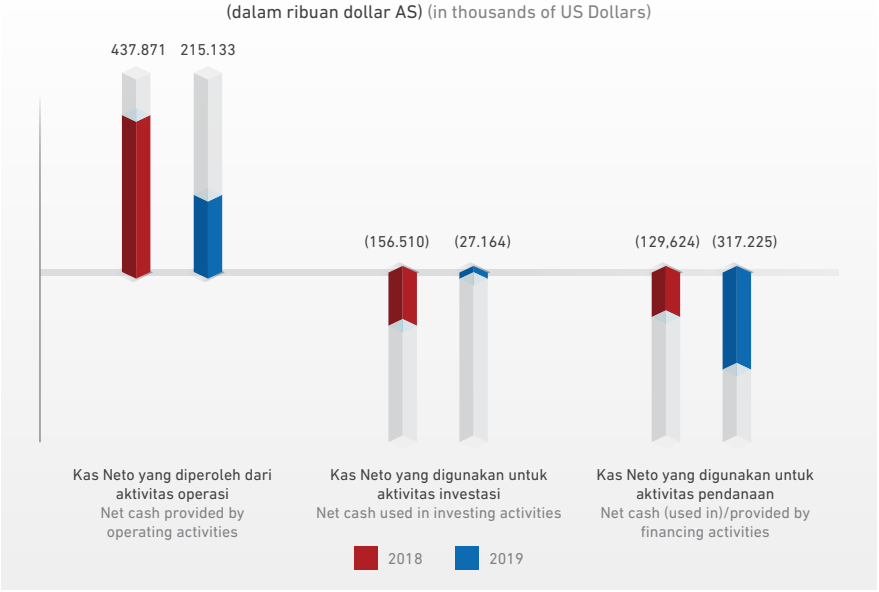
Grafik Laporan Arus Kas
Graph Consolidated Statement of Cash Flows
(dalam ribuan dollar AS) (in thousands of US Dollars)



ARUS KAS DARI AKTIVITAS OPERASI

Kas neto yang diperoleh dari aktivitas operasi tahun 2019 mencapai AS$215.133 ribu, turun 50,87% dibandingkan dengan tahun 2018 yang mencapai AS$437.871 ribu. Hal ini terutama disebabkan karena:

- Malaysia: *lifting* di 2019 sebanyak 17 kali sebesar AS$239,10 juta pada harga rata-rata AS$68,54 per barel atau menurun dibandingkan tahun 2018 di mana *lifting* sebanyak 19 kali sebesar AS$343,69 juta pada harga rata-rata AS$76,23 per barel.
- Irak: *lifting* di 2019 sebanyak 1 kali sebesar AS$55,38 juta pada harga AS$57,74 per barel atau menurun dibandingkan tahun 2018 di mana *lifting* sebanyak 2 kali sebesar AS$343,69 juta pada harga rata-rata AS$65,43 per barel.

CASH FLOWS FROM OPERATING ACTIVITIES

Net cash provided by operating activities in 2019 reached US$215,133 thousand, down 50.87% compared to 2018 which reached US$437,871 thousand. This was mainly due to:

- Malaysia: lifting in 2019 as much as 17 times amounting to US$239.10 million at an average price of US$68.54 per barrel or decreased compared to 2018 where lifting was 19 times amounting to US$343.69 million at an average price of US$76.23 per barrel.
- Iraq: lifting in 2019 as much as 1 time amounting to US$55.38 million at an average price of US$57.74 per barrel or decreased compared to 2018 where lifting was 2 times amounting to US$343.69 million at an average price of US$65.43 per barrel.

TINJAUAN KEUANGAN

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ARUS KAS DARI AKTIVITAS INVESTASI

Kas neto yang digunakan untuk aktivitas investasi tahun 2019 mencapai (AS$27.164) ribu, menurun 82,64% dibandingkan dengan tahun 2018 yang mencapai (AS$156.510) ribu. Hal ini terutama digunakan untuk membiayai kegiatan investasi di Algeria, Malaysia dan M&P serta pembayaran kas untuk program *liquidity free share*.

ARUS KAS DARI AKTIVITAS PENDANAAN

Kas neto yang digunakan untuk aktivitas pendanaan tahun 2019 mencapai (AS$317.225) ribu, meningkat 144,73% dibandingkan dengan tahun 2018 yang mencapai (AS$129.624) ribu. Hal tersebut karena di tahun 2018 terdapat pelunasan utang jangka panjang Malaysia.

CASH FLOWS FROM INVESTING ACTIVITIES

Net cash used in investing activities in 2019 reached (US$27,164) thousand, increased by 82.64% compared to 2018 which reached (US$156,510) thousand. This was mainly used to finance investment activities in Algeria, Malaysia as well as M&P and used for cash payments for the liquidity free share program.

CASH FLOWS FROM FINANCING ACTIVITIES

Net cash used in financing activities in 2019 reached (US$317,225) thousand, increase 144,73% compared to 2018 which reached (US$129,624) thousand. This was due because in 2018 there was a settlement of Malaysia's non-current payables.

KEMAMPUAN MEMBAYAR UTANG DAN KOLEKTIBILITAS PIUTANG

KEMAMPUAN MEMBAYAR UTANG

Kemampuan membayar utang dapat dilihat melalui rasio likuiditas dan rasio solvabilitas. Rasio likuiditas yang menunjukkan kemampuan Perusahaan dalam memenuhi liabilitas jangka pendek antara lain dapat diukur melalui rasio kas dan rasio lancar. Rasio kas dihitung dengan cara membandingkan kas yang dimiliki dengan jumlah liabilitas jangka pendek, sedangkan rasio lancar dihitung dengan cara membandingkan jumlah aset lancar dengan jumlah liabilitas jangka pendek.

KEMAMPUAN MEMBAYAR UTANG JANGKA PENDEK (LIKUIDITAS)

Rasio likuiditas menunjukkan tingkat kemampuan Perusahaan dalam memenuhi kewajiban lancarnya. Kemampuan PIEP dalam membayar utang di 2019 masih relatif baik, hal ini tercermin dari besarnya rasio lancar yang disajikan pada tabel berikut.

ABILITY TO PAY DEBT AND RECEIVABLES COLLECTIBILITY

ABILITY TO PAY DEBT

Ability to pay debt can be seen through liquidity ratio and solvency ratio. The liquidity ratio that shows the ability of the Company to meet current liabilities can be measured among others through cash ratio and current ratio. The cash ratio is calculated by comparing cash and cash equivalents with the amount of current liabilities, while current ratio is calculated by comparing the amount of current assets with the amount of current liabilities.

ABILITY TO PAY SHORT-TERM DEBT (LIQUIDITY)

The liquidity ratio shows the level of the Company's ability to meet its current liabilities. PIEP's ability to pay debt in 2019 was still relatively well, this was reflected from the amount of current ratio presented in the following table.

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Tabel Kemampuan Membayar Utang Jangka Pendek
Table Ability to Pay Short-Term Debt

(dalam%)
(in%)

Uraian	2019	2018	Perubahan Changes	Description
(1)	(2)	(3)	(4) = (2)-(3)	(1)
Rasio Kas	83,85	148,96	(65,11)	Cash Ratio
Rasio Lancar	215,66	294,94	(79,28)	Current Ratio

Rasio kas dan rasio lancar pada tahun 2019 masing-masing adalah sebesar 83,85% dan 215,66%, turun dibandingkan dengan tahun 2018 yang masing-masing mencapai 148,96% dan 294,94%. Penurunan tersebut karena adanya peningkatan liabilitas jangka pendek. Perusahaan memiliki kemampuan membayar utang jangka pendek yang baik sebagaimana tercermin dari rasio lancar di atas 2 (dua) kali.

Cash ratio and current ratio in 2019 were 83.85% and 215.66% respectively, down compared to 2018 which reached 148.96% and 294.94% respectively. The decrease was due to an increase in current liabilities. The Company has a good ability to pay short-term debt as reflected in the current ratio above at 2 (two) times.

KEMAMPUAN MEMBAYAR UTANG JANGKA PANJANG (SOLVABILITAS)

Rasio solvabilitas adalah rasio yang menunjukkan kemampuan Perusahaan dalam membayar kewajiban-kewajibannya. Kemampuan itu, antara lain, dapat diukur melalui rasio liabilitas terhadap ekuitas, yang dihitung dengan cara membandingkan jumlah liabilitas dengan jumlah ekuitas, dan rasio liabilitas terhadap aset, yang dihitung dengan cara membandingkan jumlah liabilitas dengan jumlah aset.

Solvabilitas Perusahaan menunjukkan peningkatan yang bisa dilihat dari meningkatnya rasio liabilitas terhadap ekuitas maupun rasio liabilitas terhadap aset. Hal ini menunjukkan kemampuan Perusahaan dalam membayar kewajiban-kewajibannya relatif sama dibandingkan tahun sebelumnya.

ABILITY TO PAY LONG-TERM DEBT (SOLVENCY)

Solvency ratio is the ratio that shows the ability of the Company to pay its obligations. That ability, among others, can be measure through the liability to equity ratio which is calculated by comparing the amount of liabilities with the amount of equity, and also through the liability to assets ratio which is calculated by comparing the amount of liabilities with the amount of assets.

The Company's solvency showed an increase that can be seen from the increase in the liability to equity ratio and the liability to assets ratio. This shows that the ability of the Company to pay its obligations was relatively the same compared to the previous year.

Tabel Kemampuan Membayar Utang Jangka Panjang
Table Ability to Pay Long-Term Debt

(dalam%)
(in%)

Uraian	2019	2018	Perubahan Changes	Description
(1)	(2)	(3)	(4) = (2)-(3)	(1)
Rasio laba terhadap jumlah aset	1,62	(0,68)	2,30	Return on assets ratio
Tingkat pengembalian ekuitas	2,45	(0,98)	3,43	Return on equity ratio
Rasio liabilitas terhadap ekuitas	47,45	45,87	1,57	Liability to equity ratio
Rasio liabilitas terhadap aset	32,18	31,45	0,73	Liability to assets ratio
Rasio ekuitas terhadap aset	67,82	68,55	(0,73)	Equity to assets ratio

TINJAUAN KEUANGAN
FINANCIAL REVIEW

Rasio laba terhadap jumlah aset tahun 2019 adalah sebesar 1,62%, meningkat dibanding tahun 2018 sebesar (0,68%). Tingkat pengembalian terhadap ekuitas rasio laba terhadap jumlah ekuitas tahun 2019 adalah sebesar 2,45%, meningkat dibanding tahun 2018 sebesar minus (0,98%). Sedangkan rasio liabilitas terhadap ekuitas dan rasio liabilitas terhadap aset pada tahun 2019 masing-masing sebesar 47,45% dan 32,18% meningkat dibandingkan tahun sebelumnya yang sebesar 45,87% dan 31,45%. Demikian pula dengan rasio ekuitas terhadap aset tahun 2019 yang sebesar 67,82% yang tidak berbeda dibanding tahun 2018 sebesar 68,55%. Berdasarkan beberapa rasio di atas, Perusahaan memiliki kemampuan membayar utang jangka panjang yang baik.

Return on assets ratio in 2019 amounting to 1.62%, increased compared to 2018 of (0.68%). Return on equity ratio in 2019 amounting to 2.45%, increased compared to 2018 of minus (0.98%). While the liability to equity ratio and the liability to assets ratio in 2019 were 47.45% and 32.18% respectively, increased compared to the previous year of 45.87% and 31.45%. Likewise, the equity to assets ratio in 2019 amounting to 67.82% which was no different from 2018 which was 68.55%. Based on several of the above ratios, the Company has a good ability to pay long-term debt.

KOLEKTIBILITAS PIUTANG

Kolektibilitas piutang Perusahaan dapat diukur dari rasio perputaran piutang. Rasio perputaran merupakan rasio perputaran yang digunakan untuk mengukur tingkat efisiensi dan efektivitas pengelolaan sumber daya yang dimiliki oleh Perusahaan.

Collection Period tahun 2019 sebesar 278,56 hari, naik 89,70 hari dibanding tahun 2018 sebesar 188,86 hari. Namun demikian peningkatan *collection period* masih relatif aman. Hal tersebut terutama disebabkan karena sebagian besar penjualan dilakukan ke PT Pertamina (Persero) dan pembayarannya dilakukan secara *offsetting* serta *lifting* minyak Irak hanya 1 (satu) kali selama tahun 2019. Sedangkan perputaran persediaan pada tahun 2019 menurun sebesar 2,35 hari dari 15,95 hari di tahun 2018 menjadi 13,60 hari di tahun 2019.

RECEIVABLES COLLECTIBILITY

The Company's receivables collectibility can be measured from the receivables turnover ratio. Turnover ratio is the turnover ratio used to measure the level of efficiency and effectiveness in managing the Company's resources.

The 2019 Collection Period was 278.56 days, up 89.70 days compared to 2018 at 188.86 days. However, the increased collection period was still relatively safe. This was mainly due to the fact that most of the sales were made to PT Pertamina (Persero) and payments were made offsetting and the lifting of Iraqi oil was only 1 (one) time throughout 2019. While the inventory turnover in 2019 was decreased by 2.35 days from 15.95 days in 2018 to 13.60 days in 2019.

Tabel Kolektabilitas Piutang
Table Receivables Collectibility

(dalam hari)
(in days)

Uraian	2019	2018	Perubahan Changes		Description
			Naik/Turun Up/Down	Persentase Percentage	
(1)	(2)	(3)	(4) = (2)-(3)	(4) = (2)-(3)	(1)
Collection Period	278,56	188,86	89,70	47,50%	Collection Period
Perputaran Persediaan	13,60	15,95	(2,35)	(14,74%)	Inventory Turnover

STRUKTUR MODAL

RINCIAN STRUKTUR MODAL

Komposisi struktur modal tahun 2019 yang dimiliki PIEP adalah 32,11% berasal dari liabilitas dan 67,89% berupa ekuitas. Komponen ini tidak berbeda dibanding struktur modal tahun 2018, yang terdiri dari 31,45% berasal dari liabilitas dan 68,55% berupa ekuitas.

CAPITAL STRUCTURE

CAPITAL STRUCTURE DETAILS

In 2019, the capital structure composition owned by PIEP was 32.11% from liabilities and 67.89% in the form of equity. This component was no different from the capital structure in 2018 which consisted of 31.45% liabilities and 68.55% in the form of equity.

Tabel Rincian Struktur Modal
Table Capital Structure Details

(dalam ribuan dollar AS)
(in thousands US Dollars)

Uraian	2019		2018		Pertumbuhan Growth		Details
	(AS$)	(%)	(AS$)	(%)	(AS$)	(%)	
Liabilitas Jangka Pendek	882.114	14,55%	584.185	10,01%	297.929	51,00%	Current Liabilities
Liabilitas Jangka Panjang	1.064.517	17,56%	1.252.003	21,44%	(187.486)	(14,97%)	Non-Current Liabilities
Liabilitas Jangka Panjang Berbasis Bunga	554.548	9,15%	801.766	13,73%	(247.218)	(30,83%)	Interest Based Non-Current Liabilities
Jumlah Liabilitas	**1.946.632**	**32,11%**	**1.836.188**	**31,45%**	**110.444**	**6,01%**	**Total Liabilities**
Jumlah Ekuitas	**4.115.374**	**67,89%**	**4.002.602**	**68,55%**	**112.772**	**2,82%**	**Total Equity**
Jumlah Liabilitas dan Ekuitas	**6.062.006**	**100,00%**	**5.838.790**	**100,00%**	**223.216**	**3,82%**	**Total Liabilities and Equity**

Struktur modal terkait dengan struktur modal kerja jangka pendek (likuiditas) telah disajikan pada bagian kemampuan membayar utang dalam Laporan Tahunan ini.

Capital structure related to the structure of short-term working capital (liquidity) has been presented in the ability to pay debt section in this Annual Report.

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Kebijakan Direksi adalah mempertahankan basis modal yang kuat untuk menjaga keyakinan seluruh *stakeholders* dan pasar, serta bertujuan untuk mempertahankan perkembangan bisnis di masa yang akan datang. Modal terdiri dari modal saham biasa, laba ditahan dan komponen ekuitas lainnya. Direksi memastikan tingkat pengembalian modal dan tingkat dividen yang dibagikan.

MANAGEMENT POLICY FOR CAPITAL STRUCTURE

The Board of Directors' policy is to maintain a strong capital base to maintain the confidence of all stakeholders and the market, and aims to maintain business development in the future. Capital consists of common share capital, retained earnings and other equity components. The Board of Directors ensures the return on capital and the distributed dividend ratio.

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DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

PIEP sebagai entitas yang bergerak dalam bisnis minyak dan gas bumi memantau permodalan berdasarkan rasio jumlah utang terhadap modal. Utang neto dihitung dari jumlah pinjaman termasuk jangka pendek dan jangka panjang, sedangkan modal dihitung dari ekuitas pada laporan posisi keuangan. Sasaran Perusahaan adalah untuk mencapai rasio utang terhadap ekuitas yang sejalan dengan kebijakan Pertamina.

BASIS OF MANAGEMENT POLICY FOR CAPITAL STRUCTURE

PIEP as an entity engaged in the oil and gas business monitors capital based on debt to capital ratio. Net debt is calculated from the amount of debts including short term and long term, while capital is calculated from equity in the statement of financial position. The Company's goal is to achieve a debt to equity ratio that is in line with Pertamina's policies.

IKATAN MATERIAL INVESTASI BARANG MODAL

Selama tahun 2019, PIEP tidak memiliki ikatan material untuk investasi barang modal. Oleh karena itu, tidak terdapat informasi mengenai: Nama pihak yang melakukan ikatan, Tujuan dari ikatan tersebut, Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut, Mata uang yang menjadi denominasi dan Langkah-langkah yang direncanakan Perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.

MATERIAL COMMITMENTS FOR CAPITAL GOODS INVESTMENT

Throughout 2019, PIEP had no material commitments for capital goods investment. Therefore, there was no information regarding: name of party making the commitments, purpose of the commitments, source of funds expected to fulfill the commitments, denominated currencies and measures planned by the Company to protect risks from related foreign currency positions.

INVESTASI BARANG MODAL

Investasi berupa Barang Modal (*Capital Expenditure*) merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset tetap atau menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa depan.

CAPITAL GOODS INVESTMENT

Investment in the form of Capital Goods (Capital Expenditure) is the expenditure of funds used to purchase a number of fixed assets or add value to fixed assets that are expected to provide value of benefits in the future.

JENIS DAN NILAI INVESTASI

Investasi barang modal dan penyertaan modal yang terealisasi pada tahun 2019 sebesar AS$151.270,52 ribu, mengalami kenaikan sebesar 32% dari realisasi tahun 2018 sebesar AS$115.033,32 ribu. Adapun rincian per jenis terkait nilai investasi barang modal diuraikan dalam tabel sebagai berikut.

INVESTMENT TYPE AND VALUE

Capital goods investment and capital participation realized in 2019 amounting to US$151,270.52 thousand, an increase of 32% from the realization in 2018 of US$115,033.32 thousand. The details of each type related to the capital goods investment value are described in the following table.

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Tabel Rincian Jenis dan Nilai Investasi
Table Details of Investment Type and Value

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Jenis	2019	2018	Type
***Business Development* (BD)**	**81.012,96**	**58.350,78**	**Business Development (BD)**
Algeria-Proyek MLN *Phase*-4	81.012,96	58.350,78	Algeria-MLN Phase-4 Project
***Non Business Development* (NBD)**	**70.257,90**	**56.682,55**	**Non Business Development (NBD)**
Algeria-Kegiatan di lapangan eksisting MLN, EMK OHD	12.387,08	10.363,32	Algeria-Activities at the existing fields of MLN, EMK OHD
Asia-Kegiatan pengembangan di Blok SK309	9.176,26	5.270,87	Asia-Development activities at Block SK309
Asia-Kegiatan pengembangan di Blok SK311	2.621,97	11.675,95	Asia-Development activities at Block SK311
Asia-Kegiatan *production maintenance* di Blok SK314A	3.128,22	54,7	Asia-Production maintenance activities at Block SK314A
Asia-Kegiatan pengembangan di Blok H	16.994,19	14.586,12	Asia-Development activities at Block H
Asia-Kegiatan pengembangan di Blok K	15.703,72	14.731,59	Asia-Development activities at Block K
PIEP *Head Office*-Kegiatan di *Head Office*	10.246,48	-	PIEP Head Office-Activities at the Head Office
TOTAL	**151.270,52**	**115.033,32**	**TOTAL**

Investasi BD mencakup namun tidak terbatas pada:

1. Pemboran proyek eksplorasi
2. Kegiatan di wilayah kerja eksplorasi
3. Pengembangan/pengembangan lanjut lapangan Hulu
4. Perolehan aset
5. Penyertaan modal
6. Pembangunan aset operasi
7. Pembelian/pembangunan kapal
8. *Upgrading*/pembangunan kilang

Investasi NBD mencakup namun tidak terbatas pada:

1. Restorasi aset yang mengalami kerusakan
2. Penggantian peralatan untuk menjaga kehandalan Operasi
3. Pembelian peralatan penunjang HSSE

BD investments include but are not limited to:

1. Exploration project drilling
2. Activities in the exploration working area
3. Development/further development of Hulu field
4. Acquisitions of assets
5. Capital participation
6. Development of operating assets
7. Purchase/construction of ships
8. Upgrading/construction of refineries

NBD Investments include but are not limited to:

1. Restoration of damaged assets
2. Equipment replacement to maintain Operations reliability
3. Purchase of HSSE supporting equipment

TUJUAN INVESTASI BARANG MODAL

Investasi *Business Development* (BD) adalah investasi yang bertujuan dalam rangka meningkatkan *profit* Perusahaan yang dapat dijustifikasi keekonomiannya. Investasi *Non Business Development* (NBD) adalah investasi yang bertujuan dalam rangka mempertahankan *value* Perusahaan dan/atau tujuan strategis yang belum dapat dijustifikasi keekonomiannya

CAPITAL GOODS INVESTMENT OBJECTIVES

Business Development (BD) investments are investments that aim to increase the Company's profit which can be justified economically. Non Business Development (NBD) investments are investments that aim to maintain the Company's value and/or strategic objectives which cannot yet be justified economically.

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PERJANJIAN, KOMITMEN DAN KONTINJENSI

Uraian mengenai perjanjian, komitmen dan kontinjensi sesuai dengan Laporan Keuangan per 31 Desember 2019 disajikan sebagai berikut:

1. **Audit oleh Pemerintah (PAEP)**

   Merujuk pada Kontrak Kerja Sama, Sonatrach sebagai perwakilan dari Pemerintah Aljazair, memiliki otoritas untuk melakukan audit mengenai penggantian biaya dan investasi. Oleh sebab itu, pencatatan dan laporan akuntansi merupakan subjek audit oleh Sonatrach. Temuan yang berasal dari audit ini bisa disetujui oleh manajemen Perusahaan dan dicatat pada pencatatan akuntansi atau didiskusikan lebih lanjut. Penyelesaian atas temuan yang didiskusikan tersebut memerlukan proses negosiasi yang cukup lama. Pada 31 Desember 2019, Perusahaan memiliki jumlah temuan audit sebesar AS$100.576.564 (nilai penuh-*gross*) untuk tahun 1995 hingga 2018. Dari sejumlah tersebut, yang telah diselesaikan adalah sebesar AS$32.711.323 (nilai penuh-*gross*) sehingga masih menyisakan sebesar AS$67.865.241 (nilai penuh-*gross*). Temuan tersebut masih dalam proses negosiasi antara Perusahaan dan Sonatrach.

   Manajemen berpendapat bahwa hasil audit atas Perusahaan tidak akan memiliki dampak material terhadap posisi keuangan Perusahaan dan karenanya, tidak ada penyisihan yang dicatat pada tanggal 31 Desember 2019.

2. **Audit oleh Pemerintah (PIREP)**

   Terdapat perbedaan pendapatan dan piutang yang dicatat dan dilaporkan oleh Operator dengan yang diakui oleh Pemerintah Irak melalui *Petroleum Contracts and Licensing Directorate* (PCLD) dan SOMO. Pendapatan dan piutang ini berasal dari *remuneration fee, petroleum cost* dan biaya lainnya. Hingga saat ini Operator masih melakukan negosiasi untuk penyelesaian atas perbedaan ini. Pada 31 Desember 2019, nilai pengurangan *cost recovery* sebagai akibat adanya *disputed items* yang menjadi beban PIREP adalah sebesar AS$7,2 juta.

AGREEMENTS, COMMITMENTS AND CONTINGENCIES

Descriptions of the agreements, commitments and contingencies in accordance with the Financial Statements as of December 31, 2019 are presented as follows:

1. **Government audits (PAEP)**

   Under the PSC, Sonatrach on behalf of the Algerian Government, has the authority to conduct audits in relation to the partners' reimbursements of expenses and investment costs. Therefore, the accounting records and reports of the Company are subject to audit by Sonatrach. Findings arising from these audits are either agreed by the management of the Company and recognized in its accounting records, or are disputed. Resolution of disputed findings may require a lengthy negotiation process extending over a number of years. As of December 31, 2019, the Company has audit findings totalling US$100,576,564 (full amount-gross) for the years 1995 to 2018. From aforementioned total, findings that have been settled are amounting to US$32,711,323 (full amount-gross) and thus the remaining US$67,865,241 (full amount-gross) findings are still under discussion between the Company and Sonatrach.

   Management believes that settlements of the outstanding audit issues will be resolved with no significant impact on the Company's financial statements and accordingly, no provision for settlement of audit claims has been recognized as at December 31, 2019.

2. **Government Audits (PIREP)**

   There were differences of revenues and receivables recorded and reported by the Operator and those recognized by the Iraqi Government through Petroleum Contracts and Licensing Directorate (PCLD) and SOMO. These revenues and receivables derived from remuneration fees, petroleum costs and other expenses. The Operator is still conducting negotiation on the resolution of the differences. As of December 31, 2019, the value of cost recovery reduction as a result of disputed items that became a burden for PIREP amounting to US$7.2 million.

Manajemen berpendapat bahwa penyelesaian atas perbedaan ini tidak akan memiliki dampak yang material terhadap laporan posisi keuangan Perusahaan dan sehingga tidak ada penyisihan yang dicatat pada tanggal 31 Desember 2019

3. Arbitrase di Lapangan Gumusut Kakap

Sabah Shell Petroleum Company Limited (SSPC) sebagai unit operator di Lapangan Gumusut Kakap digugat oleh Gumusut Kakap *Semi-Floating Production System* (Labuan) *Limited* (GKL) kontraktor pembangunan SEMI FPS di lapangan tersebut, terkait dengan pembayaran atas GKL yang menurut GKL belum dibayarkan oleh SSPC.

PMEP bukan merupakan pihak dalam perkara arbitrase dimaksud, namun sebagai salah satu Unit Party dalam Gumusut Kakap *Unitization and Unit Operating Agreement* (GK-UUOA), berpotensi ikut menanggung klaim sesuai dengan porsi *Participation Interest* PMEP, apabila Arbitrator mengabulkan klaim GKL. Namun sampai dengan Laporan Keuangan ini diterbitkan, jumlah klaim atas kasus ini belum bisa diestimasi.

4. *Liquidity free shares*

Merujuk pada *Liquidity Mechanism Agreement* yang sudah ditandatangani oleh PIEP dan pekerja M&P sebagai tindak lanjut dari proses *Tender Offer*, PIEP menyetujui untuk melakukan pembelian atas saham M&P yang dimiliki oleh pekerja M&P sesuai dengan tanggal berakhirnya *holding period* saham yang dimaksud. Pembelian saham ini dilakukan selama masa yang disebut sebagai *Put Option Applicable Window* yang merupakan:

a. Periode enam bulan dimulai sejak tanggal yang lebih awal dari tanggal-tanggal berikut (yang kemudian disebut sebagai "*First Put Window*"): (i) Hari Kerja pertama setelah berakhirnya *holding period* dari *Free Shares*, yaitu 26 Februari 2019 dan (ii) Hari Kerja pertama setelah tanggal jatuh tempo dari *lock up period* atas *Free Shares* yang mengacu pada pasal L. 225-197-1 (Penerima tidak sah) dan L. 225-197-3 (Penerima meninggal dunia) dari *French Commerical Code*; atau

Management believes that the resolution of these differences will have no significant impact on the Company's financial statements and accordingly no provision has been recognized as of December 31, 2019.

3. Arbitrage on Gumusut Kakap Field

Sabah Shell Petroleum Company Limited (SSPC) as the operator unit in Gumusut Kakap Field was sued by Gumusut Kakap Semi-Floating Production System (Labuan) Limited (GKL), a SEMI FPS construction contractor in the field, related to payments for GKL which according to the GKL had not been paid by SSPC.

PMEP is not a party to the arbitration case, but as one of the Party Units in Gumusut Kakap Unitization and Unit Operating Agreement (GK-UUOA), has the potential to contribute to claims in accordance with the portion of PMEP Participation Interest, if the Arbitrator grants the GKL claim. However, until this Financial Statements is issued, the number of claims for this case cannot be estimated.

4. Liquidity free shares

Refer to Liquidity Mechanism Agreement has been signed by PIEP and M&P's employees following the process of Tender Offer, PIEP undertakes to purchase the shares owned by M&P's employees on the due date of holding period of the relevant shares. The purchase shall be executed during the period so called Put Option Applicable Window, which means:

a. A six-month period starting as from of the earlier of the following dates (the "First Put Window"): (i) the first Business Day following the expiry of the requisite holding period of the Free Shares, i.e February 26, 2019 and (ii) the first Business Day following the anticipated expiry date of the lock up period of the Free Shares pursuant to article L. 225-197-1 (invalidity of the Beneficiary) and L. 225-197-3 (the death of the Beneficiary) of the French Commercial Code; or

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b. Jika *Put Option* tidak dilaksanakan selama *First Put Window* dan *Call Option* tidak dilakukan selama *First Put Window*, eksekusi dapat dilakukan pada masa enam bulan sejak Hari Kerja pertama setelah berakhirnya *First Put Window* (disebut sebagai "*Second Put Window*")

b. If the Put Option is not exercised during the First Put Window and the Call Option is not exercised during the First Call Window, a six-month period as from the first Business Dayfollowing the expiry of the First Call Window(the "Second Put Window").

Selanjutnya ditegaskan bahwa *Put Option* tidak akan dilakukan di bulan Januari, Februari atau Maret, dan apabila *First Put Window* atau *Second Put Window* jatuh pada bulan-bulan tersebut, maka akan secara otomatis diperpanjang selama masa yang sama dari jumlah hari di bulan Januari, Februari dan/atau Maret, yang akan dianggap sebagai masa penangguhan atas *Put Option Applicable Window*.

Further, it being specified that no Put Option shall be exercised in January, February or March and that if the First Put Window or the Second Put Window occurs in January, February and/or March, the First Put Window or the Second Put Window will be automatically deemed to be extended for a duration equal to the number of calendar days corresponding to the January, February and/or March month(s), as applicable, which has/(ve) been the subject of a suspension during the Put Option Applicable Window.

Eksekusi atas *Put Option* maupun *Call Option* berdasarkan pasal 4 (empat) *Liquidity Mechanism Agreement* dapat dilakukan jika:

a. Sahamnya tidak lagi diperdagangkan di Euronext Paris; atau

b. Sahamnya diperdagangkan di Euronext Paris, namun:

   i. PIEP secara langsung maupun tidak langsung, bertindak sendiri maupun bersama-sama, memiliki sekurang-kurangnya 70% dari saham M&P; atau rata-rata volume harian dari perdagangan saham di Euronext Paris, selama kurun waktu 20 hari pada saat terjadinya *Liquidity Shortfall*, kurang dari 250.000 lembar saham berdasarkan informasi yang diterbitkan oleh Euronext Paris.

   ii. Harga saham yang digunakan pada saat pembelian adalah berdasarkan perhitungan (i) 11,9 dikali EBITDA (ii) dikurangi dengan *Consolidated Net Financial Debt*, dan (iii) kemudian dibagi dengan jumlah saham yang akan dicairkan pada tanggal *Put Notice* atau *Call Notice*.

The execution of the Put Option and of the Call Option as stated on article 4 Liquidity Mechanism Agreement will be qualified if:

a. the Share are no longer traded on the regulated market of Euronext Paris; or

b. the Share are traded on the regulated market of Euronext Paris, but:

   i. PIEP holds directly or indirectly, alone or acting in concert with another (other) shareholder(s), at least 70% of the issued share capital or M&P; or The average daily volume of the Share traded on Euronext Paris, over the last twenty (20) trading days prior to the date such Liquidity Shortfall of the Shares is assessed, is less than 250,000 Shares on the basis of information published by Euronext Paris.

   ii. The Price shall mean the amount calculated for each Relevant Share on the basis of (i) 11.9 times EBITDA (ii) minus the Consolidated Net Financial Debt, and (iii) such difference being divided by the total number of Shares on fully diluted basis at the date of the Put Notice or Call Notice, as applicable.

Sampai dengan tanggal penyelesaian Laporan Keuangan ini jumlah saham yang dimiliki oleh pekerja M&P adalah sebanyak 431.090 lembar saham.

5. Capital tax gain in Tanzania

Pada tahun 2016 dan 2017 Perusahaan mengakuisisi saham M&P dari *Pacifico* dan publik dengan total kepemilikan 72,65%, sesuai dengan kajian internal Perusahaan mengidentifikasi adanya eksposur capital tax gain di Tanzania karena telah terjadi perubahan *ultimate ownership* sebagai dampak dari akuisisi tersebut. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini manajemen berkeyakinan bahwa eksposur tersebut tidak akan berdampak pada keluarnya sumber daya yang material.

Until the date of completion of this Financial Statements, the number of shares held by M&P's employees are 431,090 shares.

5. Capital tax gain in Tanzania

In 2016 and 2017, the Company acquired M&P from Pacifico and the public with a total ownership of 72.65% in accordance with the Company's internal study identifying capital tax gain exposure in Tanzania due to a change in ultimate ownership as a result of the acquisition. Until the date of completion of this consolidated Financial Statements, management believes that the exposure will have no significant impact on the release of material resources.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, DAN RESTRUKTURISASI UTANG DAN MODAL

MATERIAL INFORMATION ABOUT INVESTMENT, EXPANSION, DIVESTMENT, ACQUISITION, AS WELL AS DEBT AND CAPITAL RESTRUCTURING

INVESTASI

Informasi mengenai investasi jangka pendek dan jangka panjang PIEP disajikan sebagai berikut.

INVESTMENT

Information about PIEP's short-term and long-term investments is presented as follows.

Tabel Jenis dan Nilai Investasi
Table Investment

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	2019	2018	Description
Investasi Jangka Pendek	323	366	Short-term investment
Jumlah Investasi Jangka Pendek	**323**	**366**	Total Short-Term Investment
Investasi pada blok minyak dan gas bumi, neto:			Investments in oil and natural gas blocks, net:
Blok K, Blok P, Blok SK-309 Blok SK-311 dan Blok SK-314A, Malaysia	925.518	1.024.238	Block K, Block P, Bloc SK-309 Block SK-311 and Block SK-314A, Malaysia
Blok West Qurna-1, Irak	398.968	403.318	Block West Qurna-1, Iraq
Investasi pada entitas asosiasi, neto	334.721	307.515	Investments in associates, net
Jumlah Investasi Jangka Panjang	**1.677.953**	**1.735.071**	Total Long-Term Investment

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EKSPANSI

Sampai dengan akhir tahun 2019, PIEP tidak melakukan kegiatan ekspansi.

EXPANSION

Until the end of 2019, PIEP did not carry out any expansion activities.

DIVESTASI

Sampai dengan akhir tahun 2019, PIEP tidak melakukan kegiatan divestasi.

DIVESTMENT

Until the end of 2019, PIEP did not carry out any divestment activities.

AKUISISI

Sampai dengan akhir tahun 2019, PIEP tidak melakukan kegiatan akuisisi.

ACQUISITION

Until the end of 2019, PIEP did not carry out any acquisition activities.

RESTRUKTURISASI UTANG DAN MODAL

Sampai dengan akhir tahun 2019, PIEP tidak melakukan kegiatan restrukturisasi utang dan modal.

DEBT AND CAPITAL RESTRUCTURING

Until the end of 2019, PIEP did not carry out any debt and capital restructuring activities.

PENCAPAIAN TARGET DAN TARGET KE DEPAN

PENCAPAIAN TARGET

Realisasi rencana bisnis periode 2019 disajikan dalam bentuk perbandingan target dan pencapaian kinerja PIEP Desember 2019.

PERBANDINGAN TARGET DAN REALISASI PRODUKSI

Informasi mengenai perbandingan target dan realisasi produksi disajikan sebagai berikut.

TARGET ACHIEVEMENTS AND FUTURE TARGETS

TARGET ACHIEVEMENTS

The realization of 2019 business plan is presented in the form of comparison of targets and performance achievements of PIEP as of December 2019.

COMPARISON OF PRODUCTION TARGETS AND REALIZATION

Information regarding the comparison of production targets and realization is presented as follows.

Tabel Perbandingan Target dan Realisasi Produksi
Table Comparison of Targets and Realization of Production

Uraian	RKAP 2019 2019 CBP	Realisasi 2019 2019 Realization	Pencapaian terhadap RKAP Achievements of CBP	Description
	1	2	3=2/1	
MIGAS (Kboepd)				OIL AND GAS (Kboepd)
Algeria	51,45	48,72	94,69%	Algeria
Malaysia	30,18	27,12	89,86%	Malaysia
Irak	51,69	44,55	86,19%	Iraq
M&P	30,91	30,90	99,98%	M&P
PIEP	164,23	151,29	92,12%	PIEP

Tabel Perbandingan Target dan Realisasi Produksi
Table Comparison of Targets and Realization of Production

Uraian	RKAP 2019 2019 CBP	Realisasi 2019 2019 Realization	Pencapaian terhadap RKAP Achievements of CBP	Description
	1	2	3=2/1	
MINYAK (Kboepd)				OIL (Kbopd)
Algeria	22,19	21,36	96,28%	Algeria
Malaysia	15,27	13,27	86,91%	Malaysia
Irak	51,69	44,55	86,19%	Iraq
M&P	23,37	24,93	106,68%	M&P
PIEP	112,51	104,11	92,53%	PIEP
GAS (MMscfd)				GAS (MMscfd)
Algeria	169,58	158,52	93,48%	Algeria
Malaysia	86,38	80,23	92,88%	Malaysia
M&P	43,68	34,61	79,24%	M&P
PIEP	299,64	273,36	91,23%	PIEP
***LIFTING* MIGAS (Kboepd)**				OIL AND GAS LIFTING (Kboepd)
Algeria	21,30	21,36	100,30%	Algeria
Malaysia	26,61	24,13	90,68%	Malaysia
Irak	6,00	4,33	72,17%	Iraq
M&P	29,91	30,90	103,32%	M&P
Total *Lifting* Migas	**83,82**	**80,73**	**96,31%**	**Total Oil and Gas Lifting**

Catatan:
1) Angka RKAP M&P merupakan target yang ditetapkan PIEP
2) Data *lifting* produksi, di mana masih ada porsi Pemerintah

Notes:
1) CBP figures of M&P are targets set by PIEP
2) Production lifting data, where there is still a portion of the Government

Produksi Migas

Produksi migas PIEP tahun 2019 sebesar 151,29 Kboepd atau 92,12% dibandingkan dengan target RKAP tahun 2019 sebesar 164,23 Kboepd. Pencapaian ini terdiri dari produksi minyak sebesar 104,11 Kboepd dan produksi gas sebesar 273,36 MMscfd.

PRODUKSI MINYAK

Produksi minyak PIEP tahun 2019 sebesar 104,11 Kbopd atau 92,53% dari target RKAP 2019 sebesar 112,51 Kbopd. Rincian dari pencapaian produksi minyak ini adalah sebagai berikut.

1. **Algeria**

   Produksi di Aset Algeria tahun 2019 sebesar 21,36 Kbopd atau 96,28% dari target RKAP sebesar 22,19 Kbopd. Meskipun produksi realisasi tahun 2019 masih di bawah

Oil and Gas Production

PIEP's oil and gas production in 2019 was 151.29 Kboepd or 92.12% compared to the 2019 CBP target of 164.23 Kboepd. The achievement consisted of oil production of 104.11 Kboepd and gas production of 273.36 MMscfd.

OIL PRODUCTION

PIEP's oil production in 2019 was 104.11 Kbopd or 92.53% of the 2019 CBP target of 112.51 Kbopd. The details of this oil production achievements are as follows.

1. **Algeria**

   Production in Algeria Assets in 2019 was 21.36 Kbopd or 96.28% of the CBP target of 22.19 Kbopd. Although the realization of production in 2019 was still below the

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target RKAP namun produksi minyak yang dihasilkan di lapangan MLN pada bulan Desember sudah lebih baik dibandingkan bulan sebelumnya.

Kontribusi positif di lapangan MLN pada bulan ini berasal dari:

a. Adanya optimasi produksi dari sumur MLN-15, MLNW-5 (GI), MLNW-11, dan MLNW-10.
   - Dilakukan pekerjaan tubing patch pada sumur MLN-15, sehingga mampu meningkatkan produksi ± 600 bopd (*gross*).
   - Reaktivasi sumur MLNW-5 GI setelah *shut in* pada awal tahun, sehingga mampu menginjeksikan gas dengan *rate* sebesar 5 MMscfd.
   - *Onstream* sumur MLNW-11 pada tanggal 2 Desember 2019, sehingga mampu meningkatkan produksi sebesar 590 bopd (*gross*).
   - *Fracturing* sumur MLNW-10, sehingga mampu menambah produksi sekitar 300 bopd (*gross*)
b. Adanya kontribusi sumur *Workover* MLW-7 yang mulai kembali berproduksi di bulan Desember 2019 dengan tambahan produksi sekitar 650 bopd (*gross*).

Namun demikian, target produksi belum tercapai karena:

a. Penambahan produksi dari *Phase*-4 masih belum optimal, karena terjadi 2 (dua) kali trip di *equipment gas turbine* (GT-400) sebagai akibat dari tingginya *exhaust temperature* dan karena kebocoran pada pipa T-101.
b. Realisasi produksi lapangan OHO melebihi target yaitu sebesar 2,6 Kbopd dari target 1,8 Kbopd.
c. Realisasi produksi lapangan EMK di bawah target yaitu sebesar 6,3 Kbopd dari target 8,5 Kbopd. Hal ini disebabkan karena adanya permasalahan *reliability* pada *compressor* dan *transfer pump unit* sehingga beberapa kali terjadi *unplanned shutdown* di *Central Processing Facility* (CPF), rencananya pada tahun 2020 akan dilakukan *planned shutdown* untuk mengatasi permasalahan ini.

CBP target, oil production generated in the MLN field in December was better than the previous month.

Positive contributions at the MLN field in this month came from:

a. Optimization of production from MLN-15, MLNW-5 (GI), MLNW-11, and MLNW-10 wells.
   - Tubing patch work was carried out on the MLN-15 well, so as to increase production of ± 600 bopd (gross).
   - Reactivation of MLNW-5 GI well after being shut-in at the beginning of the year so that it can inject gas at a rate of 5 MMscfd.
   - Onstream of MLNW-11 well on December 2, 2019 so as to increase production by 590 bopd (gross).
   - Fracturing of MLNW-10 well so as it can increase production to around 300 bopd (gross).
b. Contribution of Workover MLW-7 well that began to resume production in December 2019 with an additional production of around 650 bopd (gross).

However, the production target has not been reached because:

a. Additional production from Phase-4 was still not optimal, because there were 2 (two) trips in the gas turbine (GT-400) equipment as a result of high exhaust temperature and due to leakage on the T-101 pipe.
b. The realization of OHO field production exceeded the target of 2.6 Kbopd from the target of 1.8 Kbopd.
c. The realization of EMK field production was below the target of 6,3 Kbopd from the target of 8.5 Kbopd. This was due to the reliability problems in the compressor and transfer pump unit so that unplanned shutdowns happened for several times at the Central Processing Facility (CPF), the plan for 2020 will be carried out a planned shutdown to overcome this issue.

2. Malaysia

Produksi minyak di Aset Malaysia sebesar 13,27 Kbopd atau 86,91% dari target RKAP 2019 sebesar 15,23 Kbopd, dengan penyebab utama dari kinerja under lapangan Kikeh:

a. Tingginya *decline rate* jika dibandingkan asumsi RKAP awal, *decline rate* sebesar 17% dari asumsi RKAP 10%.

b. Adanya *unplanned shutdown* pada lapangan Kikeh saat ESD mendeteksi adanya gas yang masuk pada separator Module 2,4 dan 12.

c. Tidak maksimalnya penambahan produksi dari proyek DTU Gas Lift di lapangan Kikeh.

3. Irak

Produksi minyak di Aset Irak sebesar 44,55 Kbopd atau 86,19% dari target RKAP 2019 sebesar 51,69 Kbopd, tidak tercapainya target produksi ini disebabkan oleh:

a. Adanya perbedaan signifikan antara target di RKAP dengan WP&B yang ditetapkan oleh Pemerintah Irak kepada operator, di mana target WP&B lebih rendah.

b. Terjadi pembatasan produksi pada pipa yang mengalirkan minyak ke *export pipeline* yaitu maksimal 500 ribu bopd (*gross*).

c. Terjadi *loss production* akibat permasalahan *integrity* di DS7 dan 8.

4. M&P

Produksi di M&P Aset tahun 2019 sebesar 24,93 Kbopd atau 106,68% dari target RKAP sebesar 23,37 Kbopd.

PRODUKSI GAS

Produksi gas PIEP YTD Desember 2019 sebesar 273,36 MMscfd atau 91,23% dari target RKAP 2019 YTD sebesar 299,64 MMscfd. Rincian dari pencapaian produksi gas ini adalah sebagai berikut:

2. Malaysia

Oil production in Malaysia Assets amounting to 13.27 Kbopd or 86.91% from the 2019 CBP target of 15.23 Kbopd, with the main causes came from the under performance of Kikeh field:

a. The high decline rate compared to the initial CBP assumption, the decline rate was 17% from the CBP assumption of 10%.

b. There was an unplanned shutdown at Kikeh field when ESD detected gas entering the Module 2,4 and 12 separators.

c. Non optimal additional production from the DTU Gas Lift project at Kikeh field.

3. Iraq

Oil production in Iraq Assets amounting to 44.55 Kbopd or 86.19% fro the 2019 CBP target of 51.69 Kbopd, the production target was not achieved due to:

a. There was a significant difference between the targets in CBP with WP&B set by the Iraqi government to the operator where the WP&B target is lower.

b. There was a production limitation on the pipeline that flows oil to the export pipeline with a maxium of 500 thousand bopd (gross).

c. There was a loss of production due to integrity issue on DS7 and 8.

4. M&P

Production in M&P Assets in 2019 amounting to 24.93 Kbopd or 106.68% from the CBP target of 23.37 Kbopd.

GAS PRODUCTION

PIEP's gas production YTD December 2019 amounting to 273.36 MMscfd or 91.23% from the CBP target for 2019 YTD of 299.64 MMscfd. Details of this gas production achievement are as follows:

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1. **Algeria**

   Produksi gas di Aset Algeria sebesar 158,52 MMscfd atau 93,46% dari target RKAP tahun 2019 sebesar 169,58 MMscfd. Tidak tercapainya produksi gas ini akibat adanya kerusakan pada moto *compressor* sejak bulan Maret dan baru bisa beroperasi kembali pada bulan Juli 2019. Namun jika dilihat hanya di bulan Desember saja, produksi gas sudah jauh lebih baik dikarenakan sudah kembalinya rate injeksi gas ke titik awal seiring sudah tidak ada permasalahan *ambient temperature* tahun 2020.

2. **Malaysia**

   Produksi gas di Aset Malaysia sebesar 80,23 MMscfd atau 92,82% dari target RKAP 2019 sebesar 86,38 MMscfd, hal ini diakibatkan oleh tingginya *decline rate* di lapangan Kikeh jika dibandingkan asumsi RKAP awal, *decline rate* sebesar 17% dari asumsi RKAP 10% dan adanya *unplanned shutdown* penggantian *cooler gas compressor* A di lapangan Kikeh.

3. **M&P**

   Produksi gas di Aset M&P sebesar 34,61 MMscfd atau 79,18% dari target RKAP 2019 sebesar 43,68 MMscfd. Hal ini disebabkan oleh rendahnya permintaan gas pada *market* seiring dengan sedang berlangsungnya musim hujan di Afrika bagian timur, sehingga pelanggan beralih menggunakan pembangkit listrik tenaga air.

Produksi Lifting Migas

Realisasi *lifting* produksi migas tahun 2019 sebesar 80,73 Kboepd atau 96,30% dibanding target RKAP 2019 sebesar 83,82 Kbopd. Angka *lifting* adalah menggunakan angka *lifting* produksi yang dihitung berdasarkan angka dari kepala sumur hingga titik ekspor. Untuk Aset Irak yang menggunakan *fiscal term* TSC maka angka *lifting* menggunakan pendekatan angka *entitlement* dibagi dengan *oil price*.

Pencapaian *lifting* minyak di bawah target RKAP 2019 karena:

1. Aset Algeria: 0,6% di atas dari target DD RKAP 2019, karena tidak ada *loss* signifikan, di mana pada RKAP 2019 di asumsikan ada *loss* sebesar 2% namun realisasinya tidak terjadi *loss production*.

1. **Algeria**

   Gas production in Algeria Assets amounting to 158.52 MMscfd or 93.46% from the 2019 CBP target of 169.58 MMscfd. This gas production was not achieved due to damaged moto compressor since March and was only able to resume operations in July 2019. However, if seen only in December, gas production has been much better due to the return of gas injection rate to the starting point in line with the absence of ambient temperature issues in 2020.

2. **Malaysia**

   Gas production in Malaysia Assets amounting to 80.23 MMscfd or 92.82% from the 2019 CBP target of 86.38 MMscfd, this was due to high decline rate at Kikeh field when compared to the initial CBP assumption, a decline rate of 17% from the 10% CBP assumption and the occurrence of unplanned shutdown of cooler gas compressor A replacement at Kikeh field.

3. **M&P**

   Gas production in M&P Assets amounting to 34.61 MMscfd or 79.18% from the 2019 CBP target of 43.68 MMscfd. This was due to the low demand for gas in the market in line with the rainy season in eastern Africa, so customers switch to hydroelectric power.

Oil And Gas Lifting Production

The realization of oil and gas production lifting in 2019 amounting to 80.73 Kboepd or 96.30% compared to 2019 CBP target of 83.82 Kboepd. Lifting figure is obtained by using the production lifting figure which is calculated based on the figure from the wellhead to the export point. For Iraq Assets that use TSC fiscal term, the lifting figure uses the approach of entitlement figure divided by the oil prices.

Achievement of oil lifting was below the 2019 CBP target due to:

1. Algeria Assets: 0.6% above the 2019 CBP target, because there was no significant loss where in 2019 CBP was assumed that there was a loss of 2% but in fact there was no loss of production.

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2. Aset Malaysia: under 11,3% dari target DD RKAP 2019, karena produksi minyak tidak mencapai target DD RKAP Desember 2019. Tidak tercapainya target produksi di Aset Malaysia karena tingginya realisasi *decline rate* di lapangan Kikeh dibandingkan ketika RKAP awal (17% dari RKAP 10%), adanya *unplanned shutdown* penggantian *cooler gas compressor* A.
3. Aset Irak: under 27,0% dari target DD RKAP 2019 terjadi karena realisasi *cash call/cost recovery* serta produksi minyak di bawah target sehingga berpengaruh terhadap porsi *entitlement* minyak.
4. M&P: di atas 11% dari target RKAP 2019, di mana terdapat kontribusi dari Angola yang masuk ke dalam konsolidasi produksi dan *lifting* M&P.

Pencapaian *lifting* gas di bawah target RKAP 2019 disebabkan karena:

1. Tidak tercapainya *lifting* gas Aset Malaysia disebabkan masalah *gas handling* akibat dari peningkatan *Gas Oil Ratio* (GOR) sumur di South Acis.
2. Produksi gas aset M&P masih di bawah target disebabkan rendahnya permintaan gas oleh konsumen di Afrika bagian timur karena sedang berlangsungnya musim hujan, sehingga konsumen beralih menggunakan pembangkit listrik tenaga air.

PERBANDINGAN TARGET DAN REALISASI KEUANGAN

Uraian mengenai perbandingan target RKAP dan realisasi tahun 2019 disajikan sebagai berikut.

2. Malaysia Assets: under 11.3% from the 2019 CBP target, because oil production did not reach the December 2019 CBP target. The production target in Malaysia Assets was not achieved due to the high realization of decline rate at Kikeh field compared to initial CBP (17% of the CBP of 10%), there was an unplanned shutdown of cooler gas compressor A replacement.
3. Iraq Assets: under 27.0% from the 2019 CBP target, because there was a realization of cash call/cost recovery as well as oil production was below the target so that it affects the portion of oil entitlement.
4. M&P: above 11% from the 2019 CBP target where there was a contribution from Angola that entered into consolidation of M&P production and lifting.

Achievement of gas lifting was below the 2019 CBP target due to:

1. Gas lifting in Malaysia Assets was not achieved due to gas handling issue due to the increase in Gas Oil Ratio (GOR) of well in South Acis.
2. Gas production of M&P assets was still below the target due to low gas demand by consumers in eastern Africa due to rainy season, so consumers switch to hydroelectric power.

COMPARISON OF FINANCIAL TARGETS AND REALIZATION

Descriptions regarding CBP targets and realization in 2019 are presented as follows.

Tabel Target dan Realisasi Kinerja Keuangan
Table Financial Performance Targets and Realization

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	RKAP 2019 2019 CBP	Realisasi 2019 2019 Realization	Pencapaian terhadap RKAP Achievements of CBP	Description
	1	2	3=2/1	
PENDAPATAN USAHA				REVENUES
Penjualan Dalam Negeri BBM dan NBBM	-	-	-	Domestic sales of Fuel and Non Fuel
Ekspor Minyak Mentah dan Hasil Minyak	1.396.332	1.203.297	86,18%	Export of Crude Oil and Oil Products
Pendapatan Usaha dari Aktifitas Operasi Lainnya	4.332	16.726	386,10%	Revenues from Other Operating Activities
Jumlah Pendapatan Usaha	**1.400.664**	**1.220.022**	**87,10%**	**Total Revenues**

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Tabel Target dan Realisasi Kinerja Keuangan
Table Financial Performance Targets and Realization

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	RKAP 2019 2019 CBP	Realisasi 2019 2019 Realization	Pencapaian terhadap RKAP Achievements of CBP	Description
	1	2	3=2/1	
BEBAN PRODUKSI DAN BEBAN USAHA				PRODUCTION LOAD AND BUSINESS LOAD
Beban Produksi Hulu	962.459	858.720	89,22%	Upstream Production Costs
Beban Usaha dari Aktifitas Operasi Lainnya	4.332	3.640	84,04%	Operating Expenses from Other Operating Activities
Beban Umum dan Administrasi	47.069	70.489	149,76%	General and Administrative Expenses
Jumlah Beban Produksi dan Beban Usaha	**1.013.859**	**932.849**	**92,01%**	**Total Production Costs And Operating Expenses**
LABA/(RUGI) USAHA	386.806	287.173	74,24%	OPERATING PROFIT/(LOSS)
PENDAPATAN/(BEBAN) LAIN				OTHER INCOME/(EXPENSES)
Pendapatan Keuangan	-	9.562	-	Finance Income
(Beban) Keuangan	(28.000)	(30.974)	110,62%	Finance (Costs)
Selisih Kurs	-	(12.544)	-	Foreign Exchange
Pendapatan/(Beban) Lain -lain	(2.000)	(35.678)	1.783,88%	Other Income/(Expenses)
Laba/(Rugi) dari Perusahaan Asosiasi/Anak Perusahaan	19.000	58.748	309,20%	Profit/(Loss) from Associates/ Subsidiaries
Jumlah Pendapatan/(Beban) Lain	**(11.000)**	**(10.886)**	**98,96%**	**Total Other Income/ (Expenses)**
LABA/(RUGI) SEBELUM PAJAK DAN HAK MINORITAS	375.806	276.287	73,52%	PROFIT/(LOSS) BEFORE TAX AND MINORITY RIGHTS
BEBAN/(MANFAAT) PAJAK PENGHASILAN				INCOME TAX EXPENSE/ (BENEFIT)
Pajak Kini	224.193	153.461	68,45%	Current Tax
Pajak Tangguhan	16.044	16.920	105,46%	Deferred Tax
Beban/(Manfaat) Pajak Penghasilan	240.237	170.381	70,92%	Income Tax Expense/(Benefit)
Laba/(Rugi) Sebelum Hak Minoritas	135.568	105.906	78,12%	Profit/(Loss) Before Minority Rights
Hak Minoritas	13.073	7.909	60,50%	Minority Rights
LABA/(RUGI) BERSIH	122.496	97.997	80,00%	NET PROFIT/(LOSS)
Biaya Depresiasi, Deplesi dan Amortisasi	315.736	293.959	93,10%	Costs of Depreciation, Depletion and Amortization

Laba Bersih

Laba bersih PIEP konsolidasian sampai dengan Desember 2019 sebesar AS$97.997 ribu atau mencapai 80,00% dari target RKAP 2019 yang sebesar AS$122.495 ribu. Pencapaian

Net Profit

PIEP's consolidated net profit as of December 2019 amounting to US$97,997 thousand or reached 80.00% from the 2019 CBP target amounting to US$122,495 thousand. This achievement

ini lebih rendah dibandingkan target RKAP 2019 terutama disebabkan karena tidak tercapainya Laba Usaha yang hanya 74,24% dari RKAP 2019 atau sebesar AS$287.173 ribu dan lebih tingginya beban lain-lain sebesar 1.783,88% dari RKAP 2019 atau sebesar AS$35.678 ribu.

Pendapatan Usaha

Realisasi pendapatan usaha PIEP sampai dengan Desember 2019 sebesar AS$1.203.297 ribu atau mencapai 86,18% dari target RKAP 2019. Lebih rendahnya realisasi pendapatan usaha terutama disebabkan karena:

- Realisasi harga minyak mentah (*brent price*) di tahun 2019 sebesar AS$64,21 per barel atau lebih rendah dibandingkan RKAP 2019 yang sebesar AS$73,25 per barel.
- Realisasi produksi minyak dan gas sebesar 151.290 boepd atau di bawah target RKAP 2019 yang sebesar 163.227 boepd

Beban Usaha

Realisasi beban usaha PIEP sampai dengan Desember 2019 sebesar AS$932.849 ribu atau 92,01% dari RKAP 2019. Hal ini antara lain disebabkan oleh:

- Realisasi biaya produksi sebesar AS$551.183 ribu (85,23% dari RKAP 2019) terutama disebabkan karena:
  - Irak: lebih rendahnya realisasi biaya produksi (66,61% dari RKAP 2019) terutama karena karena beberapa *Project* mengalami *delay* (MTI DS6 *execution delay*, PW2 retender, MTI DS7&8 *contract award delay*, FOD *project delay*).
  - Algeria: lebih rendahnya realisasi biaya produksi (82,84% dari RKAP 2019) terutama karena efisiensi biaya *workover*.
- Realisasi biaya depresiasi, deplesi dan amortisasi sebesar AS$293.959 ribu atau lebih rendah dari RKAP yang sebesar AS$315.736 ribu terutama disebabkan karena lebih rendahnya *unit of production* (UoP) *rate* seiring dengan realisasi produksi yang lebih rendah.

was lower than the 2019 CBP target which was mainly due to the non-achievement of Operating Profit which was only 74.24% from 2019 CBP or amounting to US$287,173 thousand and higher amount of other expenses of 1,783.88% from 2019 CBP or amounting to US$35,678 thousand.

Revenues

The realization of PIEP's revenues as of December 2019 amounting to US$1,203,297 thousand or reached 86.18% from the 2019 CBP target. The lower realization of revenues was mainly due to:

- Realized crude oil price (brent price) in 2019 amounting to US$64.21 per barrel or lower than the 2019 CBP of US$73.25 per barrel.
- Realized oil and gas production amounting to 151,290 boepd or below the 2019 CBP target of 163,227 boepd.

Operating Expenses

The realization of PIEP's operating expenses as of December 2019 amounting to US$932,849 thousand or 92.01% from the 2019 CBP. This was partly due to:

- Realized production costs amounting to US$551,183 thousand (85.23% from the 2019 CBP) was mainly due to:
  - Iraq: lower realization of production costs (66.61% from the 2019 CBP) which was mainly due to several projects experiencing delays (MTI DS6 execution delay, PW2 retender, MTI DS7&8 contract award delay, FOD project delay).
  - Algeria: lower realization of production costs (82.84% from the 2019 CBP) which was mainly due to workover costs efficiency.
- Realized costs of depreciation, depletion and amortization amounting to US$293,959 thousand or lower than CBP of US$315,736 thousand which was mainly due to lower unit of production (UoP) rate in line with lower production realization.

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- Realisasi biaya umum dan administrasi sebesar AS$52.574 ribu (111,69% dari RKAP 2019). Lebih tingginya realisasi biaya umum dan administrasi terutama disebabkan karena:
  - Malaysia: realisasi biaya Sarawak State Sales Tax (SST) yang tidak dianggarkan;
  - Algeria: Realisasi *personnel cost non cost recovery* sebesar AS$4.818 juta atas pekerja yang belum mendapatkan *working permit*.
- Realisasi biaya usaha dari aktivitas operasi lainnya sebesar AS$3.640 ribu (84,04% dari RKAP 2019) berasal dari realisasi biaya *personnel secondee* Irak yang lebih rendah.

Beban Lain-Lain

Realisasi beban lain-lain PIEP sampai dengan Desember 2019 sebesar AS$35.678 ribu atau mencapai 1.783,88% dari target RKAP 2019. Lebih tingginya realisasi beban lain-lain tersebut terutama disebabkan karena *impairment* Malaysia sebesar (AS$35.184) ribu.

Beban Pajak Penghasilan

Realisasi Beban Pajak Penghasilan tahun 2019 sebesar AS$170.381 ribu (70,92% dari RKAP 2019) terutama disebabkan karena lebih rendahnya realisasi *revenue* dan adanya *deferred tax income* Algeria sebesar AS$21.640 ribu.

Minority Interest

Realisasi *Minority Interest* Desember 2019 sebesar AS$7.909 ribu (60,50% dari RKAP 2019) seiring dengan lebih rendahnya realisasi Laba Tahun Berjalan M&P sebesar AS$29.857 ribu dibandingkan dengan RKAP 2019 yang sebesar AS$35.000 ribu.

Anggaran Biaya Investasi (ABI)

Uraian mengenai anggaran biaya investasi disajikan sebagai berikut.

- Realized general and administrative expenses amounting to US$52,574 thousand (111.69% from the 2019 CBP). The higher realization of general and administrative expenses was mainly due to:
  - Malaysia: realization of not budgeted costs for Sarawak State Sales Tax (SST);
  - Algeria: realization of personnel cost non cost recovery amounting to US$4,818 million for employees who have not received working permits.
- Realization of operating costs from other operating activities amounting to US$3,640 thousand (84.04% from the 2019 CBP) came from the realization of lower Iraqi secondee personnel costs.

Other Expenses

Realization of PIEP's other expenses as of December 2019 amounting to US$35,678 thousand or reached 1,783.88% of the 2019 CBP target. The higher realization of these other expenses was mainly due to Malaysian impairment of (US$35,184) thousand.

Income Tax Expense

Realization of 2019 Income Tax Expense amounting to US$170,381 thousand (70.92% from the 2019 CBP) which was mainly due to lower realization of revenues and the occurence of Algeria's deferred tax income of US$21,640 thousand.

Minority Interest

Realization of Minority Interest as of December 2019 amounting to US$7,909 thousand (60.50% from the 2019 CBP) in line with the lower realization of M&P's Profit For The Year of US$29,857 thousand compared to the 2019 CBP with US$35,000 thousand.

Investment Costs Budget

Descriptions regarding investment costs budget are presented as follows.

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Tabel Realisasi ABI PIEP
Table Realisasi ABI PIEP's ABI Realization

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	RKAP 2019 2019 CBP	Realisasi 2019 2019 Realization	Pencapaian terhadap RKAP Achievements of CBP	Description
	1	2	3=2/1	
Business Development:	**90.621**	**81.013**	**89,40%**	**Business Development:**
Algeria-*Phase* 4	90.621	81.013	89,40%	Algeria-Phase IV
Non Business Development:	**78.774**	**70.258**	**89,19%**	**Non Business Development:**
Algeria	23.106	12.387	53,61%	Algeria
Malaysia	41.619	47.624	114,43%	Malaysia
Head Office	14.049	10.246	72,93%	Head Office
TOTAL	**169.395**	**151.271**	**89,30%**	**TOTAL**

Realisasi ABI PIEP sampai dengan Desember 2019 sebesar AS$151.271 ribu atau sebesar 89,30% dari RKAP 2019 terutama disebabkan karena:

1. Aset Algeria

   Realisasi investasi di Aset Algeria AS$93,4 juta atau sebesar 82% dari target Desember 2019 RKAP Revisi sebesar AS$113,7 juta, di mana realisasi investasi BD untuk *Project Phase-4 Development* (P4D) sebesar AS$81,01 juta atau mencapai 89,40% dari target Desember 2019 sebesar AS$90,6 juta dan realisasi investasi Non BD sebesar AS$12,4 juta atau mencapai 54% dari target Desember 2019 sebesar AS$23,1 juta. Adapun penjelasan pencapaian ini adalah sebagai berikut:

   a. *Gas Capacity Increase Project* (GCIP) akan tiba di lokasi pada bulan Januari 2020, berhasil datang di bulan Desember 2019 sehingga realisasi investasi proyek GCIP dapat melebihi target.

   b. *Drilling*: Pada program *drilling* telah diselesaikannya pemboran 6 (enam) sumur sampai bulan Desember 2019, dan adanya penghematan biaya sumur akibat pemboran yang lebih cepat dari jadwal pada sumur MLC-7GI dan MLNW-11P, efisiensi ini terjadi sebagai implementasi penggunaan *drilling fluid* (SF-05) dan juga konsep *pre-moving*, yang mampu mengurangi biaya *downtime* pada saat perpindahan lokasi sumur.

PIEP's ABI realization as of December 2019 amounting to US$151,271 thousand or 89.30% from the 2019 CBP which was mainly due to:

1. Algeria Assets

   Realized investment in Algeria Assets amounting to US$93.4 million or 82% from the Revised CBP target of December 2019 amounting to US$113.7 million, in which BD investment realization for Phase-4 Development (P4D) Project amounting to US$81,01 million or reached 89.40% from the December 2019 target of US$90.6 million and the realized Non BD Investment amounting to US$12.4 million or reached 54% from the December 2019 target of US$23.1 million. The explanation of this achievement is as follows:

   a. Gas Capacity Increase Project (GCIP) will arrive on site in January 2020, successfully arrived in December 2019 so that the investment realization of GCIP project can exceed the target.

   b. Drilling: In the drilling program has been completed 6 (six) wells drilling until December 2019, and there were savings in well costs due to faster than schedule drilling in MLC-7GI and MLNW-11P wells, this efficiency occurred as the implementation of using drilling fluid (SF-05) and also the pre-moving concept which is able to reduce the cost of downtime when moving well locations. However, in the implementation

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Namun dalam pelaksanaan program *drilling* di tahun 2019 terdapat sedikit *delay* dalam penyelesaian sumur ke 7 (tujuh) yaitu MLNW-11GI dikarenakan adanya permasalahan di sumur KMD-7 dan MLSE-10 yaitu *loss circulation* dan *pipe stuck*.

c. *Non Business Development* (NBD) Algeria: Tidak tercapai target serapan investasi pada proyek MLN *Other Capex* ini, dikarenakan *Project* Hassi BdV *Expansion* masih dalam tahap konstruksi (67%) keterlambatan ini terjadi karena perubahan *design* fasilitas *camp* yang akan dibangun proyek *Produced Water* masih dalam tahap *engineering* dan *fabrication* (57%) sehingga belum sampai dalam tahap instalasi dan tidak tercermin dalam realisasi ABI NBD Algeria.

2. Aset Malaysia:

Realisasi investasi di Aset Malaysia sebesar AS$47,62 juta atau 114,43% dari target Desember 2019 di RKAP Revisi sebesar AS$41,62 juta, di mana kontribusi terbesar adalah dari proyek pengembangan lapangan Blok H terutama pada pekerjaan *Engineering, Procurement, Construction* (EPC) dan *Engineering, Procurement, Construction, Installation, Commissioning* (EPCIC). Percepatan pekerjaan instalasi *Subsea Gas Lift* Blok K juga berpengaruh terhadap realisasi investasi di Aset Malaysia.

PERBANDINGAN TARGET DAN REALISASI PENGEMBANGAN SDM

Rencana pemenuhan SDM disesuaikan dengan pertumbuhan dan kebutuhan bisnis PIEP. Sesuai dengan rencana pengembangan organisasi untuk mendukung perkembangan bisnis, maka realisasi pengembangan SDM sampai dengan akhir tahun 2019 adalah sebagai berikut.

of drilling program in 2019, there was a slight delay in completing the 7th (seventh) well namely the MLNW-11GI due to issues at KMD-7 and MLSE-10 wells, namely circulation loss and stuck pipe.

c. Algeria Non Business Development (NBD): The investment absorption target for the Other Capex of MLN project has not been achieved, because the Hassi BdV Expansion Project was still in the construction stage (67%), this delay was due to changes in the design of camp facilities to be built, the Produced Water project was still in the engineering and fabrication stage (57%) so it has not yet reached the installation stage and was not reflected in the ABI realization of Algeria NBD.

2. Malaysia Assets:

Realized investment in Malaysia Assets amounting to US$47.62 million or 114.43% from the Revised CBP target of December 2019 amounting to US$41.62 million, where the largest contribution was from the Block H field development project, mainly in the Engineering, Procurement, and Construction (EPC) as well as in the Engineering, Procurement, Construction, Installation, Commissioning (EPCIC). The acceleration of installation work for Subsea Gas Lift Block K also affected the investment realization in Malaysia Assets.

COMPARISON OF HR DEVELOPMENT TARGETS AND REALIZATION

The HR fulfillment plan is tailored to the growth and business needs of PIEP. In accordance with the organizational development plan to support business development, the realization of HR development until the end of 2019 is as follows.

Tabel Perbandingan Target dan Realisasi Pengembangan SDM
Table Comparison of HR Development Targets and Realization

Uraian	RKAP 2019 2019 CBP	Realisasi 2019 2019 Realization	Pencapaian terhadap RKAP Achievements of CBP	Description
	1	2	3=2/1	
Biaya Pelatihan (AS$)				**Training Costs (US$)**
Training	267.245	174.009	65,11%	Training
Jumlah Pekerja Mengikuti *Training* (dalam orang)				**Total Employees Participate in Training (in people)**
Pekerja	71	108	152,11%	Employees
Jumlah Pekerja (dalam orang)				**Total Employees (in people)**
Rencana Pengisian	18	13	72,22%	Fulfillment Plan

Realisasi jumlah pekerja yang mengikuti *training* melampaui target yang mencapai 152,11% dengan realisasi tahun 2019 sebesar 108 pekerja. Realisasi biaya pelatihan tahun 2019 sebesar AS$174.009 atau 65,11% dibanding rencana 2019 sebesar AS$267.245. Realisasi di bawah target yang disebabkan adanya kebijakan *freeze training* luar negeri selama tahun 2019 terkait efisiensi. Sedangkan realisasi pengisian pekerja tahun 2019 sebesar 13 pekerja, sedikit berada di bawah target dikarenakan terjadi perubahan strategi rekrut, melalui proses konversi dan rekrut pekerja alih kelola.

The realization of the number of employees participated in training exceeded the target by reaching 152.11% with the 2019 realization of 108 employees. Realized training costs in 2019 amounting to US$174,009 or 65.11% compared to the 2019 plan of US$267,245. The realization was below the target due to Overseas training freeze policy for 2019 regarding efficiency. While the realization of employees fulfillment in 2019 amounting to 13 employees, was slightly below the target due to changes in recruitment strategy, through the conversion process and employees recruitment management.

TARGET KE DEPAN (PROYEKSI)

ASUMSI DALAM MENYUSUN PROYEKSI

Proyeksi tahun 2020 ini merupakan proyeksi kinerja PIEP konsolidasi dan entitas anak yaitu Aset Malaysia, Aset Irak, Aset Algeria, Aset M&P serta PIEP *Head Office*. Proyeksi tahun 2020 disusun berdasarkan pendekatan aktivitas yang berlaku dalam bisnis upstream dan sudah sesuai dengan standar korporasi. Proyeksi 2020 disusun dengan asumsi sebagai berikut:

- ICP: AS$63/bbl
- Brent: AS$66,3/bbl
- Kurs: Rp14.400/AS$

FUTURE TARGETS (PROJECTIONS)

ASSUMPTIONS IN DEVELOPING PROJECTIONS

This 2020 projections are consolidated Performance projections of PIEP and its subsidiaries namely Malaysia Assets, Iraq Assets, Algeria Assets, M&P Assets as well as PIEP Head Office. The 2020 projections are developed based on the activity approach that applies in the upstream business and is in line with corporate standards. The 2020 projections are prepared with the following assumptions:

- ICP: US$63/bbl
- Brent: US$66.3/bbl
- Exchange Rate: Rp14,400/US$

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Asumsi ICP dan Brent berdasarkan surat SVP Controller PT Pertamina (Persero) No.108/H10000/2019-S4 tanggal 25 April 2019 perihal Penyusunan RKAP 2020. Adapun jenis minyak mentah yang dihasilkan di aset-aset yang dikelola PIEP mengacu pada harga *dated brent* yang ditetapkan Perusahaan, dan khusus untuk jenis minyak Kikeh, Kimanis, dan Kidudong yang dihasilkan di Aset Malaysia serta minyak jenis Basrah yang dihasilkan dari Aset lrak dilakukan penyesuaian asumsi harga berdasarkan angka historis.

Asumsi harga minyak mentah di setiap jenis minyak mentah PIEP adalah sebagai berikut:

- Saharan Blend (Algeria): *Dated brent*
- Kikeh (Malaysia): *Dated brent*+ 3,64 USO/bbl
- Kimanis (Malaysia: *Dated brent*+ 3,92 USO/bbl
- Kidurong (Malaysia): *Dated brent* + 3,64 USO/bbl
- Basrah (lrak): *Dated brent*-5,45 USO/bbl

Selanjutnya dalam asumsi proyeksi tahun 2020 juga memproyeksikan pendapatan dari *lifting gas* yang dihasilkan dari aset Malaysia, sehingga dalam proyeksi tahun 2020 ini juga menggunakan asumsi harga gas sebagai berikut:

- Harga Gas Blok K: 0,21 AS$/mmbtu
- Harga Gas Blok SK 309: *Link to Oil price* (0,4 x Ln x JCC), Ln: 12%
- Harga Gas Blok SK 309: *Link to Oil price* (0,4 x Ln x JCC), Ln: 12%
- Harga Gas Blok H: *Link to Oil price* (0,38 x Ln xJCC), Ln: 12,5%

PROYEKSI PRODUKSI

Uraian mengenai proyeksi produksi migas tahun 2020 disajikan sebagai berikut.

ICP and Brent assumptions are based on the letter from SVP Controller of PT Pertamina (Persero) No. 108/H10000/2019-S4 dated April 25, 2019 regarding 2020 CBP Development. The type of crude oil produced in the assets managed by PIEP refers to the dated Brent price determined by the Company, and specifically for the types of Kikeh, Kimanis, and Kidudong oils produced in Malaysia Assets as well as the Basrah type of oil produced from Iraq Assets are conducted price assumptions adjustment based on historical figures.

The assumptions of crude oil prices in each type of PIEP crude oil are as follows:

- Saharan Blend (Algeria): Dated Brent
- Kikeh (Malaysia): Dated Brent+ 3.64 USO/bbl
- Kimanis (Malaysia: Dated Brent+ 3.92 USO/bbl
- Kidurong (Malaysia): Dated Brent + 3.64 USO/bbl
- Basrah (lraq): Dated Brent-5.45 USO/bbl

Furthermore, in the 2020 projection assumptions are also projecting revenues from gas lifting generated from the Malaysia Assets, so in the 2020 projections are also using the gas price assumptions as follows:

- Gas Price of Block K: 0.21 US$/mmbtu
- Gas Price of Block SK 309: Link to Oil Price (0.4 x Ln x JCC), Ln: 12%
- Gas Price of Block SK 309: Link to Oil Price (0.4 x Ln x JCC), Ln: 12%
- Gas Price of Block H: Link to Oil Price (0.38 x Ln xJCC), Ln: 12.5%

PRODUCTION PROJECTIONS

Descriptions regarding the 2020 oil and gas production projections are presented as follows:

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Tabel Proyeksi Produksi Migas
Table Oil and Gas Production Projections

Uraian	RKAP 2020 2020 Projections	Description
MIGAS (Kboepd)		OIL AND GAS (Kboepd)
Algeria	51,17	Algeria
Malaysia	29,26	Malaysia
Irak	45,92	Iraq
M&P	31,95	M&P
PIEP	158,31	PIEP
MINYAK (Kboepd)		OIL (Kboepd)
Algeria	21,03	Algeria
Malaysia	14,00	Malaysia
Irak	45,92	Iraq
M&P	25,97	M&P
PIEP	106,93	PIEP
GAS (MMscfd)		GAS (MMscfd)
Algeria	174,61	Algeria
Malaysia	88,43	Malaysia
M&P	34,63	M&P
PIEP	297,67	PIEP
***LIFTING* MIGAS (Kboepd)**		OIL AND GAS LIFTING (Kboepd)
Algeria	20,82	Algeria
Malaysia	26,07	Malaysia
Irak	5,59	Iraq
M&P	31,95	M&P
Total *Lifting* Migas	**84,44**	**Total Oil and Gas Lifting**

PROYEKSI KEUANGAN

Uraian mengenai proyeksi keuangan tahun 2020 disajikan sebagai berikut.

FINANCIAL PROJECTIONS

Descriptions regarding the 2020 financial projections are presented as follows.

Tabel Proyeksi Keuangan tahun 2020
Table 2020 Financial Projections

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	RKAP 2020 2020 Projections	Description
PENDAPATAN USAHA		REVENUES
Penjualan Dalam Negeri BBM dan NBBM	-	Domestic sales of Fuel and Non Fuel
Ekspor Minyak Mentah dan Hasil Minyak	1.374.789.327	Export of Crude Oil and Oil Products
Pendapatan Usaha dari Aktifitas Operasi Lainnya	4.598.000	Revenues from Other Operating Activities
Jumlah Pendapatan Usaha	**1.379.387.327**	**Total Revenues**

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Tabel Proyeksi Keuangan tahun 2020
Table 2020 Financial Projections

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian	RKAP 2020 2020 Projections	Description
BEBAN PRODUKSI DAN BEBAN USAHA		PRODUCTION COSTS AND OPERATING EXPENSES
Beban Produksi Hulu	978.126.929	Upstream Production Costs
Beban Usaha dari Aktifitas Operasi Lain nya	4.598.000	Operating Expenses from Other Operating Activities
Beban Umum dan Administrasi	44.120.139	General and Administrative Expenses
Jumlah Beban Produksi dan Beban Usaha	**1.026.845.068**	**Total Production Costs And Operating Expenses**
LABA/(RUGI) USAHA	352.542.259	OPERATING PROFIT/(LOSS)
PENDAPATAN/(BEBAN) LAIN		OTHER INCOME/(EXPENSES)
Pendapatan Keuangan	-	Finance Income
(Beban) Keuangan	(32.611.522)	Finance (Costs)
Selisih Kurs	-	Foreign Exchange
Pendapatan/(Beban) Lain -lain	-	Other Income/(Expenses)
Laba/(Rugi) dari Perusahaan Asosiasi/ Anak Perusahaan	27.000.000	Profit/(Loss) from Associates/Subsidiaries
Jumlah Pendapatan/(Beban) Lain	**(5.611.522)**	**Total Other Income/(Expenses)**
LABA/(RUGI) SEBELUM PAJAK DAN HAK MINORITAS	346.930.737	PROFIT/(LOSS) BEFORE TAX AND MINORITY RIGHTS
BEBAN/(MANFAAT) PAJAK PENGHASILAN		INCOME TAX EXPENSE/(BENEFIT)
Pajak Kini	211.698.008	Current Tax
Pajak Tangguhan	426.945	Deferred Tax
BEBAN/(MANFAAT) PAJAK PENGHASILAN	**212.124.953**	INCOME TAX EXPENSE/(BENEFIT)
LABA/(RUGI) SEBELUM HAK MINORITAS	**134.805.784**	PROFIT/(LOSS) BEFORE MINORITY RIGHTS
Hak Minoritas	23.943.430	Minority Rights
LABA/(RUGI) BERSIH	**110.862.354**	NET PROFIT/(LOSS)

PROYEKSI PENGEMBANGAN SDM

Uraian mengenai proyeksi pengembangan SDM tahun 2020 disajikan sebagai berikut.

HR DEVELOPMENT PROJECTIONS

Descriptions regarding the 2020 HR development projections are presented as follows.

Tabel Perbandingan Target dan Realisasi Pengembangan SDM
Table HR Development Projections

Uraian	Proyeksi 2020 2020 Projections	Description
Biaya Pelatihan (AS$)		**Training Costs (US$)**
Training	187.387,40	Training
Jumlah Pekerja Mengikuti *Training* (dalam orang)		**Total Employees Participate in Training (in people)**
Pekerja	109	Employees
Jumlah Pekerja (dalam orang)		**Total Employees (in people)**
Rencana Pengisian	14	Fulfillment Plan

PROSPEK USAHA

KONDISI LINGKUNGAN BISNIS

Sebagai Perusahaan internasional yang bergerak di bidang hulu migas, pertumbuhan ekonomi dunia dan pergerakan harga minyak mentah merupakan lingkungan bisnis di luar kontrol PIEP yang berpengaruh terhadap kinerja dan prospek usaha PIEP. Pertumbuhan ekonomi akan berpengaruh pada tingkat konsumsi energi sebagai rantai distribusi akhir hasil produksi para produsen minyak mentah. Sedangkan pergerakan harga minyak mentah akan berpengaruh pada tingkat keekonomian skala produksi yang dilakukan.

Konsensus analis memproyeksikan adanya pertumbuhan ekonomi dalam tingkatan yang bervariasi di 2020 (lihat Tabel Proyeksi Analis) dengan *gap* yang secara umum tidak terlalu berbeda dengan 2019. Dalam laporan IMF, faktor-faktor utama yang mempengaruhi pertumbuhan 2020 diantaranya adalah adanya tanda-tanda peningkatan kegiatan manufakturing dan perdagangan global, adanya perbaikan hubungan Amerika Serikat-Cina serta berkurangnya kekhawatiran terkait *Brexit*.

BUSINESS PROSPECTS

BUSINESS ENVIRONMENT CONDITIONS

As an international company engaged in upstream oil and gas, the world economic growth and crude oil price movements are business environments that are out of control of PIEP that affect the Performance and business prospects of PIEP. Economic growth will affect the level of energy consumption as the final distribution chain of crude oil producers output. While crude oil price movements will affect the economic level of production scale undertaken.

Analysts' consensus is projecting economic growth in a varied level in 2020 (see Table Analysts Projections) with a gap that is generally not too different from 2019. In the IMF report, the main factors influencing growth in 2020 include signs of an increase in manufacturing activities and global trade, improved US-China relations and less concerns over Brexit.

Tabel Proyeksi Analis
Table Analysts Projections

Uraian Description	**Pertumbuhan Ekonomi** Economic Growth	**Harga Minyak Mentah (AS$/bbl)** Crude Oil Prices (US$/bbl)	**Tanggal Laporan** Report Date
J.P. Morgan	2,5%	64,5 (Brent)	19 Desember 2019 December 19, 2019
Morgan Stanley	3,5%	60	13 Desember 2019 December 13, 2019
UBS	3,0%	60	20 November 2019 January 20, 2020
IMF	3,3%	58.03 (rerata WTI, Brent dan Dubai Fateh) 58.03 (average of WTI, Brent and Dubai Fateh)	20 Januari 2020 January 20, 2020
Rystad Energy	-	60 (Brent)	23 Desember 2019 December 23, 2019
S&P Global Platts	-	60-65< (Brent) 50-60< (WTI)	11 Desember 2019 December 11, 2019

Sekalipun pergerakan harga minyak relatif stabil di 2019 (pada rata-rata AS$64/bbl-*Brent*) dibandingkan dengan tahun-tahun sebelumnya, secara umum tabel proyeksi analis di atas menunjukkan adanya tren proyeksi penurunan harga rata-rata minyak mentah dunia dibandingkan dengan

Although oil price movements were relatively stable in 2019 (at an average of US$64/bbl-Brent) compared to previous years, in general the table of analysts projections above shows a downward projection trend for global crude oil average prices compared to average prices in 2019 where

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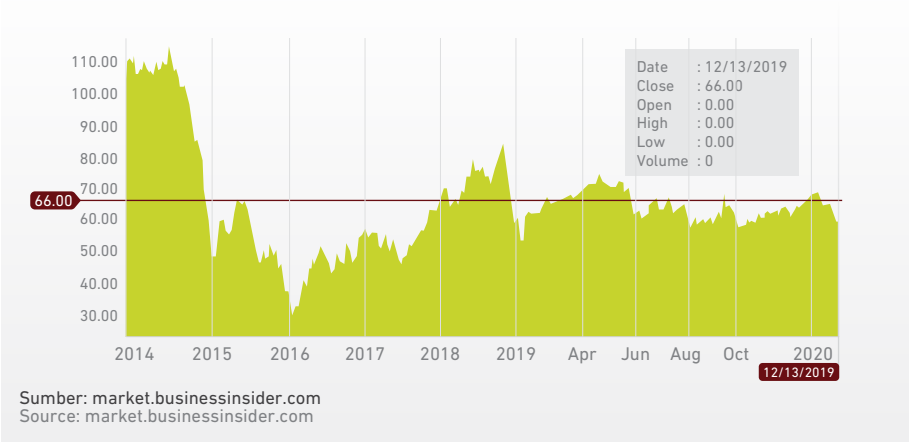
harga rata-rata 2019 di mana hal ini antara lain dipengaruhi oleh tensi geopolitik dan komitmen tingkatan produksi dari negara-negara produsen minyak baik OPEC maupun Non-OPEC.

this was influenced by, among others, the geopolitical tension and the commitments of production level from oil producing countries both OPEC and Non-OPEC.

Grafik Pergerakan Harga Minyak Mentah Dunia
Graph. Global Crude Oil Price Movements



Sumber: market.businessinsider.com
Source: market.businessinsider.com

KONDISI INTERNAL

Dalam menjalankan kegiatan operasinya, PIEP memiliki keunggulan tersendiri dalam menjawab tantangan bisnis di masa depan yaitu:

1. Dukungan kuat dari PT Pertamina (Persero) dan otoritas setempat;
2. Beberapa cadangan belum termonetisasi;
3. Kompetensi internasional yang cukup baik;
4. SDM berpengalaman di operasi aset internasional; dan
5. Kemampuan pengendalian dalam kegiatan *operatorship*.

INTERNAL CONDITIONS

In carrying out its operations, PIEP has its own advantages in responding to future business challenges, namely:

1. Strong support from PT Pertamina (Persero) and local authorities;
2. Some reserves have not been monetized;
3. Fairly good international competencies;
4. Experienced HR in international assets operations; and
5. Control ability in operatorship activities.

PELUANG TUMBUH

Dengan memperhatikan aspek lingkungan bisnis yang disinergikan dengan keunggulan yang dimiliki, PIEP optimis untuk dapat meningkatkan kinerjanya dalam jangka panjang. Beberapa keunggulan lain yang dimiliki PIEP dalam mengoptimalkan pertumbuhan dan meningkatkan nilai Perusahaan adalah:

GROWTH OPPORTUNITIES

By paying attention to aspects of the business environment that are synergized with its advantages, PIEP is optimistic that it can improve its performance in the long run. Some of the other advantages owned by PIEP in optimizing growth and increasing the value of the Company are:

1. Sudah memiliki *entry access* di 13 (tiga belas) negara, termasuk negara-negara kaya migas;
2. Hubungan *Government to Government* (G2G) antara Indonesia dengan negara operasi cukup baik;
3. Konsumsi migas Indonesia cenderung meningkat, seiring dengan pertumbuhan ekonomi jangka panjang;
4. Peluang pengembangan cadangan melalui kegiatan eksplorasi; dan
5. Meningkatkan peluang portofolio aset untuk mengoptimalkan pertumbuhan Perusahaan.

1. Already has entry access in 13 (thirteen) countries, including countries rich in oil and gas
2. Government to Government (G2G) relations between Indonesia and the operating countries are fairly good;
3. Indonesian oil and gas consumption tends to increase, along with long-term economic growth;
4. Opportunity to develop reserves through exploration activities; and
5. Increase the opportunity for assets portfolios to optimize the Company's growth.

STRATEGI KE DEPAN

ASUMSI STRATEGIS RJPP 2020-2026

FUTURE STRATEGIES

STRATEGIC ASSUMPTIONS OF THE COMPANY'S LONG-TERM PLAN 2020-2026

***Continuous Production Growth* 11%**

Fase 1
Strengthen the Foundation

Target

- Pencapaian target produksi **158 Kboepd**
  Achievement of production targets of 158 kboepd
- EBITDA AS$731 juta
  EBITDA amounting to US$731 million

Fase 2
Build the Excellences

Target

- Pencapaian target produksi **221 Kboepd**
  Achievement of production targets of 221 kboepd
- EBITDA AS$978 juta
  EBITDA amounting to US$978 million

Fase 3
Sustain & Growth

Target

- Pencapaian target produksi **298 Kboepd**
  Achievement of production targets of 298 kboepd
- EBITDA AS$1.402 juta
  EBITDA amounting to US$1,402 million

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ALGERIA

1. *Production optimization* untuk mempertahankan *decline rate* dari lapangan *existing* sebesar ±15%.
2. *Project* MLN *Phase*-4 selesai di tahun 2020 dengan *peak production* pada tahun 2021.
3. Diperolehnya perpanjangan *Exploitation License Agreement* (ELA) di MLN dan OHD sampai tahun 2037 dengan tambahan dua kali perpanjangan masing-masing lima tahun dan menggunakan *fiscal term* yang sama dengan PSC *existing* Blok 405a.
4. Pengembangan MLN *Phase*-5 yang terdiri dari proyek MLN LPG dan pengembangan *reservoir* TAG-I dan F1:
   a. MLN TAG-I dan F1: *onstream* akhir Q1 2023 (2 sumur). *Tie in well* ke fasilitas produksi lapangan MLN bersamaan dengan *shutdown* rutin di bulan Oktober 2023.
   b. MLN LPG: *onstream* di 2025 dengan kapasitas gas 275 mmcfd.

MALAYSIA

1. *Production optimization* untuk mempertahankan *decline rate* dari lapangan *existing* sebesar ±20%.
2. Pengembangan Kikeh *Phase*-3 di Blok K *onstream* pada tahun 2022 dan pengembangan di Blok SK314A *onstream* pada tahun 2026.
3. Kenaikan THV dari 300 MMboe menjadi 375 MMboe yang di-*bundling* bersama beberapa proyek.
4. *Onstream* Blok H pada pertengahan 2020 terintegrasi dengan *floating* LNG.
5. Optimalisasi skema monetisasi minyak mentah.

IRAK

1. Proyek Tuba *export pipeline onstream* pada tahun 2021.
2. Proyek *Common Seawater Supply Project* (CSSP) *onstream* pada tahun 2025 dengan *full capacity* pada tahun 2027

ALGERIA

1. Production optimization to maintain the decline rate of the existing fields by ±15%.
2. MLN Phase-4 project is completed in 2020 with peak production in 2021.
3. Obtained an extension of the Exploitation License Agreement (ELA) for MLN and OHD until 2037 with the addition of two extensions each of five years and using the same fiscal terms as the existing PSC of Block 405a.
4. Development of MLN Phase-5 which consists of MLN LPG project and TAG-I and F1 reservoir development:
   a. MLN TAG-I and F1: to be onstream at the end of first quarter of 2023 (2 wells). Tie-in well to production facilities of MLN field along with the routine shutdown in October 2023.
   b. MLN LPG: to be onstream in 2025 with gas capacity of 275 mmcfd.

MALAYSIA

1. Production optimization to maintain the decline rate of the existing fields by ±20%.
2. Development of Kikeh Phase-3 at Block K to be onstream in 2022 and the development in Block SK314A to be onstream in 2026.
3. Increase in THV from 300 MMboe to 375 MMboe which is bundled with several projects.
4. Block H to be onstream in mid 2020 integrated with floating LNG.
5. Optimize the crude oil monetization scheme.

IRAQ

1. Tuba export pipeline project to be onstream in 2021.
2. Common Seawater Supply Project (CSSP) to be onstream in 2025 with full capacity in 2027.

3. *Plateau rate* 1,6 juta bbl/*day* dimulai tahun 2029 dengan selesainya pembangunan *new export pipeline* dan CSSP.

4. Optimalisasi skema monetisasi minyak mentah.

ETABLISSMENTS MAUREL ET PROM (M&P)

1. Pemboran pengembangan di wilayah kerja Ezanga dan Mnazi Bay.
2. Akuisisi penambahan aset baru di Angola dengan status berproduksi.
3. Pengembangan beberapa wilayah kerja eksplorasi termasuk di Gabon, Namibia dan Kolombia

SHAREHOLDER ASPIRATION

PIEP menyusun rencana kerja tahun 2020 dengan fokus pada "Meningkatkan Pengelolaan Sumber Daya terintegrasi untuk nilai Perusahaan dan *Stakeholder*" agar produksi dan cadangan migas terus tumbuh dan kinerja keuangan semakin baik dengan strategi sebagai berikut.

1. **HSSE & *Sustainability* dan *Human Capital Development***

   HSSE dan *human capital* harus menjadi dasar dalam pelaksanaan bisnis hulu migas dengan rencana kerja sebagai berikut:

   a. Memastikan budaya HSSE di semua lini (dari *Top Management* sampai *front liner*) agar HSSE *excellence* terus terjaga dan target *No loss Time Incident* dapat tercapai.

   b. *Process safety management*.

   c. Mengimplementasikan SUPREME sebagai sistem HSSE Pertamina.

   d. Pada aspek *human capital*, penguatan dan percepatan pengembangan manusia termasuk kemampuan *leadership* dan *technical competence* yang baik, serta *high performance culture* dengan tata nilai 6C.

   e. Penempatan *secondee*.

3. Plateau rate of 1.6 million bbl/day begins in 2029 with the completion of the construction of new export pipeline and CSSP.

4. Optimize the crude oil monetization scheme.

ETABLISSMENTS MAUREL ET PROM (M&P)

1. Development drilling in the working area of Ezanga and Mnazi Bay.
2. Acquisitions of new assets addition in Angola with status of running production.
3. Development of several exploration working areas including in Gabon, Namibia and Colombia.

SHAREHOLDERS ASPIRATION

PIEP developed a work plan for 2020 with a focus on "Improving Integrated Resource Management for Company and Stakeholders Value" so that oil and gas production and reserves continue to grow and financial performance is better with the following strategies.

1. **HSSE & Sustainability and Human Capital Development**

   HSSE and human capital must be the basis for conducting upstream oil and gas business with the following work plans:

   a. Ensure HSSE culture in all lines (from Top Management to front liners) so that HSSE excellence is maintained and No Loss Time Incident target can be achieved.

   b. Process safety management.

   c. Implement SUPREME as Pertamina's HSSE system.

   d. From the human capital aspect, strengthening and accelerating human development including leadership skills and good technical competence as well as high performance culture with 6C values.

   e. Secondee placement.

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2. Memperkuat dan Menumbuhkan Kegiatan Eksplorasi (*Exploration Campaign*)

PIEP memiliki rencana strategis sebagai berikut:

a. Akselerasi monetisasi temuan eksplorasi.

b. Pemboran eksplorasi di aset Malaysia dan M&P.

3. Memperkuat dan Menumbuhkan Kegiatan *Development* and *Production* (*Development and Production Campaign*)

Untuk memperkuat dan meningkatkan kegiatan *Development and Production*, PIEP memiliki rencana strategis sebagai berikut:

a. Optimasi produksi untuk menahan laju *decline rate*.

b. Meningkatkan produksi melalui kegiatan pengeboran pengembangan di Malaysia, Algeria, dan Irak.

c. Perawatan sumur melalui kegiatan KUPL.

4. Memperkuat dan Menumbuhkan Kegiatan Pengembangan Usaha Hulu (*Business Development*)

Untuk memperkuat dan meningkatkan kegiatan pengembangan usaha, PIEP memiliki rencana strategis sebagai berikut:

a. Mendapatkan *Approval Sonatrach* untuk RDP *Phase*-5.

b. Mendapatkan perpanjangan ELA MLN TAG-I dan F1 yang habis di Desember 2020.

c. Mendapatkan *Revised* RDP OHO untuk memperoleh perpanjangan post 2nd *extention* yang akan habis pada tahun 2022.

d. Melaksanakan *Submission Update* ERP West Qurna-1.

e. Mendapatkan *Extention exploration period* di SK314A yang habis di November 2019.

5. Memperkuat dan Menumbuhkan Kegiatan Komersial (*Commercial*)

Untuk memperkuat dan meningkatkan kegiatan komersial, PIEP memiliki rencana strategis sebagai berikut:

a. Peluang untuk penghematan pembayaran *tax* dari *export duty* (melalui penjualan domestik Malaysia atau biaya *tax* ditanggung oleh Persero).

2. Strengthening and Growing Exploration Activities (Exploration Campaign)

PIEP has the following strategic plans:

a. Accelerate monetization of exploration findings.

b. Exploration drilling in Malaysia and M&P assets.

3. Strengthening and Growing Development and Production Activities (Development and Production Campaign)

To strengthen and improve development activities, PIEP has the following strategic plans:

a. Production optimization to maintain the decline rate.

b. Increase production through development drilling activities in Malaysia, Algeria, and Iraq.

c. Maintenance of wells through KUPL activities.

4. Strengthening and Growing Upstream Business Development Activities (Business Development)

To strengthen and improve business development activities, PIEP has the following strategic plans:

a. Obtain Sonatrach Approval for RDP Phase-5.

b. Obtain extension for ELA MLN TAG-I and F1 which expires in December 2020.

c. Obtain Revised RDP OHO to obtain extension of post 2nd extension that will expire in 2022.

d. Implement Submission Update of ERP West Qurna-1.

e. Obtain Extension for exploration period at SK314A which expired in November 2019.

5. Strengthening and Growing Commercial Activities (Commercial)

To strengthen and improve commercial activities, PIEP has the following strategic plans:

a. Opportunities for saving tax payments from export duty (through Malaysian domestic sales or tax costs borne by Persero).

b. *Sharing State Sales tax* (SST) Sarawak dengan ISC sebesar 50%.

6. Memperkuat dan Menumbuhkan Kinerja Keuangan dan Optimalisasi Portfolio (*Improve Financial and Capex Portfolio*)

Untuk memperkuat dan meningkatkan kinerja keuangan dan optimalisasi portfolio, PIEP memiliki rencana strategis sebagai berikut:

a. Mengoptimalkan Anak Perusahaan Pertamina (Sinergi Pertamina)

b. M&P Meningkatkan nilai portfolio dengan mengoptimalkan aset eksplorasi dan *Development*.

c. *Cost effectiveness*.

b. Sharing State Sales Tax (SST) of Sarawak with ISC of 50%.

6. Strengthening and Growing Financial Performance and Portfolio Optimization (Improve Financial and Capex Portfolio)

To strengthen and improve financial Performance and portfolio optimization, PIEP has the following strategic plans:

a. Optimize Pertamina's Subsidiaries (Sinergi Pertamina)

b. M&P increase portfolio value by optimizing exploration and development assets.

c. Cost effectiveness..

INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN

Pada Triwulan I 2020 telah terjadi 2 (dua) peristiwa material yaitu penurunan harga minyak dunia secara signifikan dan pandemi global *Corona Virus Disease* (Covid-19) yang berdampak luas pada kegiatan ekonomi dunia dan berimbas kepada industri migas. Kedua kejadian tersebut masih berlangsung sampai dengan penerbitan laporan tahunan ini dan diperkirakan akan mempengaruhi capaian kinerja seluruh industri hulu migas dunia untuk tahun 2020, termasuk PIEP. Dua kejadian tersebut berada di luar kontrol PIEP, yang dilakukan oleh PIEP sampai dengan laporan tahunan ini terbit adalah melakukan evaluasi terhadap dampak serta perhitungan implikasi kuantitatifnya, dan mulai menentukan langkah-langkah penyesuaian kegiatan Perusahaan secara komprehensif untuk dapat menghadapi tantangan yang berat ini.

INFORMATION AND MATERIAL FACT THAT OCCUR AFTER THE DATE OF ACCOUNTANTS REPORT

In the first quarter of 2020 there were 2 (two) material events namely a significant decline in world oil prices and the global pandemic of Corona Virus Disease (Covid-19) which had a wide-ranging impact on world economic activities and impacted the oil and gas industry. Both events are still ongoing until the publication of this annual report and are expected to affect the performance of the entire global upstream oil and gas industry for 2020, including PIEP. These two events are beyond the control of PIEP, measures that have been conducted by PIEP until the publication of this annual report was evaluating the impact and calculating the quantitative implications, and starting to determine the adjustment measures of the Company's activities comprehensively to be able to face this severe challenges.

KEBIJAKAN, PENGUMUMAN DAN PEMBAYARAN DIVIDEN

Kebijakan dividen PIEP kepada PT Pertamina (Persero) sebagai pemegang saham utama dan pengendali mengacu kepada keputusan hasil Rapat Umum Pemegang Saham (RUPS)

POLICIES, ANNOUNCEMENTS AND PAYMENTS OF DIVIDEND

PIEP's dividend policy to PT Pertamina (Persero) as the main and controlling shareholder refers to the resolutions of General Meeting of Shareholders (GMS) while taking into

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dengan tetap mempertimbangkan kebutuhan pendanaan pengembangan Perusahaan. RUPS yang dilakukan oleh PIEP pada tahun buku 2018, tidak mengagendakan pembahasan tentang pembagian dividen.

account the financing needs of the Company's development. The GMS conducted by PIEP in fiscal year 2018 did not schedule a discussion on dividend distribution.

Tabel Pengumuman dan Pembayaran Dividen Tahun Buku 2016-2018
Table Announcements and Payments of Dividend For Fiscal Year 2016-2018

Uraian	Tahun Buku 2018 Fiscal Year 2018	Tahun Buku 2017 Fiscal Year 2017	Tahun Buku 2016 Fiscal Year 2016	Desription
Laba Bersih (ribuan dollar AS)	(20.233)	142.809	189.796	Net Profit (thousands of US Dollars)
Dividen	-	-	-	Dividend
Jumlah Saham	**51.428.227**	**51.428.227**	**39.694.088**	**Number of Shares**
Dividen Per Saham	-	-	-	Dividend Per Share
Dividend *Pay Out Ratio* (%)	-	-	-	Dividend Pay Out Ratio (%)
Tanggal Pengumuman	-	-	-	Announcement Date
Tanggal Pembayaran	-	-	-	Payment Date

PROGRAM KEPEMILIKAN SAHAM OLEH PEKERJA DAN MANAJEMEN (ESOP/MSOP)

Sampai dengan akhir tahun 2019, PIEP tidak memiliki program *Employee Stock Ownership Program* (ESOP) dan *Management Stock Ownership Program* (MSOP). Oleh karena itu, PIEP tidak menyampaikan tentang Jumlah saham ESOP/MSOP dan Realisasinya; Jangka waktu; Persyaratan pekerja dan/atau manajemen yang berhak; dan Harga *exercise*.

EMPLOYEE AND MANAGEMENT STOCK OWNERSHIP PROGRAM (ESOP/MSOP)

Until the end of 2019, PIEP did not have any Employee Stock Ownership Program (ESOP) and Management Stock Ownership Program (MSOP). Therefore, PIEP did not submit any information regarding Number of ESOP/MSOP shares and the Realization; Period of Time; Requirements for eligible employees and/or management; and Exercise price.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Sampai dengan akhir tahun 2019, PIEP belum melakukan penawaran umum saham maupun obligasi ke publik melalui pasar modal. Oleh karena itu, PIEP tidak menyajikan informasi tentang realisasi penggunaan dana hasil penawaran umum, yang meliputi Total perolehan dana; Rencana penggunaan dana; Rincian penggunaan dana; Saldo dana; dan Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada).

REALIZATION USE OF PROCEEDS FROM PUBLIC OFFERING

Until the end of 2019, PIEP has not made a public offering of shares or bonds to the public through the capital market. Therefore, PIEP did not present any information regarding the realization use of proceeds from public offering, which includes Total Proceeds; Planned Use of Proceeds; Details of the Use of Proceeds; Proceeds Balance; and Date of GMS/GMB approval for changes in the use of proceeds (if any).

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI

Berdasarkan Bapepam LK Nomor: Kep-412/BL/2009, Transaksi Material adalah setiap penyertaan dalam badan usaha, proyek, dan/atau kegiatan usaha tertentu; pembelian, penjualan, pengalihan, tukar menukar aset atau segmen usaha; sewa menyewa aset; pinjam meminjam dana; menjaminkan aset; dan/atau memberikan jaminan Perusahaan; dengan nilai 20% (dua puluh perseratus) atau lebih dari ekuitas Perusahaan, yang dilakukan dalam satu kali atau dalam suatu rangkaian transaksi untuk suatu tujuan atau kegiatan tertentu.

TRANSAKSI BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI

Benturan Kepentingan adalah perbedaan antara kepentingan ekonomis Perusahaan dengan kepentingan ekonomis pribadi anggota Direksi, anggota Dewan Komisaris, atau pemegang saham utama yang dapat merugikan Perusahaan dimaksud.

Transaksi Afiliasi adalah Transaksi yang dilakukan oleh Perusahaan atau Perusahaan Terkendali dengan Afiliasi dari Perusahaan atau Afiliasi dari anggota Direksi, anggota Dewan Komisaris, atau pemegang saham utama Perusahaan.

Sampai dengan akhir tahun 2019, PIEP tidak memiliki transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi.

TRANSAKSI PIHAK BERELASI

PIEP melakukan transaksi dengan pihak berelasi. Sesuai dengan PSAK No. 7 (revisi 2010) tentang "Pengungkapan Pihak-pihak yang Berelasi", yang dimaksud dengan pihak yang berelasi adalah orang atau entitas yang berelasi dengan entitas pelapor adalah sebagai berikut:

INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/ OR TRANSACTIONS WITH AFFILIATED PARTIES

Based on Bapepam LK No: Kep-412/BL/2009, Material Transactions are any investments in certain business entities, projects, and/or business activities; purchasing, selling, transferring, exchanging assets or business segments; assets lease; loans; assets collateral; and/or provide Company guarantees; with a value of 20% (twenty percent) or more of the Company's equity, which was carried out once or in a series of transactions for particular objectives or activities.

CONFLICTS OF INTEREST TRANSACTIONS AND/ OR TRANSACTIONS WITH AFFILIATED PARTIES

Conflicts of Interest is the difference between the Company's economic interests and the personal economic interests of members of the Board of Directors, members of the Board of Commissioners, or main shareholder that may harm the said Company.

Affiliated Transactions are transactions carried out by the Company or Controlled Company with Affiliates of the Company or Affiliates of members of the Board of Directors, members of the Board of Commissioners, or main shareholder of the Company.

Until the end of 2019, PIEP has no material transactions that contain conflicts of interest and/or transactions with affiliated parties.

TRANSACTIONS WITH RELATED PARTIES

PIEP conducted transactions with related parties. In accordance with SFAS No. 7 (revised 2010) on "Related Party Disclosures", what is meant by related parties are people or entity that is related to the reporting entiry as follows:

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- Orang atau anggota keluarga terdekatnya berelasi dengan entitas pelapor jika orang tersebut: memiliki pengendalian atau pengendalian bersama terhadap entitas pelapor; memiliki pengaruh signifikan terhadap entitas pelapor; atau personal manajemen kunci entitas pelapor atau entitas induk pelapor.
- Suatu entitas berelasi dengan entitas pelapor jika: entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain); suatu entitas adalah entitas asosiasi atau ventura bersama bagi entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, di mana entitas lain tersebut adalah anggotanya); kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama; suatu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga; entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari suatu entitas pelapor atau entitas yang terkait dengan entitas pelapor; entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi sebagai orang atau anggota keluarga terdekat; atau orang yang diidentifikasi sebagai orang atau anggota keluarga terdekat yang memiliki pengendalian atau pengendalian bersama terhadap entitas pelapor memiliki pengaruh signifikan terhadap entitas atau anggota manajemen kunci entitas (atau entitas induk dari entitas).

- The person or member of the immediate family member is related to the reporting entity if the person: has control or joint control with the reporting entity; has a significant influence over the reporting entity; or key management personnel of the reporting entity or the parent of reporting entity.
- An entity is related to the reporting entity if: the entity and the reporting entity are members of the same business group (meaning that the entity of the parent, subsidiary and subsequent subsidiaries are related to another entity); an entity is an associate or joint venture entity for another entity (or an associate or joint venture entity is a member of a business group, where the other entity is a member); both entities are joint ventures of the same third party; the entity is a joint venture of a third entity and another entity which is an associate of the third entity; the said entity is a post-employment benefits program for the benefit of employees of a reporting entity or entity related to the reporting entity; entity that is controlled or controlled jointly by the person identified as the close family member; or a person identified as the closest person or family member who has control or joint control of the reporting entity has a significant influence on the entity or a member of key entity management (or parent of entity)

NAMA PIHAK DAN SIFAT HUBUNGAN BERELASI

Sifat dari hubungan dengan pihak berelasi sebagai berikut:

NAME OF PARTIES AND NATURE OF THE RELATED RELATIONSHIPS

Nature of the relationship with related parties is as follows:

Tabel Transaksi Pihak Berelasi
Table Related Parties Transactions

Hubungan Relationship	**Pihak Berelasi** Related Parties
Pemegang saham Shareholders	PT Pertamina (Persero)
	PT Pertamina Pedeve Indonesia
Entitas yang berelasi dengan Pemerintah Entities related to the Government	BRI
	Mandiri
	BNI
	BTN

Tabel Transaksi Pihak Berelasi
Table Related Parties Transactions

Hubungan Relationship	**Pihak Berelasi** Related Parties
Entitas asosiasi Associates	Seplat Petroleum Development Company Plc
	Deep Well Oil and Gas, Inc.
	Maurel & Prom Colombia BV
	Petroregional del Lago Mixed Company
Entitas sepengendali Entity Under Common Control	PT Patra Badak Arun Solusi
	PT Pertamina Training and Consulting
	PT Pertamina Hulu Indonesia
	PT Elnusa
	PT Perta Arun Gas
	PT Tugu Pratama Indonesia
	PT Pertamina Bina Medika
	PT Pertamina Hulu Energi
	PT Pertamina Geothermal Energy
	PT Pertamina Eksplorasi dan Produksi
	PT Pertamina Gas
	PT Patra Jasa
	PT Mitra Tours
Personil Manajemen Kunci Key Management Personnel	Direksi Board of Directors
	Dewan Komisaris Board of Commisioners
	Karyawan lain yang mempunyai peranan kunci other employees who have a key role

Transaksi pihak berelasi adalah:

1. PT Pertamina (Persero) meliputi penjualan minyak mentah dan *cash call*s untuk kebutuhan operasional dan investasi.
2. PT Patra Jasa untuk biaya sewa gedung.
3. ConocoPhillips Algeria Ltd. terkait penerimaan *dropping* kas untuk kebutuhan operasional.

Related party transactions are:

1. PT Pertamina (Persero) for sales of crude oil and cash calls for operational and investment activities.
2. PT Patra Jasa for office rental.
3. ConocoPhillips Algeria Ltd. For receipts of cash for operational activities.

KEWAJARAN TRANSAKSI DAN ALASAN DILAKUKAN TRANSAKSI

Transaksi dengan pihak berelasi telah dilakukan secara wajar sesuai dengan kepentingan Perusahaan (*Arm's Length Transaction*). Transaksi telah dilakukan sesuai dengan

FAIRNESS AND REASONS OF TRANSACTIONS

Related parties transactions have been conducted fairly in accordance with the interests of the Company (Arm's Length Transaction). Transactions have been carried out

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peraturan perundang-undangan dan bebas dari konflik kepentingan. Transaksi antar pihak berelasi didasarkan pada kesepakatan antar pihak yang pada umumnya mengacu kepada harga pasar (untuk minyak dan pemberian jasa) dengan keuntungan tertentu dalam hal pemberian jasa.

in accordance with statutory regulations and are free from conflicts of interest. Transactions between related parties are based on agreements between parties which generally refer to market prices (for oil and services) with certain advantages in terms of service delivery.

REALISASI TRANSAKSI

Saldo signifikan dengan pihak berelasi sebagai berikut.

REALIZATION OF TRANSACTIONS

Significant balance with related parties are as follows.

Tabel Realisasi Transaksi Pihak Berelasi
Table Realization of Related Party Transactions

(dalam ribuan AS$)
(in thousands of US Dollars)

Uraian	2019	2018	Description
KAS DAN SETARA KAS			CASH AND CASH EQUIVALENTS
BRI	435.619	458.065	BRI
Mandiri	35.876	46.237	Mandiri
BNI	5.672	20.534	BNI
BTN	4.682	16.381	BTN
	481.849	**541.217**	
Persentase terhadap jumlah aset	**7,99%**	**9,27%**	**Percentage of Total Assets**
PIUTANG USAHA			TRADE RECEIVABLES
PT Pertamina (Persero)	**673.455**	**470.361**	Pertamina
Persentase terhadap jumlah aset	11,17%	8,06%	Percentage of Total Assets
PIUTANG LAIN-LAIN			OTHER RECEIVABLES
PT Pertamina (Persero)	2.473	2.065	Pertamina
PT Pertamina Geothermal Energy	72	69	PT Pertamina Geothermal Energy
PT Perta Arun Gas	26	-	PT Perta Arun Gas
PT Pertamina Gas	18	42	PT Pertamina Gas
PT Pertamina Eksplorasi dan Produksi	12	24	PT Pertamina Eksplorasi dan Produksi
PT Pertamina Bina Medika	-	43	PT Pertamina Bina Medika
	2.602	**2.248**	
Persentase terhadap jumlah aset	**0,04%**	**0,04%**	**Percentage of Total Assets**
ASET TIDAK LANCAR LAINNYA			OTHER NON-CURRENT ASSETS
Dana yang dibatasi penggunaannya-BRI	**20.977**	**23.229**	Restricted Funds-BRI
Persentase terhadap jumlah aset	**0,35%**	**0,40%**	**Percentage of total assets**
UTANG USAHA			TRADE PAYABLES
PT Pertamina (Persero)	53.399	5.168	Pertamina
PT Patra Badak Arun Solusi	1.097	1.947	PT Patra Badak Arun Solusi
PT Pertamina Training and Consulting	299	131	PT Pertamina Training and Consulting
PT Pertamina Hulu Indonesia	211	2	PT Pertamina Hulu Indonesia
PT Elnusa	207	-	PT Elnusa
PT Tugu Pratama Indonesia	59	117	PT Tugu Pratama Indonesia

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Tabel Realisasi Transaksi Pihak Berelasi
Table Realization of Related Party Transactions

(dalam ribuaan AS$)
(in thousands of US Dollars)

Uraian	2019	2018	Description
PT Pertamina Bina Medika	43	7	PT Pertamina Bina Medika
PT Pertamina Hulu Energi	38	191	PT Pertamina Hulu Energi
PT Pertamina Geothermal Energy	19	18	PT Pertamina Geothermal Energy
PT Pertamina Eksplorasi dan Produksi	14	27	PT Pertamina Eksplorasi dan Produksi
PT Pertamina Gas	11	11	PT Pertamina Gas
PT Patra Jasa	5	73	PT Patra Jasa
PT Mitra Tours	4	-	PT Mitra Tours
PT Pertamina EP Cepu ADK	-	54	PT Pertamina EP Cepu ADK
PT Pertamina Retail	-	1	PT Pertamina Retail
	55.406	**7.747**	
Persentase terhadap jumlah liabilitas	**2,85%**	**0,42%**	**Percentage of total liabilities**
UTANG LAIN-LAIN			OTHER PAYABLES
PT Pertamina (Persero)	204.269	168.065	Pertamina
PT Pertamina Training and Consulting	5	4	PT Pertamina Training and Consulting
PT Pertamina Bina Medika	1	1	PT Permamina Bina Medika
	204.275	**168.070**	
Persentase terhadap jumlah liabilitas	**10,49%**	**9,15%**	**Percentage of total liabilities**
PINJAMAN JANGKA PANJANG			LONG-TERM LOAN
PT Pertamina (Persero)	106.029	106.029	Pertamina
Bagian lancar	(106.029)	-	Short-Term Portion
Pinjaman jangka panjang dikurangi bagian lancar	**-**	**106.029**	**Long-Term Loan-Net of Current Portion**
BEBAN KEUANGAN			FINANCE COSTS
PT Pertamina (Persero)	525	12.938	Pertamina
Persentase terhadap jumlah beban usaha	**0,05%**	**1,63%**	**Percentage of total operating expenses**
KOMPENSASI MANAJEMEN KUNCI DAN DEWAN KOMISARIS			COMPENSATION OF KEY MANAGEMENT AND BOARD OF COMMISSIONERS
Gaji dan imbalan lainnya	1.376	1.332	Salaries and other benefits

KEBIJAKAN MEKANISME REVIU TRANSAKSI DAN PEMENUHAN PERATURAN TERKAIT

Transaksi material diputuskan oleh Dewan Komisaris dan senantiasa dilakukan dengan memperhatikan prinsip kehati-hatian, serta telah memenuhi ketentuan Otoritas Jasa Keuangan maupun peraturan perundang-undangan lain yang berlaku. Selain itu, transaksi material juga harus diputuskan oleh Dewan Komisaris secara Independen. Selama tahun

TRANSACTIONS REVIEW MECHANISM POLICIES AND FULFILLMENT OF RELATED REGULATIONS

Material transactions are decided by the Board of Commissioners and are always carried out with due regard to principle of prudence and have fulfilled the provisions of the Financial Services Authority and other applicable statutory regulations. In addition, material transactions must also be decided by the Board of Commissioners independently.

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2019, tidak terdapat pelanggaran atas peraturan perundang-undangan terkait dengan transaksi dengan pihak berelasi serta tidak terdapat transaksi yang mengandung benturan kepentingan.

Throughout 2019, there were no violations of statutory regulations related to transactions with related parties and there were no transactions containing conflicts of interest.

ASPEK PERPAJAKAN

PUBLIKASI PEMBAYARAN PAJAK

PIEP dalam kegiatan operasionalnya telah menjalankan tata kelola Perusahaan yang baik (*Good Corporate Governance*) yang dilakukan secara transparan dan akuntabel khususnya dalam mengelola hak dan kewajiban perpajakannya, di mana hak dan kewajiban perpajakannya dilakukan sesuai dengan peraturan yang berlaku.

PEMBAYARAN PAJAK

Pembayaran Pajak sampai dengan akhir tahun 2019 disajikan sebagai berikut:

TAXATION ASPECT

PUBLICATION OF TAX PAYMENTS

In its operational activities, PIEP has carried out Good Corporate Governance transparently and accountably especially in managing its taxation rights and obligations, where its taxation rights and obligations are carried out in accordance with applicable regulations.

TAX PAYMENTS

Tax Payments up to the end of 2019 are presented as follows:

Tabel Pembayaran Pajak
Table Tax Payments

(dalam ribuan Rupiah)
(In thousands of Rupiah)

Uraian Pajak	2019	2018	Tax Description
PPh Pasal 21	30.226.913	29.820.083	Income Tax Article 21
PPh Pasal 23	2.416.016	2.373.655	Income Tax Article 23
PPh Pasal 26	2.555	153.647	Income Tax Article 26
PPh Final Pasal 4(2)	1.673.212	1.113.870	Final Income Tax Article 4(2)
PPh Badan	-	98.456.194	Corporate Income Tax
Subtotal PPh	**34.318.695**	**131.917.448**	Subtotal Income Tax
PPN	**9.027.877**	**19.102.148**	VAT
Total PPh dan PPN	**43.346.572**	**150.266.536**	Total Income Tax and VAT

Tabel Pembayaran Pajak Luar Ngeri
Table Foreign Tax Payments

(dalam ribuan dollar AS)
(in thousands of US Dollars)

Uraian Pajak	2019	2018	Tax Description
Algeria	74.162	77.785	Algeria
Irak	5.422	6.374	Iraq
Malaysia	31.751	64.343	Malaysia
Total	**111.335**	**148.502**	**Total**

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN DAN DAMPAKNYA

Perubahan peraturan perundang-undangan yang berpengaruh terhadap PIEP beserta dampak Perubahan dan Informasi penyesuaian yang dilakukan PIEP terhadap perubahan tersebut selama tahun 2019 adalah sebagai berikut.

STATUTORY REGULATIONS AMENDMENTS AND ITS IMPACT

Amendments in statutory regulations that affect PIEP along with the impact of Amendments and the adjustment information made by PIEP for these amendments throughout 2019 are as follows:

Tabel Perubahan Peraturan Perundang-Undangan
Table Statutory Regulations Amendments

No	**Peraturan Perundang-Undangan** Statutory Regulations	**Pokok Pengaturan** Regulations Principal	**Dampak terhadap PIEP** Regulations Principal Impact on PIEP	**Informasi Penyesuaian yang dilakukan PIEP** Adjustment Information made by PIEP
1	Terkait Undang-Undang Migas di Algeria, Law No. 19-13 of 11 December 2019 *Governing Hydrocarbon Activities* Related to Oil and Gas Law in Algeria, Law No. 19-13 of December 11, 2019 Governing Hydrocarbon Activities	Mengatur Rezim Hukum (Jenis Kontrak), Institusi Pemerintah yang terkait, Perpajakan dan Hak dan Kewajiban dari pihak-pihak yang terlibat dalam kegiatan Migas. Regulates the Legal Regime (Type of Contract), relevant Government Institutions, Taxation as well as Rights and Obligations of the parties involved in Oil and Gas activities.	Tidak berdampak terhadap kontrak eksisting yang masih berlaku. Has no impact on existing contracts.	Identifikasi perubahan yang akan terjadi pada saat kontrak berakhir. Has no impact on existing contracts. Identification of changes that will occur when the contract ends.
2	Terkait Tax (SST) di Malaysia Related to (SST) Tax in Malaysia	Kewajiban Perusahaan untuk membayar pajak kepada Jabatan Perbendaharaan Negeri-Kuching. The Company's obligations to pay taxes to Kuching State Treasury Department.	Bertambahnya biaya pajak pada setiap aktivitas penjualan Minyak Mentah di Malaysia sebesar maksimum 5% dari total penjualan. Increased tax costs for each Crude Oil sales in Malaysia by a maximum of 5% of total sales.	Mengupayakan perubahan skema, ketentuan dan syarat penjualan Minyak Mentah di Malaysia yang lebih efisien dengan pembeli. Seek to change the scheme, terms and conditions for selling Crude Oil in Malaysia more efficiently with buyers.

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Tabel Perubahan Peraturan Perundang-Undangan
Table Statutory Regulations Amendments

No	Peraturan Perundang-Undangan Statutory Regulations	Pokok Pengaturan Regulations Principal	Dampak terhadap PIEP Regulations Principal Impact on PIEP	Informasi Penyesuaian yang dilakukan PIEP Adjustment Information made by PIEP
3	Peraturan Menteri Energi dan Sumber Daya Mineral (Permen ESDM) No 42/2018 tentang Prioritas Pemanfaatan Minyak Bumi Untuk Pemenuhan Kebutuhan Dalam Negeri. Regulation of the Minister of Energy and Mineral Resources (EMR Ministerial Regulation) No. 42/2018 on Prioritization of the Use of Crude Oil for the Fulfilment of Domestic Demand.	Prioritas Pemanfaatan Minyak Bumi milik Kontraktor Kerja Sama (KKS) pemilik PSC di Indonesia untuk Pemenuhan Kebutuhan Minyak Mentak (MM) di Kilang Dalam Negeri. Prioritization of the Use of Crude Oil owned by the Cooperation Contractors (PSC) of PSC Owners in Indonesia to Fulfill the Need for Crude Oil in Domestic Refineries.	Repatriasi MM ex. M&P (Rabi *Light*) terkendala karena kebutuhan Kilang Pertamina atas Minyak Mentah dengan spesifikasi setara MM Rabi *Light* telah dipenuhi oleh MM Sumatera *Light Crude* (SLC) dari KKS Indonesia. Sebelum terbit Permen ESDM ini, KKS pemilik SLC melakukan *export*. Repatriation of Crude Oil ex. M&P (Rabi Light) was constrained because Pertamina's refinery needs for Crude Oil with specifications equivalent to Rabi Light Crude Oil have been fulfilled by Crude Oil of Sumatra Light Crude (SLC) from KKS Indonesia. Prior to the issuance of this EMR Ministerial Regulation, KKS who owns SLC was exporting.	M&P menjual MM ke pasar diluar PT Pertamina (Persero) dan bersama PT Pertamina (Persero) melakukan penyusunan *Frame Agreement* yang nantinya dapat dijadikan acuan kontrak antara M&P dan PT Pertamina (Persero) jika sewaktu-waktu MM Rabi Light diperlukan oleh Kilang PT Pertamina (Persero). M&P sold Crude Oil to markets outside PT Pertamina (Persero) and together with PT Pertamina (Persero) prepared a Frame Agreement which can later be used as reference for the contract between M&P and PT Pertamina (Persero) if at any time Rabi Light Crude Oil is needed by the refineries of PT Pertamina (Persero).

PERUBAHAN KEBIJAKAN AKUNTANSI

PENERAPAN DARI STANDAR AKUNTANSI KEUANGAN BARU

ALASAN PENERAPAN

Penerapan standar akutansi keuangan dilakukan untuk mematuhi PSAK yang berlaku dalam tahun berjalan. Kebijakan akuntansi dan pelaporan keuangan yang diterapkan oleh PIEP sesuai dengan standar akuntasi keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK). Kebijakan akuntansi diterapkan secara konsisten dalam penyusunan laporan keuangan konsolidasian untuk tanggal 31 Desember 2019 dan 2018.

PERUBAHAN STANDAR AKUNTANSI KEUANGAN BARU

Uraian perubahan standar akuntansi Keuangan baru disajikan sebagai berikut.

CHANGES IN ACCOUNTING POLICIES

ADOPTION OF NEW FINANCIAL ACCOUNTING STANDARDS

REASONS FOR ADOPTION

The adoption of financial accounting standards is carried out to comply with the applicable SFAS in the current year. The financial accounting and reporting policies adopted by PIEP are in accordance with the Indonesian financial accounting standards, namely the Indonesian Statements of Financial Accounting Standards (SFAS). The accounting policies were applied in the preparation of the consolidated financial statements as of December 31, 2019 and 2018.

CHANGES IN NEW FINANCIAL ACCOUNTING STANDARDS

Descriptions of changes in new financial accounting standards are presented as follows:

Tabel Perubahan Standar Akuntansi Keuangan Baru
Table Changes in New Financial Accounting Standards

Standar Akuntansi Baru New Accounting Standards	**Keterangan** Description	**Dampak Standar Akuntansi Keuangan Baru** Impact of New Financial Accounting Standards
• ISAK 33: Transaksi Valuta Asing dan Imbalan Di Muka. IFAS 33: Foreign Currency Transactions and Advance Consideration. • ISAK 34: Ketidakpastian Dalam Perlakuan Pajak Penghasilan. IFAS 34: Uncertainty Over Income Tax Treatments. • Amandemen PSAK 24: Imbalan Kerja. Amendment to SFAS 24: Employee Benefits. • PSAK 22 (Peningkatan 2018): Kombinasi Bisnis. SFAS 22 (Improvement 2018): Business Combinations. • PSAK 26 (Peningkatan 2018): Biaya Pinjaman. SFAS 26 (Improvement 2018): Borrowing Costs. • PSAK 46 (Peningkatan 2018): Pajak Penghasilan SFAS 46 (Improvement 2018): Income Taxes. • PSAK 66 (Peningkatan 2018): Pengaturan Bersama SFAS 66 (Improvement 2018): Joint Arrangement.	Standar baru, revisi terhadap standar yang telah ada dan interpretasi berikut ini, telah diterbitkan dan wajib untuk diterapkan untuk pertama kali untuk tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2019 atau periode setelahnya. The following new standards, amendments to existing standards and interpretations, have been published and are mandatory for the first-time adoption for the financial year beginning on January 1, 2019 or later periods.	PIEP telah mengadopsi standar dan interpretasi baru tersebut tetapi tidak ada dampak signifikan terhadap bisnis PIEP saat ini. Tidak terdapat dampak kuantitatif perubahan standar dan interpretasi baru/revisi terhadap Laporan Keuangan. PIEP has adopted these new standards and interpretations but there was no significant impact on PIEP's business at this time. There was no quantitative impact of amendments in new/revised standards and interpretations of the Financial Statements.

STANDAR BARU, REVISI DAN INTERPRETASI YANG TELAH DITERBITKAN, NAMUN BELUM BERLAKU EFEKTIF

Berikut ini adalah beberapa standar akuntansi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") yang dipandang relevan terhadap pelaporan keuangan PIEP namun belum berlaku efektif untuk laporan keuangan konsolidasian 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut:

- Amandemen PSAK 15: Investasi pada Entitas Asosiasi dan Ventura Bersama, yang mengatur bahwa entitas juga menerapkan PSAK 71 atas instrumen keuangan pada entitas asosiasi atau ventura bersama di mana metode ekuitas tidak diterapkan. Hal ini termasuk kepentingan jangka panjang yang secara substansi membentuk bagian investasi neto entitas pada entitas asosiasi atau ventura bersama.
- Amandemen PSAK 62: Kontrak Asuransi, yang mengizinkan yang memenuhi kriteria tertentu untuk menerapkan pengecualian sementara dari PSAK 71 (*deferral approach*) atau memilih untuk menerapkan pendekatan berlapis (*overlay approach*) untuk aset keuangan yang ditetapkan.

NEW STANDARDS, AMENDMENTS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

The following are several accounting standards issued by the Indonesian Financial Accounting Standards Board ("DSAK") that are considered relevant to the financial reporting of PIEP but not yet effective for consolidated financial statements as of December 31, 2019 and for the year then ended:

- Amendment to SFAS 15: Investment in Associates and Joint Ventures that regulate entities that also apply SFAS 71 to financial institutions in association or joint ventures entities if the equity method is not applied. Including long-term interest that substantially form net investment in Associates and Joint Ventures.
- Amendment to SFAS 62: Insurance Contracts, which allows those who meet certain criteria to apply a temporary exemption from SFAS 71 (deferral approach) or choose to apply overlay approach for specified financial assets.

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- PSAK 71: Instrumen Keuangan, yang mengatur klasifikasi dan pengukuran instrumen keuangan berdasarkan karakteristik dari arus kas kontraktual dan model bisnis entitas; metode kerugian kredit ekspektasian untuk penurunan nilai yang menghasilkan informasi yang lebih tepat waktu, relevan dan dimengerti oleh pemakai laporan keuangan; akuntansi untuk lindung nilai yang merefleksikan manajemen risiko entitas lebih baik dengan memperkenalkan persyaratan yang lebih umum berdasarkan pertimbangan manajemen.
- PSAK 72: Pendapatan dari Kontrak dengan Pelanggan yang mengatur model pengakuan pendapatan dari kontrak dengan pelanggan, sehingga entitas diharapkan dapat melakukan analisis sebelum mengakui pendapatan.
- Amandemen PSAK 1: Penyajian Laporan Keuangan dan PSAK 25: Kebijakan Akuntansi, Perubahan estimasi akuntansi dan kesalahan yang mengklarifikasi definisi materi dengan tujuan menyelaraskan definisi yang digunakan dalam kerangka kerja konseptual dan beberapa PSAK terkait.
- PSAK 73: Sewa, berlaku efektif 1 Januari 2020 dengan penerapan dini diperkenankan khusus bagi entitas yang telah menerapkan PSAK 72 yang menetapkan prinsip pengakuan, pengukuran, penyajian, dan pengungkapan atas sewa dengan memperkenalkan model akuntansi tunggal khususnya untuk penyewa. PSAK ini menetapkan prinsip pengakuan, pengukuran, penyajian, dan pengungkapan atas sewa dengan memperkenalkan model akuntansi tunggal dengan mensyaratkan untuk mengakui hak guna aset (*right-of-use assets*) dan liabilitas sewa. Terdapat 2 pengecualian opsional dalam pengakuan aset dan liabilitas sewa, yakni untuk: (i) sewa jangka-pendek dan (ii) sewa yang aset terkait (*underlying assets*) bernilai rendah.
- Amendemen PSAK 71: Instrumen Keuangan tentang Fitur Percepatan Pelunasan dengan Kompensasi Negatif yang mengatur bahwa aset keuangan dengan fitur percepatan pelunasan yang dapat menghasilkan kompensasi negatif memenuhi kualifikasi sebagai arus kas kontraktual yang berasal semata dari pembayaran pokok dan bunga.

- SFAS 71: Financial Instruments, which regulates the classification and measurement of financial instruments based on characteristics of contractual cashflows and the entity's business model; the expected credit loss method for impairment that produces information that is more timely, relevant and understood by users of financial statements; accounting for hedges that reflects the entity's risk management better by introducing more general requirements based on management considerations.
- SFAS 72: Revenue from Contracts with Customers, which regulates the revenue recognition model of a contract with a customer, so the entity is expected to conduct an analysis before recognizing revenue.
- Amendment to SFAS 1: Presentation of Financial Statements and SFAS 25: Accounting Policies, Changes in accounting estimates and errors that clarify the definition of material with the aim of harmonizing the definitions used in the conceptual framework and some related SFAS.
- SFAS 73: Lease, effective January 1, 2020 with earlier application is permitted only for entities that apply SFAS 72 which establishes the principle of recognition, measurement, presentation and disclosure of leases by introducing a single accounting model specifically for lessee. This SFAS establishes the principle of recognition, measurement, presentation, and disclosure of leases by introducing a single accounting model by requiring to recognize right-of-use assets and lease liabilities. There are 2 optional exemptions to the recognition of assets and lease liabilities, namely for: (i) short-term leases and (ii) leases for low value underlying assets.
- Amendment to SFAS 71: Financial Instruments regarding prepayment features with negative compensation which regulates that financial assets with prepayment features that can result negative compensation meets qualification as contractual cashflows that are solely payments of principal and interest.

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PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA

Selama tahun 2019, tidak terdapat perubahan kebijakan akuntansi sehingga tidak terdapat dampak kuantitatif atas perubahan kebijakan akuntansi terhadap Laporan Keuangan.

CHANGES IN ACCOUNTING POLICIES AND ITS IMPACT

Throughout 2019, there were no changes in accounting policies so there was no quantitative impact on changes in accounting policies on the Financial Statements.

INFORMASI KELANGSUNGAN USAHA

HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA

Kelangsungan usaha PIEP tidak menghadapi risiko yang signifikan. Perubahan kondisi di industri *oil and gas* dapat diantisipasi dengan baik oleh PIEP dengan melakukan berbagai inisiatif strategi yang tepat, sehingga kelangsungan usaha PIEP dapat terjaga dengan baik. Sampai dengan akhir tahun 2019, PIEP tidak memiliki hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha.

Meskipun demikian, terdapat kondisi pasar dunia yang tidak biasa sebagai dampak dari pandemi COVID-19 dan kegagalan OPEC-Rusia untuk mencapai kesepakatan dalam membatasi pasokan minyak untuk menyeimbangkan pasar. Kemudian Saudi Aramco menurunkan harga minyak mentahnya dalam upaya memprioritaskan pangsa pasarnya daripada stabilitas harga. Akibatnya, pada awal bulan Maret 2020, terjadi penurunan harga minyak mentah. Peristiwa tersebut berdampak pada volatilitas harga minyak mentah. Per tanggal 31 Desember 2019, Perusahaan mempunyai aset minyak dan gas bumi serta persediaan tertentu yang rentan terhadap harga minyak yang rendah akan tetapi peristiwa-peristiwa tersebut hanya bersifat indikatif *(non-adjusting events)* yang muncul setelah tanggal neraca, sehingga tidak berdampak pada kesimpulan mengenai jumlah terpulihkan dari aset Perusahaan pada tanggal neraca.

Manajemen selalu menganalisa pergerakan harga minyak dan pengaruhnya terhadap struktur biaya. Manajemen menyiapkan perencanaan strategis dan keuangan dengan berbagai skenario yang mempertimbangkan aspek parameter makro ekonomi. Rencana-rencana tersebut selalu diuji relevansi dan validitas secara periodik, guna mempertahankan daya saing Perusahaan dalam menghadapi harga pasar yang dinamis.

BUSINESS CONTINUITY INFORMATION

MATTERS WHICH ARE POTENTIALLY AFFECTING SIGNIFICANTLY TO BUSINESS CONTINUITY

PIEP's business continuity does not face significant risks. Changes in conditions in the oil and gas industry can be anticipated well by PIEP by undertaking various strategic initiatives, so that PIEP's business continuity can be well maintained. Until the end of 2019, PIEP did not have any matters that have the potential to significantly affect business continuity.

Nonetheless, there were unusual global market conditions as a result of the COVID-19 pandemic and the failure of OPEC-Russia to reach an agreement in limiting oil supplies to balance the market. Then Saudi Aramco reduced its crude oil prices in an effort to prioritize its market share rather than price stability. As a result, at the beginning of March 2020, there was a decline in crude oil prices. These events have an impact on the volatility of crude oil prices. As of December 31, 2019, the Company has oil and gas assets and certain inventories that are vulnerable to low oil prices, but these events were only indicative (non-adjusting events) that occur after the balance sheet date, so it did not have an impact on conclusions regarding the amount recovered from the Company's assets at the balance sheet date.

Management always analyzes oil price movements and its effects on the cost structure. Management prepares strategic and financial planning with various scenarios that consider aspects of macroeconomic parameters. These plans are periodically tested for relevance and validity, in order to maintain the Company's competitiveness in facing dynamic market prices.

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ASSESSMENT MANAJEMEN TERHADAP HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA

Manajemen PIEP telah melakukan penilaian atas kemampuan PIEP untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa PIEP memiliki sumber daya untuk melanjutkan usahanya di masa mendatang. *Assessment* dilakukan dengan berdasarkan berbagai faktor seperti analisis kekuatan kondisi keuangan maupun non keuangan serta pencapaian kinerja. Berdasarkan hasil *assessment* manajemen PIEP tidak melihat adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan PIEP untuk melanjutkan usahanya.

ASSESSMENT OF MANAGEMENT TOWARDS MATTERS WHICH ARE POTENTIALLY AFFECTING SIGNIFICANTLY TO BUSINESS CONTINUITY

PIEP's management has assessed PIEP's ability to continue its business continuity and believes that PIEP has the resources to continue its business in the future. Assessment was carried out based on various factors such as the analysis of the strength of financial and non-financial conditions and the achievement of Performance. Based on the assessment results, PIEP's management did not see any material uncertainties that could raise significant doubts about PIEP's ability to continue its business.

ASUMSI YANG DIGUNAKAN MANAJEMEN UNTUK MELAKUKAN *ASSESSMENT*

Beberapa faktor yang menjadi pertimbangan manajemen dalam melakukan *assessment* terhadap kelangsungan usaha adalah sebagai berikut:

1. Kondisi perekonomian dunia
2. Harga Minyak mentah
3. Kondisi internal dan eksternal PIEP
4. Tingkat kesehatan Perusahaan dengan kualifikasi Sehat A
5. Kondisi Keuangan yang baik dengan profitabilitas pencapaian laba tahun berjalan sebesar AS$105.906 ribu

ASSUMPTIONS USED BY THE MANAGEMENT TO CONDUCT ASSESSMENT

Some factors that were considered by the management in conducting business continuity assessments are as follows:

1. World economic conditions
2. Crude oil prices
3. PIEP's internal and external conditions
4. Soundness level of the Company with a qualification of Healthy A
5. Good financial conditions with profitability of profit for the year amounting to US$105,906 thousand

TINGKAT KESEHATAN PERUSAHAAN

Secara umum tingkat kesehatan PIEP tahun 2019 dalam kondisi Sehat, uraian mengenai tingkat kesehatan Perusahaan disajikan sebagai berikut.

COMPANY SOUNDNESS LEVEL

In general, the soundness level of PIEP in 2019 was in a Healthy conditions, descriptions of the Company's soundness level are presented as follows.

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Tabel Tingkat Kesehatan Perusahaan
Table Company Soundness Level

Uraian		Desember 2019		Desember 2018		Description
		Nilai Score	Bobot Weight	Nilai Score	Bobot Weight	
NILAI KINERJA KEUANGAN						FINANCIAL PERFORMANCE SCORE
Return on Equity	%	3,73	5,00	3,52	10,00	Return on Equity
Return On Investment	%	11,70	15,00	13,20	15,00	Return on Invesment
Operating Profit Margin (OPM)	%	24,62	2,50	33,40	3,00	Operating Profit Margin (OPM)
Not Profit Margin (NPM)	%	12,12	2,00	13,31	3,00	Net Profit Margin (NPM)
Cash ratio	%	85,42	5,00	148,96	5,00	Cash ratio
Current Ratio	%	209,53	5,00	294,94	5,00	Current Ratio
Collection Period	Hr	57,03	3,00	44,78	3,00	Collection Period
Inventory Turn Over	hr	N/A	-	N/A	-	Inventory Turnover
Total Asset Tum Over	%	22,18	1,00	21,90	1,00	Total Assets Tumover
Equity to Total Asset	%	68,09	4,00	68,55	4,00	Equity to Total Assets
Time Interest Earned Ratio (TIER)	%	21,17	3,00	16,64	3,00	Time Interest Earned Ratio (TIER)
Jumlah Nilai Kinerja Keuangan			**45,50**		**52,00**	**Total Financial Performance Score**
NKK Setelah diproporsionalkan			**48,00**		**54,00**	**Proportioned Financial Performance Score**
Klasifikasi Tingkat Kinerja Keuangan			**SEHAT** Healthy		**SEHAT** Healthy	**Classification of Financial Performance Level**
NILAI KINERJA PERTUMBUHAN						GROWTH PERFORMANCE SCORE
Asset Productivity Growth (ASPG)	%	(26,18)	-	6,55	3,00	Assets Productivity Growth (ASPG)
Sales Growth (SALG)	%	3,43	0,50	2,51	1,00	Sales Growth (SALG)
Net Profit Margin Growth (NPMG)	%	(8,93)	-	8,41	3,00	Net Profit Margin Growth (NPMG)
Sales to Tottal Asset Growth (STAG)	%	(0,17)	-	1,88	1,00	Sales to Tottal Asset Growth (STAG)
Net Profit Growth	%	20,28	1,00	0,11	1,00	Net Profit Growth
Jumlah Nilai Kinerja Pertumbuhan			**2,50**		**9,00**	**Total Growth Performance Score**
			Kurang Tumbuh Less Growing		**Kurang Tumbuh** Less Growing	
NILAI KINERJA OPERASIONAL						OPERATIONAL PERFORMANCE SCORE
Learning and Development Hours		105,00	5,00	-	-	Learning and Development Hours
HSSE		105,00	5,00	-	-	HSSE
Jumlah Nilai Kinerja Operasional			**10,00**		**-**	**Total Operational Performance Score**
			Sangat Baik Excellent		**-**	

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Tabel Tingkat Kesehatan Perusahaan
Table Company Soundness Level

Uraian		Desember 2019		Desember 2018		Description
		Nilai Score	Bobot Weight	Nilai Score	Bobot Weight	
NILAI KINERJA ADMINISTRASI						ADMINISTRATIVE PERFORMANCE SCORE
Laporan Kuangan Perusahaan Bulanan		≤7 Hari ≤7 days	2,00	≤7 hari ≤7 days	2,00	Monthly Company Financial Statements
Laporan Manajemen Perusahaan Bulanan		12 Hari Kalender 12 Calendar Days	2,00	20 Hari Kalender 20 Calendar Days	2,00	Monthly Company Management Reports
Laporan Keuangan *Audited*		≤Bulan Februari ≤February	3,00	≤Bulan Maret ≤March	3,00	Audited Financial Statements
Rancangan RKAP		Bulan Agustus August	3,00	Bulan Juli July	3,00	CBP Draft
Jumlah Nilai Kinerja Administrasi			**10,00**		**10,00**	**Total Administrative Performance Score**
			Tertib Orderly		**Tertib** Orderly	
Tingkat Kesehatan Perusahaan			**70,50**		**73,00**	**Company Soundness Level**
			Sehat A Healthy A		**Sehat A** Healthy A	

Note:
1. Perhitungan Tingkat Kesehatan Perusahaan tahun 2018 mengacu kepada Pedoman Penilaian Kinerja Anak Perusahaan dan Perusahaan Patungan No. A-001/H00200/2011-S0 Revisi Ke-1
   Calculation of the 2018 Company Soundness Level refers to the Guidelines for Performance Assessment of Subsidiaries and Joint Ventures No. A-001/H00200/2011-SO 1st Revision
2. Perhitungan Tingkat Kesehatan Perusahaan tahun 2019 mengacu kepada Pedoman Penilaian Kinerja Anak Perusahaan No.A6-002/H40000/2019-S9 Revisi ke-0
   Calculation of the 2019 Company Soundness Level refers to the Guidelines for Performance Assessment of Subsidiaries No. A6-002/H40000/2019-S9 0th Revision

TECHNICAL COMPETENCY, BEHAVIORAL COMPETENCY, EXPERIENCE, AND PERSONALITY PROFILE

Kompetensi Teknis, Kompetensi Perilaku,
Pengalaman, dan Profil Kepribadian

HUMAN RESOURCES
Sumber Daya Manusia

Human Resources first, the rest follows.
Sumber Daya Manusia paling utama,
aspek lainnya akan mengikuti.

PERUBAHAN STRUKTUR ORGANISASI

CHANGES IN ORGANIZATION STRUCTURE

Seiring dengan pertumbuhan bisnis, termasuk semakin beragamnya lokasi aset, jenis bisnis yang dikelola dan *stakeholder* yang dimiliki PT Pertamina Internasional Eksplorasi dan Produksi, maka peran Perusahaan sebagai penanggung jawab pengelola aset Pertamina di luar negeri menuntut adanya suatu proses hubungan dan pembinaan *stakeholder*/relasi yang lebih efektif dan berkelanjutan dengan tetap mengutamakan penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*).

Untuk itu, pada tahun 2019 terdapat perubahan struktur organisasi yang dituangkan dalam SK PIEP No. Kpts-005/PN0000/2019-S0 tanggal 14 Februari 2019 tentang Perubahan Organisasi PT Pertamina Internasional Eksplorasi dan Produksi. Perubahan yang signifikan terdapat pada Fungsi Commercial & Business support di mana terdapat penggabungan Fungsi ICT serta pemisahan Fungsi Stakeholder Relation yang kemudian berubah nama menjadi Corporate Affairs. Selain itu, terdapat peleburan Fungsi General Support ke Fungsi Human Resources.

Perubahan ini dipicu oleh adanya perubahan Departemen Legal & Relation menjadi Divisi yang menggabungkan Legal dan Corporate Affairs. Tujuan penggabungan fungsi ini untuk mengelola dan mengawasi pelaksanaan *compliance* sehingga dapat lebih efektif, fokus dan terintegrasi.

Selain hal itu, untuk meningkatkan efektivitas dan efisiensi organisasi, diberlakukan organisasi *mirroring* melalui SK PIEP No. Kpts-006/PN0000/2019-S0 tanggal 15 Februari 2019 di mana struktur, tugas dan wewenang pekerja di organisasi PIEP, berlaku juga untuk organisasi Anak Perusahaan PIEP yaitu PAEP, PMEP, dan PIREP.

Along with business growth, including the increasingly diverse location of assets, the type of business being managed and stakeholders owned by PT Pertamina Internasional Eksplorasi dan Produksi, the Company's role as the person in charge of managing Pertamina's assets in overseas and requires stakeholder/relations process more effective and sustainable while prioritizing the application of Good Corporate Governance.

To that end, in 2019 there was a change in the organizational structure as outlined in PIEP's Decree No. Kpts-005/PN0000/2019-S0 dated February 14, 2019 concerning Changes in the Organization of PT Pertamina Internasional Eksplorasi dan Produksi. Significant changes were found in the Commercial & Business support function where there was a merger of the ICT Function and the separation of the Stakeholder Relations Function which later changed its name to Corporate Affairs. In addition, there was a merging of the General support function to the Human Resources Function.

This change was triggered by the change in the Legal & Relations Department into a Division that combines Legal and Corporate Affairs. The purpose of combining this function is to manage and oversee compliance so that it can be more effective, focused and integrated.

Besides, to improve organizational effectiveness and efficiency, organizational mirroring through PIEP's Decree No. Kpts-006/PN0000/2019-S0 dated February 15, 2019 where the structure, duties and authorities of employees in PIEP's organization, also applies to PIEP's Subsidiaries, namely PAEP, PMEP, PIREP.

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KEBIJAKAN DAN PELAKSANAAN REKRUTMEN

Pelaksanaan rekrutmen pekerja didasarkan pada perencanaan tenaga kerja yang sudah disetujui oleh PT Pertamina (Persero) selaku *Holding Company*. Mengacu pada organisasi saat ini sebagian besar profil pekerja yang dibutuhkan adalah tenaga berpengalaman di mana prioritas pengisian pertama adalah dari lingkungan Pertamina Group melalui mekanisme *Internal Job Posting* (proses penawaran terhadap pekerja internal dan Pertamina Group) sebelum mencari kandidat dari luar Perusahaan.

Tahapan pelaksanaan seleksi pada proses rekrutmen adalah sebagai berikut:

1. Seleksi Administrasi
2. Penilaian Kompetensi/keahlian
3. Wawancara fungsi pengguna dan fungsi *Human Resources* (HR)
4. Tes psikologis/*assessment*
5. Tes Kesehatan
6. Wawancara Direksi (jika dibutuhkan)

RECRUITMENT POLICY AND IMPLEMENTATION

The recruitment of employees is based on manpower fulfillment planning that has been approved by PT Pertamina (Persero) as the Holding Company. Referring to the current organization, most of the required employees profile are experienced personnel, where the first fulfillment priority came from Pertamina Group through the Internal Job Posting mechanism (the offering process for internal employees and Pertamina Group) before looking for candidates from outside the Company.

The stages of selection in the recruitment process are as follows:

1. Administration Selection
2. Competency/expertise assessment
3. Interview with user functions and Human Resources (HR) functions
4. Psychological tests/assessments
5. Health Test
6. Interview with the Board of Directors (if needed)

KEBIJAKAN DAN PELAKSANAAN PENGEMBANGAN KOMPETENSI

Pengembangan kompetensi pekerja didasarkan kepada Matriks Kebutuhan Kompetensi Jabatan yang memetakan kebutuhan kompetensi pada sebuah jabatan dan level ke dalaman yang dibutuhkan.

COMPETENCY DEVELOPMENT POLICIES AND IMPLEMENTATION

Employees competency development is based on the Job Competency Requirement Matrix which maps competency requirements to a required position and depth level.

Awareness	Pengetahuan umum yang cukup mengenai pokok utama, melalui pemahaman terhadap: • Konsep dasar • Prosedur dan metodologi terkait • Data dan informasi hasil	Sufficient general knowledge of the main points, through understanding of: • Basic concepts • Related procedures and methodologies • Results data and information
Fundamental	Pengetahuan dan kemampuan umum yang baik secara lebih spesifik, ditunjukkan melalui: • Menganalisis • Mengaplikasikan prosedur dan metodologi terkait/ penerapan pemahaman • Pemahaman terhadap pengetahuan ditampilkan secara mandiri	Good general knowledge and abilities more specifically, demonstrated through: • Analyze • Apply related procedures and methodologies/ application of understanding • Understanding of knowledge is displayed independently

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Skillful	Pengetahuan dan kemampuan yang dalam dan menyeluruh, ditunjukkan melalui: • Mendesain sistem baru dengan cakupan yang sederhana • Mengevaluasi prosedur dan metodologi • Pemahaman terhadap pengetahuan ditampilkan secara mandiri dengan cakupan yang lebih luas	Deep and comprehensive knowledge and abilities, demonstrated through: • Design a new system with simple coverage • Evaluate procedures and methodologies • Understanding of knowledge is presented independently with a broader scope
Mastery	Pengetahuan serta kemampuan berkembang yang ditunjukkan dengan: • Membuat metode/pendekatan baru • Membuat inovasi terkait prosedur dan metodologi • Mampu menjadi internal konsultan di level korporat	Developed knowledge and ability which, indicated by: • Make new methods/approaches • Make innovations related to procedures and methodologies • Able to become an internal consultant at the corporate level

Pada pelaksanaannya, seluruh rencana pengembangan pekerja yang diusulkan harus melalui atasannya, mengacu pada matriks kebutuhan tersebut, direviu kesesuaian dan alokasi dana yang tersedia oleh fungsi HR dan mendapatkan persetujuan oleh Presiden Direktur PIEP.

In its implementation, all proposed employee development plans must go through their superiors, refer to the requirements matrix, review the suitability and allocation of funds available by the HR function and obtain approval from the President Director PIEP.

KEBIJAKAN DAN PELAKSANAAN PENGEMBANGAN KARIR

Terdapat 4 (empat) faktor yang dapat mempengaruhi kesuksesan karir seorang pekerja yaitu kompetensi perilaku, kompetensi teknis, pengalaman, dan profil kepribadian. Dalam pelaksanaan pengembangan karir, Perusahaan mengembangkan keempat faktor tersebut pada setiap program pengembangan karir. Selain itu, saat ini Perusahaan sudah mulai mendorong pelaksanaan pengembangan pekerja berdasarkan model 70:20:10.

CAREER DEVELOPMENT POLICY AND IMPLEMENTATION

There are 4 (four) factors that can affect the career success of an employee, namely behavioral competence, technical competence, experience and personality profile. In implementing career development, the Company develops all four factors in each career development program. In addition, now the Company has begun to encourage the implementation of employee development based on the 70:20:10 model.

Selain melalui *training*, *coaching* dan *mentoring*, dalam upaya pengembangan pekerja untuk mencapai kompetensi global dan *exposure* internasional maka diberikan *assignment*

In addition to training, coaching and mentoring, in an effort to develop employees to achieve global competence and international exposure, assignments are given to employees

HUMAN RESOURCES MANAGEMENT

kepada para pekerja melalui penugasan internasional dengan menempatkan pekerja dimaksud di lokasi aset operasi PIEP.

Kepada pekerja dimaksud diberikan pembekalan terkait HSSE dan materi kultural di negara penugasan, baik sebelum maupun saat melaksanakan internasional *assignment*. Selain itu, dilakukan *cultural profile assessment*, yang akan ditindaklanjuti dengan penyusunan program intervensi yang sesuai untuk pemenuhan *gap* berdasarkan hasil *assessment*.

through international assignments by placing the employees in the location of the PIEP's operating assets.

The employees are given the provisions for HSSE and cultural material in the country of assignment, both before and during the international assignment. In addition, a cultural profile assessment is conducted, which will be followed up with the preparation of an appropriate intervention program for meeting gaps based on the results of the assessment.

PENILAIAN KINERJA

Pelaksanaan penilaian kinerja didasarkan pada kaidah-kaidah yang tepat untuk memperoleh hasil penilaian kinerja secara objektif. Pada pelaksanaanya sistem pengelolaan kinerja dijalankan sesuai dengan siklusnya yang dimulai dari strategi dan rencana bisnis Perusahaan, kemudian penetapan indikator kinerja sampai dengan pemberian penghargaan kinerja.

Pada dasarnya setiap individu akan dinilai kinerjanya dari dua sisi. Sisi yang pertama adalah pencapaian terhadap target/KPI (*Result Oriented*) dan pada sisi yang kedua yaitu pekerja akan diukur mengenai perilaku kepemimpinan yang dimunculkan dalam memenuhi target/KPInya yang mengacu pada kompetensi perilaku (*soft competency*) pada level jabatannya (*process oriented*).

PERFORMANCE ASSESSMENT

The performance assessment implementation is based on the right rules for obtaining an objective performance assessment result. In the implementation of the performance management system is run in accordance with the cycle that starts from the strategy and business plan of the company, then the determination of performance indicators to the performance reward.

Basically, each individual's performance will be assessed from two sides. The first side is the achievement of the target/KPI (Result Oriented) and on the second side, the employee will be measured about the leadership behavior that is raised in fulfill the target/KPI which refers to behavioral competence (soft competency) at the level of his position (process oriented).

KEBIJAKAN REMUNERASI

PIEP berkomitmen untuk secara konsisten memberikan kesejahteraan bagi para pekerjanya. Sejalan dengan hal tersebut, manajemen menerapkan kebijakan kesejahteraan pekerja dengan memperhatikan kompetensi, posisi jabatan, masa kerja, serta kinerja dari pekerja. Selain itu, kebijakan manajemen mengenai kesejahteraan pekerja disusun dengan mempertimbangkan aspek kenaikan biaya hidup dan kemampuan keuangan Perusahaan. Hal tersebut menggambarkan bahwa PIEP memiliki kepedulian terhadap kesejahteraan pekerja dengan tetap memperhatikan pada

REMUNERATION POLICY

PIEP is committed to consistently providing welfare for its employees. In line with this, the management implements employee welfare policies by paying attention of competencies, position of office, term of office and performance of the employees. In addition, management policies regarding the welfare of employees are prepared by considering aspects of the increase in the cost of living and the Company's financial capability. This illustrates that PIEP has concern for the welfare of employees while still paying attention to the principle of sustainability. PIEP also provides remuneration

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asas keberlanjutan (*sustainability*). PIEP juga memberikan remunerasi kepada pekerja sesuai dengan kinerja masing-masing pekerja berupa Insentif Performansi yang diukur dari Penilaian Performansi Tahunan. Diharapkan dengan kesejahteraan yang baik, pekerja dapat lebih giat dan semangat dalam melaksanakan tugasnya untuk mendukung pencapaian Visi dan Misi Perusahaan.

PROGRAM PENSIUN

PIEP menyadari pentingnya kesejahteraan pasca kerja bagi Pekerja Perusahaan, sehingga Perusahaan memastikan agar para Pekerja Perusahaan sejahtera ketika memasuki masa pensiun melalui program pensiun. Program pensiun Perusahaan diselenggarakan dengan berlandaskan pada ketentuan perundang-undangan serta sebagai wujud apresiasi PIEP atas kontribusi dan kinerja Pekerja selama bekerja di Perusahaan. Beberapa program pensiun yang diselenggarakan Perusahaan antara lain:

1. Program pensiun
    a) Program Pensiun Iuran Pasti pada Dana Pensiun Lembaga Keuangan.
    b) Program Pesangon
    c) Program Jaminan Sosial Tenaga Kerja oleh Badan Penyelenggara Jaminan Sosial BPJS Ketenagakerjaan.
2. Penghargaan atas jasa pengabdian
    a) Pemberian Penghargaan Masa Bakti.

SURVEI PEKERJA

Guna meningkatkan *Strong Value*s dan menurunkan *Limited Value*s, meningkatkan *Employee Engagement* (EE) dan konsistensi implementasi Praktik-Praktik Profesional (*Practice Pulse Check* atau PPC) di lingkungan PIEP, setiap tahun dilakukan Survei *Theme-O-Meter*. Survei tersebut bertujuan untuk mengukur dan memperoleh masukan dari para Pekerja dan Manajemen atas ketiga hal tersebut di atas. Pada tahun 2019, Survei *Theme-O-Meter*(ToMS) lebih berfokus kepada Survei Entropi yang dilakukan pada tanggal 29 November-13 Desember 2019.

to employees in accordance with the performance of each employee in the form of performance Incentives as measured by the Annual performance Assessment. It is expected that with good welfare, employees can be more active and enthusiastic in carrying out their duties to support the achievement of the Company's Vision and Mission.

PENSION PROGRAM

PIEP realizes the importance of post-employment welfare for the Company's employees, so the Company ensures that its employees are prosperous when retiring through the pension program. The Company's pension program is organized based on statutory provisions and is a form of PIEP's appreciation for the employees contribution and performance while working for the Company. Some pension programs organized by the company:

1. Pension Program
    a) Fixed Premium Pension Program on Financial Institution Pension Fund (DPLK)
    b) Severance Program
    c) Worker Social Security Program by Badan Penyelenggara Jaminan Sosial BPJS Ketenagakerjaan.
2. Appreciation for Service
    a) Service Award

EMPLOYEE SURVEY

In order to increase Strong Values and reduce Limited Values, increase Employee Engagement (EE) and consistency in the implementation of Professional Practices (Practice Pulse Check or PPC) in PIEP's environment, a Theme-O-Meter survey is conducted annually. The survey aims to measure and obtain input from employees and Management of these three points above. In 2019, the Theme-O-Meter (ToMS) Survey was focused more on the Entropy Survey conducted on November 29-December 13, 2019.

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Jumlah responden Survei Entropi mengalami peningkatan dari 94 Pekerja pada tahun 2018 menjadi 125 Pekerja pada tahun 2019. Peningkatan jumlah responden dimaksud menunjukkan makin meningkatnya kepedulian Pekerja terhadap kesehatan budaya Perusahaan. Hasil Survei Entropi menunjukkan peningkatan dibanding tahun 2018, dengan rincian sebagai berikut:

The number of respondents in the Entropy Survey has increased from 94 employees in 2018 to 125 employees in 2019. The increase in the number of respondents referred shows the increasing concern of employees for the cultural health of the Company. Entropy Survey results showed an increase compared to 2018, with the following details:

Entropi

Hasil Survei Entropi pada tahun 2019 berada pada skala yang sama dengan tahun sebelumnya yaitu 11-20% dan terjadi peningkatan sebesar 7.26%. Selain itu, hasil Survei *Employee Engagement* tahun 2019 berada pada nilai 4,02 dari 5 (lima) dengan Skala Likert. Hal tersebut menunjukkan bahwa para Pekerja PIEP merasa cukup nyaman, termotivasi, dan bersemangat untuk bekerja di Perusahaan.

The Entropy Survey Results in 2019 were on the same scale as the previous year, namely the Poor Health category (11-20%), which is the second category (out of 5 categories) under the healthy category, where there was an increase of 7.26%. In addition, the 2019 Employee Engagement Survey results were 4.02 out of 5 (five) with a Likert Scale. This shows that PIEP's employees feel quite comfortable, motivated, and eager to work in the Company

PENGEMBANGAN *HUMAN RESOURCES* TAHUN 2019

Berikut merupakan *Highlight Focus Human Resources* pada tahun 2019:

REMUNERATION RESTRUCTURING (SALARY & SALARY SCALE)

Sebagai upaya Perusahaan dalam menciptakan *high performing organization*, maka diperlukan adanya kajian terus-menerus terhadap implementasi sistem pengelolaan SDM,

HUMAN RESOURCES DEVELOPMENT IN 2019

The following is the Highlight Focus Human Resources in 2019:

REMUNERATION RESTRUCTURING (SALARY & SALARY SCALE)

As the Company's efforts to create a high performing organization, it is necessary to have a continuous study of the implementation of the HR management system, which

HUMAN RESOURCES MANAGEMENT

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yang meliputi kajian organisasi, pembinaan, dan remunerasi sehingga dapat mendorong peningkatan motivasi pekerja serta terciptanya internal *equity* dan *external competetiveness* PIEP. Oleh karena itu, di tahun 2019 terbit skala upah PIEP ter-*update* melalui Surat Keputusan Direksi pada Tahun 2019.

IMPLEMENTATION AND REVIEW PIEP AND SUBSIDIARIES NEW ORGANIZATION

Dalam rangka mendukung perubahan organisasi PIEP pada Tahun 2019, HR membuat target terkait implementasi organisasi baru yang berisikan strategi, tahapan dan proses, baik di internal HR maupun kaitannya dengan fungsi lain untuk memastikan kelancaran implementasi perubahan organisasi di lingkungan PIEP.

MANPOWER FULFILLMENT (MANPOWER PLANNING REALIZATION)

Pemenuhan kebutuhan tenaga kerja di tahun 2019 sebesar 72% dengan keterangan sebagai berikut:

- Rencana rekrut yang disetujui: 18 jabatan
- Realisasi rekrut pekerja sebesar: 13 pekerja waktu tidak tertentu (PWTT).

Catatan khusus mengenai tenaga kerja yang berhasil di rekrut di tahun 2019 yaitu 8 pekerja yang berhasil direkrut yang merupakan pekerja alih status yang berasal dari PHKT dan PHSS.

OPTIMIZATION OF ASSESSMENT RESULT FOR DEVELOPMENT PROGRAM

Program ini bertujuan untuk memanfaatkan hasil *assessment* tidak hanya sebagai syarat pada proses seleksi dan promosi. Berdasarkan hasil analisa dari populasi pekerja PIEP yang sudah mengikuti *assessment* diperoleh *trend* kompetensi yang memiliki kecenderungan yang sama. Dengan menggunakan hasil analisa tersebut program pengembangan yang akan di implementasikan di Perusahaan lebih spesifik dan menjawab isu/tantangan sebagian besar pekerja PIEP.

includes organizational studies, guidance and remuneration so as to encourage increased employee motivation and the creation of internal equity and external competitiveness of PIEP. Therefore, in 2019 the PIEP wage scale was updated through the Board of Directors' Decree in 2019.

IMPLEMENTATION AND REVIEW PIEP AND SUBSIDIARIES NEW ORGANIZATION

In order to support organizational change in PIEP in 2019, HR sets targets related to the implementation of new organizations that contain strategies, stages and processes, both within HR internal and in relation to other functions to ensure the smooth implementation of organizational change in PIEP's environment.

MANPOWER FULFILLMENT (MANPOWER PLANNING REALIZATION)

Meeting the manpower fulfillment needs in 2019 by 72% with the following information:

- Approved recruitment plans: 18 positions
- The realization of employees recruitment: 13 permanent employees (PWTT).

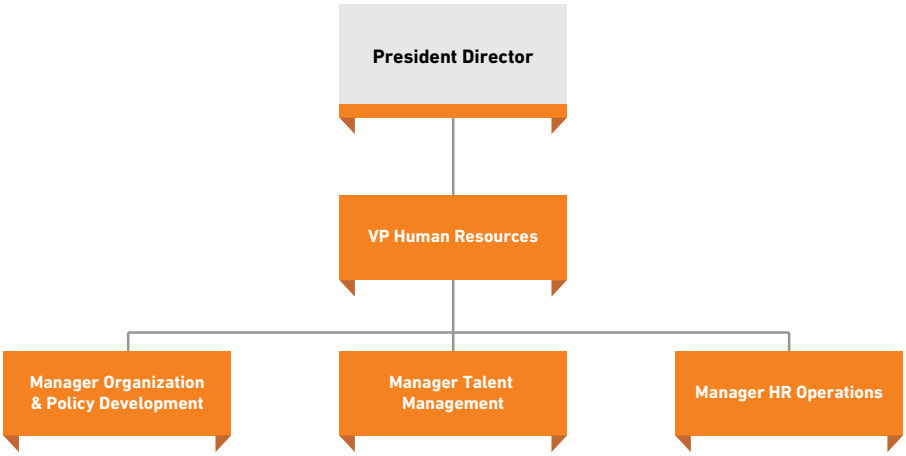
A special note regarding the employment that was successfully recruited in 2019 was 8 employees who were successfully recruited who were status transfer employees who came from PHKT and PHSS.

OPTIMIZATION OF ASSESSMENT RESULT FOR DEVELOPMENT PROGRAM

This program aims to utilize the results of the assessment not only as a requirement in the selection and promotion process. Based on the analysis of the PIEP's employee population who have followed the assessment, competency trend have the same tendency. By using the results of the analysis, the development program that will be implemented in the Company is more specific and answer the issues/challenges of most PIEP's employees.

STRUKTUR PENGELOLA *HUMAN RESOURCES*

MANAGEMENT STRUCTURE OF HUMAN RESOURCES



Departemen Human Resources membawahi 3 (tiga) Fungsi yaitu:

a. Organization & Policy Development

b. Talent Management

c. HR Operations

JOB PURPOSE VICE PRESIDENT HUMAN RESOURCES

Memastikan implementasi manajemen organisasi, manajemen pekerja, manajemen pemberian layanan fungsi Sumber Daya Manusia, mengelola implementasi budaya dan *core values*, menyiapkan kebijakan, prosedur pekerja dan *outsourcing* terkait sumber daya manusia, penganggaran dan pemantauan kinerja prognosis terkait dengan penggajian dan PSL dalam rangka menciptakan pekerja yang andal dan kompeten sehingga dapat memberikan nilai tambah untuk mendukung strategi bisnis Perusahaan pada Perusahaan serta anak Perusahaan sesuai dengan perjanjian afiliasi.

JOB PURPOSE ORGANIZATION & POLICY DEVELOPMENT MANAGER

Mengelola implementasi budaya Perusahaan dan nilai-nilai inti Perusahaan, mengelola Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP), Fungsi Sumber Daya Manusia, mengembangkan anggaran tenaga kerja, mengembangkan strategi *Human capital*, mengelola proposisi nilai pekerja, mengelola

The Human Resources Department is in charge of 3 (three) Functions, namely:

a. Organization & Policy Development

b. Talent Management

c. HR Operations

JOB PURPOSE OF THE VICE PRESIDENT OF HUMAN RESOURCES

Ensuring the implementation of organizational management, employee management, service delivery management of Human Resources functions, managing the implementation of culture and core values, preparing policies, procedures for employees and outsourcing related to human resources, budgeting and monitoring performance prognosis related to payroll and PSL in order to create employees who are reliable and competent so that it can provide added value to support the Company's business strategy for the Company and its subsidiaries in accordance with the affiliation agreement.

JOB PURPOSE OF THE ORGANIZATION & POLICY DEVELOPMENT MANAGER

Managing the implementation of corporate culture and core corporate values, managing the Corporate Work Plan and Budget (RKAP) and the Company's Long-Term Plan (RJPP), the Human Resources Function, developing the employment budget, developing the Human Capital strategy, managing the employee value proposition, managing management

STRUKTUR PENGELOLA HUMAN RESOURCES

STRUKTUR PENGELOLA HUMAN RESOURCES

manajemen perubahan, mengembangkan *reward* organisasi, disain pekerjaan dan kerangka kompetensi, mengembangkan disain hadiah, mengelola hubungan pekerja (kedisiplinan, keluhan, perselisihan industri, dan etika bisnis), mengelola penyusunan kebijakan dan prosedur (Sistem Tata Kerja) Fungsi Sumber Daya Manusia, dan memastikan kepatuhan internal untuk meningkatkan efektivitas Perusahaan dan efisiensi Perusahaan pada Perusahaan serta anak Perusahaan sesuai dengan perjanjian afiliasi.

changes, developing organizational rewards, job design and competency frameworks, developing prize designs, managing employee relations (discipline, complaints, industrial disputes and business ethics), managing the preparation of policies and procedures (Work System) of the Human Resources Function, and ensuring internal compliance to increase the effectiveness and efficiency of the Company and its subsidiaries in accordance with the affiliation agreement.

JOB PURPOSE TALENT MANAGEMENT MANAGER

Mengembangkan strategi *human capital* terkait dengan aspek manajemen *talent*, mengembangkan kompetensi pekerja, mengelola penilaian kinerja dan mengelola aktivitas penempatan untuk menciptakan pekerja yang andal dan kompeten untuk mendukung pencapaian sasaran Perusahaan pada Perusahaan serta anak Perusahaan sesuai dengan perjanjian afiliasi.

JOB PURPOSE OF THE TALENT MANAGEMENT MANAGER

Develop human capital strategies related to talent management aspects, develop employee competencies, manage performance assessment and manage placement activities to create reliable and competent employees to support the achievement of the Company's goals for the Company and its subsidiaries in accordance with affiliation agreements.

JOB PURPOSE HR OPERATION MANAGER

Memastikan pengimplementasian layanan pekerja seperti manajemen perjalanan layanan mobilitas (*travel management and formality*), manajemen kesehatan dan izin kerja (untuk pekerja yang ditempatkan di luar negeri), memastikan implementasi manajemen data dan dokumen pekerja termasuk penerapan absensi pekerja, memastikan implementasi administrasi *reward*, termasuk penggajian dan perhitungan biaya pekerja, mengelola persiapan disain layanan SDM, mengelola layanan pelanggan, mengelola manajemen akun, mengelola pencapaian tingkat layanan SDM, mengembangkan rencana Sistem Terpadu Sumber Daya Manusia (SDM), dan mengelola manajemen *dasboard* untuk Fungsi Sumber Daya Manusia sehingga dapat memberikan nilai tambah untuk mendukung strategi bisnis Perusahaan pada Perusahaan serta anak Perusahaan sesuai dengan perjanjian afiliasi.

JOB PURPOSE OF HR OPERATION MANAGER

Ensure the implementation of employee services such as travel management and formality, health management and work permits (for employee stationed in overseas), ensure the implementation of employee data and document management including the application of employee absences, ensure the implementation of rewards administration, including payroll and calculation of employee costs, manage HR service design preparation, manage customer service, manage account management, manage achievement of HR service levels, develop Integrated Human Resources (HR) System plans and manage dashboard management for the Human Resources Function so as to provide added value to support the Company's business strategy for the Company and its subsidiaries in accordance with the affiliate agreement.

PROFIL *HUMAN CAPITAL*

Profil ringkas VP HR dapat dilihat di profil senior eksekutif pada profil Perusahaan Laporan Tahunan ini.

HUMAN CAPITAL PROFILE

A brief profile of the VP of HR can be seen in the senior executive profile in the Company profile of this Annual Report.

SYSTEM AND INFRASTRUCTURE HUMAN RESOURCES

SYSTEM AND INFRASTRUCTURE OF HUMAN RESOURCES

Sistem dan dasar infrastruktur *human capital* merujuk pada kebijakan dari induk Perusahaan yakni PT Pertamina (Persero). Keseluruhan fungsi administratif HR menggunakan sistem SAP. Sistem lain yang menunjang proses pengelolaan HR dibuat dengan aplikasi-aplikasi yang dibangun oleh Pertamina dengan berbasis *web* mencakup, i-AM dan *Online People Review*.

Atas dasar cakupan wilayah internasional, HR PIEP juga berinisiatif untuk mempersiapkan pekerja yang melakukan penugasan internasional dengan mengakses *cultural online course* yang disediakan Perusahaan. Selain itu, adapula sistem *e-induction* yang memudahkan pekerja baru dalam melakukan orientasi di Perusahaan.

Human Capital system and basis of infrastructure refer to the policies of the parent company, PT Pertamina (Persero). The entire administrative function of HR uses the SAP system. Other systems that support the HR management process are made with applications built by Pertamina on a web-based covers, i-AM and Online People Review.

On the basis of international coverage, the PIEP's HR also took the initiative to prepare employees for international assignments by accessing the cultural online courses provided by the Company. In addition, there is also an e-induction system that makes it easier for new employee to orient at the Company.

INTERNALISASI BUDAYA

CULTURAL INTERNALIZATION

PIEP membangun budaya Perusahaan berkinerja tinggi yang didasari oleh perilaku kerja efektif berdasarkan tata nilai 6C dan didukung iklim kerja yang kondusif berdasarkan keterlibatan Pekerja (*Employee Engagement*). Pemahaman dan pelaksanaan Tata Nilai 6C akan membentuk perilaku yang menjadi budaya, sebagai ciri khas Pertamina di antara Perusahaan-Perusahaan lainnya. Setiap individu Pekerja di PIEP harus memastikan dirinya berperilaku sesuai dengan Tata Nilai 6C ini. Tata Nilai 6C tersebut terdiri dari: *Clean, Competitive, Confident, Customer Focus, Commercial*, dan *Capable*.

Internalisasi Budaya Tahun 2019

1. Telah dilaksanakan Program Budaya untuk masing-masing Fungsi.
2. Telah dibentuk *Culture Change Agent* dan *Culture Change Leader*.
3. Telah dilaksanakan kegiatan *Culture Change Agent* (CCA) Fair pada tanggal 20 Agustus 2019 yang diikuti oleh jajaran Direksi, tim Manajemen, tim CCA, dan Pekerja dari seluruh Fungsi.
4. Telah dilakukan program Budaya Korporat PIEP yaitu *FRESH* yang bertujuan untuk meningkatkan kebersamaan, keakraban, dan menghindari Silo. *FRESH* merupakan kegiatan olahraga (senam bersama) yang dilakukan setiap hari Jumat pagi per 2 mingguan.
5. Telah dilakukan *upskilling* bagi para CCA, yang dilaksanakan untuk membekali pengetahuan mengenai *culture* Perusahaan dan bagaimana menggerakkan fungsi untuk melakukan budaya Perusahaan sebagai *agent of change*. Telah dilakukan *refreshment* terhadap tim CCA melalui Surat Perintah *President Director* tentang Tim CCA 2019.

PIEP builds a high-performance corporate culture based on effective work behavior based on the 6C values and supported by a conducive working climate based on employee engagement. Understanding and implementing the 6C Values will shape behavior that becomes a culture, as a characteristic of Pertamina among other companies. Every individual employee at PIEP must ensure that he behaves according to the 6C Values. The 6C Values consist of: Clean, Competitive, Confident, Customer Focus, Commercial, and Capable.

Cultural Internalization in 2019

1. Culture Programs have been implemented for each function.
2. Culture Change Agents and Culture Change Leaders have been formed.
3. A Culture Change Agent (CCA) Fair was held on August 20, 2019 which was attended by the Board of Directors, management team, CCA team, and employees from all Functions.
4. PIEP's Corporate Culture program, FRESH, has been carried out which aims to increase togetherness, intimacy and avoid silos. FRESH is a sports activity (joint gymnastics) which is carried out every Friday morning per 2 weeks.
5. Upskilling has been carried out for CCA, which was carried out to provide knowledge about the Company's culture and how to move the function to carry out the Company's culture as an agent of change. A refreshment has been made to the CCA team through the President Director's Order regarding the 2019 CCA Team

RENCANA KE DEPAN

FUTURE PLAN

1. Melaksanakan FGD (*Focus Group Discussion*) di masing-masing Fungsi untuk menggali lebih lanjut mengenai hasil Survei Entropi 2019.
2. Melakukan *upskilling* dan pembekalan kepada Tim CCA 2019.
3. Melakukan *refreshment* terhadap Program Budaya masing-masing Fungsi agar lebih sesuai dengan kondisi aktual dari Fungsi tersebut.

1. Carry out FGD (Focus Group Discussion) in each function to explore more about the results of the 2019 Entropy Survey.
2. Upskilling and debriefing to the 2019 CCA Team.
3. Carry out refreshment of the Cultural Programs of each Function to better suit the actual conditions of the function.

EFFECTIVE PLANNING, IMPLEMENTATION, MANAGEMENT, AND CONTROL OF INFORMATION TECHNOLOGY

Perencanaan, Implementasi, Pengelolaan, dan Pengendalian Teknologi Informasi yang Efektif

TECHNOLOGY INFORMATION

Informasi Teknologi

Information Technology Governance is an integral part of achieving the company's grand vision.

Tata Kelola Teknologi Informasi adalah bagian integral dari pencapaian tujuan perusahaan.

MASTER PLAN TEKNOLOGI INFORMASI

INFORMATION TECHNOLOGY MASTER PLAN

Berdasarkan *milestone* yang ditentukan di tahun 2019, maka dilakukan *Remapping Information Technology* (IT) *Master Plan*. Dari hasil *Remapping* tersebut, IT *Master Plan* memiliki prinsip *value* sebagai berikut:

1. IT *Master Plan* adalah perencanaan strategis Perusahaan di bidang Teknologi Informasi (TI).
2. IT *Master Plan* sebagai acuan dalam menyusun perencanaan dan pengembangan TI Perusahaan.
3. Mendefinisikan rencana pencapaian tujuan Perusahaan yang telah ditetapkan melalui penciptaan nilai tambah dengan penerapan dan pemanfaatan TI.
4. IT *Master Plan* mencerminkan keselarasan antara strategi bisnis dengan kemampuan TI untuk mendukung pencapaian tujuan Perusahaan.

Selanjutnya agar IT *Master Plan* dapat berjalan dan mudah diakses serta dimonitor oleh pihak yang berkepentingan (terutama BOD dan Manajemen), maka Perusahaan perlu mewujudkan IT *Master Plan* dalam bentuk "*Digital Enterprise Architecture*". Keputusan ini didasarkan atas kajian dan hasil *benchmark* terhadap beberapa Perusahaan terpilih dan partisipasi dalam forum praktisi *Enterprise Architecture* Internasional. *Journey* secara lengkap pembentukan *Digital Enterprise Architecture* PIEP sampai dengan tahun 2022 adalah sebagai berikut:

Based on the milestone determined in 2019, the Information Technology (IT) Master Plan was remapped. From the remapping results, the IT Master Plan has the following value principles:

1. IT Master Plan is the Company's strategic planning in the field of Information Technology (IT).
2. IT Master Plan as a reference in preparing the Company's IT planning and development.
3. Define the plan to achieve the Company's objectives that have been set through the creation of added value by implementing and utilizing IT.
4. IT Master Plan reflects the alignment between business strategy and IT ability to support the achievement of the Company's objectives.

Furthermore, for the IT Master Plan to run and be easily accessed and monitored by interested parties (especially the BOD and Management), the Company needs to realize the IT Master Plan in the form of "Digital Enterprise Architecture". This decision was based on studies and benchmarking results of selected companies and participation in the International Enterprise Architecture practitioners forum. The complete journey to establish the Digital Enterprise Architecture of PIEP until 2022 is as follows:

2017 — Adopt & Adjust Existing ICT Master Plan

Menggunakan IT *Master Plan* Persero versi 2015-2019, namun masih belum detil untuk turunan pencemaran di proses *Upstream.*

Using the Company's IT Master Plan of the 2015-2019 version, but still not detailed for the derivative planning in the upstream process.

2018 — Strengthen Organization

Memperkuat tim (organisasi) dengan *resource* yang kompeten di bidang Strategi dan Arsitektur ICT:

1. Menambah personil dengan pengalaman/sebagai praktisi di bidang Arsitektur IT
2. Memperkuat Struktur Organisasi dengan membentuk posisi *Strategic* Arsitektur

Strengthen the team (organization) with competent resources in the field of ICT Strategy and Architecture:

1. Adding personnel with experience/as practitioners in the field of IT Architecture
2. Strengthening the Organizational Structure by establishing a Strategic Architecture position

MASTER PLAN TEKNOLOGI INFORMASI

MASTER PLAN TEKNOLOGI INFORMASI

2019

Benchmarking

Setelah terbentuk struktur beserta personil Arsitektur di ICT, IT *Master Plan* diarahkan untuk *align* dan sinergi secara Pertamina *Group*, tim IT PIEP melakukan *Benchmarking* terhadap Perusahaan berikut:
- PHE
- PHM
- PEP

After the structure and personnel of Architecture in ICT were formed, the IT Master Plan was directed to align and synergize with the Pertamina Group, the PIEP's IT team conducted a benchmarking with the following companies:
- PHE
- PHM
- PEP

Self Define IT Master Plan PIEP

Berdasarkan hasil *benchmarking* dan mengikuti forum yang diberikan oleh praktisi IT *Master Plan*, maka konsep yang tepat digunakan untuk mengakomodir IT *Master Plan* yaitu dengan menerapkan *Digital Enterprise Architecture* (DEA), walaupun saat ini di beberapa Anak Perusahaan terdapat beberapa versi produk *tools* DEA dan notasinya. Namun *framework* yang digunakan adalah sama yaitu TOGAF.

Based on the benchmarking results and participating in forums provided by practitioners of the IT Master Plan, the right concept to be used to accommodate the IT Master Plan is to implement Digital Enterprise Architecture (DEA), although currently there are several versions of the DEA tools and its notation products, however, the framework used is the same, namely TOGAF.

Readiness & Preparation DEA

Membentuk forum Arsitek (IT) di Anak Perusahaan Hulu untuk lebih membuka *mindset*, kolaborasi serta memperkuat sinergi Pertamina dalam membangun *Enterprise Architecture*.

TIM IT PIEP sedang mempersiapkan *Project Readiness & GAP Assessment* Untuk DEA, secara *scope* dan *draft* pengadaan sudah di*sounding* dan dibahas dengan beberapa *provider*/pihak III.

Establishing an (IT) Architect forum in the Upstream Subsidiaries to further open the mindset, collaborate and strengthen the synergy of Pertamina in developing Enterprise Architecture.

The PIEP's IT Team is preparing a Project Readiness & GAP Assessment for the DEA, the scope and draft of the procurement has been informed and discussed with several third party providers.

2020

DEA Coaching

Coaching the Digital EA Meta model based on TOGAF and ArchiMate Viewpoints that will realize the digitally connected PIEP that includes Viewpoints from Motivation, Strategy, Capability, Business Architecture, Data Architecture, Application Architecture, Technology Architecture, Architecture Organization Structure.

2021

Enterprise Architecture Repository

- *Install, setup and configure Digital EA tool and repository that is capable to realize the Digital Enterprise Map.*
- *Assess the current capabilities and resources based on People, Process and Technology.*

2022

Enterprise Architecture Maturity

Digital EA maturity health check for organizations who have established EA or have gone through Digital Transformation with EA as culture;

STRATEGI TEKNOLOGI INFORMASI

INFORMATION TECHNOLOGY STRATEGIES

Fungsi Information and Communication Technology (ICT) PIEP resmi dibentuk pada tahun 2016 untuk menjalankan proses Teknologi Informasi dan Komunikasi Perusahaan. Fungsi ICT memiliki visi dan tema sasaran (*objective*) sebagai berikut:

The Information and Communication Technology (ICT) Function of PIEP was officially established in 2016 to carry out the Company's Information and Communication Technology process. The ICT function has the objective vision and theme as follows:

Business Intention

ICT PIEP as business enabler and strategic partner to fulfill business needs

Business Strategy

Align ICT Service with Business needs and Management goals

Operasional Strategy

- √ Build and implement world class standard for ICT system and process
- √ Implement Latest Technology to support business operation
- √ Comply with Regulation and ICT best practices

Dalam mewujudkan visi dan tema *objective* tersebut, fungsi IT membangun kapabilitas dan membagi ke dalam fokus *milestone* untuk tiap tahunnya sebagai berikut:

In realizing the objective vision and theme, the IT function develops capabilities and divides into milestones focus for each year as follows:

2016-2017
"Strengthen Internal Process"

- Mengadopsi kebijakan dan Tata Kelola IT yang sudah berjalan di PT Pertamina (Persero)
- Bekerjasama dengan IT PT Pertamina (Persero) untuk mendukung Layanan IT PIEP (namun belum memiliki *Service Level Agreement*)
- Memperkuat Struktur Organisasi IT dan mulai menganalisa sekaligus men*support* Layanan Operasional yang dibutuhkan Perusahaan
- Adopt IT policies and Governance that have been running at PT Pertamina Persero
- Collaborate with the IT of PT Pertamina Persero to support PIEP's IT Services (but do not yet have a Service Level Agreement)
- Strengthen the IT organizational structure and begin to analyze and support the Operational Services needed by the Company.

2018
"IT as a Service Provider"

- Mendefinisikan Katalog Layanan IT
- Menganalisa *Trend* Layanan dan membangun konsep *Service Level Agreement* untuk PIEP
- Define IT Service Catalogue
- Analyze Service Trends and develop a Service Level Agreement concept for PIEP

2019
"Agile & Ready to Collaborate"

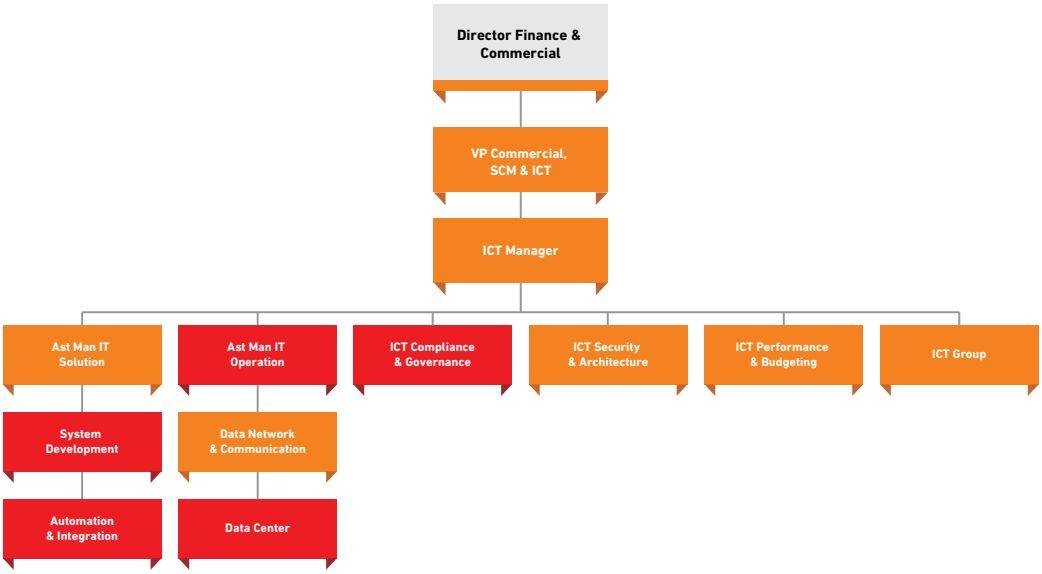
- Memiliki *Service Level Agreement* untuk Layanan IT
- "*Remapping*" dan membangun konsep IT *Master Plan* terhadap RJPP PIEP (hingga tahun 2026)
- Melakukan *GAP Analysis* Proses Bisnis
- Melakukan Transformasi Digital Pertamina Group
- Own a Service Level Agreement for IT Services
- "Remapping" and developing the IT Master Plan concept for PIEP's RJPP (until 2026)
- Conduct a GAP Analysis of Business Processes
- Supporting the Digital Transformation of Pertamina Group

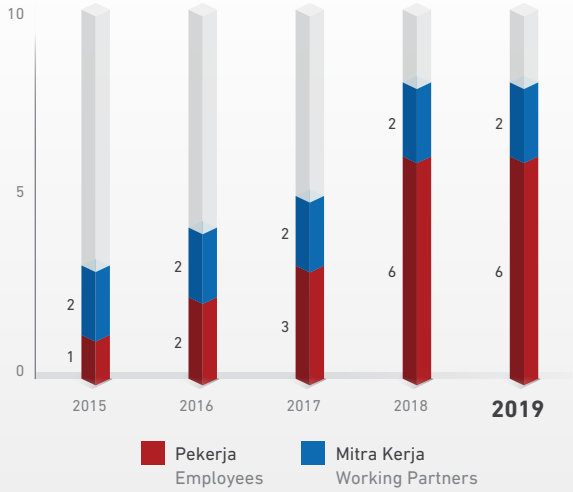
STRUKTUR PENGELOLA TEKNOLOGI INFORMASI

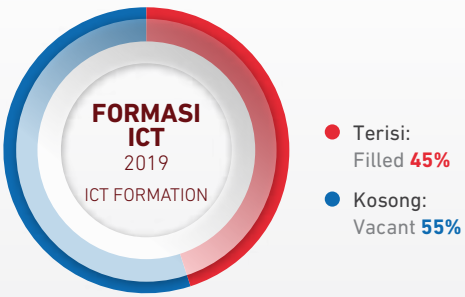
INFORMATION TECHNOLOGY MANAGEMENT STRUCTURE

Pengelolaan Teknologi Informasi PT Pertamina Internasional Eksplorasi dan Produksi dilaksanakan oleh Fungsi Information and Communication Technology (ICT) yang berada di bawah Direktorat Finance & Commercial. Struktur Organisasi terus dikembangkan dan diperkuat untuk mendukung strategi dan kebutuhan Perusahaan. Saat ini 6 (enam) posisi telah terisi dari 11 (sebelas) fungsi jabatan yang ada, dibantu oleh 2 (dua) mitra kerja untuk mendukung layanan operasional ICT sehari-hari.

The management of Information Technology of PT Pertamina International Eksplorasi dan Produksi is carried out by the Information, Communication and Technology (ICT) Function under the Directorate of Finance & Commercial. The Organizational Structure continues to be developed and strengthened to support the Company's strategies and needs. At present, 6 (six) positions have been filled out of 11 (eleven) existing job functions, assisted by 2 (two) working partners to support daily ICT operational services.







PERENCANAAN TEKNOLOGI INFORMASI PERUSAHAAN

CORPORATE INFORMATION TECHNOLOGY PLANNING

Teknologi Informasi berperan sebagai pendukung (*support*) bisnis Perusahaan untuk meningkatkan efisiensi, produktivitas dan kinerja Perusahaan sehingga teknologi informasi memberikan inovasi-inovasi dalam hal:

a. Modernisasi TI yang berdampak pada efisiensi proses kerja dan efisiensi *cost* bagi Perusahaan.

b. Pengembangan TI Perusahaan yang sesuai dengan *Master Plan* TI yang diterapkan.

c. Perusahaan sudah mengadopsi *Master Plan Corporate Information Communication and Technology* (CICT) PT Pertamina (Persero) dan dijadikan sebagai acuan bagi Anak Perusahaan di setiap perencanaan dan pengembangan TI Perusahaan.

d. *Master Plan* CICT melakukan tranformasi ke dalam perencanaan strategis Perusahaan di bidang IT dalam bentuk *Digital Enterprise Architecture*.

e. Arsitektur Informasi untuk memenuhi kebutuhan bisnis akan informasi berbasis data yang terjaga kerahasiaan, integritas dan ketersediaannya. Arsitektur informasi ini dijadikan sebagai acuan bagi Perusahaan di setiap perencanaan dan pengembangan aplikasi TI.

f. Perusahaan merencanakan arah Infrastruktur TI Perusahaan guna merealisasikan strategi TI dan arsitektur aplikasi bisnis.

g. Seluruh komponen perencanaan TI Perusahaan disesuaikan dengan Rencana Strategis Perusahaan (RJPP) agar dapat dijadikan acuan bagi seluruh proses pengembangan TI Perusahaan.

Information Technology acts as a support for the Company's business to improve efficiency, productivity and performance of the Company so that information technology provides innovations in terms of:

a. IT modernization that has an impact on work process efficiency and cost efficiency for the Company.

b. Corporate IT development in accordance with the applied IT Master Plan.

c. The company has adopted the Master Plan of Corporate Information Communication and Technology (CICT) of Pertamina Persero and has been used as a reference for its Subsidiaries in every IT planning and development.

d. The CICT Master Plan transforms into the Company's strategic planning in the IT field in the form of Digital Enterprise Architecture.

e. Information Architecture to meet the business needs of data-based information which confidentiality, integrity and availability is maintained. This information architecture is used as a reference for the Company in every IT application planning and development.

f. The Company plans the direction of the Company's IT infrastructure to realize the IT strategy and business application architecture.

g. All components of the Company's IT planning are adapted to the Company's Strategic Plan (RJPP) so that they can be used as a reference for the entire IT development process of the Company.

MANAJEMEN TEKNOLOGI INFORMASI

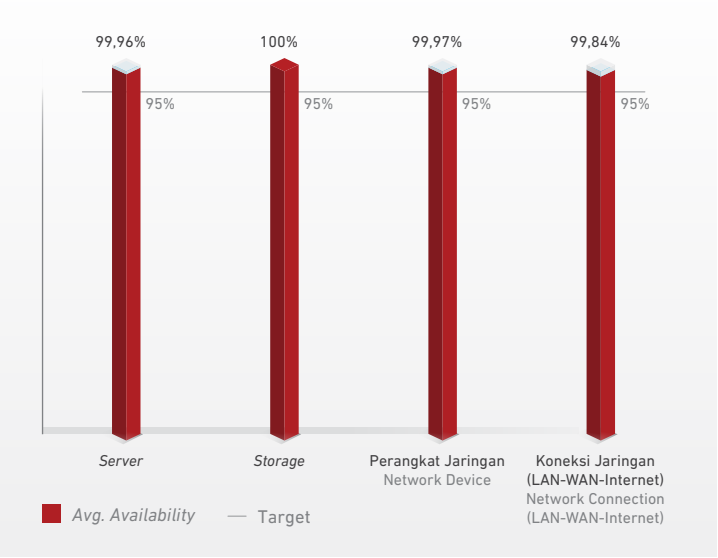
INFORMATION TECHNOLOGY MANAGEMENT

AVAILABILITY INFRASTRUKTUR

Infrastruktur utama ICT PIEP yang diwujudkan dalam bentuk layanan ICT PIEP terdiri atas infrastruktur *Server*, *Storage* dan perangkat jaringan data serta koneksi yang berupa LAN, WAN dan Internet. *Availability* sistem *server*, *storage*, perangkat jaringan dan koneksinya diwujudkan dalam *Service Level Agreement* (SLA) yang menjadi target KPI (*Key Performance Indicator*) tahunan Manager ICT dan jajarannya yang terkait. Target SLA *Availability* untuk *server*, *storage*, perangkat jaringan, dan koneksinya pada tahun 2019 adalah sebesar 95%. Pada tahun 2019, realisasi pencapaian SLA *Availability* infrastruktur ICT rata-rata adalah sebesar 99,94%, lebih baik 4,94% dari target SLA yang ditetapkan. Detil masing-masing pencapaian *availability* infrastruktur ICT dapat dilihat pada gambar berikut:

INFRASTRUCTURE AVAILABILITY

The main infrastructure of PIEP's that is realized in the form of PIEP's ICT services consists of Server, Storage and Data Network Device infrastructures as well as connections in the form of LAN, WAN and Internet. The availability of server systems, storage, network devices and the connections is manifested in the Service Level Agreement (SLA) which is the annual KPI (Key Performance Indicator) target of the ICT Manager and related ranks. The SLA Availability target for servers, storage, network devices and connections in 2019 was 95%. In 2019, the realized achievement of SLA Availability of ICT infrastructure in average was 99.94%, better by 4.94% than the SLA target set. Details of each achievement of ICT infrastructure availability can be seen in the following graph:



Rata-rata *availability* infrastruktur ICT selama 2 (dua) tahun terakhir adalah sebesar 99,97% dengan Tren *availability* infrastruktur ICT selama 2 (dua) tahun terakhir dapat dilihat pada grafik berikut:

The average availability of ICT infrastructure for the past 2 (two) years was 99.97% with the trend of ICT infrastructure availability for the past 2 (two) years can be seen in the following graph:

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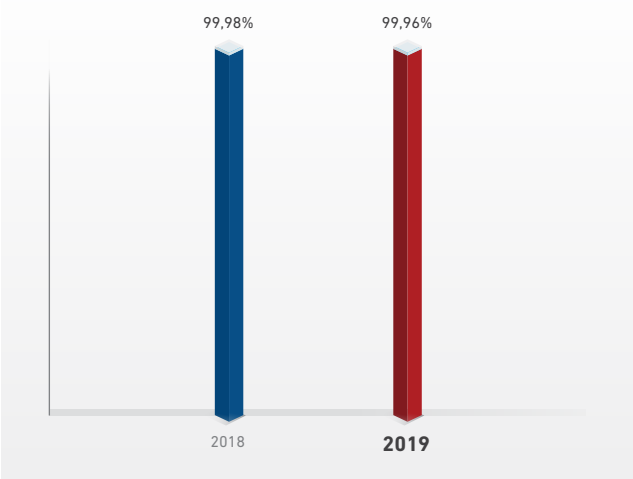
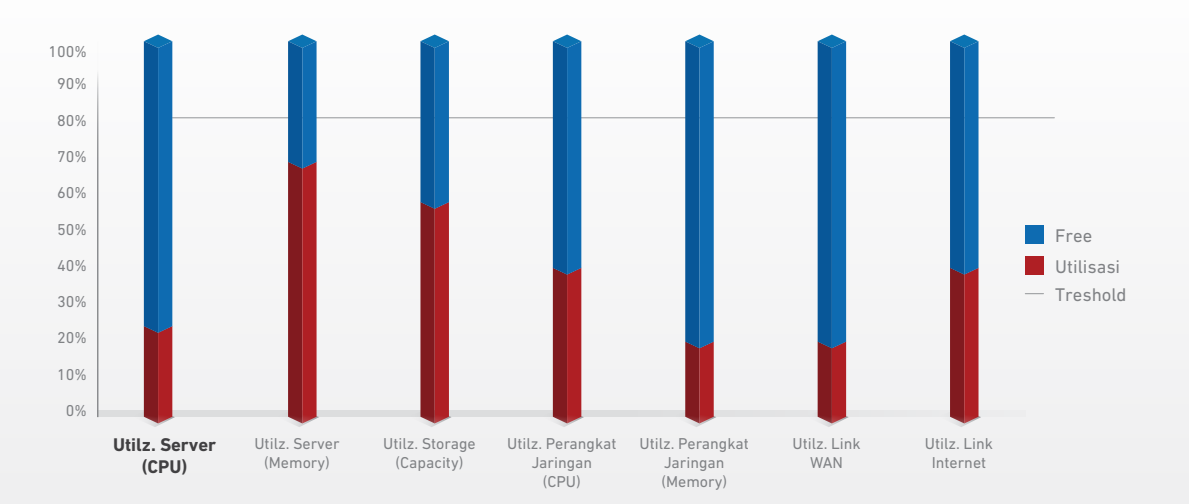
MANAJEMEN TEKNOLOGI INFORMASI

Avaibility Infrastruktur ICT



Utilisasi infrastruktur ICT untuk *server*, *storage*, perangkat jaringan dan koneksi jaringan dijaga sedemikian rupa sehingga tidak lebih dari batas maksimum yang ditentukan yakni sebesar 80% dari kapasitas infrastruktur. Selama tahun 2019 utilisasi *server*, *storage*, perangkat jaringan dan koneksi jaringan rata-rata sebesar 38,60%. Detil masing-masing utilisasi infrastruktur dapat dilihat pada grafik berikut:

Utilization of ICT infrastructure for servers, storage, network devices and network connections is maintained in such a way that it does not exceed the specified maximum limit of 80% of the infrastructure capacity. Throughout 2019, the average utilization of server, storage, network devices and network connections was 38.60%. Details of each infrastructure utilization can be seen in the following graph:



Utilisasi infrastruktur ICT cenderung menurun karena dilakukan *refreshment* dan penambahan kapasitas infrastruktur ICT di tahun 2018 dan 2019. Tren utilisasi

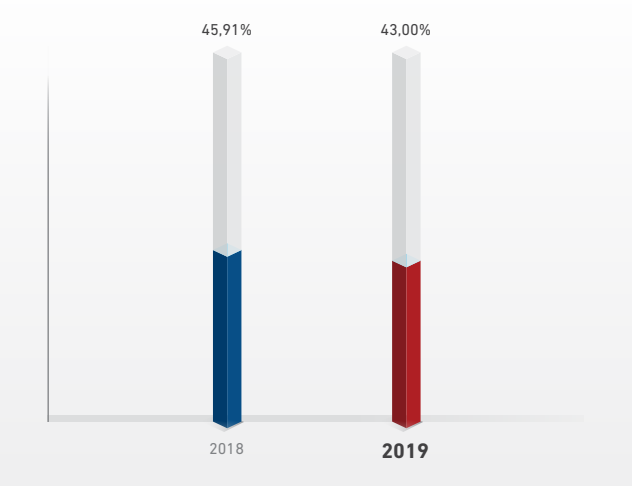
Utilization of ICT infrastructure tends to decline due to refreshment and additional capacity of ICT infrastructure in 2018 and 2019. Trends in ICT infrastructure utilization over

MANAJEMEN TEKNOLOGI INFORMASI

infrastruktur ICT selama 2 (dua) tahun terakhir dapat dilihat pada grafik berikut:

the past 2 (two) years can be seen in the following graph:

Utilisasi infrastruktur ICT



Berdasarkan grafik di atas, terlihat bahwa nilai utilisasi infrastruktur ICT mengalami penurunan. Hal ini menunjukkan bahwa utilisasi infrastruktur ICT semakin baik.

Based on the graph above, it appears that the value of ICT infrastructure utilization experienced a decrease. This shows that ICT infrastructure utilization is getting better.

IT *GOVERNANCE*

Tata kelola Teknologi Informasi (IT *Governance*) merupakan suatu hal yang perlu dilakukan PIEP untuk melakukan pengelolaan yang efektif terhadap segala aspek teknologi informasi sehingga dapat memberikan dampak yang signifikan bagi pencapaian tujuan Perusahaan. Regulasi tentang IT *Governance* sendiri sudah tercantum pada PER-02/MBU/2013 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi Badan Usaha Milik Negara yang memberikan landasan dalam melakukan pengelolaan Teknologi Informasi khususnya pada BUMN seperti PIEP. Implementasi tata kelola TI dimaksudkan untuk meningkatkan efisiensi investasi berbasis TI, peningkatan pencapaian nilai (*value*) dari TI, penyelarasan dengan TI dengan kebutuhan bisnis, realisasi akuntabilitas termasuk juga pengukuran kinerja dari layanan TI dan manajemen risiko yang timbul dari penggunaan TI. Pada tahun 2019, PIEP telah menyusun *Draft* Pedoman Tata Kelola Teknologi Informasi yang digunakan sebagai panduan dalam proses pengelolaan

IT GOVERNANCE

Information Technology Governance is a matter that needs to be done by PIEP to conduct effective management of all aspects of information technology so that it can have a significant impact on the achievement of the Company's objectives. The regulation on IT Governance itself has been stated in PER-02/MBU/2013 on Guidelines for the Preparation of Information Technology Management of State-Owned Enterprises that provide the basis for managing Information Technology, especially in SOEs such as PIEP. Implementation of IT governance is intended to improve the efficiency of IT-based investment, increase the achievement of value from IT, alignment of IT with business needs, the realization of accountability including measurement of IT services performance and risk management arising from the use of IT. In 2019, PIEP has compiled a Draft of Information Technology Governance Guidelines which is used as a guide in the process of managing information technology that refers to the IT Governance Guidelines of PT Pertamina (Persero).

MANAJEMEN TEKNOLOGI INFORMASI

MANAJEMEN TEKNOLOGI INFORMASI

Teknologi informasi yang mengacu kepada Pedoman Tata Kelola TI PT Pertamina (Persero). Prinsip-prinsip Tata Kelola Teknologi Informasi diberikan sebagai berikut:

1. Perencanaan teknologi informasi yang terarah dan sistematis sehingga terjadi kesesuaian antara pengembangan dan implementasi Teknologi Informasi dengan Tujuan Bisnis Perusahaan.
2. Implementasi Teknologi Informasi yang obyektif dan dapat dipertanggungjawabkan.
3. Pengelolaan operasional Teknologi Informasi yang efektif dan efisien.
4. Pengendalian yang konsisten terhadap kinerja operasional Teknologi Informasi serta pengendalian terhadap kepatuhan terkait peraturan dan perundangan yang berlaku.

Struktur dokumen Tata Kelola TI PIEP disesuaikan dengan Peraturan Menteri terhadap kelompok kebijakan strategis dan operasional serta *framework Control Objectives for Information and related Technology* (*COBIT*) 4.1.

Kebijakan Tata Kelola Sistem Informasi (Strategis dan Operasional) yang sedang dalam proses penyusunan dan *review* manajemen di tahun 2019. Kebijakan tersebut terdiri dari:

Information Technology Governance Principles are given as follows:

1. Directed and systematic information technology planning so as to create a suitability between the development and implementation of Information Technology with the Company's Business Objectives.
2. Implementation of objective and accountable Information Technology.
3. Effective and efficient management of Information Technology operations.
4. Consistent control towards the operational performance of Information Technology and control of compliance related to applicable statutory regulations.

The structure of PIEP's IT Governance document is adjusted to the Ministerial Regulation on strategic and operational policy groups and the framework of Control Objectives for Information and Related Technology (COBIT) 4.1.

Information System Governance (Strategic and Operational) Policy which is in the process of preparation and management review in 2019. The policy consists of:

MANAJEMEN TEKNOLOGI INFORMASI

MANAJEMEN TEKNOLOGI INFORMASI

No	PER-02/MBU/2013 CobiT 4.1 Pedoman Tata Kelola CICT PT Pertamina (Persero) PER-02/MBU/2013 CobiT 4.1 CICT Governance Guidelines of Pertamina Persero	Ruang Lingkup Scope	Aktivitas/Status di PIEP Activities/Status at PIEP
A. KEBIJAKAN STRATEGIS A. STRATEGIC POLICIES			
1.	Perencanaan TI IT Planning	Teknologi Informasi sesuai dengan peran TI dalam Perusahaan, meliputi: • Konteks Bisnis • Arsitektur Bisnis • IT *Visioning* (visi, misi TI) • Arsitektur Informasi • Arsitektur Aplikasi • Arsitektur Teknologi • Rencana Program TI • IT *Governance* Rencana Sumber Daya TI Information Technology in accordance with the role of IT in the Company, including: • Business Context • Business Architecture • IT Visioning (IT vision, mission) • Information Architecture • Application Architecture • Technological Architecture • IT Program Plans • IT Governance • IT Resource Plan	Penyusunan Pedoman Perencanaan TI Perusahaan Preparation of the Company's IT Planning Guidelines
2.	Kerangka Kerja Proses dan Organisasi TI IT Process and Organization Framework	Organisasi fungsional TI disusun berdasarkan kaidah pemisahan tugas sesuai fungsi atau *segregation of duty* (SoD) yang meliputi fungsi-fungsi: • Pengelolaan Strategi dan Perencanaan Strategis TI. • Pengelolaan Operasi TI. IT functional organization is prepared based on the principle of segregation of duties (SoD) according to function which includes the functions of: • IT Strategy Management and Strategic Planning. • IT Operations Management.	Penyusunan Pedoman Perencanaan TI Perusahaan Preparation of the Company's IT Planning Guidelines

MANAJEMEN TEKNOLOGI INFORMASI

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No	**PER-02/MBU/2013 CobiT 4.1 Pedoman Tata Kelola CICT PT Pertamina (Persero)** PER-02/MBU/2013 CobiT 4.1 CICT Governance Guidelines of Pertamina Persero	**Ruang Lingkup** Scope	**Aktivitas/Status di PIEP** Activities/Status at PIEP
3.	Pengelolaan Sumber Daya TI IT Resource Management	Kebijakan pengelolaan sumber daya TI meliputi kebijakan-kebijakan yang mengatur: **a. Sumber Daya Manusia** Kebijakan pengelolaan sumber daya manusia TI dapat merupakan bagian dari kebijakan pengelolaan SDM Perusahaan secara umum, ataupun dibuat kebijakan secara khusus, yang pada umumnya meliputi: • Rekrutasi dan pengelolaan kompetensi. • Pelatihan SDM • *Procedure clearance* (bila diperlukan). **b. Data/Informasi** Kebijakan pengelolaan sumber daya data atau informasi meliputi proses-proses akuisisi data yang dapat menjamin kelengkapan (*completeness*), akurasi (*accuracy*), validitas (*validity*), dan autorisasi (*authorization*) data yang biasanya didefinisikan dalam suatu *manual/application control* dari suatu bisnis proses dengan mempertimbangkan pemisahan tugas (*segregation of duty*) dari pihak pihak penyedia. **c. *Software*/Aplikasi** Kebijakan pengelolaan sumber daya *software* (aplikasi) meliputi kebijakan proses pengelolaan akusisi yang dapat berupa proses pengembangan aplikasi secara mandiri (*self developed*) maupun implementasi aplikasi COTS (*Commercial Off-The-Shelf*)/*Package* serta pengelolaan operasi dan pemeliharaan aplikasi/*software* yang telah beroperasi. IT resource management policies include policies that govern: **a. Human Resources** IT human resources management policies can be part of the Company's HR management policies in general, or specifically made policies, which generally include: • Recruitment and competency management. • HR training • Procedure clearance (if needed). **b. Data/Information** Data or information resources management policies include data acquisition processes that can guarantee completeness, accuracy, validity, and authorization of data that are usually defined in a manual/application control of a business process by taking into account the segregation of duties from the providers. **c. Software/Applications** Software (application) resources management policies include the acquisition management process policies which can be in the form of a self-developed application or the implementation of the COTS (Commercial Off-The-Shelf)/Package application as well as the management of operations and maintenance of applications/ software that have been operating.	Penyusunan Pedoman Pengelolaan Sumber Daya TI Preparation of IT Resource Management

MANAJEMEN TEKNOLOGI INFORMASI

No	PER-02/MBU/2013 CobiT 4.1 Pedoman Tata Kelola CICT PT Pertamina (Persero) PER-02/MBU/2013 CobiT 4.1 CICT Governance Guidelines of Pertamina Persero	Ruang Lingkup Scope	Aktivitas/Status di PIEP Activities/Status at PIEP
4.	Pengelolaan Risiko TI IT Risk Management	Kebijakan pengelolaan risiko TI meliputi pengaturan proses identifikasi risiko TI dalam suatu asesmen/penilaian risiko (*risk assessment*), dampak potensialnya terhadap bisnis dan tujuan Perusahaan serta rencana mitigasinya yang merupakan tanggapan dari hasil identifikasi risiko. The IT risk management policies include the regulation of IT risk identification process in a risk assessment, its potential impact on the business and objectives of the Company and its mitigation plans which are feedbacks of the risk identification results	Tergabung dalam kebijakan pengelolaan risiko Perusahaan Incorporated in the Company's risk management policies
B. KEBIJAKAN OPERASIONAL B. OPERATIONAL POLICIES			
1.	Pengelolaan layanan TI IT Service Management	Kebijakan pengelolaan layanan TI meliputi proses-proses berikut ini: The IT service management policies cover the following processes: • Pengelolaan tingkat layanan TI (*Service Level Management*) Proses pengelolaan tingkat layanan TI adalah proses yang mengelola perjanjian tingkat layanan TI dengan pengguna. IT Service Level Management The IT service level management process is the process that manages IT service level agreements with users.	Menggunakan kebijakan pengelolaan Layanan TI PT Pertamina (Persero) dan Sarana Teknologi Informasi telah distandardkan sejak tahun 2016 melalui SK-000600/PN0000/2016-S0. Using the IT Service management policies of PT Pertamina (Persero) and Information Technology Facilities has been standardized since 2016 through SK-000600/PN0000/2016-S0.
		• Pengelolaan kapasitas (*Capacity Management*) Proses pengelolaan kapasitas infrastruktur layanan TI adalah proses yang mengelola penggunaan sumber daya infrastruktur TI dan proses pemenuhan kebutuhan kapasitas infrastruktur untuk layanan TI yang dijaminkan agar tetap memiliki kinerja dan tingkat ketersediaan yang baik. • Capacity Management The process of managing IT service infrastructure capacity is the process that manages the use of IT infrastructure resources and the process of fulfilling the infrastructure capacity requirements for IT services that are guaranteed to maintain good Performance and level of availability.	Menggunakan kebijakan pengelolaan Layanan TI PT Pertamina (Persero). Using the IT Service management policies of PT Pertamina (Persero)
		• Pengelolaan ketersediaan layanan TI (*Availability Management*) Proses pengelolaan ketersediaan layanan TI adalah proses yang mengelola ketersediaan layanan TI baik *software*/aplikasi, infrastruktur dan jaringan agar tetap dapat beroperasi sesuai dengan tingkat layanan yang dijaminkan. • IT service availability management The process of managing IT service availability is a process that manages the availability of IT services both software/applications, infrastructure and networks so that they can continue to operate in accordance with the guaranteed service level.	

MANAJEMEN TEKNOLOGI INFORMASI

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		• Pengelolaan kesinambungan layanan TI (*Service Continuity Management*) Proses pengelolaan kesinambungan layanan TI adalah proses yang mengelola kesinambungan layanan TI agar tetap dapat beroperasi sesuai dengan tingkat layanan yang dijaminkan. Salah satu upayanya antara lain dengan adanya *Disaster Recovery Plan* (DRP) untuk layanan kritikal. • IT service continuity management The process of managing IT service continuity is the process of managing IT service continuity so that it can continue to operate according to the level of service guaranteed. One of the efforts is the Disaster Recovery Plan (DRP) for critical services.	Penyusunan Dokumen ICT DRP. Preparation of ICT Documents on DRP.
		• Pengelolaan Akses (*Access Management*) • Access Management	Penyusunan Dokumen Pedoman Tata Kelola TI Perusahaan. Preparation of the Company's IT Governance Guideline Documents.
2.	Pengelolaan sekuriti TI IT Security Management	Kebijakan pengelolaan sekuriti TI meliputi aspek-aspek tentang pendefinisian aturan sekuriti TI, yang meliputi rencana sekuriti TI, klasifikasi aset TI, prosedur sekuriti, *monitoring*, pendeteksian, pelaporan, penyelesaian *vulnerabilities* dan insiden sekuriti, serta rencana kesinambungan bisnis Perusahaan. IT security management policies include aspects of defining IT security rules, which include IT security plans, classification of IT assets, security procedures, monitoring, detection, reporting, resolution of vulnerabilities and security incidents, and the Company's business continuity plans.	Penyusunan Dokumen Pedoman Keamanan Informasi. Preparation of Information Security Guideline Documents
3.	Pengelolaan layanan ketiga Third party service management	Kebijakan ini meliputi pendefinisian tugas, tanggung jawab, dan ekspektasi dalam perjanjian dengan pihak ketiga. Demikian pula halnya dengan pendefinisan proses *reviewing* dan *monitoring* perjanjian pihak ketiga untuk pemenuhan persyaratan kepatuhan (*compliance*) terhadap aturan yang berlaku dan efektivitas layanan TI Perusahaan. This policy includes defining duties, responsibilities and expectations in agreements with third parties. Likewise, the process of reviewing and monitoring third party agreements to fulfill compliance requirements with applicable rules and effectiveness of the Company's IT service.	Penyusunan Dokumen Pedoman Tata Kelola TI Perusahaan. Preparation of the Company's IT Governance Guideline Documents
4.	Pengelolaan data *monitor* dan evaluasi kinerja TI Management of IT data monitoring and performance evaluation	Kebijakan ini meliputi pengaturan pendekatan dan metoda *monitoring* kinerja TI, pendefinisian dan cara pengumpulan data, proses asesmen kinerja TI, proses pelaporan kinerja TI secara periodik, dan proses perencanaan remediasi akibat deviasi hasil asesmen kinerja TI. This policy includes the arrangement of approaches and methods for monitoring IT performance, defining and collecting data, IT performance assessment processes, process of IT performance reporting periodically, and remediation planning processes due to deviations from IT performance assessment results.	Menggunakan kebijakan pengelolaan data monitor dan evaluasi kinerja TI PT Pertamina (Persero). Using management policies of IT data monitoring and Performance evaluation of PT Pertamina (Persero).

MANAJEMEN TEKNOLOGI INFORMASI

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5.	*Monitor* dan evaluasi pengendalian internal Internal control monitoring and evaluation	Kebijakan ini mengatur proses *monitoring* dan pelaporan pengecualian control (*control exception*), pengelolaan asesmen dan basil dari *control self assessment* (CSA). This policy regulates the process of monitoring and reporting of control exceptions, management of assessments and results of control self-assessment (CSA).	Proses dalam *monitoring* sudah dilakukan dalam hal *monitoring bandwitch* jaringan, kapasitas *storage*, perkembangan *commitment day* (Comday) Aplikasi, evaluasi *assessment* dan KPI *evaluate*. The monitoring process has been carried out in terms of monitoring network bandwidth, storage capacity, the development of commitment day (Comday) Application, KPI and assessment evaluation.

PENILAIAN (*SELF-ASSESSMENT*) ATAU EKSTERNAL-*ASSESMENT*

Pada tahun 2019, PIEP telah melakukan pengujian (*Penetration Test*) yang dilakukan di lingkungan Perusahaan meliputi: *server, network, email*, dan aplikasi. *Penetration test* ini dilakukan untuk identifikasi terhadap kerentanan yang ada pada *environment* IT PIEP dan kemudian dilakukan perbaikan untuk mengurangi tingkat risiko yang ada pada sistem terkait.

Kesimpulannya, dari *Penetration test* ini adalah bahwa Perusahaan telah melakukan mitigasi dari temuan-temuan yang sudah disampaikan; melakukan evaluasi terhadap seluruh proses Teknologi Informasi dan proses bisnis terkait Teknologi Informasi patuh terhadap hukum, regulasi dan kebutuhan kontrak kerja; memastikan kebutuhan kepatuhan telah teridentifikasi dan telah dilaksanakan serta mengintegrasikan kepatuhan Teknologi Informasi dengan kepatuhan Perusahaan; dan melakukan *update version,* konfigurasi yang kuat dan *policy password* yang kuat dapat mengantisipasi serangan dari luar.

SELF-ASSESSMENT OR EXTERNAL ASSESSMENT

In 2019, PIEP has conducted a Penetration Test which was carried out in the Company's environment including: server, network, email, and application. This penetration test was carried out to identify vulnerabilities that exist in PIEP's IT environment and to make improvements to reduce the level of risk that exists in the related system.

The conclusion from this Penetration test is that the Company has mitigated the findings that have been submitted; conducted an evaluation of all Information Technology processes and business processes related to Information Technology that comply with the law, regulations and the need for work contracts; ensure that the compliance requirements have been identified and implemented and integrate Information Technology compliance with the Company's compliance; and carried out version update, strong configuration and strong password policy can anticipate attacks from outside.

TRANSFORMASI *DIGITAL* PERTAMINA

PERTAMINA'S DIGITAL TRANSFORMATION

PT Pertamina (Persero) sebagai induk Perusahaan dan sekaligus pemilik saham mayoritas PT Pertamina Internasional Eksplorasi dan Produksi telah menerapkan tema transformasi *digital*. Tema tersebut didorong ke seluruh entitas Pertamina Group termasuk Entitas Anak PIEP.

PT Pertamina (Persero) as the holding company and at the same time the majority shareholder of PT Pertamina International Eksplorasi dan Produk has adopted the theme of digital transformation. The theme was encouraged to all entities of Pertamina Group including PIEP's Subsidiaries.

Filosofi Transformasi Digital Pertamina
Digital Transformation Philosophy of Pertamina

PERTAMINA
DIGITAL TRANSFORMATION

Filosofi 1

Fokus pada Tema Utama Transformasi Digital

Philosophy 1:
Focus on the main Theme of Digital Transformation

- Definisi tema besar bersama dengan bisnis
- Tema menjadi dasar pengembangan terintegrasi
- Definition of big themes along with business
- Themes become the basis of integration development

Filosofi 2

***Business-led*, Pertamina Integrated**

Philosophy 2: Business-led, Pertamina integrated

- Bisnis memimpin upaya digitalisasi
- Dilakukan terintegrasi secara Pertamina mis. B2B CRM
- Business leads the digitalization initiatives
- Synchronized across Pertamina Group, ie. B2B CRM

Filosofi 3

Dilakukan secara Holistik

Philosophy 3: Holistic

- Tidak hanya otomasi, namun *Process-People Technology*
- Transformation of Process-People-Technology (Not only Automation)

Filosofi 4

Fleksibilitas dalam Pengembangan Solusi

Philosophy 4:
Flexibility in Solution Development

- Tidak terpaku pada pengembangan internal-terbuka untuk *Build vs. Buy vs. Partnership*
- Not focused on internal development-explore multiple approaches: Build vs. Buy vs. Partnership

Fondasi Teknis ICT: Arsitektur, Kebijakan, Infrastruktur, dan *Cybersecurity*
ICT Technical Foundation: Architecture, Policy, Infrastructur and Cybersecurity

Digital Culture
Digital Culture

Dukungan *Compliance*, *Legal*, dan Proses
Compliance, Legal, and Process support

TRANSFORMASI *DIGITAL* PERTAMINA

TRANSFORMASI DIGITAL PERTAMINA

Terdapat 16 (enam belas) Tema Utama yang sudah ditetapkan dalam *Journey Digital* Transformasi Pertamina. Sedangkan PIEP mendukung penuh untuk mewujudkan Tema Utama yang terkait langsung dengan proses bisnis Hulu dan memang menjadi *core business* PIEP, yaitu Tema No. 7, 8 dan 9 serta proses pendukung yang juga menjadi prioritas PIEP yaitu Tema No. 14, 15 dan 16.

A total of 16 (sixteen) Main Themes that have been set in the Digital Transformation journey of Pertamina. Whereas PIEP fully supports the realization of the Main Theme which is directly related to the upstream business process and indeed becoming the core business of PIEP, namely Theme No. 7, 8 and 9 as well as supporting processes that are also a priority of PIEP namely Theme No. 14, 15 and 16.

1	Future Service Model	• Gas station of the Future • Integrated Aviation Ops
2	B2C CLM	• Integrated Website • My Pertamina Loyality Program • LPG Home Delivery
3	Digital Chanel Management	• Distributor Enablement • Mechanics Excellence
4	B2B CRM	• B2B CRM • Mobile Education
5	Integrated S&D Management Automation	• Port & Terminal Digitalization • Ground Transp. Digitalization • Vessel Monitoring
6	Integrated SCM Planning	• Supply/Demand Optim
7	Predictive Maintenance	• Predictive Maintenance
8	Integrated GGR	• Integrated GGR
9	Digital Oilfield	• Digital Oilfield
10	Integrated Project Management	• Integrated Project Management
11	Digital Asset Management	• Digitalization of Asset Management
12	Digital Procurement	• Digital Procurement
13	Integrated Talent Management	• Integrated Talent Management
14	SSO/SSC	• Shared Svc. Organization • Employee Self Services
15	Digital HSSE	• Integrated HSSE
16	Corporate Digitalization	• Dashboard & Analytics Document Management

Kegiatan dan Inovasi di Perusahaan yang mendukung Transformasi Digital Pertamina:

Activities and Innovations in the Company that support Pertamina's Digital Transformation:

TRANSFORMASI *DIGITAL* PERTAMINA

TRANSFORMASI DIGITAL PERTAMINA

Inovasi Inovation	***Highlight* dan Teknologi Terkait** Highlights and Related Technologies
1. *Upskilling* Pekerja Perwakilan Tiap Fungsi: ***Self Service Data Analytic & Visualize Report*** 1. Upskilling Representative Employees for Each Function: Self-Service Data Analytic & Visualize Report	Para pekerja (perwakilan fungsi) diberikan pelatihan agar dapat menggunakan *tools* untuk menganalisa data mentah yang sudah ada di fungsi mereka serta dapat memvisualisasikan grafis data secara *online*, proses ini dapat dilakukan mandiri/*selfservice*. *#DataAnalytic* Employees (function representatives) are given training so they can use tools to analyze existing raw data in their functions and able to visualize data graphics online, this process can be done independently/self-service. Related Technology: Data Analytic
2. *Awareness, Culture Change & Internal Campaign using* ***Centralized Digital SignAge &*** Menangkap ***Feedback/Survey*** menggunakan produk ***SaaS*** 2. Awareness, Culture Change & Internal Campaign using Centralized Digital Signage & Capturing Feedback/Surveys using SaaS products	Dalam meningkatkan Efektivitas komunikasi internal Perusahaan terutama untuk *broadcast, awareness* dan *campaign*, dibuat *display digital* di lokasi-lokasi strategis yang *content* atau isinya dapat dikelola secara terpusat. Selanjutnya untuk membina serta mendapatkan *feedback customer*, Perusahaan memanfaatkan produk *template* survei yang berbasis SaaS. *#VisualCRM #QRCode #SaaS #Broadcast* In improving the effectiveness of the Company's internal communications, especially for broadcasts, awareness and campaigns, digital displays are made in strategic locations where the contents can be managed centrally. Furthermore, to foster and obtain customer feedback, the Company utilizes SaaS-based survey template products. Related Technologies: Visual CRM, QR Code, SaaS and Broadcast
3. Implementasi ***Hyperconverged Infrastructure System*** untuk memfasililtasi *hosting* aplikasi/ sistem secara efektif, efisien. 3. Implementation of Hyperconverged Infrastructure System to facilitate hosting of applications/systems effectively, efficiently.	Infrastruktur *server* tradisional ditransformasi menjadi infrastuktur dengan teknologi *Hyperconverged* yang memiliki kelebihan berikut: Traditional Server Infrastructure is transformed into Hyperconverged technology infrastructure which has the following advantages: **Previously** / **Now** Infrastruktur *Server* Tradisional dan tidak HA / HA Hyperconverged Infrastructure Limitasi HW membatasi CPU, RAM, dan Disk / HW Modular dan bisa ditambah sesuai kebutuhan Belum siap untuk mekanisme *Disaster Recovery* / Sistem siap untuk mekanisme *Disaster Recovery* *#Hyperconverged* Related Technology: Hyperconverged
4. Implementasi ***ICT Physical Asset Management*** 4. Implementation of ICT Physical Asset Management	Physical *Asset Management* ICT didaftarkan dan dimonitor dalam *mobile application* berbasis *cloud*, saat mendaftarkan dan melakukan *tracking* suatu *physical asset* dapat menggunakan *scan QR-Code* yang dicetak dan ditempelkan ke perangkat. *#QRCode #LowCodeDevelopmentPlatform* ICT Physical Assets Management is registered and monitored in a cloud-based mobile application, when registering and tracking a physical asset can use a QR-Code scan that is printed and pasted to the device. Related Technologies: QR Code, Low Code Development Platform

TRANSFORMASI *DIGITAL* PERTAMINA

TRANSFORMASI DIGITAL PERTAMINA

Inovasi Inovation	***Highlight* dan Teknologi Terkait** Highlights and Related Technologies
5. Mitigasi risiko *Geohazard* dengan ***Digital Elevasi Model*** di Area Operasi Perusahaan 5. Geohazard risk mitigation with Digital Elevation Model in the Company's Operationg Area	Sistem cerdas yang mampu membantu proses mitigasi awal penentuan lokasi titik pemboran untuk menentukan risiko geohazard di atas permukaan. sistem mitigasi risiko geohazard menggunakan digital elevasi model yang dapat diakses kapanpun, di manapun, bahkan bisa menggunakan *smart-phone*. *#GIS #DigitalElevationModel* Smart system that is able to help the initial mitigation process of determining the location of drilling points to determine the risk of geohazard on the surface. Geohazard risk mitigation system use digital elevation model that can be accessed anytime, anywhere, and even using a smart-phone. Related Technologies: GIS, Digital Elevation Model
6. PIEP *Digital Oilfield Management* (DOFM) 6. PIEP's Digital Oilfield Management (DOFM)	Secara garis besar PIEP DOFM mengakomodir kebutuhan untuk *Data Management, Well Integration Management System, System Integration Module & Reporting*. Sistem ini mampu mengintegrasikan bisnis secara *end to end* untuk penyimpanan data serta pelaporan produksi. *#AutomationETL #WebApplication #DataManagement* Broadly speaking, PIEP's DOFM accommodates the need for Data Management, Well Integration Management System, System Integration Module & Reporting. This system is able to integrate end-to-end business for data storage and production reporting. Related Technologies: Automation ETL, Web Application, Data Management
7. *Monitoring* Dokumen Permintaan Pembayaran Keuangan dengan memanfaatkan produk ***Cloud Service/ SaaS*** 7. Monitoring Financial Payment Request Documents by utilizing Cloud Service/ SaaS products	*Monitoring* dan *tracking* dokumen pembayaran menjadi kebutuhan untuk setiap fungsi internal Perusahaan yang menggunakan jasa Fungsi Keuangan, karenanya dibutuhkan fitur dan kemudahan untuk mengakses dan memonitor status pembayaran. Pendekatan produk SaaS yang disediakan oleh Perusahaan terpilih diambil untuk memenuhi *requirement* tersebut. Data yang dihasilkan dapat di*gather* dengan API dan diolah menjadi *report* menggunakan *tools data analytic* Perusahaan. *#SaaS #Cloud #DataAnalytic* Monitoring and tracking of payment documents is a necessity for every internal function of the Company that uses the services of the Financial Function, hence features and facilities to access and monitor payment status are needed. The SaaS product approach provided by the selected company is taken to meet these requirements. The data generated can be gathered with API and processed into reports using the Company's data analytic tools. Related Technologies: SaaS, Cloud, Data Analytic
8. Mengotomasi dan mempercepat Analisa *Production Deferment* menggunakan model ***Machine Learning*** 8. Automate and accelerate Production Deferment Analysis using the Machine Learning model	Analisa *Production Deferment* dibutuhkan beberapa fungsi lainnya terutama untuk *Loss Production Opportunity* (LPO), semakin cepat dan akurat analisa ini dilakukan maka LPO dapat diminimalisir dan target produksi tetap tercapai atau melebihi target. Karenanya pendekatan *Machine Learning* dilakukan dengan mengakses *raw* data *behavior* yang masuk dan mendukung parameter LPO. *#ArtificialIntelligence #MachineLearning #DataScientist* Production Deferment Analysis is required by several other functions, especially for Loss Production Opportunity (LPO), the faster and more accurate this analysis is carried out, the LPO can be minimized and production targets remained achieved or exceeded the target. Therefore, the Machine Learning approach is carried out by accessing incoming raw data behavior and supporting LPO parameters. Related Technologies: Artificial Intelligence, Machine Learning, Data Scientist

RENCANA PENGEMBANGAN TEKNOLOGI INFORMASI KE DEPAN

FUTURE PLAN FOR INFORMATION TECHNOLOGY DEVELOPMENT

Strategi Pengembangan Teknologi Informasi akan selalu diselaraskan dengan strategi jangka panjang serta prioritas bisnis Perusahaan, adapun rencana pengembangan TI secara garis besar di tahun 2020 adalah sebagai berikut:

The Information Technology Development Strategy will always be aligned with the long-term strategy and business priorities of the Company, while the IT development plan outline in 2020 is as follows:

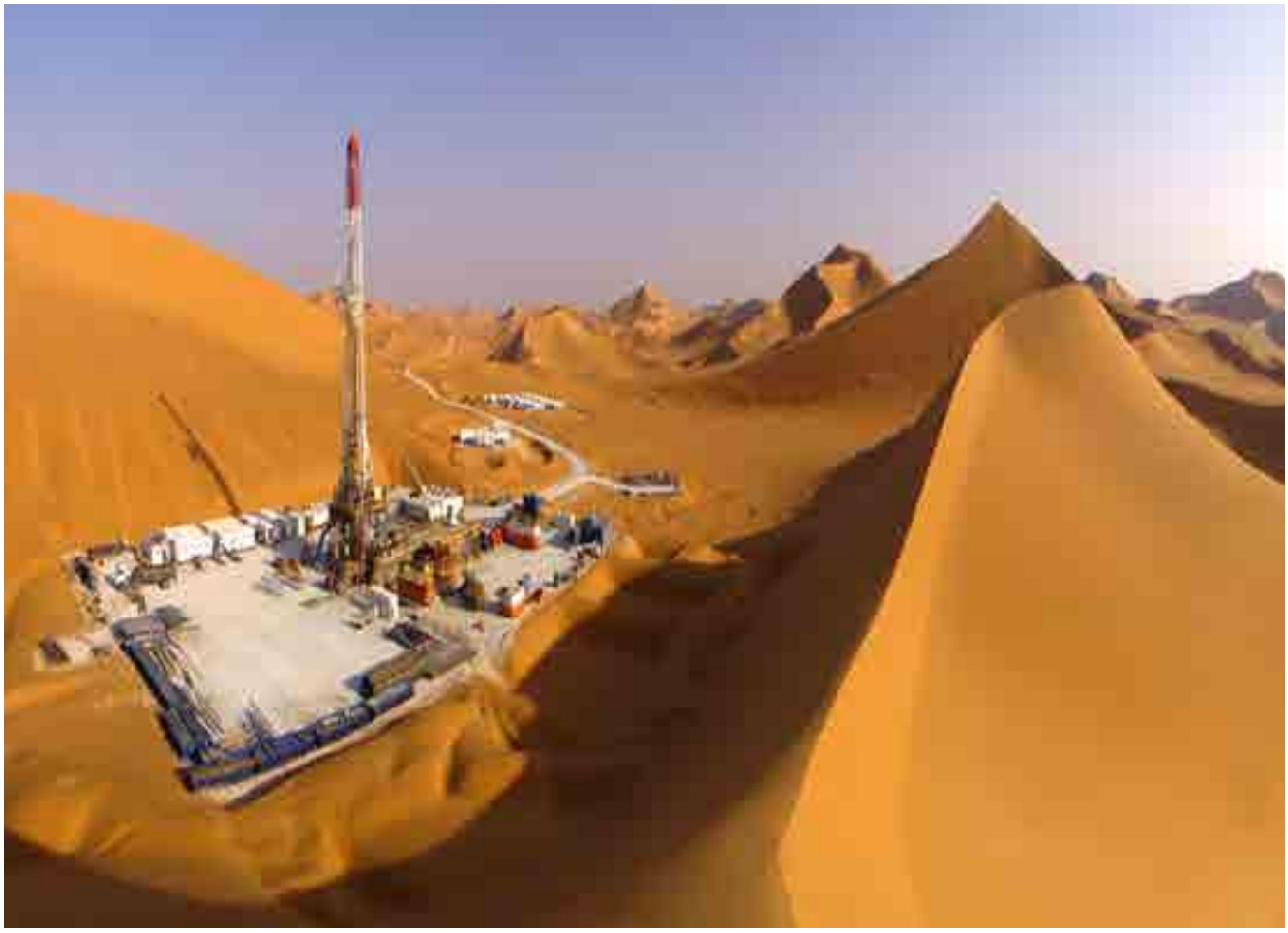
	2020
BUSINESS STRATEGY	Melaksanakan asesmen penerapan *Digital Enterprise Architecture* Carry out an assessment on the implementation of Digital Enterprise Architecture
BUSINESS PROCESS & GOVERNANCE	• Implementasi *Disaster Recovery* untuk PIEP *Head Office* Implementation of Disaster Recovery for PIEP's Head Office • Menjalankan ISO 27001 Running ISO 27001 • Implementasi dan Sosialisasi Dokumen Tata Kelola TI • Implementation and Socialization of IT Governance Documents
APPLICATIONS & INFRASTRUCTURE	• Mengalihkan Konten (yang terpilih) ke *Cloud Service* untuk memperluas akses Layanan Divert content (selected) to the Cloud Service to expand Service access • *Refreshment* infrastruktur terkait komunikasi dan *network* Refreshment of infrastructure related to communication and network • Penerapan DevOps untuk pengembangan solusi Implementation of DevOps for solution development • Penambahan Kapabilitas Infrastruktur untuk mengakomodir *Big Data*. Increased Infrastructure Capability to accommodate Big Data.

Strategi Pengembangan Teknologi Informasi akan selalu di-*review* setiap tahun sejalan dengan *review Digital Enterprise Architecture*.

The Information Technology Development Strategy will always be reviewed annually in line with the Digital Enterprise Architecture review.

RENCANA PENGEMBANGAN TEKNOLOGI INFORMASI KE DEPAN

FUTURE PLAN FOR INFORMATION TECHNOLOGY DEVELOPMENT



EMBRACING GOOD CORPORATE GOVERNANCE VALUES

Menjiwai Nilai-Nilai
Tata Kelola Perusahaan yang Baik

GOOD CORPORATE GOVERNANCE
Tata Kelola Perusahaan

Transparency, Accountability, Responsibility, Independency, Fairness.

Transparansi, Akuntabilitas, Responsibilitas, Independensi, Kewajaran.

KOMITMEN PERUSAHAAN DALAM MENERAPKAN TATA KELOLA PERUSAHAAN

COMPANY COMMITMENTS IN IMPLEMENTING CORPORATE GOVERNANCE

Dalam menerapkan Tata Kelola Perusahaan (*Good Corporate Governance*/GCG), Perusahaan senantiasa memegang prinsip-prinsip GCG, yakni:

1. **Transparansi (*Transparency*)**

   Menjamin pengungkapan informasi materiil dan relevan mengenai kinerja, kondisi keuangan dan informasi lainnya secara terbuka jelas, memadai, akurat, dapat dibandingkan dan tepat waktu serta mudah diakses oleh *stakeholders*/pemangku kepentingan sesuai dengan haknya.

2. **Akuntabilitas (*Accountability*)**

   Menjamin kejelasan fungsi, pelaksanaan, dan pertanggungjawaban seluruh insan Perusahaan yang memungkinkan pengelolaan Perusahaan terlaksana secara efektif. Akuntabilitas merujuk kepada kewajiban insan Perusahaan atau fungsi kerja Perusahaan berkaitan dengan pelaksanaan wewenang yang dimiliki dan/atau pelaksanaan tanggung jawab yang dipercayakan oleh Perusahaan kepadanya.

3. **Bertanggung Jawab (*Responsibility*)**

   Menjamin aktivitas bisnisnya dilaksanakan sesuai prinsip-prinsip korporasi yang sehat, pemenuhan kewajiban terhadap Pemerintah sesuai peraturan perundang-undangan yang berlaku, bekerja sama secara aktif untuk manfaat bersama, dan berusaha untuk dapat memberikan kontribusi yang nyata kepada masyarakat.

4. **Kemandirian (*Independency*)**

   Menjamin Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip GCG.

5. **Kewajaran (*Fairness*)**

   Menjamin perlakuan yang adil dan setara dalam memenuhi hak-hak *stakeholders*/pemangku kepentingan yang timbul berdasarkan ketentuan perjanjian dan peraturan perundang-undangan yang berlaku.

In implementing Good Corporate Governance (GCG), the Company constantly upholds GCG principles, namely:

1. **Transparency**

   Ensure the disclosure of material and relevant information regarding performance, financial conditions and other information in an open, clear, adequate, accurate, comparable and timely manner as well as being easily accessible to stakeholders in accordance with their rights.

2. **Accountability**

   Ensure the clarity of functions, implementation and accountability of all PIEP employees that enable effective management of the Company. Accountability refers to the obligations of PIEP employees or the work functions of PIEP relating to the exercise of authority possessed and/or the implementation of responsibilities entrusted by the Company to said individual.

3. **Responsibility**

   Ensure that business activities are carried out in accordance with sound corporate principles, fulfilling obligations to the Government in accordance with applicable statutory regulations, actively collaborating for mutual benefits and striving to be able to make a real contribution to the community.

4. **Independency**

   Ensure that PIEP is managed professionally without any conflicts of interest and influences/pressures from any party that is not in accordance with applicable statutory regulations and GCG principles.

5. **Fairness**

   Ensure fair and equal treatment in fulfilling the rights of stakeholders that arise based on the provisions of the agreement and applicable statutory regulations.

DASAR PENERAPAN TATA KELOLA PERUSAHAAN

BASIC IMPLEMENTATION OF CORPORATE GOVERNANCE

Dalam menerapkan GCG Perusahaan mengacu pada:

1. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perusahaan Terbatas.
2. Undang-Undang Nomor 31 Tahun 1999 sebagaimana telah diubah dengan Undang-Undang No. 20 Tahun 2001 tentang Perubahan Undang-Undang Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi.
3. Peraturan Menteri BUMN Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penetapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara (BUMN), sebagaimana telah diubah dengan Peraturan Menteri BUMN Nomor PER-09/MBU/2012 tanggal 6 Juli 2012.
4. Keputusan Sekretaris Kementerian Badan Usaha Milik Negera Nomor SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

In implementing GCG, the Company refers to:

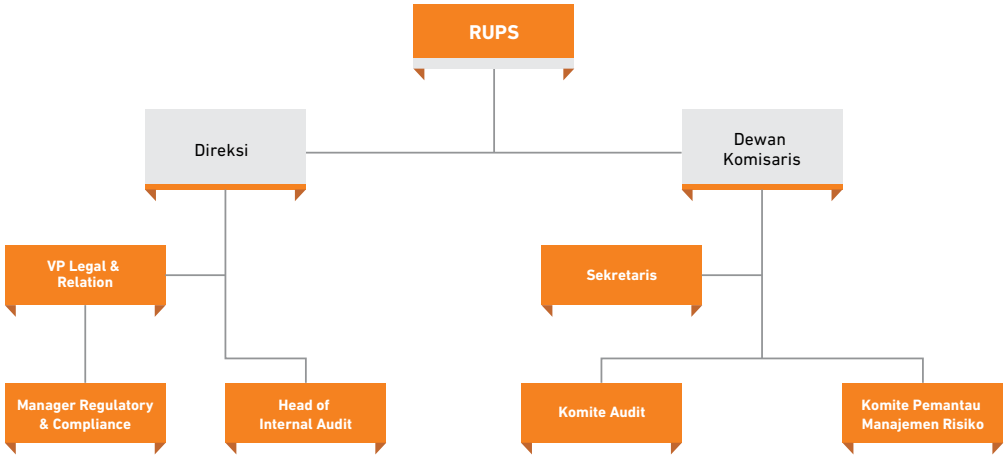
1. Law of the Republic of Indonesia No. 40 Year 2007 on Limited Companies;
2. Law No. 31 Year 1999 as amended by Law No. 20 Year 2001 on Amendment of Law No. 31 Year 1999 on Eradication of Criminal Acts of Corruption;
3. Minister of SOE Regulation No. PER-01/MBU/2011 dated August 1, 2011 on the Establishment of Good Corporate Governance in State-Owned Enterprises (SOEs), as amended by the Minister of SOE Regulation No. PER-09/MBU/2012 dated July 6, 2012.
4. Decree of the Secretary to the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 on Indicators/Parameters of Assessments and Evaluation for the Implementation of Good Corporate Governance in State-Owned Enterprises.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

STRUKTUR ORGAN TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE ORGAN STRUCTURE



Organ Perusahaan ditetapkan dengan berlandaskan pada Undang-Undang No. 40 tahun 2007 Bab I Mengenai Ketentuan Umum Pasal 1, yang terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Rapat Umum Pemegang Saham (RUPS) merupakan Organ Perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang dan/atau Anggaran Dasar. Dewan Komisaris adalah Organ Perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi. Pada tahun 2019, Dewan Komisaris Perusahaan telah didukung oleh Sekretaris Dewan Komisaris dan 2 (dua) komite yaitu Komite Audit dan Komite Pemantau Manajemen Risiko. Direksi adalah Organ Perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan Perusahaan, sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar. Pada tahun 2019, organ di bawah Direksi yang mendukung dalam hal penerapan GCG adalah VP *Legal & Relation* (yang dibantu oleh *Manager Regulatory & Compliance*) dan Head of Internal Audit.

Company organs are established based on Law No. 40 Year 2007 Chapter I Regarding General Provisions Article 1, which consists of the General Meeting of Shareholders (GMS), Board of Commissioners and Board of Directors. General Meeting of Shareholders (GMS) is a Company Organ that has the authority not given to the Board of Directors or Board of Commissioners within the limits specified in the Law and/or Articles of Association. Board of Commissioners is a Company Organ tasked to carry out general and/or specific supervision in accordance with the Articles of Association and to provide advices to the Board of Directors. In 2019, the Company's Board of Commissioners was supported by the Secretary to the Board of Commissioners and 2 (two) committees namely the Audit Committee and the Risk Management Monitoring Committee. The Board of Directors is a Company Organ that has the authority and fully responsible for the management of the Company and for the benefits of the Company, in accordance with the aims and objectives of the Company and represents the Company both inside and outside the court in accordance with the provisions of the Articles of Association. In 2019, organs under the Board of Directors that support GCG implementation are VP of Legal & Relations (assisted by the Manager of Regulatory & Compliance) and the Head of Internal Audit.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

GOVERNANCE SOFT STRUCTURE

Selain Organ Perusahaan, PIEP juga memiliki berbagai pedoman GCG. Pedoman-pedoman yang dimiliki Perusahaan antara lain:

1. Anggaran Dasar PT Pertamina Internasional Eksplorasi dan Produksi, yang tercantum pada Akta Pendirian PT Pertamina Internasional Eksplorasi dan Produksi dengan Akta No. 18 tanggal 18 November 2013, yang dibuat oleh Lenny Janis Ishak, Sarjana Hukum, Notaris di Jakarta, yang telah memperoleh persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU- 59673.AH.01.01 tanggal 19 September 2013.
2. *Board Manual*.
3. Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*)
4. Pedoman Perilaku (*Code of Conduct*).
5. Pedoman Gratifikasi, Penolakan, Penerimaan, Pemberian Hadiah Cinderamata dan Hiburan (*Entertainment*).
6. Tata Kerja Organisasi Pengelolaan *Whistleblowing System* (WBS).

GOVERNANCE SOFT STRUCTURE

Besides the Company Organs, PIEP also has various GCG guidelines. The guidelines owned by the Company include:

1. Articles of Assocation of PT Pertamina Internasional Eksplorasi dan Produksi as outlined in the Deed of Establishment of PT Pertamina Internasional Eksplorasi dan Produksi with Deed No. 18 dated November 18, 2013, made before Lenny Janis Ishak, SH, Notary in Jakarta, which had obtained the approval from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-59673.AH.01.01 dated September 19, 2013.
2. Board Manual.
3. Code of Corporate Governance.
4. Code of Conduct.
5. Guidelines for Gratification, Rejection, Acceptance, Giving of Gifts/Souvenirs and Entertainment (Entertainment).
6. Working Procedures for the Management of Whistleblowing System (WBS)

MEKANISME TATA KELOLA PERUSAHAAN

PEMEGANG SAHAM

INFORMASI PEMEGANG SAHAM UTAMA DAN PENGENDALI

PIEP merupakan salah satu Entitas Anak dari PT Pertamina (Persero) dalam hal ini merupakan badan hukum yang dimiliki oleh negara (BUMN). Kepemilikan saham mayoritas PIEP dimiliki oleh PT Pertamina (Persero). Dengan demikian, Pemegang Saham Utama dan Pengendali PIEP adalah PT Pertamina (Persero) sehingga tidak terdapat Pemegang Saham Utama dan Pengendali secara tidak langsung, sampai kepada pemiliki individu.

CORPORATE GOVERNANCE MECHANISM

SHAREHOLDERS

INFORMATION ON MAIN AND CONTROLLING SHAREHOLDERS

PIEP is one of the Subsidiaries of PT Pertamina (Persero) which in this regard is a legal entity owned by the state (SOE). The majority of shareholding of PIEP is owned by PT Pertamina (Persero). Therefore, the Main and Controlling Shareholder of PIEP is PT Pertamina (Persero), so there are no indirect Main and Controlling Shareholders to the individual owners.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Negara Republik Indonesia
100%

PERTAMINA

PT Pertamina (Persero)
99,999998%

PERTAMINA INTERNASIONAL EP

HAK PEMEGANG SAHAM

Sesuai Anggaran Dasar, Pemegang Saham memiliki hak untuk:

1. Meminta diselenggarakannya RUPS.
2. Meminta informasi tentang mata acara RUPS.
3. Mengajukan usulan untuk dibahas dalam acara RUPS.
4. Menghadiri dan memberikan suara dalam RUPS.
5. Memperoleh informasi mengenai Perusahaan, secara tepat waktu dan teratur.
6. Menyetujui perubahan Anggaran Dasar.
7. Memberikan persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan.
8. Mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi.

SHAREHOLDERS RIGHTS

In accordance with the Articles of Association, Shareholders have the rights to:

1. Request the convening of a GMS.
2. Request information about the GMS agenda.
3. Submit proposals to be discussed at the GMS.
4. Attend and vote at the GMS.
5. Obtain information about the Company in a timely and orderly manner.
6. Approve changes to the Articles of Association.
7. Provide approval of the Annual Report and ratification of the Financial Statements.
8. Appoint and dismiss members of the Board of Commissioners and Board of Directors.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

9. Menetapkan bentuk dan jumlah remunerasi anggota Dewan Komisaris dan Direksi.

10. Menerima sebagian dari keuntungan Perusahaan yang diperuntukkan bagi Pemegang Saham dalam bentuk dividen dan pembagian keuntungan lainnya.

9. Determine the form and amount of remuneration for members of the Board of Commissioners and Board of Directors.

10. Receive a portion of the Company's profits which are intended for Shareholders in the form of dividends and other profit sharing.

PERLAKUAN YANG SAMA TERHADAP PEMEGANG SAHAM

Anggaran Dasar PIEP mengatur bahwa mekanisme pengambilan keputusan dalam RUPS mengikuti ketentuan dalam Undang-undang Perusahaan Terbatas. Pemegang saham dapat juga mengambil keputusan yang sah tanpa mengadakan RUPS secara fisik, dengan ketentuan semua pemegang saham telah diberitahu secara tertulis dan semua pemegang saham memberikan persetujuan mengenai usul yang diajukan secara tertulis tersebut serta menandatangani persetujuan tersebut. Perusahaan memberikan perlakuan yang sama terhadap seluruh pemegang saham baik pemegang saham mayoritas maupun minoritas.

EQUAL TREATMENT TO SHAREHOLDERS

PIEP's Articles of Association stipulates that the decision-making mechanism in the GMS follows the provisions of the Limited Liability Company Law. Shareholders can also make legitimate decisions without holding a physical GMS, provided that all shareholders have been notified in writing and all shareholders have given their written approval and signed the agreements. The Company provides equal treatment to all shareholders both majority and minority.

RAPAT UMUM PEMEGANG SAHAM

Rapat Umum Pemegang Saham (RUPS) terdiri atas RUPS Tahunan dan RUPS Luar Biasa. Agenda RUPS Tahunan meliputi:

1. Direksi menyampaikan:
   a. Laporan Tahunan yang telah ditelaah oleh Dewan Komisaris untuk mendapat persetujuan RUPS.
   b. Laporan Keuangan untuk mendapat pengesahan RUPS.
2. Penetapan penggunaan laba, jika Perusahaan mempunyai saldo laba yang positif.
3. Diputuskan mata acara lainnya dari RUPS yang telah diajukan sebagaimana mestinya dengan memperhatikan ketentuan Anggaran Dasar.

Sedangkan RUPS Luar Biasa dapat diselenggarakan sewaktu-waktu berdasarkan kebutuhan untuk membicarakan dan memutuskan mata acara rapat, dengan memperhatikan peraturan perundang-undangan serta Anggaran Dasar.

GENERAL MEETING OF SHAREHOLDERS

General Meeting of Shareholders (GMS) consists of Annual GMS and Extraordinary GMS. Agenda of the Annual GMS includes:

1. The Board of Directors submits:
   a. Annual Report that has been reviewed by the Board of Commissioners to obtain GMS approval.
   b. Financial Statements to obtain GMS approval.
2. Determination of the use of profits if the Company has a positive profit balance.
3. Decided that other agenda from the GMS that have been submitted accordingly with due regard to the provisions of the Articles of Association.

While Extraordinary GMS can be held at any time based on the need to discuss and decide on the meeting agenda with due observance of the statutory regulations and the Articles of Association.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

PROSES PENYELENGGARAAN RUPS

RUPS diadakan di tempat kedudukan Perusahaan atau di tempat-tempat Perusahaan melakukan kegiatan usahanya dan harus terletak di wilayah Negara Republik Indonesia. RUPS diselenggarakan dengan melakukan pemanggilan terlebih dahulu kepada Pemegang Saham dengan Surat tercatat dan/atau dengan iklan dalam surat kabar.

Pemanggilan dilakukan paling lambat 14 (empat belas) hari sebelum RUPS diadakan dengan tidak memperhitungan tanggal pemanggilan dan tanggal RUPS diadakan. Dalam pemanggilan itu harus dicantumkan acara, waktu dan tempat penyelenggaraan RUPS.

RUPS dipimpin oleh Komisaris Utama. Jika Komisaris Utama tidak hadir atau berhalangan karena sebab apapun yang tidak perlu dibuktikan kepada pihak ketiga, RUPS dipimpin oleh salah seorang anggota Dewan Komisaris yang hadir dalam rapat dan ditunjuk untuk itu oleh rapat. Dalam hal semua anggota Dewan Komisaris tidak hadir atau berhalangan karena sebab apapun yang tidak perlu dibuktikan kepada pihak ketiga, RUPS dipimpin oleh Presiden Direktur. Dalam hal Presiden Direktur tidak hadir atau berhalangan karena sebab apapun yang tidak perlu dibuktikan kepada pihak ketiga, RUPS dipimpin oleh salah seorang anggota Direksi lainnya yang hadir dalam rapat dan ditunjuk untuk itu oleh rapat. Dalam hal semua Direksi tidak hadir atau berhalangan karena sebab apapun yang tidak perlu dibuktikan kepada pihak ketiga, RUPS dipimpin oleh salah seorang yang dipilih oleh dan antara mereka yang hadir dalam rapat.

Kuorum, Hak Suara dan Keputusan RUPS

RUPS dapat dilangsungkan apabila kuorum kehadiran sebagaimana disyaratkan dalam Undang-Undang Perusahaan Terbatas telah dipenuhi. Pemungutan suara mengenai diri orang dilakukan dengan surat tertutup yang tidak ditandatangani dan mengenai hal lain dilakukan secara lisan, kecuali apabila pimpinan RUPS menentukan lain, tanpa ada keberatan dari Pemegang Saham yang hadir dalam RUPS.

GMS PROCESS

The GMS is held at the domicile of the Company or at the places where the Company conducts its business activities and must be located within the territory of the Republic of Indonesia. The GMS is held by conducting notice in advance to the Shareholders by registered letter and/or by advertising in a newspaper.

The Notice shall be made no later than 14 (fourteen) days prior to the GMS date without calculating the date of notice and the date of GMS. The Notice must include agenda, time and place of the GMS.

The GMS is led by the President Commissioner. If the President Commissioner is absent or unable to attend for any reason that does not need to be proven to a third party, the GMS is led by a member of the Board of Commissioners who attends the meeting and appointed for this purpose by the meeting. In the event that all members of the Board of Commissioners are absent or unable to attend due to any reason that does not need to be proven to a third party, the GMS is led by the President Director. In the event that the President Director is absent or unable to attend for any reason that does not need to be proven to a third party, the GMS is led by one of the other members of the Board of Directors who attends the meeting and appointed for this purpose by the meeting. In the event that all members of the Board of Diretors are absent or unable to attend due to any reason that does not need to be proven to a third party, the GMS is led by one of the persons chosen by and between those who attend the meeting.

Quorum, Voting Rights and Resolutions Of Gms

The GMS can be held if the attendance quorum as required in the Limited Liability Company Law has been fulfilled. Voting on persons is carried out with a closed letter that is not signed and about other mattters are done verbally, except if the chairperson of GMS determines otherwise, without any objection from the Shareholders who attend the GMS.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

RUPS dapat mengambil keputusan sebagaimana ditentukan dalam Undang-Undang Perusahaan Terbatas. Pemegang saham dapat juga mengambil keputusan sah tanpa mengadakan RUPS secara fisik, dengan ketentuan semua pemegang saham telah diberitahu secara tertulis dan semua pemegang saham memberikan persetujuan mengenai usul yang diajukan secara tertulis tersebut serta menandatangani persetujuan tersebut. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam RUPS.

The GMS can make decisions as determined in the Limited Liability Company Law. Shareholders can also take legitimate decisions without holding a physical GMS, provided that all shareholders have been notified in writing and all shareholders have given their written approval and signed the agreements. Decisions made in this way have the same power as decisions taken legally at the GMS.

PELAKSANAAN RUPS TAHUN BUKU 2018 DAN REALISASINYA

2018 GMS IMPLEMENTATION AND ITS REALIZATION

Pemanggilan Notice	**Pelaksanaan** Implementation	**Hasil RUPS** GMS Resolutions
Undangan RUPS Tahunan Tahun Buku 2018 dilakukan melalui Surat No. 075/PN0000/2019-SO tanggal 22 April 2019. Invitation to the 2018 Annual GMS was made through Letter No. 075/PN0000/2019-SO dated April 22, 2019.	RUPS Tahun Buku 2018 dilaksanakan pada tanggal 8 Mei 2019 pukul 09.00-12.00 bertempat di Ruang Rapat 11.3 Patra Jasa Office Tower, Jakarta. The 2018 GMS was held on May 8, 2019 at 09.00-12.00 in Meeting Room 11.3 of Patra Jasa Office Tower, Jakarta.	Hasil RUPS dituangkan dalam Akta RUPS Tahun Buku 2018 PT Pertamina Internasional Eksplorasi dan Produksi Nomor 13 tanggal 8 Mei 2019. GMS Resolutions are outlined in the Deed of 2018 GMS of PT Pertamina Internasional Eksplorasi dan Produksi No. 13 dated May 8, 2019.

Rekapitulasi Kehadiran pada RUPS Tahun Buku 2018

Rekapitulasi kehadiran Dewan Komisaris dan Direksi pada RUPS Tahun Buku 2018 adalah sebagai berikut:

Attendance Recapitulation at 2018 GMS

Attendance recapitulation of the Board of Commissioners and Board of Directors at the 2018 GMS is as follows:

No.	**Nama** Name	**Jabatan** Position	**Kehadiran** Attendance	**Alasan Ketidakhadiran** Reason for Absence
1.	Heru Setiawan	Komisaris Utama President Commissioner	Hadir Attend	
2.	Satry Nugraha	Komisaris Commissioner	Hadir Attend	
3.	Tanudji Darmasakti	Komisaris Commissioner	Tidak Hadir Not Attend	Rapat bersama Direktur Pemasaran PT Pertamina (Persero) Meeting with the Marketing Director PT Pertamina (Persero)
4.	Charles P. Siallagan	Komisaris Commissioner	Hadir Attend	
5.	Denie S. Tampubolon	Presiden Direktur President Director	Hadir Attend	
6.	Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	Hadir Attend	

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Keputusan dan Realisasi RUPS Tahun Buku 2018

Resolutions and Realizations of The 2018 GMS

Agenda Pertama First Agenda	
Penyampaian Laporan Tahunan Tahun Buku 2018.	Submission of the 2018 Annual Report.
Keputusan: Pemegang Saham menyampaikan dapat menerima pemaparan Laporan Kinerja Direksi dan Pengawasan yang telah dilakukan oleh Dewan Komisaris dan memberikan arahan agar selanjutnya Direksi dapat lebih meningkatkan kegiatan operasional Perusahaan. **Status: Terealisasi**	**Resolutions:** Shareholders convey that they can receive the presentation of the Board of Directors Performance Report and Supervision conducted by the Board of Commissioners and provide direction so that the Board of Directors can further enhance the Company's operational activities. **Status: Realized**
Agenda Kedua Second Agenda	
Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perusahaan disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*Volledig acquit et de-charge*) kepada Direksi dan Dewan Komisaris.	Approval of the Annual Report including the Ratification of the Financial Statements of the Company accompanied by the granting of full release and discharge to all obligations (Volledig acquit et de-charge) to the Board of Directors and Board of Commissioners.
Keputusan: 1. Menyetujui Laporan Tahunan Perusahaan untuk tahun buku 2018 serta mengesahkan Laporan Keuangan Perusahaan untuk tahun buku yang berakhir 31 Desember 2018 beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja sebagaimana termuat dalam Laporan Nomor 00218/2.1032/AU.1/02/0702-4/1/III/2019 tanggal 08 Maret 2019 dengan pendapat: Wajar dalam semua hal yang material". 2. Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (*volledig acquit et de charge*) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas pengawasan yang dilakukan dalam Tahun Buku yang berakhir 31 Desember 2018 sepanjang: a. Tindakan tersebut tercermin dalam Laporan Tahunan Perusahaan (termasuk Laporan Keuangan) Tahun Buku yang berakhir 31 Desember 2018. b. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. **Status: Terealisasi**	**Resolutions:** 1. Approve the Company's Annual Report for the 2018 fiscal year and ratify the Company's Financial Statements for the fiscal year ended on December 31, 2018 along with their explanations that have been audited by the Public Accounting Firm (KAP) of Purwantono, Sungkoro & Surja as contained in Report No. 00218/2.1031/AU.1/02/0702-4/1/III/2019 dated March 8, 2019 with the opinion of: Fair in all material aspects". 2. Grant full release and discharge to all obligations (volledig acquit et de charge) to the Board of Directors over the managerial duties and to the Board of Commissioners over the supervisory duties performed during the Fiscal Year ended on December 31, 2018 insofar: 1. Such actions are reflected in the Company's Annual Report (including Financial Statements) of the Fiscal Year ended on December 31, 2018. 2. Such actions are not criminal offenses and/or acts against the law. **Status: Realized**
Agenda Ketiga Third Agenda	
Pengusulan dan Penetapan Penggunaan Laba Tahun Buku 2018	Proposal and Determination of the Use of Profits for Fiscal Year 2018
Keputusan: Tidak ada penetapan penggunaan Laba Perusahaan Tahun Buku yang berakhir 31 Desember 2018, karena Perusahaan mengalami kerugian akibat adanya *impairment*. **Status: Terealisasi**	**Resolutions:** There was no determination on the use of the Company's Profit for Fiscal Year ended on December 31, 2018, because the Company suffered losses due to impairment. **Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Agenda Keempat Fourth Agenda	
Pengusulan dan Penetapan Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2019.	Proposal and Determination of the Appointment of Public Accounting Firm (KAP) for Fiscal Year 2019.
Keputusan:	**Resolutions:**
Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris Perusahaan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2019 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perusahaan sama dengan KAP yang ditunjuk oleh PT Pertamina (Persero).	To authorize and delegate the authorization to the Company's Board of Commissioners to determine Public Accounting Firm (KAP) to audit on the Company's Financial Statements for the fiscal year ended on December 31, 2019 and the value of services amount, in accordance with applicable provisions and regulations, with the provisions that the KAP appointed by the Company is the same as the KAP appointed by PT Pertamina (Persero).
Status: Terealisasi	**Status: Realized**
Agenda Kelima Fifth Agenda	
Pengusulan dan penetapan penghargaan atas kinerja (tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2018.	Proposal and determination of award for Performance (tantiem) to the Board of Directors and Board of Commissioners of Fiscal Year 2018.
Keputusan:	**Resolutions:**
Penetapan penghargaan atas kinerja (tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2018 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Determination of award for Performance (tantiem) to the Board of Directors and Board of Commissioners of Fiscal Year 2018 will be determined later and will be held in separate GMS circularly.
Status: Terealisasi	**Status: Realized**
Agenda Keenam Sixth Agenda	
Pengusulan dan Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2019.	Proposal and Determination of Remuneration of the Board of Directors and Board of Commissioners of Fiscal Year 2019.
Keputusan:	**Resolutions:**
Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2019 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Determination of remuneration of the Board of Directors and Board of Commissioners of Fiscal Year 2019 will be determined later and will be held in separate GMS circularly.
Status: Terealisasi	**Status: Realized**

PELAKSANAAN RUPS LUAR BIASA TAHUN 2019 DAN REALISASINYA

Sepanjang tahun 2019, RUPS Luar Biasa dilakukan secara sirkuler. Adapun pelaksanaan RUPS Luar Biasa tahun 2019 adalah sebagai berikut.

2019 EXTRAORDINARY GMS IMPLEMENTATION AND ITS REALIZATION

Throughout 2019, the Extraordinary GMS was held circularly. The 2019 Extraordinary GMS implementation is as follows.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa tanggal 31 Januari 2019

Extraordinary GMS Implementation on January 31, 2019

Agenda	
Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2018	Revised 2018 Corporate Work Plan and Budget (RKAP)
Keputusan:	**Resolutions:**
1. Melakukan perubahan (revisi) Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2018 sebagaimana tercantum dalam Keputusan Pemegang Saham secara Sirkuler Perusahaan tanggal 29 Juni 2018 perihal Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2018.	1. Changed (revised) the 2018 Corporate Work Plan and Budget (RKAP) as stated in the Company's Circular Shareholders Decree dated June 29, 2018 on the 2018 Corporate Work Plan and Budget (RKAP).
2. Menetapkan dan mengesahkan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2018 sebagaimana dimaksud dalam lampiran yang tidak terpisahkan dari Keputusan Pemegang Saham secara Sirkuler ini.	2. Determine and ratify the 2018 Revised Corporate Work Plan and Budget (RKAP) as referred to in the appenix which is inseparable from this Circular Shareholders Decree.
3. Menyetujui Tingkat Kesehatan yang merupakan lampiran tidak terpisahkan dari Revisi RKAP Tahun Buku 2018.	3. Approve the Soundness Level which is an inseparable appendix from the Revised 2018 RKAP.
4. Menegaskan Perusahaan segera menyusun Revisi *Key Performance Indicator* (KPI) yang akan disetujui oleh RUPS secara terpisah dan akan menjadi bagian yang tidak terpisahkan dari Revisi RKAP Tahun Buku 2018.	4. Affirming the Company to immediately prepare a Revised Key Performance Indicator (KPI) which will be approved by the GMS separately and will be an inseparable part of the Revised 2018 RKAP.
5. Direksi bertanggung jawab terhadap pelaksanaan Revisi RKAP Tahun Buku 2018 dan Dewan Komisaris bertanggung jawab terhadap pengawasan pelaksanaan Revisi RKAP Tahun Buku 2018.	5. The Board of Directors is responsible for the implementation of Revised 2018 RKAP and the Board of Commissioners is responsible for overseeing the implementation of the Revised 2018 RKAP.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 15 Maret 2019

Extraordinary GMS Implementation on March 15, 2019

Agenda	
Penegasan Pemberhentian Direktur Eksplorasi dan Produksi	Affirming the Dismissal of the Director Exploration and Production
Keputusan:	**Resolutions:**
Menegaskan berakhirnya masa jabatan Sdr. Djoko N. Imanhardjo sebagai Direktur Eksplorasi dan Produksi Perusahaan terhitung mulai tanggal 4 Maret 2019.	Affirming the end his term of office of Djoko N. Imanhardjo as Director Exploration and Production of the Company starting from March 4, 2019.
Dengan demikian susunan Direksi Perusahaan menjadi: • Presiden Direktur: Sdr. Denie Samuel Tampubolon • Direktur Keuangan dan Komersial: Sdr. Aris Mulya Azof • Direktur Eksplorasi dan Produksi: Vacant	Thus, the composition of the Company's Directors becomes: • President Director: Mr. Denie Samuel Tampubolon • Director Finance and Commercial: Mr. Aris Mulya Azof • Director Exploration and Production: Vacant
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 12 Juni 2019

Extraordinary GMS Implementation on June 12, 2019

Agenda	
Penetapan Pencalonan Wakil Perusahaan untuk ditempatkan sebagai Direksi pada PAEP dan PMEP	Determination of the Company's Representatives Nomination to be placed as the Board of Directors in PAEP and PMEP
Keputusan:	**Resolutions:**
1. Menyetujui pemberhentian: • Sdri. Maria Rohana Nelia sebagai Direktur Utama PT Pertamina Algeria EP (PAEP) • Sdri. Indria Doria sebagai Direktur PT Pertamina Malaysia EP (PMEP)	1. Approve the dismissal of: • Ms. Maria Rohana Nelia as President Director PT Pertamina Algeria EP (PAEP) • Ms. Indria Doria as Director PT Pertamina Malaysia EP (PMEP)
2. Menyetujui penetapan pencalonan: • Sdr. Agus Purbaya sebagai calon Direktur Utama PT PAEP • Sdr. Edwil Suzandi sebagai calon Direktur Operasi PT PAEP • Sdri. Maria Rohana Nelia sebagai calon Direktur PT PMEP	2. Approve the nomination determination: • Mr. Agus Purbaya as a candidate for President Director PT PAEP • Mr. Edwil Suzandi as a candidate for Director Operations of PT PAEP • Ms. Maria Rohana Nelia as a candidate for Director PT PMEP
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 24 Juni 2019

EXTRAORDINARY GMS IMPLEMENTATION ON JUNE 24, 2019

Agenda	
Penyesuaian Remunerasi Direksi dan Dewan Komisaris Perusahaan Tahun Buku 2019 dan Tantiem Direksi dan Dewan Komisaris Perusahaan Tahun Buku 2018.	Adjustments of Remuneration of the Company's Board of Directors and Board of Commissioners for Fiscal Year 2019 and the Tantem of the Company's Board of Directors and Board of Commissionsers for Fiscal Year 2018
Keputusan:	**Resolutions:**
Remunerasi:	Remuneration:
1. Menyatakan tidak berlaku Keputusan Pemegang Saham Secara Sirkuler tanggal 03-08-2017 tentang Penghasilan Direksi dan Dewan Komisaris.	1. Circular Shareholders Decree dated August 3, 2017 on Income of the Board of Directors and Board of Commissioners was declared invalid.
2. Menetapkan besaran gaji/honorarium dan tunjangan anggota Direksi dan Dewan Komisaris Perusahaan.	2. Determine the amount of salary/honorarium and allowances of members of the Board of Directors and Board of Commissioners of the Company.
3. Menetapkan pemberian fasilitas anggota Direksi dan Dewan Komisaris Perusahaan.	3. Determine the granting of facilities for members of the Board of Directors and Board of Commissioners of the Company.
4. Penghasilan/remunerasi yang terdiri dari namun tidak terbatas pada gaji/honorarium, tunjangan, fasilitas dan tantiem, tidak diberikan berganda (no double remuneration) kepada Pekerja PT Pertamina (Persero)/Perusahaan/Afiliasinya serta Direksi Perusahaan yang memiliki rangkap jabatan sebagai Direksi di Anak Perusahaan dan/atua Afiliasi Perusahaan.	4. Income/remuneration consisting of but not limited to salary/honorarium, allowances, facilities and tantiem, are not given doubled (no double remuneration) to Employees of PT Pertamina (Persero)/the Company/Affiliates and the Board of Directors of the Company who hold concurrent positions as the Board of DIrectors in Subsidiaries and/or Affiliated Companies.
5. Menetapkan tidak memberikan fasilitas (no double facilities) kepada: a. Pekerja dan/atau Direksi PT Pertamina (Persero)/Afiliasinya yang memiliki rangkap jabatan sebagai Komisaris di Perusahaan dan/atau Anak Perusahaan dan/atau Afiliasi Perusahaan. b. Pekerja dan/atau Direksi Perusahaan yang memiliki rangkap jabatan sebagai Komisaris di Anak Perusahaan dan/atau Afiliasi Perusahaan.	5. Determine not to grant double facilities to: a. Employees and/or Board of Directors of PT Pertamina (Persero)/Affiliates who hold concurrent positions as Commissioners in the Company and/or Subsidiaries and/or Affiliated Companies. b. Employees and/or Board of Directors of the Company who hold concurrent positions as Commissioners in Subsidiaries and/or Affiliated Companies.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Agenda	
Tantiem: 1. Menetapkan penghargaan atas kinerja tahunan (Tantiem/Insentif Kinerja/Kompensasi atas Kinerja (KAK)) kepada anggota Direksi dan Dewan Komisaris Perusahaan untuk tahun buku 2018. 2. Bagi anggota Dewan Komisaris Perusahaan yang berasal dari Direksi atau Pekerja PT Pertamina (Persero) pada Tahun Buku 2018, berlaku ketentuan sebagai berikut: a. Direksi PT Pertamina (Persero) tidak berhak menerima pembayaran Tantiem/Insentif Kinerja/KAK, Tantiem Insentif Kinerja/KAK yang menjadi haknya akan dibayarkan oleh Perusahaan kepada PT Pertamina (Persero) sebagai jasa manajemen. b. Pekerja PT Pertamina (Persero) berhak menerima Tantiem/ Insentif Kinerja/KAK setelah dikurangi bonus yang diterima bersangkutan dari PT Pertamina (Persero). c. Dalam hal Pekerja PT Pertamina (Persero) menjabat sebagai anggota Dewan Komisaris pada lebih dari 1 (satu) AP/PP/ PA, maka besaran pembayaran Tantiem/Insentif Kinerja/KAK tertinggi net dikurangi besaran bonus net yang diterima yang bersangkutan dari PT Pertamina (Persero) d. Dalam hal Pekerja PT Pertamina (Persero) menerima pembayaran Tantiem/Insentif Kinerja/KAK lebih kecil dari bonus yang diterima oleh yang bersangkuran dari PT Pertamina (Persero), maka yang bersangkutan tidak berhak menerima pembayaran Tantiem/Insentif Kinerja/KAK. e. Perusahaan membayarkan secara penuh pembayaran Tantiem/ Insentif Kinerja/KAK Dewan Komisaris yang merupakan Direksi atau Pekerja PT Pertamina (Persero) kepada PT Pertamina (Persero) dengan mekanisme one slip payment berdasarkan Management Service Agreement antata PT Pertamina (Persero) dengan Perusahaan. 3. Pajak atas Tantiem/Insentif Kinerja/KAK pada poin 1 dan 2.b yang dibayarkan kepada Direksi atau Komisaris di atas ditanggung oleh penerima, kecuali pajak atas Tantiem/Insentif Kinerja/KAK yang dibayarkan kepada PT Pertamina (Persero) diperlakukan sebagaimana ketentuan dan peraturan perpajakan yang berlaku. **Status: Terealisasi**	Tantiem: 1. Determine awards for annual performance (Tantiem/Performance Incentives/Compensation for Performance (KAK) to members of the Board of Directors and Board of Commissioners of the Company for fiscal year 2018. 2. For members of the Company's Board of Commissioners who came from the Board of Directors or Employees of PT Pertamina (Persero) in Fiscal year 2018, the following conditions apply: a. Board of Directors of PT Pertamina (Persero) is not entitled to receive Tantiem/performance Incentives/KAK, Tantiem/ Performance Incentives/KAK that became their rights will be paid by the Company to PT Pertamina (Persero) as management services. b. Employees of PT Pertamina (Persero) are entitled to receive Tantiem/Performance Incentives/KAK after being deducted with the bonus received from PT Pertamina (Persero). c. In the case where Employees of PT Pertamina (Persero) serve as members of the Board of Commissioners of more than 1 (one) Subsidiaries/Companies/Affiliated Companies, the highest net amount of Tantiem/Performance Incentives/KAK deducted with the amount of net bonuses received from PT Pertamina (Persero). d. In the case where Employees of PT Pertamina (Persero) received smaller amount of Tantiem/Performance Incentives/KAK payments rather than the bonuses received from PT Pertamina (Persero), the person concerned is not entitled to receive Tantiem/Performance Incentives/KAK payments. e. The Company pays in full amount of Tantiem/Performance Incentives/KAK payments of the Board of Commissioners who are the Board of Directors or Employees of PT Pertamina (Persero) to PT Pertamina (Persero) with a one slip payment mechanism based on the Management Service Agreement between PT Pertamina (Persero) and the Company. 3. Taxes on Tantiem/Performance Incentives/KAK in points 1 and 2.b paid to the Board of Directors or Commissioners above are borne by the recipients, except taxes on Tantiem/Performance Incentives/ KAK paid to PT Pertamina (Persero) are treated as the provisions and regulations of taxation applied. **Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 7 Agustus 2019

Extraordinary GMS Implementation on August 7, 2019

Agenda	
Pemberian Pinjaman Jangka Panjang kepada Anak Perusahaan yaitu PIREP	Provision of Long-Term Loans to Subsidiary, PIREP
Keputusan:	**Resolutions:**
1. Menyetujui Perusahaan untuk memberikan pinjaman jangka panjang kepada PT Pertamina Irak Eksplorasi Produksi (PIREP), anak Perusahaan Perusahaan, sebesar USD 106,028,982.38 (seratus enam juta dua puluh delapan ribu sembilan ratus delapan puluh dua dan tiga puluh delapan sen dolar Amerika Serikat), dengan tujuan untuk percepatan pelunasan hutang PIREP kepada PT Pertamina (Persero) sebagai salah satu inisiasi untuk meningkatkan laba dan cash flow di group Perusahaan dengan mengurangi beban bunga hutang jangka panjang ke PT Pertamina (Persero).	1. Approve the Company to provide long-term loans to PT Pertamina Irak Eksplorasi Produksi (PIREP), a subsidiary of the Company, amounting to US$106,028,982.38 (one hundred and six million twenty eight thousand nine hundred eighty two United States Dollars and thirty eight cents), with the aim to accelerate the repayment of PIREP's debt to PT Pertamina (Persero) as one of the initiatives to increase profits and cash flows in the Company's group by reducing the long-term debt interest expense to PT Pertamina (Persero).
2. Dalam melaksanakan tindakan sebagaimana dimaksud dalam butir 1 (satu) di atas, Direksi Perusahaan agar memperhatikan aturan yang berlaku dan mengambil keputusan dengan prinsip kehati-hatian, serta mengikuti kaidah-kaidah tata kelola Perusahaan yang baik (Good Corporate Governance) dan integritasi.	2. In carrying out actions referred to in item 1 (one) above, the Company's Board of Directors should pay attention to the applicable rules and make decisions based on the principle of prudence, and follow the good and integrated Good Corporate Governance principles.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 19 Agustus 2019

Extraordinary GMS Implementation on August 19, 2019

Agenda	
Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019	Provision of Long-Term Loans to Subsidiary, PIREP
Keputusan:	**Resolutions:**
1. Menetapkan dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2019 sebagaimana dimaksud dalam lampiran yang tidak terpisahkan dari Keputusan Pemegang Saham secara Sirkuler ini.	1. Determine and ratify the 2019 Corporate Work Plan and Budget (RKAP) as referred in the appendix which is inseparable from this Circular Shareholders Decree.
2. Menyetujui tingkat kesehatan Perusahaan kategori Eksplorasi Produksi dengan klasifikasi tingkat kinerja Perusahaan Sehat (A), yang merupakan lampiran yang tidak terpisahkan dari RKAP Tahun 2019 Perusahaan.	2. Approve the soundness level of the Company in the category of Exploration and Production with the classification of Healthy Company (A) Performance level, which is an inseparable appendix to the Company's 2019 RKAP.
3. Direksi bertanggung jawab terhadap pelaksanaan RKAP Tahun Buku 2019 dan Dewan Komisaris bertanggung jawab terhadap pengawasan pelaksanaan RKAP Tahun Buku 2019.	3. The Board of Directors is responsible for the implementation of 2019 RKAP and the Board of Commissioners is responsible for overseeing the implementation of 2019 RKAP
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 27 Agustus 2019

Extraordinary GMS Implementation on August 27, 2019

Agenda	
Pergantian Anggota Dewan Komisaris	Provision of Long-Term Loans to Subsidiary, PIREP
Keputusan:	**Resolutions:**
1. Memberhentikan dengan hormat Sdr. Satry Nugraha sebagai Komisaris Perusahaan, dengan alasan pergantian pejabat di lingkungan Kementerian ESDM. 2. Mengangkat Sdr. Harya Adityawarman sebagai Komisaris Perusahaan. Dengan demikian susunan Dewan Komisaris Perusahaan menjadi: Komisaris Utama : Sdr. Heru Setiawan Komisaris : Sdr. Tanudji D. Komisaris : Sdr. Harya Adityawarman Komisaris : Sdr. Charles P. Siallagan	1. Respectfully dismiss Mr. Satry Nugraha as Commissioner of the Company due to changes of officials in the Ministry of Energy and Mineral Resources. 2. Appoint Mr. Harya Adityawarman as Commissioner of the Company. Thus, the composition of the Company's Board of Commissioners is as follows: President Commissioner : Mr. Heru Setiawan Commissioner : Mr. Tanudji D. Commissioner : Mr. Harya Adityawarman Commissioner : Mr. Charles P. Siallagan
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 2 September 2019

Extraordinary GMS Implementation on September 2, 2019

Agenda	
Pengangkatan Direktur Eksplorasi dan Produksi	Appointment of the Director Exploration and Production
Keputusan:	**Resolutions:**
Mengangkat Sdr. Noor Syarifuddin sebagai PJ. Direktur Eksplorasi dan Produksi Perusahaan. Dengan demikian susunan Direksi Perusahaan menjadi: Presiden Direktur : Sdr. Deni S. Tampubolon Direktur Keuangan dan Komersial : Sdr. Aris Mulya Azof PJ. Direktur Eksplorasi dan Produksi : Sdr. Noor Syarifuddin	Appoint Mr. Noor Syarifuddin as Acting Director Exploration and Production of the Company. Thus, the composition of the Company's Board of Directors is as follows: President Director : Mr. Deni S. Tampubolon Director Finance and Commercial : Mr. Aris Mulya Azof Acting Director Exploration and Production : Mr. Noor Syarifuddin
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 30 Oktober 2019

Extraordinary GMS Implementation on October 30, 2019

Agenda	
Penetapan Pejabat Definitif Direktur Eksplorasi dan Produksi.	Determination of Definitive Director Exploration and Production
Keputusan:	**Resolutions:**
Menyetujui penetapan definitif Sdr. Noor Syarifuddin semula sebagai PJ. Direktur Eksplorasi dan Produksi Perusahaan menjadi Direktur Eksplorasi dan Produksi Perusahaan. Dengan demikian susunan Direksi Perusahaan menjadi: Presiden Direktur : Sdr. Denis S. Tampubolon. Direktur Keuangan dan Komersial : Sdr. Aris Mulya Azof Direktur Eksplorasi dan Produksi : Sdr. Noor Syarifuddin	Approve the definitive determination of Mr. Noor Syarifuddin, previously, he was the Acting Director Exploration and Production of the Company then determined as the Company's Director Exploration and Production. Thus, the composition of the Company's Board of Directors is as follows: President Director : Mr. Denis S. Tampubolon. Director Finance and Commercial : Mr. Aris Mulya Azof Director Exploration and Production : Mr. Noor Syarifuddin
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 1 November 2019

Extraordinary GMS Implementation on November 1, 2019

Agenda	
Perubahan Susunan Dewan Komisaris	Changes in the Composition of the Board of Commissioners
Keputusan:	**Resolutions:**
1. Memberhentikan dengan hormat: • Sdr. Tanudji D. Dari jabatannya sebagai Komisaris Perusahaan. • Sdr. Charles P. Siallagan dari jabatan sebagai Komisaris Perusahaan. 2. Mengangkat Sdr. Jumali sebagai Komisaris Perusahaan. Dengan Demikian susunan Dewan Komisaris Perusahaan menjadi: Komisaris Utama: Sdr. Heru Setiawan Komisaris: Sdr. Jumali Komisaris: Sdr. Harya Adityawarman	1. Respectfully dismiss the following: • Mr. Tanudji D. from his position as the Company's Commissioner. • Mr. Charles P. Siallagan from his position as the Company's Commissioner. 2. Appoint Mr. Jumali as the Company's Commissioner. Thus, the composition of the Company's Boards of Commissioners is as follows: President Commissioner : Mr. Heru Setiawan Commissioner : Mr. Jumali Commissioner : Mr. Harya Adityawarman
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 20 November 2019

Extraordinary GMS Implementation on November 20, 2019

Agenda	
Persetujuan Revisi Anggaran Biaya Investasi (ABI) RKAP Tahun 2019	Approve the Revised Budget for Investment Costs (ABI) in the 2019 RKAP
Keputusan:	**Resolutions:**
Menyetujui perubahan Anggaran Biaya (ABI) Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019 yang tercantum dalam Keputusan Pemegang Saham secara Sirkuler PIEP tentang Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019 tanggal 19-08-2019 menjadi USD 169.395.049 (Seratus Enam Puluh Sembilan Juta Tiga Ratus Sembilan Puluh Lima Ribu Empat Puluh Sembilan Dollar Amerika Serikat).	Approve the revised budget for Investment Costs (ABI) in the 2019 Corporate Work Plan and Budget (RKAP) which was stated in the PIEP Circular Shareholders Decree on the 2019 Corporate Work Plan and Budget dated August 19, 2019 to US$169,395,049 (one hundred and sixty-nine million three hundred and ninety-five thousand and forty-nine United States Dollars).
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 20 November 2019

Extraordinary GMS Implementation on November 20, 2019

Agenda	
Key Performance Indicator (KPI)/Kesepakatan Kinerja Tahun 2019	2019 Key Performance Indicator (KPI)/Peformance Agreement
Keputusan:	**Resolutions:**
Menyetujui *Key Performance Indicator* (KPI)/Kesepakatan Kinerja Perusahaan Tahun 2019 dan menjadi bagian yang tidak terpisahkan dari Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019.	Approve the 2019 Key Performance Indicator (KPI)/Performance Agreement of the Company and became an inseparable part of the 2019 Corporate Work Plan and Budget (RKAP).
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

PELAKSANAAN RUPS TAHUN BUKU 2017 DAN REALISASINYA

2017 GMS IMPLEMENTATION AND ITS REALIZATION

Pemanggilan Notice	**Pelaksanaan** Implementation	**Hasil RUPS** GMS Resolutions
Undangan RUPS Tahunan Tahun Buku 2017 dilakukan melalui Surat No. 005100/PN0000/2018-SO tanggal 22 April 2019. Invitation to the 2017 Annual GMS was made through Letter No. 005100/PN0000/2018-SO dated April 22, 2019.	RUPS Tahun Buku 2017 dilaksanakan pada tanggal 30 April 2018 pukul 13.00-selesai bertempat di Ruang Rapat 11.3 Patra Jasa Office Tower, Jakarta. The 2017 GMS was held on April 30, 2018 at 13,00-end in Meeting Room 11.3 of Patra Jasa Office Tower, Jakarta.	Hasil RUPS dituangkan dalam Akta RUPS Tahun Buku 2017 PT Pertamina Internasional Eksplorasi dan Produksi Nomor 42 tanggal 30 April 2018. GMS Resolutions are outlined in the Deed of 2017 GMS of PT Pertamina Internasional Eksplorasi dan Produksi No. 42 dated April 30, 2018.

Rekapitulasi Kehadiran pada RUPS Tahun Buku 2017

Rekapitulasi kehadiran Dewan Komisaris dan Direksi pada RUPS Tahun Buku 2017 adalah sebagai berikut:

Attendance Recapitulation at 2017 GMS

Attendance recapitulation of the Board of Commissioners and Board of Directors at the 2017 GMS is as follows:

No.	**Nama** Name	**Jabatan** Position	**Kehadiran** Attendance
1.	Arief Budiman	Komisaris Utama President Commissioner	Hadir Attend
2.	Denie S. Tampubolon	Komisaris Commissioner	Hadir Attend
3.	Satry Nugraha	Komisaris Commissioner	Hadir Attend
4.	Aris Mulya Azof	PTH. Presiden Direktur dan Direktur *Finance* & Commercial Acting President Director and Director Finance & Commercial	Hadir Attend
5.	Djoko Imanhardjo	Direktur Eksplorasi dan Produksi Director Exploration and Production	Hadir Attend

Keputusan dan Realisasi Rups Tahun Buku 2017

Resolutions and Realizations of The 2017 GMS

Agenda Pertama First Agenda	
Penyampaian Laporan Tahunan Tahun Buku 2017	Submission of the 2017 Annual Report
Keputusan: Pemegang Saham menyampaikan dapat menerima pemaparan Laporan Kinerja Direksi dan Pengawasan yang telah dilakukan oleh Dewan Komisaris dan memberikan arahan agar selanjutnya Direksi dapat lebih meningkatkan kegiatan operasional Perusahaan dapat dicapai hasil yang optimal. **Status: Terealisasi**	**Resolutions:** Shareholders convey that they can receive the presentation of the Board of Directors Performance Report and Supervision conducted by the Board of Commissioners and provide direction so that the Board of Directors can further enhance the Company's operational activities. **Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Agenda Kedua Second Agenda	
Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perusahaan disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*Volledi acquit et de-charge*) kepada Direksi dan Dewan Komisaris	Approval of the Annual Report including the Ratification of the Financial Statements of the Company accompanied by the granting of full release and discharge to all obligations (Volledig acquit et de-charge) to the Board of Directors and Board of Commissioners.
Keputusan:	**Resolutions:**
Menyetujui Laporan Tahunan Perusahaan untuk tahun buku 2017 serta mengesahkan Laporan Keuangan Perusahaan untuk tahun buku yang berakhir 31 Desember 2017 beserta penjelasannya yang telah di audit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja sebagaimana termuat dalam Laporan Nomor RPC-5888/PSS/2018 tanggal 09 Maret 2018 dengan pendapat: Wajar dalam semua hal yang material".	Approve the Company's Annual Report for the 2017 fiscal year and ratify the Company's Financial Statements for the fiscal year ended on December 31, 2017 along with their explanations that have been audited by the Public Accounting Firm (KAP) of Purwantono, Sungkoro & Surja as contained in Report No. RPC-5888/PSS/2018 dated March 9, 2018 with the opinion of: Fair in all material aspects".
Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (*volledig acquit et de charge*) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas pengawasan yang dilakukan dalam Tahun Buku yang berakhir 31 Desember 2017 sepanjang: 1. Tindakan tersebut tercermin dalam Laporan Tahunan Perusahaan (termasuk Laporan Keuangan) Tahun Buku yang berakhir 31 Desember 2017. 2. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/ atau perbuatan melawan hukum.	Grant full release and discharge to all obligations (volledig acquit et de charge) to the Board of Directors over the managerial duties and to the Board of Commissioners over the supervisory duties performed during the Fiscal Year ended on December 31, 2017 insofar: 1. Such actions are reflected in the Company's Annual Report (including Financial Statements) of the Fiscal Year ended on December 31, 2017 2. Such actions are not criminal offenses and/or acts against the law.
Status: Terealisasi	**Status: Realized**

Agenda Ketiga Third Agenda	
Usulan Penetapan Penggunaan Laba Tahun Buku 2017	Proposal and Determination of the Use of Profits for Fiscal Year 2017
Keputusan:	**Resolutions:**
Penetapan penggunaan Laba Tahun Berjalan Perusahaan Tahun Buku yang berakhir pada tanggal 31 Desember 2017 sebesar AS$142.728.091 (seratus empat puluh dua juta tujuh ratus dua puluh delapan ribu sembilan puluh satu Dolar Amerika Serikat dengan rincian sebagai berikut: 1. Dividen kepada Pemegang Saham sebesar 0% (nol persen). 2. Sebesar 100% (seratus persen) dari Laba Tahun Berjalan yang diatribusikan kepada Pemilik Entitas Induk adalah sebagai Cadangan.	Approve the use of the Company's Net Profit For The Year for Fiscal Year that ended on December 31, 2017 amounting to US$142,728,091 (one hundred and forty two million seven hundred and twenty eight thousand and ninety one United States Dollars) with the following details: 1. Dividend to Shareholders amounting to 0% (zero percent) 2. 100% (one hundred percent) of the Profit For The Year attributable to Owners of the Parent is as Reserves.
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Agenda Keempat Fourth Agenda	
Usulan Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2018	Proposal of the Appointment of Public Accounting Firm (KAP) for Fiscal Year 2018
Keputusan:	**Resolutions:**
Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris Perusahaan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2018, berikut kewajaran nilai jasanya, sesuai ketentuan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perusahaan sama dengan KAP yang ditunjuk oleh PT Pertamina (Persero).	To authorize and delegate the authorization to the Company's Board of Commissioners to determine Public Accounting Firm (KAP) to audit on the Company's Financial Statements for the fiscal year ended on December 31, 2018 and the fairness of value of its services, in accordance with applicable provisions, with the provisions that the KAP appointed by the Company is the same as the KAP appointed by PT Pertamina (Persero).
Status: Terealisasi	**Status: Realized**
Agenda Kelima Fifth Agenda	
Usulan penetapan penghargaan atas kinerja (tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2017	Proposal and determination of award for Performance (tantiem) to the Board of Directors and Board of Commissioners of Fiscal Year 2017
Keputusan:	**Resolutions:**
Penetapan penghargaan atas kinerja (tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2017 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Determination of award for Performance (tantiem) to the Board of Directors and Board of Commissioners of Fiscal Year 2017 will be determined later and will be held in separate GMS circularly.
Status: Terealisasi	**Status: Realized**
Agenda Keenam Sixth Agenda	
Pengusulan dan penetapan remunerasi Direksi dan Dewan Komisaris Tahun Buku 2018.	Proposal and Determination of Remuneration of the Board of Directors and Board of Commissioners of Fiscal Year 2018.
Keputusan:	**Resolutions:**
Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2018 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Determination of remuneration of the Board of Directors and Board of Commissioners of Fiscal Year 2018 will be determined later and will be held in separate GMS circularly.
Status: Terealisasi	**Status: Realized**

PELAKSANAAN RUPS LUAR BIASA TAHUN 2018 DAN REALISASINYA

Sepanjang tahun 2018, RUPS Luar Biasa dilakukan secara sirkuler. Adapun pelaksanaan RUPS Luar Biasa tahun 2018 adalah sebagai berikut.

2018 EXTRAORDINARY GMS IMPLEMENTATION AND ITS REALIZATION

Throughout 2018, Extraordinary GMS was conducted circularly. Implementation of the 2018 Extraordinary GMS is as follows:

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 10 Januari 2018

Extraordinary GMS Implementation on January 10, 2018

Agenda	
Pemberhentian Anggota Dewan Komisaris	Dismissal of Members of the Board of Commissioners
Keputusan:	**Resolutions:**
1. Memberhentikan dengan hormat Sdr. Jaffe Suardin dari jabatannya sebagai Komisaris Perusahaan. 2. Mengangkat Sdr. Satry Nugraha sebagai Komisaris Perusahaan. Dengan demikian susunan Dewan Komisaris Perusahaan menjadi: • Komisaris Utama : Sdr. Arief Budiman • Komisaris : Sdr. Syamsu Alam • Komisaris : Sdr. Satry Nugraha	1. Respectfully dimiss Mr. Jaffe Suardin from his position as the Company's Commissioner. 2. Appoint Mr. Satry Nugraha as the Company's Commissioner. Thus, the composition of the Company's Board of Commissioners is as follows: • President Commissioner : Mr. Arief Budiman • Commissioner : Mr. Syamsu Alam • Commissioner : Mr. Satry Nugraha
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 5 Februari 2018

Extraordinary GMS Implementation on February 5, 2018

Agenda	
Pergantian Direktur Keuangan dan Komersial	Changes of the Director Finance & Commercial
Keputusan:	**Resolutions:**
1. Memberhentikan dengan hormat Sdr. Huddie Dewanto dari jabatannya sebagai PJ. Direktur Keuangan dan Komersial Perusahaan, dikarenakan yang bersangkutan mutasi ke jabatan lain. 2. Mengangkat Sdr. Aris Mulya Azof sebagai PJ. Direktur Keuangan dan Komersial Perusahaan. Dengan demikian susunan Direksi Perusahaan menjadi: • Presiden Direktur : Sdr. Slamet Riadhy • Direktur : Sdr. Aris Mulya Azof • Direktur : Sdr. Djoko Nugroho Imanhardjo Selanjutnya untuk menetapkan pembagian tugas dan wewenang para anggota Direksi Perusahaan sebagai berikut: • PJ. Presiden Direktur : Sdr. Slamet Riadhy • PJ. Direktur Keuangan dan Komersial : Sdr. Aris Mulya Azof • Direktur Eksplorasi dan Produksi : Sdr. Djoko Nugroho Imanhardjo	1. Respectfully dismiss Mr. Huddie Dewanto from his position as Acting Director Finance and Commercial of the Company, due to mutation to other position. 2. Appoint Mr. Aris Mulya Azof as Acting Director Finance & Commercial of the Company. Thus, the composition of the Company's Board of Directors is as follows: • President Director : Mr. Slamet Riadhy • Director : Mr. Aris Mulya Azof • Director : Mr. Djoko Nugroho Imanhardjo Furthermore, to determine the division of duties and authorities of the members of the Company's Board of Directors is as follows: • Acting President Director : Mr. Slamet Riadhy • Acting Director Finance and Commercial : Mr. Aris Mulya Azof • Director Exploration and Production : Mr. Djoko Nugroho Imanhardjo
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 6 April 2018

Extraordinary GMS Implementation on April 6, 2018

Agenda	
Pembayaran Selisih Pesangon/selisih *Severance Payment* Pekerja.	Payment of Difference in Employee Severance Payment
Keputusan:	**Resolutions:**
Memberlakukan Surat Keputusan Direktur SDM PT Pertamina (Persero) Nomor Kpts-032/K00000/2017-SO tanggal 24 November 2017 di lingkungan Anak Perusahaan/Afiliasi dengan sebaik-baiknya dan melakukan langkah-langkah yang diperlukan agar pelaksanaannya berjalan dengan efektif serta Anak Perusahaan wajib meratifikasi dan memberlakukan ketentuan sebagaimana dimaksud di atas di lingkungan Anak Perusahaannya masing-masing.	Applying the Decree of the Director Human Resources of PT Pertamina (Persero) No. Kpts-032/K00000/2017-SO dated November 24, 2017 in Subsidiaries/Affiliates as well as possible and taking the necessary measures so that the implementation runs effectively and the Subsidiaries are obliged to ratify and enforce the provisions referred to above in the environment of its respective Subsidiries.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 6 April 2018

Extraordinary GMS Implementation on April 6, 2018

Agenda	
Perubahan Anggaran Dasar terkait Perubahan Nama Pemegang Saham	Amendment of Articles of Association related to Changes in Shareholders Names
Keputusan:	**Resolutions:**
Mengakui bahwa PT Pertamina Dana Ventura telah mengubah namanya menjadi PT Pertamina Pedeve Indonesia berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Pertamina Dana Ventura Nomor 5, tanggal 08 Februari 2018 yang dibuat dihadapan Marianne Vincentia Hamdani, Sarjana Hukum, Notaris di Kota Administrasi Jakarta Utara.	Acknowledging that PT Pertamina Dana Ventura has changed its name to PT Pertamina Pedeve Indonesia based on Deed of Statement of Shareholders Decree of PT Pertamina Dana Ventura No. 5 dated February 8, 2018 made before Marianne Vincentia Hamdani, SH. Notary in North Jakarta Administrative City.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 19 April 2018

Extraordinary GMS Implementation on April 19, 2018

Agenda	
Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2017 dan Revisi *Key Performance Indicator* (KPI)/Kesepakatan Kinerja Tahun 2017	Revised 2017 Corporate Work Plan and Budget (RKAP) and Revised 2017 Key Performance Indicator (KPI)/Performance Agreement
Keputusan:	**Resolutions:**
1. Melakukan perubahan (revisi) Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2017 sebagaimana tercantum dalam Keputusan Pemegang Saham secara Sirkuler Perusahaan tanggal 02-06-2017 perihal rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2017.	1. Changed (revised) the 2017 Corporate Work Plan and Budget as stated in the Circular Shareholders Decree of the Company dated June 2, 2017 on the 2017 Corporate Work Plan and Budget.
2. Menyetujui Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2017.	2. Approve the Revised 2017 Corporate Work Plan and Budget.
3. Menyetujui tingkat kesehatan yang merupakan lampiran tidak terpisahkan dari Revisi RKAP Tahun Buku 2017.	3. Approve the soundness level which is an inseparable appendix of the Revised 2017 RKAP.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Agenda	
4. Melakukan Revisi *Key Performance Indicator*/Kesepakatan Kinerja Tahun 2017 sebagaimana tercantum dalam Keputusan Pemegang Saham secara sirkuler tanggal 14 Agustus 2017 perihal *Key Performance Indicator*/Kesepakatan Kinerja Tahun 2017.	4. Revise the 2017 Key Performance Indicator/Performance Agreement as stated in the Circular Shareholders Decree dated August 14, 2017 on the 2017 Key Performance Indicator/ Performance Agreement.
5. Menyetujui Revisi *Key Performance Indicator*/Kesepakatan Kinerja Tahun 2017 yang tidak terpisahkan dari Revisi RKAP Tahun Buku 2017.	5. Approve the Revised 2017 Key Performance Indicator/ Performance Agreement which is inseparable of the Revised 2017 RKAP.
6. Direksi bertanggung jawab terhadap pelaksanaan Revisi RKAP Tahun Buku 2017 dan Dewan Komisaris bertanggung jawab terhadap pengawasan pelaksanaan Revisi RKAP Tahun Buku 2017.	6. The Board of Directors is responsible for the implementation of Revised 2017 RKAP and the Board of Commissioners is responsible for overseeing the implementation of the Revised 2017 RKAP.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 8 Mei 2018

Extraordinary GMS Implementation on April 6, 2018

Agenda	
Penambahan Penyertaan Modal dan Perubahan Anggaran Dasar terkait Penambahan Penyertaan Modal dari PT Pertamina (Persero)	Increase in Capital Participation and Amendment of Articles of Association related to Increase in Capital Participation from PT Pertamina (Persero)
Keputusan:	**Resolutions:**
1. Menyetujui penerimaan dana dari PT Pertamina (Persero) sebesar EUR820.199,719.35 (delapan ratus dua puluh juta seratus sembilan puluh sembilan ribu tujuh ratus sembilan belas koma tiga puluh lima Euro) atau setara AS$881,525,734.42 (delapan ratus delapan puluh satu juta lima ratus dua puluh lima ribu tujuh ratus tiga puluh empat koma empat puluh dua Dolar Amerika Serikat).	1. Approve the receipt of funds from PT Pertamina (Persero) amounting to EUR820,199,719.35 (eight hundred and twenty million one hundred and ninety-nine thousand seven hundred and nineteen Euros and thirty-five cents) or equivalent to US$881,525,734,42 (eight hundred and eighty-one million five hundred and twenty-five thousand seven hundred thirty-four United States Dollars and forty-two cents).
2. Menyetujui jumlah pembayaran pada butir 1 (satu) tersebut di atas dicatatkan berdasarkan Kurs Tengah Transaksi Bank Indonesia pada saat pembayaran.	2. Approve the amount of payment referred to in point 1 (one) above to be recorded based on Middle Rate of Bank Indonesia Transactions at the time of payment.
3. Menyetujui dan menetapkan Perubahan Pasal 4 ayat 2 Anggaran Dasar Perusahaan.	3. Approve and determine Amendment to Article 4 Paragraph 2 of the Company's Articles of Association.
4. Sebagai Akibat penambahan modal Perusahaan di atas susunan kepemilikan saham Perusahaan menjadi sebagai berikut: a. PT Pertamina (Persero), sebesar 99,999998% (sembilan puluh sembilan koma sembilan sembilan sembilan sembilan sembilan delapan persen) atau sejumlah 51.428.226 (lima puluh satu juta empat ratus dua puluh delapan ribu dua ratus dua puluh enam) lembar saham dengan nilai nominal seluruhnya sebesar Rp51.428.226.000.000 (lima puluh satu triliun empat ratus dua puluh delapan miliar dua ratus dua pulum enam juta Rupiah). b. PT Pertamina Pedeve Indonesia, sebesar 0,000002% (nol koma nol nol nol nol nol dua persen) atau sejumlah 1 (satu) lembar saham dengan nilai nominal seluruhnya sebesar Rp1.000.000,- (satu juta Rupiah).	4. As a result of the additional capital of the Company above, the shareholding composition of the Company is as follows: a. PT Pertamina (Persero), amounting to 99.999998% (ninety-nine point nine nine nine nine nine eight percent) or a total of 51,428,226 (fifty-one million four hundred and twenty-eight thousand two hundred and twenty-six) shares with a total nominal value of Rp51,428,226,000,000 (fifty-one trillion four hundred and twenty-eight billion two hundred and twenty-six million Rupiah). b. PT Pertamina Pedeve Indonesia, amounting to 0.000002% (zero point zero zero zero zero zero two percent) or a total of 1 (one) shares with a total nominal value of Rp1,000,000 (one million Rupiah).
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 23 Mei 2018

Extraordinary GMS Implementation on April 19, 2018

Agenda	
Penempatan Wakil Perusahaan sebagai *Board of Director* Maurel & Prom ("M&P").	Placement of Company Representatives as Board of Directors of Maurel & Prom ("M&P").
Keputusan:	**Resolutions:**
Menyetujui penempatan Sdr. Aris Mulya Azof sebagai wakil Perusahaan untuk menjadi calon Board of Director Maurel & Prom ("M&P") untuk jangka waktu 1 (satu) periode masa jabatan.	Approve the placement of Mr. Aris Mulya Azof as Company Representative to be a candidate of the Board of Directors of Maurel & Prom ("M&P") for a period of 1 (one) term of office.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 31 Mei 2018

Extraordinary GMS Implementation on May 31, 2018

Agenda	
Pemberhentian Komisaris Utama	Dismissal of President CommissionerPemberhentian Komisaris Utama
Keputusan:	**Resolutions:**
Memberhentikan dengan hormat Sdr. Arief Budiman dari jabatannya sebagai Komisaris Utama Perusahaan.	Respectfully dimiss Mr. Arief Budiman from his position as the Company's President Commissioner.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 4 Juni 2018

Extraordinary GMS Implementation on June 4, 2018

Agenda	
Pemberhentian Anggota Dewan Komisaris	Dismissal of Members of the Board of Commissioners
Keputusan:	**Resolutions:**
Memberhentikan dengan hormat Sdr. Denie S. Tampubolon dari jabatannya sebagai Komisaris Perusahaan, dengan alasan yang bersangkutan diangkat sebagai Presiden Direktur Perusahaan. Dengan demikian susunan Dewan Komisaris Perusahaan menjadi: • Komisaris Utama : Vacant • Komisaris : Sdr. Satry Nugraha	Respectfully dismiss Mr. Denie S. Tampubolon from his position as the Company's Commissioner due to his appointment as the Company's President Director. Thus, the composition of the Company's Board of Commissioners is as follows: • President Commissioner : Vacant • Commissioner : Mr. Satry Nugraha
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 29 Juni 2018

Extraordinary GMS Implementation on June 29, 2018

Agenda	
Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2018 dan *Key Performance Indicator* (KPI)/Kesepakatan Kinerja Tahun 2018	2018 Corporate Work Plan and Budget (RKAP) and 2018 Key Performance Indicator (KPI)/Performance Agreement
Keputusan:	**Resolutions:**
1. Menetapkan dan mengesahkan Rencana Kerja Anggaran Perusahaan (RKAP) Tahun Buku 2018 sebagaimana dimaksud dalam lampiran yang tidak terpisahkan dari Keputusan Pemegang Saham secara Sirkuler.	1. Determine and ratify the 2018 Corporate Work Plan and Budget (RKAP) as referred to in the appendix which is inseparable of the Circular Shareholders Decree.
2. Menyetujui tingkat kesehatan yang merupakan lampiran tidak terpisahkan dari Revisi RKAP Tahun Buku 2018.	2. Approve the soundness level whish is an inseparable appendix of the Revised 2018 RKAP.
3. Menyetujui *Key Performance Indicator* (KPI)/kesepakatan Kinerja Perusahaan Tahun 2018 sebagaimana terlampir dan menjadi bagian yang tidak terpisahkan dari RKAP 2018.	3. Approve the 2018 Key Performance Indicator (KPI)/Performance Agreement of the Company as attached and became and inseparable part of the 2018 RKAP.
4. Direksi bertanggung jawab terhadap pelaksanaan RKAP Tahun Buku 2018 dan Dewan Komisaris bertanggung jawab terhadap pengawasan pelaksanaan RKAP Tahun Buku 2019.	4. The Board of Directors is responsible for the implementation of the 2018 RKAP and the Board of Commissioners is responsible for overseeing the implementation of the 2018 RKAP.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 29 Juni 2018

Extraordinary GMS Implementation on June 29, 2018

Agenda	
Penempatan Wakil Perusahaan sebagai Direktur di PMEP	Placement of Company Representatives as Director at PMEP
Keputusan:	**Resolutions:**
Menyetujui penempatan Sdr. Indri Doria sebagai wakil Perusahaan untuk menjadi calon Director PT Malaysia Eksplorasi Produksi (PMEP) untuk jangka waktu 1 (satu) periode masa jabatan.	Approve the placement of Mr. Indri Doria as Company Representative to become a candidate for Director PT Malaysia Eksplorasi Produksi (PMEP) for a period of 1 (one) term of office.
Status: Terealisasi	**Status: Realized**

Pelaksanaan RUPS Luar Biasa Tanggal 3 Agustus 2018

Extraordinary GMS Implementation on August 3, 2018

Agenda	
Penetapan penghasilan Direksi dan Dewan Komisaris	Determination of Income for the Board of Directors and Board of Commissioners
Keputusan:	**Resolutions:**
Menetapkan penghasilan bagi Direksi dan Dewan Komisaris.	Determination of Income for the Board of Directors and Board of Commissioners.
Status: Terealisasi	**Status: Realized**

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Pelaksanaan RUPS Luar Biasa Tanggal 31 Agustus 2018

Extraordinary GMS Implementation on August 3, 2018

Agenda	
Pengangkatan Dewan Komisaris (Komisaris Utama dan Anggota Dewan Komisaris)	Determination of Income for the Board of Directors and Board of Commissioners
Keputusan:	**Resolutions:**
Mengangkat: • Sdr. Heru Setiawan sebagai Komisaris Utama Perusahaan. • Sdr. Tanudji D. sebagai Komisaris Perusahaan. • Sdr. Charles P. Siallagan sebagai Komisaris Perusahaan. Dengan demikian susunan Dewan Komisaris Perusahaan menjadi: Komisaris Utama : Sdr. Heru Setiawan Komisaris : Sdr. Tanudji D. Komisaris : Sdr. Charles P. Siallagan Komisaris : Sdr. Satry Nugraha	**Appoint:** • Mr. Heru Setiawan as the Company's President Commissioner. • Mr. Tanudji D. as the Company's Commissioner. • Mr. Charles P. Siallagan as the Company's Commissioner. Thus, the composition of the Company's Board of Commissioners is as follows: President Commissioner : Mr. Heru Setiawan Commissioner : Mr. Tanudji D. Commissioner : Mr. Charles P. Siallagan Commissioner : Mr. Satry Nugraha
Status: Terealisasi	**Status: Realized**

DEWAN KOMISARIS

Dewan Komisaris merupakan salah satu organ Perusahaan yang berfungsi untuk melakukan pengawasan secara umum dan/atau khusus sesuai Anggaran Dasar serta memberikan nasihat kepada Direksi dalam menjalankan kepengurusan Perusahaan. Dewan Komisaris juga memiliki tugas untuk melakukan pemantauan terhadap efektivitas praktik GCG yang diterapkan Perusahaan.

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Berdasarkan Anggaran Dasar, Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perusahaan maupun usaha Perusahaan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP serta ketentuan Anggaran Dasar dan keputusan RUPS serta peraturan perundang-undangan yang berlaku untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.

BOARD OF COMMISSIONERS

Board of Commissioners is one of the Company organs which functions are to carry out general and/or specific supervision in accordance with the Articles of Association and to provide advices to the Board of Directors in running the management of the Company. The Board of Commissioners also has the duty to monitor the effectiveness of GCG practices implemented by the Company.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

Based on the Articles of Association, the Board of Commissioners is tasked to carry out supervision towards the management policies, the general management both for the Company or its businesses carried out by the Board of Directors and to provide advices to the Board of Directors including supervision towards the implementation of the Company's Long-Term Plan (RJPP), Corporate Work Plan and Budget (RKAP), provisions of the Articles of Association and the GMS resolutions as well as the statutory regulations applied to the interests of the Company and in accordance with the aims and objectives of the Company.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Sedangkan untuk tanggung jawab Dewan Komisaris, yaitu:

1. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya.

2. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian sebagaimana dimaksud pada angka 1 (satu) apabila dapat membuktikan:
   a. Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.
   b. Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian.
   c. Telah memberikan nasihat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian tersebut.

HAK DAN WEWENANG DEWAN KOMISARIS

Hak dan wewenang Dewan Komisaris sebagaimana tercantum dalam Anggaran Dasar Perusahaan sebagai berikut:

1. Dewan Komisaris berwenang untuk melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perusahaan.
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan.
3. Meminta Penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan.
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi.
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris.

While for the responsibilities of the Board of Commissioners are as follows:

1. Each member of the Board of Commissioners is personally responsible for the Company's loss if the person concerned is guilty or negligent in carrying out his duties.

2. Members of the Board of Commissioners cannot be held responsible for losses as referred to in number 1 if they can prove:
   a. Have conducted supervision in good intention and prudence for the interests of the Company and in accordance with the aims and objectives of the Company.
   b. Do not have personal interests either directly or indirectly for the management actions of the Board of Directors which results in losses.
   c. Have provided advices to the Board of Directors to prevent losses from arising or continuing.

RIGHTS AND AUTHORITIES OF THE BOARD OF COMMISSIONERS

Rights and authorities of the Board of Commissioners as stated in the Company's Articles of Association are as follows:

1. The Board of Commissioners has the authority to look at books, letters and other documents, examine cash and other securities for verification purposes and examine the Company's assets.
2. Entering the yards, buildings and offices used by the Company.
3. Request an explanation from the Board of Directors and/or other officials regarding any issues related to the management of the Company.
4. Know all policies and actions that have been and will be carried out by the Board of Directors.
5. Request the Board of Directors and/or other officials below the Board of Directors with their knowing to attend the Board of Commissioners meetings.

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6. Mengangkat sekretaris Dewan Komisaris, jika dianggap perlu.
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Undang-Undang Perseroan Terbatas.
8. Membentuk komite-komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan.
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu.
10. Melakukan tindakan pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar.
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan.
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

6. Appoint Secretary to the Board of Commissioners, if deemed necessary.
7. Temporarily dismiss members of the Board of Directors in accordance with the provisions of the Limited Liability Company Law.
8. Establish other committees besides the Audit Committee, if deemed neceessary by taking into account the ability of the Company.
9. Use experts for certain matters and within a certain period at the expense of the Company, if deemed necessary.
10. Perform management measures of the Company in certain circumstances for a certain period in accordance with the provisions of the Articles of Association.
11. Attend Board of Directors meetings and provide views on matters discussed.
12. Carry out other supervisory authorities as long as they do not conflict with the statutory regulations, Articles of Association, and/other GMS resolutions.

KEPUTUSAN YANG PERLU MENDAPAT PERSETUJUAN DEWAN KOMISARIS

Keputusan yang perlu mendapatkan persetujuan Dewan Komisaris yaitu:

1. Menerima pinjaman jangka pendek, kecuali pinjaman dari pemegang saham mayoritas.
2. Memberikan pinjaman jangka pendek.
3. Mengagunkan aktiva tetap yang diperlukan dalam melaksanakan penarikan kredit jangka pendek.
4. Melepaskan dan menghapuskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun.
5. Menghapuskan dari pembukuan terhadap piutang macet dan persediaan barang mati.
6. Mengadakan kerjasama lisensi, kontrak manajemen, menyewakan aset, kerja sama operasi dan perjanjian

DECISIONS REQUIRED THE APPROVAL OF THE BOARD OF COMMISSIONERS

Decisions which require the approval of the Board of Commissioners are:

1. Receive short-term loans, except loans from majority shareholders.
2. Provide short-term loans.
3. To place fixed assets required in carrying out short-term credit withdrawals.
4. Release and write-off movable fixed assets with an economic age that is normally applicable in the industry which is in general up to 5 (five) years.
5. Write-off from bookkeeping any uncollectible accounts and dead inventories.
6. Enter into licensing cooperation, management contracts, leasing of assets, operating cooperation and other

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kerja sama lainnya yang dalam bidang usaha Perusahaan sebagaimana ketentuan Pasal 3 Anggaran Dasar yang melebihi nilai tertentu yang ditetapkan oleh Dewan Komisaris.

7. Mengadakan kerjasama lisensi, kontrak manajemen, menyewakan aset, kerja sama operasi, dan kerja sama lainnya yang tidak dalam bidang usaha Perusahaan sebagaimana ketentuan Pasal 3 Anggaran Dasar untuk jangka waktu tidak lebih dari 1 (satu) tahun atau yang melebihi nilai tertentu yang ditetapkan oleh Dewan Komisaris.
8. Menetapkan dan menyesuaikan struktur organisasi sampai dengan 1 (satu) tingkat di bawah Direksi.
9. Menerima pinjaman jangka pendek dengan jumlah tertentu sama dengan atau di atas batasan nilai:
   (i) sama dengan atau lebih dari 2.5% dari *revenue* Perusahaan;
   (ii) sama dengan atau lebih dari 5% dari *total equity*;

   dan pinjaman jangka menengah/panjang dari Bank atau lembaga keuangan lain.
10. Memberikan pinjaman jangka pendek dengan jumlah tertentu sama dengan atau di atas batasan nilai:
    (i) sama dengan atau lebih dari 2.5% dari *revenue* Perusahaan;
    (ii) sama dengan atau lebih dari 5% dari *total equity*.
11. Memberikan pinjaman jangka menengah/panjang.
12. Mengagunkan aktiva tetap yang diperlukan dalam melaksanakan penerimaan pinjaman dengan jumlah tertentu sama dengan atau di atas batasan nilai:
    (i) sama dengan atau lebih dari 2.5% dari *revenue* Perusahaan;
    (ii) sama dengan atau lebih dari 5% dari *total equity*.
13. Melepaskan dan menghapuskan aktiva tetap bergerak Perusahaan dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya lebih dari 5 (lima) tahun.

cooperation agreements in the Company's line of business as stipulated in the Article 3 of the Articles of Association which exceeds certain values determined by the Board of Commissioners.

7. Enter into licensing cooperation, management contracts, leasing of assets, operating cooperation and other cooperation that are not in the Company's line of businesses as stipulated in the Article 3 of the Articles of Association for a period of not more than 1 (one) year or which exceeds certain values determined by the Board of Commissioners.
8. Determine and adjust the organizational structure up to 1 (one) level below the Board of Directors.
9. Receive short-term loans of a certain amount or equal to or exceed the value limit:
   (i). equal to or more than 2.5% of the Company's revenues;
   (ii). equal to or more than 5% of total equity;

   and medium/long-term loans from Banks or other financial institutions.
10. Provide short-term loans of a certain amount or equal to or exceed the value limit:
    (i). equal to or more than 2.5% of the Company's revenues;
    (ii). equal to or more than 5% of total equity;
11. Provide medium/long-term loans.
12. Placing fixed assets required in carrying out loan receipts of a certain amount or equal to or exceed the value limit:
    (i). equal to or more than 2.5% of the Company's revenues;
    (ii). equal to or more than 5% of total equity;
13. Release and write-off movable fixed assets of the Company with an economic age that is normally applicable in the industry which is in general more than 5 (five) years.

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14. Melepaskan dan/atau menghapuskan aktiva tetap tidak bergerak.
15. Menghapuskan dari pembukuan piutang macet dan barang mati dengan jumlah tertentu sama dengan atau di atas batasan nilai:
    (i) sama dengan atau lebih dari 2.5% dari *revenue* Perusahaan;
    (ii) sama dengan atau lebih dari 5% dari total *equity*.
16. Mengadakan kerjasama lisensi, kontrak manajemen, menyewakan aset, kerja sama operasi dan perjanjian kerja sama lainnya yang tidak dalam bidang usaha Perusahaan sebagaimana ketentuan Pasal 3 Anggaran Dasar untuk jangka waktu lebih dari 1 (satu) tahun atau yang sama dengan atau melebihi nilai:
    (i) sama dengan atau lebih dari 2.5% dari *revenue* Perusahaan;
    (ii) sama dengan atau lebih dari 5% dari *total equity*.
17. Mengadakan kerja sama Bangun Guna Serah (*Build Own Transfer*/BOT), Bangun Guna Milik (*Build Own Operate*/BOO) atau Bangun Sewa Serah (*Build Rent Transfer*/BRT).
18. Melakukan penyertaan modal Perusahaan dalam badan usaha lainnya.
19. Melepaskan baik sebagian atau seluruhnya penyertaan modal Perusahaan dalam badan usaha lainnya.
20. Mengambil atau melepaskan bagian, baik sebagian atau seluruhnya, *participating interest* pada Wilayah Kerja minyak dan gas bumi di luar negeri.
21. Mendirikan anak Perusahaan dan/atau Perusahaan patungan.
22. Melakukan penggabungan, peleburan, pengambilalihan, pemisahan, dan pembubaran anak Perusahaan atau Perusahaan patungan.
23. Mengikat Perusahaan sebagai penjamin (*borg* atau *avalist*).

14. Release and/or write-off immovable fixed assets.
15. Write-off from bookkeeping any uncollectible accounts and dead inventories with a certain amount or equal to or exceed the value limit:
    (i). equal to or more than 2.5% of the Company's revenues;
    (ii). equal to or more than 5% of total equity;
16. Enter into licensing cooperation, management contracts, leasing of assets, operating cooperation and other cooperation that are not in the Company's line of businesses as stipulated in the Article 3 of the Articles of Association for a period of more than 1 (one) year or equal to or exceed the value of:
    (i). equal to or more than 2.5% of the Company's revenues;
    (ii). equal to or more than 5% of total equity;
17. Enter into cooperation of Build Own Transfer (BOT), Build Own Operate (BOO) or Build Rent Transfer (BRT).
18. Carry out capital participation of the Company in other business entities.
19. Release either part or all of the Company's capital participation in other business entities.
20. Take or release parts, whether in part or in whole, participating interest in oil and gas Working Areas in overseas.
21. Establish subsidiaries and/or joint venture companies.
22. Carry out merger, consolidation, acquisition, separation, divestment of subsidiaries or joint venture companies.
23. Bind the Company as a borg or avalist.

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24. Menempatkan wakil Perusahaan untuk menjadi calon anggota Direksi dan Dewan Komisaris di anak Perusahaan atau Perusahaan patungan.
25. Tindakan-tindakan sebagaimana dimaksud Pasal 12 ayat 6 (kecuali ayat 6 huruf h) yang mempunyai akibat keuangan bagi Perusahaan yang memenuhi salah satu dari dua hal berikut mana yang lebih kecil:
    (i) sama dengan atau lebih dari 2.5% dari *revenue* Perusahaan;
    (ii) sama dengan atau lebih dari 5% dari *total equity*.

MASA JABATAN DEWAN KOMISARIS

Masa jabatan Dewan Komisaris telah diatur dalam Anggaran Dasar Perusahaan yakni Masa jabatan anggota Dewan Komisaris ditetapkan 3 (tiga) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan.

KRITERIA ANGGOTA DEWAN KOMISARIS

PIEP menyadari bahwa Pemegang Saham melalui RUPS memiliki kewenangan penuh untuk mengangkat Dewan Komisaris. Namun demikian, untuk menjamin Dewan Komisaris yang memiliki kinerja sesuai harapan Pemegang Saham dan kebutuhan Perusahaan, maka Perusahaan perlu menetapkan kebijakan tentang persyaratan anggota Dewan Komisaris yang sesuai kebutuhan.

Persyaratan untuk menjadi anggota Dewan Komisaris mencakup persyaratan formal yang merupakan persyaratan dasar yang ditetapkan oleh Anggaran Dasar dan peraturan perundang-undangan yang berlaku dan persyaratan lainnya yang merupakan persyaratan yang disesuaikan dengan kebutuhan dan sifat bisnis Perusahaan, yaitu:

1. Persyaratan Formal

   Yang dapat diangkat menjadi anggota Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:

24. To place Company representatives to become candidates for members of the Board of Directors and Board of Commissioners in subsidiaries or joint venture companies.
25. Measures referred to in Article 12 paragraph 6 (except paragraph 6 letter h) which have financial consequences for the Company which fulfill one of the following two things that are smaller:
    (i). equal to or more than 2.5% of the Company's revenues;
    (ii). equal to or more than 5% of total equity;

TERM OF OFFICE OF THE BOARD OF COMMISSIONERS

The term of office of the Board of Commissioners has been stipulated in the Company's Articles of Association, namely the Term of Office of members of the Board of Commissioners is set to be 3 (three) yeas and can be reappointed for 1 (one) term of office.

CRITERIA FOR MEMBERS OF THE BOARD OF COMMISSIONERS

PIEP realizes that Shareholders through the GMS have full authority to appoint the Board of Commissioners. However, to ensure that the Performance of the Board of Commissioners is in line with the expectations of the Shareholders and the needs of the Company, the Company needs to establish policies regarding the requirements of members of the Board of Commissioners as needed.

Requirements to become members of the Board of Commissioners include formal requirements which are the basic requirements stipulated by the Articles of Association and applicable statutory regulations and other requirements that are requirements adjusted to the needs and nature of the Company's business, namely:

1. Formal Requirements

   Those who can be appointed as members of the Board of Commissioners are individuals who are capable of carrying out legal actions, except within 5 (five) years before their appointment:

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a. Dinyatakan pailit.

b. Menjadi anggota Direksi atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Perusahaan atau Perum dinyatakan pailit.

c. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.

2. Persyaratan lain sebagaimana ditentukan oleh Anggaran Dasar dan peraturan perundang-undangan.

3. Pemenuhan persyaratan sebagaimana dimaksud pada angka 1 dan 2 dibuktikan dengan surat yang disimpan oleh Perusahaan.

a. Declared bankrupt.

b. Became members of the Board of Directors or members of the Board of Commissioners who were found guilty of causing a company or public company to be declared bankrupt.

c. Convicted of a criminal offense that is detrimental to the state's finances and/or related to the financial sector.

2. Other requirements as determined by the Articles of Association and statutory regulations.

3. Compliance with the requirements referred to in numbers 1 and 2 is proven by a letter held by the Company.

PROSES NOMINASI DAN PEMILIHAN DEWAN KOMISARIS

Berdasarkan Anggaran Dasar PIEP Pasal 15 ayat 7 bahwa anggota Dewan Komisaris diangkat dari calon-calon yang diusulkan para pemegang saham dan pencalonan tersebut mengikat bagi RUPS.

NOMINATION AND ELECTION PROCESSES OF THE BOARD OF COMMISSIONERS

Based on Article 15 paragraph 7 of PIEP's Articles of Association that members of the Board of Commissioners are appointed from candidates proposed by the shareholders and the nomination is binding for the GMS.

BOARD MANUAL-DEWAN KOMISARIS

Secara lebih rinci, pedoman dan tata tertib kerja Dewan Komisaris diatur dalam *Board Manual* yang disahkan oleh seluruh Dewan Komisaris dan Direksi pada tanggal 1 Juli 2016. *Board Manual* bagian Dewan Komisaris mengatur tentang petunjuk tata laksana kerja Dewan Komisaris dan menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, serta dapat menjadi acuan bagi Dewan Komisaris dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi Perusahaan.

Adapun isi dari *Board Manual*-Dewan Komisaris dijelaskan secara khusus dalam Bab III, yang mencakup:

1. Fungsi Dewan Komisaris
2. Persyaratan, Komposisi dan Masa Jabatan Dewan Komisaris

BOARD MANUAL-BOARD OF COMISSIONERS

In more detail, the work guidelines and rules of the Board of Commissioners are regulated in the Board Manual which was ratified by all members of the Board of Commissioners and Board of Directors on July 1, 2016. Board Manual for the Board of Commissioners regulates the guidelines for the work procedures of the Board of Commissioners and explains the stages of activities in a structured, systematic manner, easy to understand and can be run consistently and can be a reference for the Board of Commissioners in carrying out their respective duties to achieve the Company's vision and mission.

The contents of the Board Manual-Board of Commissioners are specifically described in Chapter III, which include:

1. Functions of the Board of Commissioners
2. Requirements, Composition and Term of Office of the Board of Commissioners.

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3. Program Pengenalan dan Peningkatan Kapabilitas
4. Etika Jabatan Dewan Komisaris
5. Tugas dan Kewajiban Dewan Komisaris
6. Tanggung Jawab Dewan Komisaris
7. Wewenang Dewan Komisaris
8. Hak Dewan Komisaris
9. Rapat Dewan Komisaris
10. Evaluasi Kinerja Dewan Komisaris
11. Organ Pendukung Dewan Komisaris
12. Hubungan Kerja antara Dewan Komisaris dengan Direksi

KOMPOSISI DAN DASAR PENGANGKATAN DEWAN KOMISARIS

Komposisi Dewan Komisaris terdiri dari 1 (satu) orang anggota atau lebih, apabila terdapat lebih dari 1 (satu) orang anggota maka seorang diantaranya diangkat sebagai Komisaris Utama. Jumlah anggota Dewan Komisaris maksimal sama dengan jumlah anggota Direksi. Pengangkatan dan pemberhentian Dewan Komisaris dilakukan oleh RUPS.

Selama tahun 2019, Komposisi anggota Dewan Komisaris Perusahaan mengalami beberapa kali perubahan sebagaimana penjelasan berikut.

Komposisi dan Dasar Pengangkatan Dewan Komisaris Periode 1 Januari-27 Agustus 2019

Komposisi Dewan Komisaris periode 1 Januari-27 Agustus 2019 sebanyak 4 (empat) orang yang terdiri dari 1 (satu) orang Komisaris Utama dan 3 (tiga) orang Komisaris. Seluruh anggota Dewan Komisaris berdomisili di wilayah kerja Kantor Pusat PIEP. Komposisi dan dasar pengangkatan Dewan Komisaris dapat dilihat pada tabel di bawah ini.

3. Orientation Program and Capabilities Improvement
4. Board of Commissioners Ethics.
5. Duties and Obligations of the Board of Commissioners.
6. Responsibilities of the Board of Commissioners.
7. Authorities of the Board of Commissioners.
8. Rights of the Board of Commissioners.
9. Board of Commissioners Meetings.
10. Performance Evaluation of the Board of Commissioners.
11. Supporting Organs of the Board of Commissioners.
12. Working Relationships between the Board of Commissioners and the Board of Directors.

COMPOSITION AND BASIS OF APPOINTMENT OF THE BOARD OF COMMISSIONERS

Composition of the Board of Commissioners consists of 1 (one) member or more, if there are more than 1 (one) members, then one of them is appointed as President Commissioner. The maximum number of members of the Board of Commissioners is the same as the number of members of the Board of Directors. The appointment and dismissal of the Board of Commissioners are carried out by the GMS.

Throughout 2019, the composition of the Board of Commissioners underwent several changes as explained below.

Composition and Basis of Appointment of The Board of Commissioners for The Period of January 1-August 27, 2019

The composition of the Board of Commissioners for the period of January 1-August 27, 2019 was 4 (four) members consisting of 1 (one) President Commissioner and 3 (three) Commissioners. All members of the Board of Commissioners are domiciled in the work area of the PIEP Head Office. The composition and basis of appointment of the Board of Commissioners can be seen in the table below.

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Nama Name	**Jabatan** Position	**Pelaksana Uji Kemampuan dan Kepatutan** Fit and Proper Test Executor	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Heru Setiawan	Komisaris Utama President Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS on August 31, 2018	31 Agustus 2018 August 31, 2018
Tanudji Darmasakti	Komisaris Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS on August 31, 2018	31 Agustus 2018 August 31, 2018
Charles P. Siallagan	Komisaris Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS on August 31, 2018	31 Agustus 2018 August 31, 2018
Satry Nugraha	Komisaris Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 10 Januari 2018 RUPS Sirkuler tanggal 10 Januari 2018	10 Januari 2018 January 10, 2018

Komposisi dan Dasar Pengangkatan Dewan Komisaris Periode 27 Agustus 2019-1 November 2019

Melalui RUPS Sirkuler tanggal 27 Agustus 2019, RUPS memutuskan memberhentikan Bapak Satry Nugraha dan mengangkat Bapak Harya Adityawarman sebagai Komisaris Perusahaan. Sehingga komposisi Dewan Komisaris periode 27 Agustus-1 November 2019 sebanyak 4 (empat) orang yang terdiri dari 1 (satu) orang Komisaris Utama dan 3 (tiga) orang Komisaris. Seluruh anggota Dewan Komisaris berdomisili di wilayah kerja Kantor Pusat PIEP. Komposisi dan dasar pengangkatan Dewan Komisaris dapat dilihat pada tabel di bawah ini.

Composition and Basis Of Appointment of The Board of Commissioners for The Period Of August 27, 2019-November 1, 2019

Through Circular GMS on August 27, 2019, the GMS decided to dismiss Mr. Satry Nugraha and appoint Mr. Harya Adityawarman as the Company's Commissioner. Thus, the composition of the Board of Commissioners for the period of August 27-November 1, 2019 was 4 (four) members consisting of 1 (one) President Commissioner and 3 (three) Commissioners. All members of the Board of Commissioners are domiciled in the work area of the PIEP Head Office. The composition and basis of appointment of the Board of Commissioners can be seen in the table below.

Nama Name	**Jabatan** Position	**Pelaksana Uji Kemampuan dan Kepatutan** Fit and Proper Test Executor	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Heru Setiawan	Komisaris Utama President Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS on August 31, 2018	31 Agustus 2018 August 31, 2018
Tanudji Darmasakti	Komisaris Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS on August 31, 2018	31 Agustus 2018 August 31, 2018
Charles P. Siallagan	Komisaris Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS on August 31, 2018	31 Agustus 2018 August 31, 2018
Harya Adityawarman	Komisaris Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 27 Agustus 2019 Circular GMS on August 27, 2018	27 Agustus 2019 August 27, 2019

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Komposisi dan Dasar Pengangkatan Dewan Komisaris Periode 1 November-31 Desember 2019

Berdasarkan RUPS Sirkuler tanggal 1 November 2019, RUPS memutuskan memberhentikan Bapak Tanudji Darmasakti dan Bapak Charles P. Siallagan serta mengangkat Bapak Jumali sebagai Komisaris Perusahaan. Sehingga komposisi Dewan Komisaris periode 1 November-31 Desember 2019 sebanyak 3 (tiga) orang yang terdiri dari 1 (satu) orang Komisaris Utama dan 2 (dua) orang Komisaris. Seluruh anggota Dewan Komisaris berdomisili di wilayah kerja Kantor Pusat PIEP. Komposisi dan dasar pengangkatan Dewan Komisaris dapat dilihat pada tabel di bawah ini.

Composition and Basis of Appointment of The Board of Commissioners for The Period of August 27, 2019-December 31, 2019

Based on the Circular GMS on November 1, 2019, the GMS decided to dismiss Mr. Tanudji Darmasakti and Mr. Charles P. Siallagan and appoint Mr. Jumali as the Company's Commissioner. Thus, the composition of the Board of Commissioners for the period of November 1-December 31, 2019 was 3 (three) members consisting of 1 (one) President Commissioner and 2 (two) Commissioners. All members of the Board of Commissioners are domiciled in the work area of the PIEP Head Office. The composition and basis of appointment of the Board of Commissioners can be seen in the table below.

Nama Name	**Jabatan** Position	**Pelaksana Uji Kemampuan dan Kepatutan** Fit and Proper Test Executor	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Heru Setiawan	Komisaris Utama President Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 31 Agustus 2018 Circular GMS on August 31, 2018	31 Agustus 2018 August 31, 2018
Jumali	Komisaris Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 1 November 2019 Circular GMS on November 1, 2018	1 November 2019 November 1, 2018
Harya Adityawarman	Komisaris Commissioner	PT Pertamina (Persero)	RUPS Sirkuler tanggal 27 Agustus 2019 Circular GMS on August 27, 2018	27 Agustus 2019 August 27, 2019

PROGRAM ORIENTASI BAGI KOMISARIS BARU

Program pengenalan bagi anggota Dewan Komisaris yang baru diberikan oleh Perusahan karena latar belakang anggota Dewan Komisaris yang merupakan representasi dari beberapa Pemegang Saham. Tujuan program pengenalan adalah agar para anggota Dewan Komisaris dapat saling mengenal dan menjalin kerjasama sebagai satu tim yang solid, komprehensif, dan efektif. Ketentuan tentang program pengenalan meliputi hal-hal sebagai berikut:

1. Untuk anggota Dewan Komisaris yang baru diangkat, wajib diberikan program pengenalan mengenai kondisi Perusahaan secara umum.
2. Penanggung jawab program pengenalan adalah Sekretaris Perusahaan atau pejabat yang menjalankan fungsi sebagai Sekretaris Perusahaan.

ORIENTATION PROGRAM FOR NEW COMMISSIONERS

The orientation program for new members of the Board of Commissioners is provided by the Company because of the background of the members of the Board of Commissioners who are representatives of several Shareholders. The objective of the orientation program is so that the members of the Board of Commissioners can get to know each other and establish cooperation as a solid, comprehensive and effective team. Provisions regarding the orientation program include the following matters:

1. For newly appointed members of the Board of Commissioners must be given an orientation program regarding the general conditions of the Company.
2. The person in charge of the orientation program is the Corporate Secretary or official who functions as the Corporate Secretary.

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3. Program pengenalan meliputi:
   a. Pelaksanaan prinsip-prinsip GCG di Perusahaan.
   b. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal lain yang tidak diperbolehkan.
   c. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, risiko, pengendalian internal, dan masalah-masalah strategis lainnya.
   d. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, serta Komite Audit.
4. Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perusahaan, kunjungan ke kantor-kantor cabang, pengkajian dokumen Perusahaan atau program lainnya yang dianggap sesuai dengan kebutuhan.
5. Penyelenggaraan program pengenalan wajib terdokumentasi termasuk pencatatan tingkat kehadiran/keaktifan anggota Dewan Komisaris dalam mengikuti program tersebut. Pendokumentasian atas penyelenggaraan program pengenalan Dewan Komisaris dilakukan oleh Sekretaris Perusahaan.

   Selama Tahun 2019, ada 2 (dua) kali program pengenalan PIEP terhadap Komisaris Baru yaitu:

   1. Bapak Harya Adityawarman pada tanggal 10 September 2019 di Kantor PIEP.
   2. Bapak Jumali pada tanggal 15 November 2019 di Kantor PIEP.

PEMBIDANGAN TUGAS PENGAWASAN DEWAN KOMISARIS

Adapun pembidangan tugas pengawasan Dewan Komisaris sebagai berikut.

3. Orientation program includes:
   a. Implementation of GCG principles in the Company.
   b. Information regarding the duties and responsibilities of the Board of Commissioners and Board of Directors as well as other matters that are not allowed.
   c. Description of the Company related to objectives, nature, and scope of activities, financial and operating Performance, strategies, short-term and long-term business plans, risks, internal controls, and other strategic issues.
   d. Information related to delegated authorities, internal and external audit, internal control systems and policies and the Audit Committee.
4. Orientation program can be in the form of presentation, meetings, visits to the Company's facilities, visits to branch offices, reviewing the Company's documents or other programs deemed appropriate to the needs.
5. The implementation of orientation program must be documented including the record of attendance/activeness level of members of the Board of Commissioners who participate in the program. Documentation of the implementation of the Board of Commissioners orientation program is carried out by the Corporate Secretary.

   Throughout 2019, there were 2 (two) orientation programs of PIEP towards New Commissioners, namely:

   1. Mr. Harya Adityawarman on September 10, 2019 at PIEP Office.
   2. Mr. Jumali on November 15, 2019 at PIEP Office.

DIVISION OF SUPERVISORY DUTIES OF THE BOARD OF COMMISSIONERS

The division of supervisory duties of the Board of Commissioners is as follows:

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Tabel Pembidangan Tugas Dewan Komisaris
Table Division of Duties of the Board of Commissioners

Nama Name	**Jabatan** Position	**Bidang Tugas** Field of Duties	
Heru Setiawan	Komisaris Utama President Commissioner	Bertugas untuk memimpin dan mengkoordinasikan tugas-tugas Dewan Komisaris.	Served to lead and coordinate the duties of the Board of Commissioners
Satry Nugraha*	Komisaris Commissioner	Bertugas untuk mengawasi kegiatan manajemen dalam bidang eksplorasi, HSSE, legal dan relation, dan human resources.	Served to oversee management activities in the fields of exploration, HSSE, legal and relations, and human resources.
Harya Adityawarman**	Komisaris Commissioner	Bertugas untuk mengawasi kegiatan manajemen dalam bidang operasi, eksplorasi dan produksi, HSSE, manajemen risiko, legal dan relation, corporate planning dan business improvement, dan human resources serta menjadi Ketua Komite Pemantau Manajemen Risiko.	Served to oversee management activities in the fields of operations, exploration and production, HSSE, risk management, legal and relations, corporate planning and business improvement, and human resources as well as becoming the Chairman of the Risk Management Monitoring Committee.
Tanudji Darmasakti***	Komisaris Commissioner	Bertugas untuk mengawasi kegiatan manajemen dalam bidang keuangan, komersial, compliance, internal audit serta menjadi Ketua Komite Audit.	Served to oversee management activities in the fields of finance, commercial, compliance, internal audit and becoming the Chairman of the Audit Committee.
Charles P. Siallagan***	Komisaris Commissioner	Bertugas untuk mengawasi kegiatan manajemen dalam bidang operasi, produksi, manajemen risiko, corporate planning dan business improvement, serta menjadi Ketua Komite Pemantau Manajemen Risiko.	Served to oversee management activities in the fields of operations, production, risk management, corporate planning and business improvement and becoming the Chairman of the Risk Management Monitoring Committee.
Jumali****	Komisaris Commissioner	Bertugas untuk mengawasi kegiatan manajemen dalam bidang keuangan, komersial, compliance, internal audit serta menjadi Ketua Komite Audit.	Served to oversee management activities in the fields of finance, commercial, compliance, internal audit and becoming the Chairman of the Audit Committee.

*Berhenti menjabat sejak tanggal 27 Agustus 2019
**Mulai menjabat sejak tanggal 27 Agustus 2019
***Berhenti menjabat sejak tanggal 1 November 2019
****Mulai menjabat sejak tanggal 1 November 2019

*Stop serving since August 27, 2019
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HUBUNGAN AFILIASI DEWAN KOMISARIS

Kriteria hubungan afiliasi Dewan Komisaris meliputi:

- Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya.
- Hubungan afiliasi antara anggota Dewan Komisaris dengan Direksi.
- Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali.

Hubungan afiliasi Dewan Komisaris dapat dilihat sebagaimana tabel di bawah ini.

AFFILIATION RELATIONSHIPS OF THE BOARD OF COMMISSIONERS

Criteria of affiliation relationships of the Board of Commissioners include:

- Affiliation relationships between members of the Board of Commissioners and other members of the Board of Commissioners.
- Affiliation relationships between members of the Board of Commissioners and Board of Directors.
- Affiliation relationships between members of the Board of Commissioners and the Main and/or Controlling Shareholders.

Affiliation relationships of the Board of Commissioners can be seen in the table below.

Tabel Hubungan Afiliasi Dewan Komisaris
Table Affiliation Relationships of the Board of Commissioners

Nama Name	**Jabatan** Position	**Hubungan Keuangan, Keluarga, dan Kepengurusan Komisaris** Financial, Family and Managerial Relationships of Commissioners													
		Hubungan Keuangan Dengan Managerial Relationships with						**Hubungan Keluarga Dengan** Managerial Relationships with						**Hubungan Kepengurusan dengan Perusahaan lain** Managerial Relationship with other companies	
		Dewan Komisaris Board of Commissioners		**Direksi** Board of Directors		**Pemegang Saham Pengendali** Controlling Shareholders		**Dewan Komisaris** Board of Commissioners		**Direksi** Board of Directors		**Pemegang Saham Pengendali** Controlling Shareholders			
		Ya Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No
Heru Setiawan	Komisaris Utama President Commissioner		√		√		√		√		√		√	√	
Satry Nugraha*	Komisaris Commissioner		√		√		√		√		√		√		√
Harya Adi-tyawarman**	Komisaris Commissioner		√		√		√		√		√		√		√
Tanudji Darmasakti***	Komisaris Commissioner		√		√		√		√		√		√	√	
Charles P. Siallagan***	Komisaris Commissioner		√		√		√		√		√		√	√	
Jumali****	Komisaris Commissioner		√		√		√		√		√		√		√

*Berhenti menjabat sejak tanggal 27 Agustus 2019
**Mulai menjabat sejak tanggal 27 Agustus 2019
***Berhenti menjabat sejak tanggal 1 November 2019
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STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

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KEBIJAKAN RANGKAP JABATAN DEWAN KOMISARIS

Sesuai dengan Anggaran Dasar Perusahaan, Pasal 15 ayat 24, anggota Anggota Dewan Komisaris dilarang memangku jabatan rangkap sebagai:

1. Anggota Direksi pada BUMD, maupun Badan Usaha Milik Swasta.
2. Pengurus partai politik dan/atau anggota legislatif.
3. Jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan.
4. Jabatan lain yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perusahaan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Selama tahun 2019, Dewan Komisaris tidak memiliki rangkap jabatan yang dilarang dalam Anggaran Dasar Perusahaan.

CONCURRENT POSITIONS POLICY OF THE BOARD OF COMMISSIONERS

In accordance with the Company's Articles of Association, Article 15 paragraph 24, members of the Board of Commissioners are prohibited from holding concurrent positions as:

1. Members of the Board of Directors of ROEs or Private-Owned Enterprises.
2. Serving for political parties and/or legislative members.
3. Other positions in accordance with the provisions of statutory regulations.
4. Other positions that may cause conflicts of interest both directly and indirectly with the Company in accordance with the provisions of the applicable statutory regulations.

Throughout 2019, the Board of Commissioners did not hold any concurrent positions that are prohibited in the Company's Articles of Association.

Tabel Rangkap Jabatan Dewan Komisaris
Table Concurrent Positions of the Board of Commissioners

Nama Name	**Jabatan** Position	**Jabatan pada Perusahaan/ Instansi Lain** Position in Other Companies/ Institutions	**Nama Perusahaan/Instansi Lain** Name of Other Companies/Institutions
Heru Setiawan	Komisaris Utama President Commissioner	Direktur Perencanaan, Investasi & Manajemen Risiko Director Planning, Investment & Risk Management	PT Pertamina (Persero)
Satry Nugraha*	Komisaris Commissioner	Senior Advisor	Kementerian ESDM Ministry of Energy and Mineral Resources
Harya Adityawarman**	Komisaris Commissioner	Kepala Biro Perencanaan Head of Planning Bureau	Kementerian ESDM Ministry of Energy and Mineral Resources
Tanudji Darmasakti***	Komisaris Commissioner	Presiden Komisaris President Commissioner SVP	PT Badak LNG Gas & LNG Management
Charles P. Siallagan***	Komisaris Commissioner	VP	Development & Production Evaluation Direktorat Hulu PT Pertamina (Persero) Development & Production Evaluation of Upstream Directorate of PT Pertamina (Persero)
Jumali****	Komisaris Commissioner	SVP Retail Marketing & Gas	PT Pertamina (Persero)

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STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

PENGELOLAAN BENTURAN KEPENTINGAN DEWAN KOMISARIS

Dewan Komisaris hendaknya senantiasa menghindari adanya benturan kepentingan, antara lain dengan:

1. Menghindari terjadinya benturan kepentingan.
2. Menghindari setiap aktivitas yang dapat mempengaruhi independensinya dalam melaksanakan tugas.
3. Mengisi daftar khusus yang berisikan informasi kepemilikan sahamnya dan/atau keluarganya pada Perusahaan lain, termasuk bila tidak memiliki kepemilikan saham serta secara berkala setiap akhir tahun melakukan pembaharuan (*updating*) dan wajib memberitahukan Perusahaan bila ada perubahan data, sesuai dengan peraturan perundang-undangan yang berlaku.
4. Tidak menanggapi permintaan dari pihak manapun dan dengan alasan apapun, baik permintaan secara langsung dari pihak-pihak tertentu termasuk dan tidak terbatas pada pejabat/pegawai di lingkungan instansi Pemerintah dan partai politik yang berkaitan dengan permintaan sumbangan, termasuk yang berkaitan dengan pengadaan barang dan jasa di Perusahaan sepanjang hal tersebut dapat mempengaruhi pengambilan suatu keputusan.
5. Berpedoman untuk tidak memanfaatkan jabatan bagi kepentingan pribadi atau bagi kepentingan orang atau pihak lain yang terkait yang bertentangan dengan kepentingan Perusahaan.
6. Melakukan pengungkapan dalam hal terjadi benturan kepentingan, dan anggota Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perusahaan yang berkaitan dengan hal tersebut.
7. Membuat Pakta Integritas yang dilampirkan dalam Usulan Tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan Pemegang Saham.

MANAGEMENT OF CONFLICTS OF INTEREST OF THE BOARD OF COMMISSIONERS

The Board of Commissioners should always avoid conflicts of interest, including by:

1. Avoiding conflicts of interest.
2. Avoiding any activities that can affect its independence in carrying out the duties
3. Filling in a special register that contains information on shares ownership and/or their families in other companies, including if they do not have any shares ownership and periodically at the end of each year for updating and must notify the Company if there is a change in data, in accordance with the applicable statutory regulations.
4. Not responding to requests from any party and for any reason, both direct requests from certain parties include and are not limited to officials/employees in the government agencies and political parties relating to requests for donations, including those relating to the procurement of goods and services at the Company insofar as this may influence the decision making.
5. Guided by not using the position for personal interests or for the interests of other people or parties related that are against the interests of the Company.
6. Carrying out disclosure in the event of any conflicts of interest, and members of the Board of Commissioners concerned may not involve themselves in the decision making process of the Company relating to this matter.
7. Making an Integrity Pact that is attached to the Proposed Actions of the Board of Directors which must obtain recommendations from the Board of Commissioners and the approval of the Shareholders.

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8. Membuat surat pernyataan tidak memiliki benturan kepentingan antara kepentingan pribadi/keluarga dan jabatan lain dengan kepentingan Perusahaan pada awal pengangkatan dan diperbaharui setiap awal tahun.

8. Making a statement of not having any conflicts of interest between personal/family and other positions interests with the Company's interests at the beginning of appointment and is renewed every year.

KEPEMILIKAN SAHAM DEWAN KOMISARIS

Dewan Komisaris telah mengisi daftar khusus yang berisikan informasi kepemilikan sahamnya dan/atau keluarganya pada Perusahaan lain, termasuk bila tidak memiliki kepemilikan saham serta secara berkala setiap akhir tahun melakukan pembaharuan (*updating*). Dewan Komisaris wajib memberitahukan Perusahaan bila ada perubahan data, sesuai dengan peraturan perundang-undangan yang berlaku. Seluruh Dewan Komisaris tidak memiliki saham baik di PIEP maupun Perusahaan lainnya.

SHARES OWNERSHIP BY THE BOARD OF COMMISSIONERS

The Board of Commissioners has filled a special register that contains information on shares ownership and/or their families in other companies, including if they do not have any shares ownership and periodically at the end of each year for updating and must notify the Company if there is a change in data, in accordance with the applicable statutory regulations. The entire Board of Commissioners did not own shares in PIEP and other companies.

Tabel Kepemilikan Saham Dewan Komisaris
Table Shares Ownership by the Board of Commissioners

Nama Name	**Jabatan** Position	**Kepemilikan Saham** Shares Ownership	
		PIEP	**Perusahaan Lain** Other Companies
Heru Setiawan	Komisaris Utama President Commissioner	Nihil None	Nihil None
Satry Nugraha*	Komisaris Commissioner	Nihil None	Nihil None
Harya Adityawarman**	Komisaris Commissioner	Nihil None	Nihil None
Tanudji Darmasakti***	Komisaris Commissioner	Nihil None	Nihil None
Charles P. Siallagan***	Komisaris Commissioner	Nihil None	Nihil None
Jumali****	Komisaris Commissioner	Nihil None	Nihil None

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STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

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KOMISARIS INDEPENDEN

Sampai dengan akhir tahun 2019, PIEP belum memiliki Komisaris Independen yang disebabkan karena kebijakan PT Pertamina (Persero) sebagai Induk Perusahaan, belum menetapkan Komisaris Independen bagi Perusahaan. Namun terdapat Komisaris yang tidak memiliki hubungan afiliasi dengan PT Pertamina (Persero) yaitu Bapak Satry Nugraha dan Bapak Harya Adityawarman.

INDEPENDENT COMMISSIONER

Until the end of 2019, PIEP did not have any Independent Commissioner due to the policy of PT Pertamina (Persero) as a Parent Company, not yet setting an Independent Commissioner for the Company. However, there are Commissioners who have no affiliation relationships with PT Pertamina (Persero) namely Mr. Satry Nugraha and Mr. Harya Adityawarman.

RAPAT DEWAN KOMISARIS

Rapat Dewan Komisaris terdiri dari rapat internal Dewan Komisaris yang diselenggarakan secara berkala sekurang-kurangnya 1 (satu) bulan sekali dan jika dianggap perlu, Dewan Komisaris dan Direksi dapat mengadakan rapat gabungan. Dewan Komisaris dapat mengadakan rapat sewaktu-waktu apabila dipandang perlu oleh Komisaris Utama atau usul paling sedikit 1/3 (satu per tiga) dari jumlah anggota Dewan Komisaris, permintaan Direksi, atau permintaan tertulis dari pemegang saham yang memiliki jumlah saham terbesar dengan menyebutkan hal-hal yang akan dibicarakan.

Panggilan rapat Dewan Komisaris disampaikan secara tertulis oleh Komisaris Utama atau oleh anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan dalam jangka waktu paling lambat 5 (lima) hari sebelum rapat diadakan. Panggilan rapat Dewan Komisaris harus mencantumkan acara, tanggal, waktu, dan tempat rapat.

Rapat Dewan Komisaris dan Kehadiran Rapat Dewan Komisaris

Selama tahun 2019, Dewan Komisaris telah melaksanakan rapat internal Dewan Komisaris sebanyak 8 (delapan) kali dan rapat gabungan Dewan Komisaris bersama Direksi sebanyak 7 (tujuh) kali. Adapun frekuensi dan kehadiran rapat masing-masing anggota Dewan Komisaris adalah sebagai berikut.

BOARD OF COMMISSIONERS MEETINGS

Meetings of the Board of Commissioners consist of Internal Meetings of the Board of Commissioners which are held regularly at least once a month and if deemed necessary, the Board of Commissioners and Board of Directors may hold joint meetings. The Board of Commissioners may convene at any time if deemed necessary by the President Commissioner or a proposal of at least 1/3 (one-third) of the total number of members of the Board of Commissioners a request from the Board of Directors, or a written request from shareholders who have the largest number of shares by stating the matters to be discussed.

Notice of the Board of Commissioners meetings shall be submitted in writing by the President Commissioner or by a member of the Board of Commissioners appointed by the President Commissioner and delivered within 5 (five) days at the latest before the meeting is held. Notice of the Board of Commissioners meetings must state the agenda, date, time, and place of the meetings.

Meetings of The Board of Commissioners and Meeting Attendance of The Board of Commissioners

Throughout 2019, the Board of Commissioners held 8 (eight) internal meetings of the Board of Commissioners and 7 (seven) joint meetings of the Board of Commissioners and Board of Directors. The frequency and attendance of meetings of each member of the Board of Commissioners is as follows:

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tabel Frekuensi dan Kehadiran Rapat Dewan Komisaris
Table Frequency and Attendance of the Board of Commissioners Meetings

Nama Name	**Jabatan** Position	**Rapat Dewan Komisaris** Board of Commissioners Meetings			**Rapat Gabungan Dewan Komisaris dengan Direksi** Joint Meetings of the Board of Commissioners and Board of Directors		
		Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			**Jumlah dan Persentase Kehadiran** Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase** Percentage	**Jumlah Rapat** Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase** Percentage
Heru Setiawan	Komisaris Utama President Commissioner	8	6	75%	7	4	57%
Satry Nugraha*	Komisaris Commissioner	6	4	67%	5	3	60%
Harya Adityawarman**	Komisaris Commissioner	2	2	100%	2	2	100%
Tanudji Darmasakti***	Komisaris Commissioner	7	6	86%	6	6	100%
Charles P. Siallagan***	Komisaris Commissioner	7	5	71%	6	5	83%
Jumali****	Komisaris Commissioner	1	0	0	1	-	0

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*Stop serving since August 27, 2019
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***Stop serving since November 1, 2019
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PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Pengembangan kompetensi Dewan Komisaris dapat dilihat pada bagian Profil Sub bagian Pengembangan Kompetensi Dewan Komisaris dalam Laporan Tahunan ini.

BOARD OF COMMISSIONERS COMPETENCY DEVELOPMENT

The competency development of the Board of Commissioners can be seen in the Profile section in the sub section of Board of Commissioners Competency Development in this Annual Report.

PELAKSANAAN TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya sesuai dengan program kerja tahunan yang telah ditetapkan sebelumnya. Adapun pelaksanaan tugas Dewan Komisaris pada tahun 2019, antara lain:

1. Melakukan penelaahan dan memberikan tanggapan atas usulan RKAP/RJPP.
2. Memantau kepatuhan Direksi dalam menjalankan pengurusan Perusahaan terhadap RKAP/RJPP.

IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has carried out its duties and responsibilities in accordance with the predetermined annual work program. The implementation of duties of the Board of Commissioners in 2019, among others:

1. Reviewed and provided responses to the proposed RKAP/RJPP.
2. Monitored the Board of Directors' compliance in carrying out the Company's management towards RKAP/RJPP.

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3. Melakukan evaluasi atas implementasi rencana dan kebijakan Perusahaan.
4. Melakukan pengawasan kepatuhan Direksi terhadap peraturan dan perundang-undangan.
5. Membahas usulan Direksi atas transaksi (*Corporate action*) yang memerlukan persetujuan dan/atau tanggapan Dewan Komisaris sesuai dengan kewenangannya.
6. Menyampaikan usulan calon auditor eksternal berdasarkan usulan dari Komite Audit kepada RUPS.
7. Melakukan telaah atas usulan remunerasi Direksi.
8. Melakukan penilaian atas efektivitas pelaksanaan audit eksternal dan internal dalam hal ini melalui Komite Audit.
9. Membahas kebijakan dan pelaksanaan pengelolaan Entitas Anak.
10. Melakukan telaah atas kinerja Direksi dalam melaksanakan kontrak manajemen.
11. Memantau efektivitas pelaksanaan GCG Perusahaan.
12. Melaksanakan rapat internal Dewan Komisaris sebanyak 8 (delapan) kali dan rapat gabungan bersama Direksi sebanyak 7 (tujuh) kali.
13. Menghadiri rapat tahunan Pemegang Saham dan menyampaikan laporan Dewan Komisaris kepada Pemegang Saham.
14. Memantau kondisi kinerja Perusahaan dan mendapatkan masukan langsung dari lapangan.

Keputusan Dewan Komisaris

Selama tahun 2019, Dewan Komisaris telah memberikan keputusan yang antara lain:

1. Persetujuan dan Rekomendasi atas Revisi KPI Presiden Direktur PIEP Tahun 2018.
2. Rekomendasi Penempatan Wakil Perusahaan sebagai Direktur Utama dan Direktur Operasional PAEP.

3. Evaluated the implementation of the Company's plans and policies.
4. Supervised the Board of Directors' compliance towards statutory regulations.
5. Discussed the Board of Directors' proposals on corporate actions that require the approval and/or response of the Board of Commissioners in accordance with its authorities.
6. Delivered the proposed external auditor candidate based on the proposal of the Audit Committee to the GMS.
7. Reviewed the proposed remuneration for the Board of Directors.
8. Assessed the effectiveness of external and internal audits in this matter through the Audit Committee.
9. Discussed the policies and implementation of the management of Subsidiaries.
10. Reviewed the Performance of the Board of Directors in carrying out management contracts.
11. Monitored the effectiveness of the Company's GCG implementation.
12. Conducted 8 (eight) internal meetings of the Board of Commissioners and 7 (seven) joint meetings with the Board of Directors.
13. Attended the annual Shareholders Meeting and submitted the Board of Commissioners report to the Shareholders.
14. Monitored the conditions of the Company's Performance and obtained direct input from the field.

Board of Commissioners Decision

Throughout 2019, the Board of Commissioners made decisions such as:

1. Approval and Recommendations on the Revised 2018 KPI of PIEP's President Director.
2. Recommendation on the placement of Company Representatives as President Director and the Director Operations of PAEP.

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3. Rekomendasi Penempatan Wakil Perusahaan sebagai Direktur PMEP.
4. Rekomendasi Pemberian Pinjaman Jangka Panjang kepada PIREP.
5. Telaah Dewan Komisaris atas Laporan Tahunan PIEP Tahun Buku 2018.
6. Rekomendasi atas KPI Presiden Direktur PIEP.
7. Pengesahan Buku RKAP Revisi Tahun 2019.
8. Persetujuan KPI PIEP Tahun 2019.
9. Usulan Tantiem 2018 dan Remunerasi 2019 Direksi PIEP.
10. Rekomendasi Penempatan Wakil Perusahaan sebagai Komisaris PAEP.

3. Recommendation on the placement of Company Representative as the Director PMEP.
4. Recommendation for the Provision of Long-Term Loans to PIREP.
5. Review of the Board of Commissioners on the 2018 Annual Report of PIEP.
6. Recommendation on KPI of PIEP's President Director.
7. Ratification of the Revised 2019 RKAP Book.
8. Approval of the 2019 PIEP's KPI.
9. Proposed the 2018 Tantiem and 2019 Remuneration of PIEP's Board of Directors.
10. Recommendation on the placement of Company Representative as PAEP's Commissioner.

PENILAIAN KINERJA DEWAN KOMISARIS

Penilaian Kinerja Dewan Komisaris dilakukan melalui evaluasi yang dilakukan Pemegang Saham dalam RUPS berdasarkan kinerjanya dalam menjalankan tugas dan tanggung jawabnya sesuai dengan rencana kerja tahunan Dewan Komisaris yang telah disampaikan kepada Dewan Komisaris sebelumnya.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

Performance Assessment of the Board of Commissioners is carried out through an evaluation conducted by the Shareholders at the GMS based on its Performance in carrying out its duties and responsibilities in accordance with the annual work plan of the Board of Commissioners that was submitted to the Board of Commissioners previously.

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DEWAN KOMISARIS

Setiap tahun sebelum RUPS Tahunan dilaksanakan, Dewan Komisaris akan mengirimkan Laporan Tahunan yang berisi laporan pelaksanaan tugas dan tanggungjawabnya selama satu tahun kepada RUPS. Dalam laporan tersebut Dewan Komisaris menjelaskan pelaksanaan rencana kerja Dewan Komisaris dan hasil-hasil yang dicapai oleh Dewan Komisaris. Berdasarkan laporan tersebut, Dewan Komisaris akan dinilai kinerjanya oleh RUPS bersamaan dengan penilaian kinerja Direksi oleh RUPS.

PERFORMANCE ASSESSMENT PROCEDURES OF THE BOARD OF COMMISSIONERS

Every year before the Annual GMS is held, the Board of Commissioners will deliver an Annual Report containing the report on the implementation of its duties and responsibilities for one year to the GMS. In the report, the Board of Commissioners explains the implementation of the work plan of the Board of Commissioners and the results achieved by the Board of Commissioners. Based on the report, the Board of Commissioners Performance will be assessed by the GMS together with the Performance assessment of the Board of Directors by the GMS.

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KRITERIA PENILAIAN KINERJA DEWAN KOMISARIS

Kriteria penilaian kinerja Dewan Komisaris adalah berdasarkan pelaksanaan rencana kerja tahunan Dewan Komisaris dan hasil-hasil yang telah dicapai.

PERFORMANCE ASSESSMENT CRITERIA OF THE BOARD OF COMMISSIONERS

Performance assessment criteria of the Board of Commissioners is based on the implementation of the annual work plan of the Board of Commissioners and the results achieved.

PIHAK YANG MELAKUKAN PENILAIAN KINERJA DEWAN KOMISARIS

Dewan Komisaris diangkat dan bertanggung jawab kepada Dewan Komisaris. Oleh sebab itu. penilaian atas kinerja Dewan Komisaris dilakukan oleh RUPS.

PARTIES CONDUCTING THE PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is appointed by and responsible to the Board of Commissioners. Therefore, assessment on the Performance of the Board of Commissioners is carried out by the GMS.

PELAKSANAAN RENCANA KERJA DEWAN KOMISARIS

Selama tahun 2019, Dewan Komisaris telah melaksanakan rencana kerjanya sesuai dengan rencana kerja yang telah disampaikan kepada RUPS sebelumnya. Realisasi pelaksanaan rencana kerja Dewan Komisaris adalah sebagai berikut.

IMPLEMENTATION OF WORK PLAN OF THE BOARD OF COMMISSIONERS

Throughout 2019, the Board of Commissioners has implemented its work plan in accordance with the work plan that was submitted to the previous GMS. Realization of the work plan of the Board of Commissioners is as follows:

No	Program Kerja Work Program	Keterangan Descripton	Frekuensi Frequency	Realisasi Realization
1.	Program Pengenalan Anggota Komisaris Baru Orientation program of New Commissioner	Membahas hal-hal yang perlu diketahui oleh anggota sesuai kebutuhan Dewan Komisaris yang baru diangkat agar bisa melaksanakan tugas dengan sebaik-baiknya. Discussed matters that need to be known by members according to the needs of the newly appointed Board of Commissioners in order to carry out their duties properly.	Sesuai kebutuhan As needed	2
2.	Program Pelatihan Dewan Komisaris Training Program of the Board of Commissioners	Meningkatkan wawasan Dewan Komisaris terhadap masalah-masalah yang terkait dengan Perusahaan dan tugas-tugas Dewan Komisaris dalam penegakkan GCG. Pelatihan dapat dilaksanakan dengan mengikuti program-program pelatihan, seminar, workshop, panel diskusi, yang diselenggarakan pihak eksternal maupun dengan mengundang ahli yang berkompeten. Increased insight of the Board of Commissioners towards issues related to the Company and duties of the Board of Commissioners in GCG enforcement. Training can be carried out by following training programs, seminars, workshops, panel discussions, which are held by external parties or by inviting competent experts.	Minimal 1x setahun At least 1x a year	1

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No	**Program Kerja** Work Program	**Keterangan** Descripton	**Frekuensi** Frequency	**Realisasi** Realization
3.	Menelaah dan memberikan tanggapan atas usulan RJPP/RKAP Reviewed and provided responses to the proposed RJPP/RKAP	Menelaah dan membahas RJPP/RKAP yang diusulkan oleh Direksi, untuk memberikan tanggapan kepada Pemegang Saham Reviewed and discussed the RJPP/RKAP proposed by the Board of Directors to provide responses to the Shareholders	1x setahun atau sesuai dengan kebutuhan 1x a year or as needed	3
4.	Pemantauan RKAP/RJPP Monitoring of RKAP/RJPP	Memantau kepatuhan Direksi dalam menjalankan pengurusan Perusahaan terhadap RKAP/RJPP Monitored the compliance of the Board of Directors in running the management of the Company towards the RKAP/ RJPP	12x setahun 12x a year	12
5.	Evaluasi atas implementasi rencana dan kebijakan Perusahaan Evaluation on the implementation of the Company's plans and policies.	Evaluasi atas implementasi rencana dan kebijakan Perusahaan, antara lain dalam bidang: a. Pengelolaan Manajemen Risiko b. Pengelolaan sistem teknologi dan informasi. c. Kebijakan dan pelaksanaan pengembangan karir. d. Kebijakan akuntansi dan penyusunan laporan keuangan. e. Kebijakan dan pelaksanaan pengadaan. f. Kebijakan mutu dan pelayanan. Evaluation on the implementation of the Company's plans and policies, including in the fields of: a. Management of Risk Management b. Management of technology and information systems c. Career Development Policies and implementation. d. Accounting policies and preparation of financial statements. e. Procurement policies and implementation. f. Quality and services policies.	1x setahun 1x a year	12
6.	Pemantauan kepatuhan terhadap peraturan dan perundang-undangan. Monitored the compliance towards statutory regulations	Melakukan pengawasan kepatuhan Direksi terhadap peraturan dan perundang-undangan (telaah dilakukan bersamaan dengan pemantauan pelaksanaan RKAP setiap bulan). Carried out supervision of the Board of Directors compliance towards statutory regulations (review was carried out along with monthly monitoring of the implementation of RKAP).	12x setahun 12x a year	12
7.	Pemberian persetujuan transaksi (*corporate action*) Granted approval on transactions (corporate actions)	Membahas usulan Direksi atas transaksi (*corporate action*) yang memerlukan persetujuan dan/atau tanggapan Dewan Komisaris sesuai dengan kewenangannya. Discussed the Board of Directors' proposals on corporate actions that require the approval and/or response of the Board of Commissioners in accordance with its authorities.	sesuai usulan Direksi According to the proposals of the Board of Directors	1
8.	Pengajuan usulan calon Auditor Eksternal Submitted proposal of a candidate for External Auditor	Berdasarkan usulan dari Komite Audit, menyampaikan usulan calon auditor ekstemal kepada RUPS untuk ditetapkan. Based on the proposal from the Audit Committee, submit the proposal of a candidate for external auditor to the GMS to be determined.	1x setahun (Jika auditor eksternal tidak ditetapkan oleh PT Pertamina (Persero) 1x a year (if the external auditor is not determined by PT Pertamina (Persero)	1

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No	**Program Kerja** Work Program	**Keterangan** Descripton	**Frekuensi** Frequency	**Realisasi** Realization
9.	Pengusulan Remunerasi Direksi Proposed a remuneration for the Board of Directors	Melakukan telaah atas usulan remunerasi Direksi. Reviewed the proposed remuneration for the Board of Directors	1x setahun 1x a year	1
10.	Evaluasi efektivitas pelaksanaan tugas auditor eksternal dan internal. Evaluated the effectiveness of the implementation of duties of external and internal auditors.	Melalui Komite Audit melakukan penilaian atas efektivitas pelaksanaan audit eksternal dan internal. Through the Audit Committee, assess the effectiveness of external and internal audits	1x setahun untuk auditor eksternal 2X setahun untuk auditor internal 1x a year for external auditor 2x a year for internal auditor	1 4
11.	Pemantauan pengelolaan anak Perusahaan Monitored the management of subsidiaries	Membahas kebijakan dan pelaksanaan pengelolaan anak Perusahaan. Discussed the policies and implementation of the management of subsidiaries	1x setahun 1x a year	1
12.	Penilaian Kinerja Direksi Performance assessment of the Board of Directors	Melakukan telah atas kinerja Direksi dalam melaksanakan kontrak manajemen. Reviewed the Performance of the Board of Directors in carrying out management contracts.	1x setahun 1x a year	1
13.	Pemantauan Kebijakan dan Pelaksanaan GCG Monitored GCG Policies and Implementation	Memantau efektivitas pelaksanaan GCG Perusahaan. Monitored the effectiveness of GCG implementation of the Company	1x setahun 1x a year	1
14.	Rapat Dewan Komisaris Meetings of the Board of Commissioners	Rapat internal Dewan Komisaris dan/atau rapat gabungan dengan mengundang Direksi atau pihak lain. Internal meetings of the Board of Commissioners and/or joint meetings by inviting the Board of Directors or other parties	Min 12x setahun Min. 12x a year	12
15.	Rapat Tahunan Annual Meeting	Menghadiri rapat tahunan pemegang saham dan menyampaikan laporan Dewan Komisaris kepada Pemegang Saham. Attended the annual meeting of shareholders and submit the Board of Commissioners report to the Shareholders.	Min 1x setahun atau sesuai kebutuhan Min. 1x a year or as needed	1
16.	Menyampaikan laporan kepada RUPS Submit reports to the GMS.	Memberikan laporan atas pelaksanaan program kerja Dewan Komisaris secara periodik. Submit reports on the implementation of the work program of the Board of Commissioners periodically.	1x setahun 1x a year	5
17.	*Management Walk Through*	Memantau kondisi kinerja, dan mendapatkan input secara langsung dari lapangan. Monitor performance conditions and get input directly from the field	Min 1x setahun Min 1 x a year	2
18.	Melakukan tugas-tugas lain dari RUPS Conducted other duties from the GMS.	Melaksanakan tugas-tugas lain yang diberikan oleh RUPS yang belum ada dalam program kerja ini. Conducted other duties given by the GMS that were not in the work programs	Sesuai kebutuhan As needed	0

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PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS DAN DASAR PENILAIANNYA

Dalam rangka meningkatkan peran Dewan Komisaris dalam menjalankan fungsi pengawasan, Dewan Komisaris telah membentuk 2 (dua) komite yaitu:

1. Komite Audit
2. Komite Pemantau Manajemen Risiko

Komite Audit memiliki tugas dan tanggung jawab untuk membantu Dewan Komisaris melakukan pengawasan terhadap Perusahaan, terutama dalam menjalankan tugas dan fungsi pengawasan atas hal-hal yang terkait dengan informasi keuangan, sistem pengendalian internal, serta efektivitas pemeriksaan oleh internal dan auditor eksternal. Sepanjang tahun 2019, Komite Audit telah menjalankan tugas dan tanggungjawabnya dengan baik. Komite Audit telah melaksanakan rapat sebanyak 11 (sebelas) kali dan menjalankan tugasnya yang antara lain:

1. Mengusulkan calon auditor eksternal kepada Dewan Komisaris untuk disampaikan kepada RUPS untuk mendapatkan persetujuan RUPS.
2. Melakukan penilaian atas efektivitas pelaksanaan program kerja audit tahunan auditor internal.
3. Melakukan penilaian atas efektivitas pelaksanaan audit umum yang dilaksanakan auditor eksternal.

Komite Pemantau Manajemen Risiko memiliki tugas dan tanggung jawab untuk membantu Dewan Komisaris melakukan pengawasan terhadap Perusahaan untuk memantau dan memastikan diterapkannya prinsip, fungsi, dan pelaksanaan yang berhubungan dengan kebijakan atas pengelolaan manajemen risiko Perusahaan. Sepanjang tahun 2019, Komite Pemantau Manajemen Risiko telah menjalankan tugas dan tanggungjawabnya dengan baik. Komite Pemantau Manajemen Risiko telah melaksanakan rapat sebanyak 3 (tiga) kali dan menjalankan tugasnya yang antara lain:

PERFORMANCE ASSESSMENT OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS AND BASIS OF THE ASSESSMENT

In order to increase the role of the Board of Commissioners in carrying out its supervisory function, the Board of Commissioners has established 2 (two) committees, namely:

1. Audit Committee
2. Risk Monitoring Management Committee

The Audit Committee has the duty and responsibility to assist the Board of Commissioners in conducting supervision towards the Company, especially in carrying out its supervisory duties and functions on matters relating to financial information, internal control systems, and the effectiveness of audits by internal and external auditors. Throughout 2019, the Audit Committe has carried out its duties and responsibilities well. The Audit Committee has conducted 11 (eleven) meetings and carried out its duties among others:

1. Proposed candidates for external auditors to the Board of Commissioners to be conveyed to the GMS to obtain GMS approval.
2. Conducted an assessment on the effectiveness of the implementation of the Internal Auditor's annual audit work program.
3. Conducted an assessment on the effectiveness of the general audit conducted by the external auditor.

The Risk Management Monitoring Committee has the duty and responsibility to assist the Board of Commissioners in conducting supervision towards the Company to monitor and ensure the implementation of principles, functions and implementation relating to the policies for managing the Company's risk management. Throughout 2019, the Risk Management Monitoring Committee has carried out its duties and responsibilities well. The Risk Management Monitoring Committee has conducted 3 (three) meetings and carried out its duties among others:

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1. Mengevaluasi sistem, kebijakan dan strategi manajemen risiko yang disusun Direksi untuk memberikan masukan kepada Dewan Komisaris.
2. Memantau efektivitas dan konsistensi penerapan manajemen risiko dan hasilnya sebagai masukan bagi Dewan Komisaris.
3. Membahas hasil-hasil *review* dan pemantauan serta hasil kerja Komite Pemantau Manajemen Risiko yang akan disampaikan kepada Dewan Komisaris.

1. Evaluated risk management systems, policies and strategies prepared by the Board of Directors to provide input to the Board of Commissioners.
2. Monitored the effectiveness and consistency of the implementation of risk management and the results as input for the Board of Commissioners.
3. Disccused the results of review and monitoring as well as the work results of the Risk Management Monitoring Committee which will be submitted to the Board of Commissioners.

MEKANISME PEMBERHENTIAN DAN PENGUNDURAN DIRI DEWAN KOMISARIS

Berdasarkan Anggaran Dasar PIEP Pasal 15 ayat 9, 10 dan 18 menyatakan bahwa:

1. Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya.
2. Jabatan anggota Dewan Komisaris berakhir apabila:
    a. Meninggal dunia
    b. Masa jabatannya berakhir
    c. Kehilangan kewarganegaraan Indonesia
    d. Mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada pemegang saham dengan tembusan kepada anggota Dewan Komisaris lainnya dan Direksi paling lambat 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya.
    e. Diberhentikan berdasarkan RUPS dengan alasan:
        - Tidak dapat menjalankan tugasnya dengan baik.
        - Tidak lagi memenuhi persyaratan dan/atau melanggar ketentuan Anggaran Dasar dan/atau melanggar perundang-undangan yang berlaku.
        - Terlibat dalam tindakan yang merugikan Perusahaan dan/atau negara.

MECHANISM OF DISMISSAL AND RESIGNATION OF THE BOARD OF COMMISSIONERS

Based on PIEP's Articles of Association Article 15 paragraphs 9, 10 and 18 stated that:

1. Members of the Board of Commissioners may be dismissed at any time based on GMS resolutions by stating the reasons.
2. The position of members of the Board of Commissioners ends if:
    a. Passed away
    b. The term of office is over
    c. Loss of Indonesian citizenship
    d. Resign from his position by giving written notice of his intention to shareholders with a copy to other members of the Board of Commissioners and Board of Directors no later than 30 (thirty) days before the date of his resignation.
    e. Dismissed based on GMS with the reasons:
        - Unable to carry out their duties properly.
        - No longer meets the requirements and/or violates the provisions of the Articles of Association and/or violates applicable laws.
        - Involve in actions that are detrimental to the Company and/or the state.

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- Dinyatakan bersalah dengan keputusan pengadilan yang telah berkekuatan hukum tetap.
- Terjadinya keadaan di mana antara anggota Dewan Komisaris dan Direksi memiliki hubungan keluarga sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan semenda (menantu atau ipar), RUPS berwenang memberhentikan salah satu diantara mereka.
- Alasan lainnya yang ditetapkan oleh RUPS.

- Declared guilty by a court decision which has permanent legal force.
- The occurence of circumstances where between members of the Board of Commissioners and Board of Directors have a family relationship to the third degree, either in a straight line or sideways, including a relationship by marriage (in-laws), the GMS has the authority to dimiss one of them.
- Other reasons set by the GMS.

DIREKSI

Direksi adalah organ Perusahaan yang bertugas dan bertanggung jawab mengelola operasional Perusahaan. Direksi memiliki tugas utama untuk bertindak dan mewakili untuk dan atas nama Perusahaan. Oleh karenanya, Direksi bertanggung jawab penuh memastikan kegiatan operasional selaras dengan Visi dan Misi Perusahaan.

Direksi juga memegang peran penting dalam menjamin keberlangsungan aktivitas serta operasional Perusahaan diantaranya memastikan kinerja yang optimal serta memberikan nilai tambah sebesar-besarnya bagi Pemegang Saham. Tiap anggota Direksi memiliki wewenang untuk melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan tanggung jawab masing-masing.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.

BOARD OF DIRECTORS

The Board of Directors is the Company organ in charge and responsible for managing the Company's operations. The Board of Directors has the main duty to act and represent for and on behalf of the Company. Therefore, the Board of Directors is fully responsible for ensuring operational activities are aligned with the Company's Vision and Mission.

The Board of Directors also plays an important role in ensuring the sustainability of the Company's activities and operations including ensuring optimal Performance and providing maximum added value for Shareholders. Each member of the Board of Directors has the authority to carry out duties and make decisions in accordance with the division of duties and responsibilities.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors is tasked to carry out all actions related to the management of the Company for the benefit of the Company and in accordance with the aims and objectives of the Company as well as represent the Company both inside and outside the Court regarding all matters and all incidents with limitations as set forth in the statutory regulations, Articles of Association and/or GMS resolutions.

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Tanggung Jawab Direksi, yaitu:

1. Setiap anggota Direksi bertanggung jawab penuh secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya.
2. Dalam hal Direksi terdiri atas 2 (dua) anggota Direksi atau lebih, tanggung jawab sebagaimana dimaksud pada angka 1 (satu) berlaku secara tanggung renteng bagi setiap anggota Direksi.
3. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perusahaan sebagaimana dimaksud pada angka 1 apabila dapat membuktikan:
   a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya.
   b. Telah melakukan pengurusan dengan itikad baik, penuh tanggung jawab, dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perusahaan.
   c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian.
   d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

HAK DAN WEWENANG DIREKSI

Direksi memiliki hak dan wewenang antara lain:

1. Menetapkan kebijakan dalam memimpin pengurusan Perusahaan.
2. Mengatur ketentuan-ketentuan tentang kepekerjaan Perusahaan termasuk pembinaan pekerja, penetapan upah, dan penghasilan lain, pesangon dan/atau penghargaan atas pengabdian serta manfaat pensiun bagi para pekerja Perusahaan bedasarkan peraturan perundang-undangan yang berlaku dan/atau keputusan RUPS.

Responsibilities of the Board of Directors, among others:

1. Each member of the Board of Directors is personally responsible for the Company's losses if the person concerned is guilty or negligent in carrying out his duties.
2. In the event that the Board of Directors consists of 2 (two) or more members of the Board of Directors, responsibilities referred to in number 1 shall apply jointly and severally to each member of the Board of Directors.
3. Members of the Board of Directors cannot be held responsible for the Company's losses as referred to in number 1 if they can prove:
   a. The loss was not due to an error or negligence.
   b. Has conducted management in good intention, full of responsibility, and prudence for the interests and in accordance with the aims and objectives of the Company.
   c. Does not have any conflicts of interest, either directly or indirectly for the management actions that result in losses.
   d. Have taken actions to prevent losses from arising or continuing.

RIGHTS AND AUTHORITIES OF THE BOARD OF DIRECTORS

The Board of Directors has rights and authorities, among others:

1. Determine policies in leading the management of the Company.
2. Regulate the provisions regarding the Company's employment including employee development, stipulation of salaries and other income, severance pay and/or rewards for work devotion and pension benefits for th Company's employees based on applicable statutory regulations and/or GMS resolutions.

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3. Mengangkat dan memberhentikan pekerja.
4. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan di dalam dan di luar pengadilan kepada seseorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada pihak lain.
5. Direksi dapat mengangkat dan memberhentikan Sekretaris Perusahaan berdasarkan aturan dan ketentuan yang berlaku
6. Menjalankan tindakan-tindakan lainnya baik mengenai pengurusan maupun mengenai pemilikan kekayaan Perusahaan, sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar ini dan yang ditetapkan oleh RUPS bedasarkan peraturan perundang-undangan yang berlaku.

3. Appoint and dismiss employees.
4. Arrange the handover of powers of the Board of Directors to represent the Company in and out of court to a person or several members of the Board of Directors specifically appointed for that matter or to one or more employees of the Company, individually or jointly or to other parties.
5. The Board of Directors can appoint and dismiss the Corporate Secretary based on the applicable rules and regulations.
6. Carry out other actions both regarding the management and ownership of the Company's assets in accordance with the provisions stipulated in the Articles of Association and those determined by the GMS based on the applicable statutory regulations.

MASA JABATAN DIREKSI

Masa jabatan Direksi yaitu 3 (tiga) tahun dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi sewaktu-waktu. Setelah masa jabatannya berakhir, anggota direksi dapat diangkat kembali untuk 1 (satu) kali masa jabatan oleh RUPS.

TERM OF OFFICE OF THE BOARD OF DIRECTORS

The term of office of the Board of Directors is 3 (three) years without reducing the rights of the GMS to dismiss members of the Board of Directors at any time. After the term of office expires, members of the Board of Directors may be reappointed for 1 (one) term of office by the GMS.

KRITERIA DIREKSI

Adapun kriteria Direksi Perusahaan yang diatur dalam Anggaran Dasar yaitu:

1. Cakap melakukan perbuatan hukum, kecuali dalam 5 (lima) tahun terakhir sebelum pengangkatannya pernah:
   a. dinyatakan pailit.
   b. menjadi anggota Direksi atau anggota Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Perusahaan atau Perum dinyatakan pailit.
   c. dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.

CRITERIA FOR THE BOARD OF DIRECTORS

Criteria for the Company's Board of Directors set out in the Articles of Association are:

1. Competent in carrying out legal actions, except in the last 5 (five) years prior to the appointment:
   a. declared bankrupt.
   b. Became a member of the Board of Directors or a member of the Board of Commissioners or a member of the Supervisory Board found guilty causing a Company or Perum to be declared bankrupt.
   c. convicted of a criminal offense that is detrimental to the state's finances and/or related to the financial sector.

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2. Selain pertimbangan di atas, pengangkatan anggota Direksi dilakukan berdasarkan pertimbangan keahlian, integritas, kepemimpinan, jujur, berperilaku baik, dan berdedikasi tinggi untuk memajukan dan mengembangkan Perusahaan serta persyaratan lainnya berdasarkan peraturan perundangan.

BOARD MANUAL-DIREKSI

Perusahaan telah memiliki *Board Manual* sebagai pedoman dan tata tertib kerja Dewan Komisaris dan Direksi yang telah disahkan oleh seluruh Dewan Komisaris dan Direksi pada tanggal 1 Juli 2016. Pedoman ini disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan Pemegang Saham, serta praktik-praktik terbaik (*best practices*) tata kelola Perusahaan. Pedoman ini mengatur tentang petunjuk tata laksana kerja Dewan Komisaris dan Direksi, serta memuat tahapan aktivitas yang disusun secara terstruktur dan sistematis agar mudah dipahami dan dapat dijalankan secara konsisten. Dalam menjalankan tugas masing-masing, baik Dewan Komisaris maupun Direksi mengacu kepada *Board Manual*, untuk menjamin keselarasan terhadap Visi dan Misi Perusahaan serta tercapainya standar kinerja yang tinggi.

Adapun isi dari *Board Manual*-Direksi dijelaskan secara khusus dalam Bab II, yang mencakup:

1. Kebijakan Umum
2. Persyaratan, Komposisi dan Keanggotaan, dan Masa Jabatan Direksi
3. Program Pengenalan dan Peningkatan Kapabilitas
4. Independensi (Kemandirian) Direksi
5. Etika Jabatan Anggota Direksi
6. Susunan, Tugas, dan Wewenang Direksi
7. Batasan Wewenang Direksi
8. Hak Direksi
9. Tanggung Jawab Direksi

2. In addition to the above considerations, the appointment of members of the Board of Directors is based on consideration of expertise, integrity, leadership, honesty, good behavior and high dedication to advance and develop the Company and other requirements based on statutory regulations.

BOARD MANUAL-BOARD OF DIRECTORS

The Company has a Board Manual as the work guidelines and rules of the Board of Commissioners and Board of Directors which was ratified by all members of the Board of Commissioners and Board of Directors on July 1, 2016. This guideline was prepared based on the principles of corporate law, provisions of the Articles of Association, applicable statutory regulations, direction of the Shareholders as well as best practices of corporate governance. This guideline regulates the guidelines for the work procedures of the Board of Commissioners and Board of Directors, and explains the stages of activities in a structured, systematic manner so that it is easily understood and can be run consistently. In carrying out their respective duties, both the Board of Commissioners and Board of Directors refer to the Board Manual to ensure alignment with the Company's Vision and Mission as well as achieving high Performance standards.

The contents of the Board Manual-Board of Directors are specifically explained in Chapter II, which includes:

1. General Policies
2. Requirements, Composition and Membership, and Term of Office of the Board of Directors
3. Orientation Program and Capabilities Improvement
4. Independence of the Board of Directors
5. Board of Directors Ethics
6. Composition, Duties and Authorities of the Board of Directors
7. Limitation of the Board of Directors Authorities
8. Rights of the Board of Directors
9. Responsibilities of the Board of Directors

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10. Rapat Direksi
11. Evaluasi Kinerja Direksi
12. Fungsi Pendukung
13. Hubungan Perusahaan dengan Anak Perusahaan

10. Board of Directors Meetings
11. Performance Evaluation of the Board of Directors
12. Supporting Functions
13. Relationship of the Company with its Subsidiaries

KOMPOSISI DAN DASAR PENGANGKATAN DIREKSI

Komposisi Direksi paling sedikit 1 (satu) orang atau lebih, disesuaikan dengan kebutuhan, tingkat kompleksitas, dan rencana strategis Perusahaan. Dalam hal Direksi terdiri lebih dari 1 (satu) orang anggota Direksi, seorang di antaranya diangkat sebagai Presiden Direktur. Anggota Direksi diangkat dan diberhentikan oleh RUPS.

Selama tahun 2019, Komposisi anggota Direksi Perusahaan mengalami beberapa kali perubahan sebagaimana penjelasan berikut.

Komposisi dan Dasar Pengangkatan Direksi Periode 1 Januari-4 Maret 2019

Komposisi Direksi periode 1 Januari-4 Maret 2019 sebanyak 3 (tiga) orang yang terdiri dari 1 (satu) orang Presiden Direktur dan 2 (dua) orang Direktur. Seluruh anggota Direktur berdomisili di wilayah kerja Kantor Pusat PIEP. Komposisi dan dasar pengangkatan Direktur dapat dilihat pada tabel di bawah ini.

COMPOSITION AND BASIS OF APPOINTMENT OF THE BOARD OF DIRECTORS

The composition of the Board of Directors is at least 1 (one) member or more, adjusted to the needs, level of complexity, and strategic plans of the Company. If the Board of Directors consists of more than 1 (one) member of the Board of Directors, one of whom is appointed as President Director. Members of the Board of Directors are appointed and dismissed by the GMS.

Throughout 2019, the composition of members of the Company's Board of Directors was changed a several times as explained below.

Composition and Basis of Appointment of The Board of Directors for The Period of January 1-March 4, 2019

The composition of the Board of Directors for the period of January 1-March 4, 2019 consists of 3 (three) members consisting of 1 (one) President Director and 2 (two) Directors. All members of the Board of Directors are domiciled in the work area of PIEP Head Office. The composition and basis of appointment of Directors can be seen in the table below.

Nama Name	**Jabatan** Position	**Pelaksana Uji Kemampuan dan Kepatutan** Fit and Proper Test Executor	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Denie S. Tampubolon	Presiden Direktur President Director	PT Pertamina (Persero)	RUPS Sirkuler tanggal 4 Juni 2018 Circular GMS on June 4, 2018	4 Juni 2018 June 4, 2018
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	PT Pertamina (Persero)	RUPS Sirkuler tanggal 5 Februari 2018 Circular GMS on February 5, 2018	5 Februari 2018 February 5, 2018
Djoko Nugroho Imanhardjo	Direktur Eksplorasi dan Produksi Director Exploration and Production	PT Pertamina (Persero)	RUPS Sirkuler tanggal 4 Maret 2016 Circular GMS on March 4, 2016	4 Maret 2016 March 4, 2016

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Komposisi dan Dasar Pengangkatan Direksi Periode 4 Maret-2 September 2019

Melalui RUPS Sirkuler tanggal 4 Maret 2019, RUPS memberhentikan Bapak Djoko Nugroho Imanhardjo yang disebabkan karena berakhirnya masa jabatan beliau sebagai Direktur Eksplorasi dan Produksi. Sehingga komposisi Direksi periode 4 Maret-2 September 2019 sebanyak 2 (dua) orang yang terdiri dari 1 (satu) orang Presiden Direktur dan 1 (satu) orang Direktur. Seluruh anggota Direktur berdomisili di wilayah kerja Kantor Pusat PIEP. Komposisi dan dasar pengangkatan Direktur dapat dilihat pada tabel di bawah ini.

Composition and Basis of Appointment of The Board of Directors For The Period of March 4-September 2, 2019

Through the Circular GMS on March 4, 2019, the GMS dismissed Mr. Djoko Nugroho Imanhardjo due to the expiration of his term of office as the Director Exploration and Production. Thus, the composition of the Board of Directors for the period of March 4-September 2, 2019 consists of 2 (two) members consisting of 1 (one) President Director and 1 (one) Director. All members of the Board of Directors are domiciled in the work area of PIEP Head Office. The composition and basis of appointment of Directors can be seen in the table below.

Nama Name	**Jabatan** Position	**Pelaksana Uji Kemampuan dan Kepatutan** Fit and Proper Test Executor	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Denie S. Tampubolon	Presiden Direktur President Director	PT Pertamina (Persero)	RUPS Sirkuler tanggal 4 Juni 2018 Circular GMS on June 4, 2018	4 Juni 2018 June 4, 2018
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	PT Pertamina (Persero)	RUPS Sirkuler tanggal 5 Februari 2018 Circular GMS on February 5, 2018	5 Februari 2018 February 5, 2018

Komposisi dan Dasar Pengangkatan Direksi Periode 2 September-31 Desember 2019

Berdasarkan RUPS Sirkuler tanggal 2 September 2019, RUPS mengangkat Bapak Noor Syarifuddin sebagai Direktur Eksplorasi dan Produksi. Sehingga komposisi Direksi periode 2 September-31 Desember 2019 sebanyak 3 (tiga) orang yang terdiri dari 1 (satu) orang Presiden Direktur dan 2 (dua) orang Direktur. Seluruh anggota Direktur berdomisili di wilayah kerja Kantor Pusat PIEP. Komposisi dan dasar pengangkatan Direktur dapat dilihat pada tabel di bawah ini.

Composition and Basis of Appointment of The Board of Directors for The Period of September 2-December 31, 2019

Based on the Circular GMS on September 2, 2019, the GMS appointed Mr. Noor Syarifuddin as the Director Exploration and Production. Thus, the composition of the Board of Directors for the period of September 2-December 31, 2019 consists of 3 (members) members consisting of 1 (one) President Director and 2 (two) Directors. All members of the Board of Directors are domiciled in the work area of PIEP Head Office. The composition and basis of appointment of Directors can be seen in the table below.

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Nama Name	**Jabatan** Position	**Pelaksana Uji Kemampuan dan Kepatutan** Fit and Proper Test Executor	**Dasar Pengangkatan** Basis of Appointment	**Tanggal Efektif** Effective Date
Denie S. Tampubolon	Presiden Direktur President Director	PT Pertamina (Persero)	RUPS Sirkuler tanggal 4 Juni 2018 Circular GMS on June 4, 2018	4 Juni 2018 June 4, 2018
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	PT Pertamina (Persero)	RUPS Sirkuler tanggal 5 Februari 2018 Circular GMS on February 5, 2018	5 Februari 2018 February 5, 2018
Noor Syarifuddin	Direktur Eksplorasi dan Produksi Director Exploration and Production	PT Pertamina (Persero)	RUPS Sirkuler tanggal 2 September 2019 Circular GMS on September 2, 2019	2 September 2019 September 2, 2019

PROGRAM ORIENTASI BAGI DIREKSI BARU

Ketentuan program orientasi bagi Direksi baru telah diatur dalam *Board Manual*. Direksi Perusahaan yang baru diangkat akan mengikuti program pengenalan yang meliputi hal-hal sebagai berikut:

1. Bagi anggota Direksi yang baru diangkat, wajib diberikan program pengenalan mengenai kondisi Perusahaan secara umum.
2. Penanggung jawab program pengenalan adalah Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretaris Perusahaan dalam hal ini Fungsi Sekretaris Perusahaan dijalankan oleh *Corporate Affairs*.
3. Program pengenalan meliputi:
   a. Pelaksanaan prinsip-prinsip *Good Corporate Governance* di Perusahaan.
   b. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, dan lingkungan kegiatan kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, pengendalian internal, dan masalah-masalah strategis lainnya.
   c. Keterangan mengenai kewajiban, tugas, tanggung jawab dan hak-hak Dewan Komisaris dan Direksi.
4. Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke Kantor Cabang/Unit Operasi/Unit Bisnis/

ORIENTATION PROGRAM FOR NEW BOARD OF DIRECTORS

The provisions of the orientation program for the new Board of Directors have been set in the Board Manual. The newly appointed Board of Directors of the Company will take part in an orientation program which includes the following:

1. For newly appointed members of the Board of Directors must be given an orientation program regarding the general conditions of the Company.
2. The person in charge of the orientation program is the Corporate Secretary or official who functions as the Corporate Secretary where in this case the Corporate Secretary function is carried out by the Corporate Affairs.
3. Orientation program includes:
   a. Implementation of GCG principles in the Company.
   b. Description of the Company related to objectives, nature, and scope of activities, financial and operating Performance, strategies, short-term and long-term business plans, risks, internal controls, and other strategic issues.
   c. Information regarding the obligations, duties, responsibilities and rights of the Board of Commissioners and Board of Directors.
4. Orientation program can be in the form of presentation, meetings, visits to the Company's Branch Offices/

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Fasilitas Perusahaan, pengkajian dokumen Perusahaan atau program lainnya yang dianggap sesuai dengan kebutuhan.

5. Penyelenggaraan program pengenalan ini wajib terdokumentasi termasuk pencatatan tingkat kehadiran/keaktifan anggota Direksi dalam mengikuti program tersebut. Pendokumentasian atas penyelenggaraan program pengenalan Direksi dilakukan oleh Sekretaris Perusahaan.

Dalam rangka pengembangan kompetensi dan pengenalan Perusahaan, PIEP memiliki dan menjalankan program pengenalan bagi anggota Direksi baru yang bertujuan memberikan gambaran aktivitas bisnis, strategi, rencana jangka panjang Perusahaan, serta tugas dan tanggung jawab Direksi. Program orientasi bagi Direksi baru disiapkan oleh *Corporate Affairs* bekerja sama dengan Divisi SDM dan Divisi terkait lainnya, disampaikan dalam bentuk presentasi, pemberian dokumen laporan tahunan/*annual report*, dokumen terkait GCG, *product knowledge*.

Pada tahun 2019, Direksi yang mengikuti program pengenalan Direksi baru adalah Direktur Eksplorasi dan Produksi, Noor Syarifuddin pada 9 September 2019 bertempat pada Kantor PIEP di Gedung Patra Jasa.

PEMBIDANGAN TUGAS DIREKSI

Adapun pembidangan tugas Direksi adalah sebagai berikut.

Operating Units/Business Units/Facilities, reviewing the Company's documents or other programs deemed appropriate to the needs.

5. The implementation of orientation program must be documented including the record of attendance/activeness level of members of the Board of Directors who participate in the program. Documentation of the implementation of the Board of Directors orientation program is carried out by the Corporate Secretary.

In the context of competency development and introduction of the Company, PIEP has and runs an orientation program for new members of the Board of Director aimed at providing an overview of business activities, strategies, long-term plans of the Company as well as the duties and responsibilities of the Board of Directors. The orientation program for the new Board of Directors is prepared by Corporate Affairs in collaboration with the HR Division and other related Divisions, delivered in the form of presentations, provision of annual report documents, GCG-related documents, product knowledge.

In 2019, the Board of Directors who participated in the orientation program for new Board of Directors was the Director Exploration and Production, Noor Syarifuddin on September 9, 2019 at PIEP Office in Patra Jasa Building.

DIVISION OF DUTIES OF THE BOARD OF DIRECTORS

The division of duties for the Board of Directors is as follows:

Tabel Pembidangan Tugas Dewan Direksi
Table Division of Duties of the Board of Directors

Nama	Jabatan	Bidang Tugas
Denie S. Tampubolon	Presiden Direktur President Director	Corporate Planning & Business Improvement, HSSE, Legal & Relations, Internal Audit and Human Resources
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	Finance dan Commercial, Supply Chain Management dan ICT
Djoko Nugroho Imanhardjo*	Direktur Eksplorasi dan Produksi Director Exploration and Production	Exploration & Development, Operation & Production, Country Operation
Noor Syarifuddin**	Direktur Eksplorasi dan Produksi Director Exploration and Production	Exploration & Development, Operation & Production, Country Operation

*Berhenti menjabat sejak tanggal 4 Maret 2019
**Mulai menjabat sejak tanggal 2 September 2019

*Stop serving since March 4, 2019
**Start serving since September 2, 2019

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HUBUNGAN AFILIASI DIREKSI

Kriteria hubungan afiliasi Direksi meliputi:

- Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya.
- Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris.
- Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali.

Hubungan afiliasi antara anggota Direksi dapat dilihat sebagaimana tabel di bawah ini:

AFFILIATION RELATIONSHIPS OF THE BOARD OF DIRECTORS

Criteria of affiliation relationships of the Board of Directors include:

- Affiliation relationships between members of the Board of Directors and other members of the Board of Directors.
- Affiliation relationships between members of the Board of Directors and Board of Commissioners.
- Affiliation relationships between members of the Board of Directors and the Main and/or Controlling Shareholders.

Affiliation relationships of the Board of Directors can be seen in the table below.

Tabel Hubungan Afiliasi Dewan Komisaris
Table Affiliation Relationships of the Board of Commissioners

Nama Name	**Jabatan** Position	**Hubungan Keuangan, Keluarga, dan Kepengurusan Komisaris** Financial, Family and Managerial Relationships of Commissioners													
		Hubungan Keuangan Dengan Managerial Relationship With						**Hubungan Keluarga Dengan** Managerial Relationship With						**Hubungan Kepengurusan dengan Perusahaan lain** Managerial Relationship with other companies	
		Dewan Komisaris Board of Commissioners		**Direksi** Board of Directors		**Pemegang Saham Pengendali** Controlling Shareholders		**Dewan Komisaris** Board of Commissioners		**Direksi** Board of Directors		**Pemegang Saham Pengendali** Controlling Shareholders			
		Ya Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No
Denie S. Tampubolon	Presiden Direktur		√		√		√		√		√		√		√
Aris Mulya Azof	Direktur Keuangan dan Komersial		√		√		√		√		√		√		√
Djoko Nugroho Imanhardjo*	Direktur Eksplorasi dan Produksi		√		√		√		√		√		√		√
Noor Syarifuddin**	Direktur Eksplorasi dan Produksi		√		√		√		√		√		√		√

*Berhenti menjabat sejak tanggal 4 Maret 2019
**Mulai menjabat sejak tanggal 2 September 2019

*Stop serving since March 4, 2019
**Start serving since September 2, 2019

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KEBIJAKAN RANGKAP JABATAN DIREKSI

Anggota Direksi dilarang memangku jabatan rangkap sebagaimana tersebut di bawah ini, yaitu:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta, kecuali Anak Perusahaan atau Perusahaan Patungan Perusahaan.
2. Jabatan struktural dan fungsional lainnya pada instansi/lembaga Pemerintah pusat dan/atau daerah.
3. Pengurus partai politik atau anggota legislatif.
4. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan.
5. Jabatan lainnya yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perusahaan sesuai dengan ketentuan dalam peraturan perundang-undangan yang berlaku.

CONCURRENT POSITIONS POLICY OF THE BOARD OF DIRECTORS

Members of the Board of Directors are prohibited from holding concurrent positions as stated below:

1. Members of the Board of Directors of State-Owned Enterprises, Regional-Owned Enterprises, Private-Owned Enterprises, except Subsidiaries and Joint Venture Companies.
2. Other structural and functional positions in central and/or regional government agencies/institutions.
3. Serving for political parties or legislative members.
4. Other positions in accordance with the provisions of statutory regulations.
5. Other positions that may cause conflicts of interest both directly and indirectly with the Company in accordance with the provisions of the applicable statutory regulations.

Tabel Rangkap Jabatan Direksi
Table Concurrent Positions of the Board of Directors

Nama Name	**Jabatan** Position	**Jabatan pada Perusahaan/ Instansi Lain** Position in Other Companies/ Institutions	**Nama Perusahaan/** Name of Other Companies/ Institutions
Denie S. Tampubolon	Presiden Direktur President Director	Direktur	Maurel et Prom, S.A.
		Komisaris	PT Pertamina Irak EP
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	Komisaris	PT Pertamina Malaysia EP
Djoko Nugroho Imanhardjo*	Direktur Eksplorasi dan Produksi Director Exploration and Production	-	-
Noor Syarifuddin**	Direktur Eksplorasi dan Produksi Director Exploration and Production	-	-

*Berhenti menjabat sejak tanggal 4 Maret 2019
**Mulai menjabat sejak tanggal 2 September 2019
*Stop serving since March 4, 2019
**Start serving since September 2, 2019

PENGELOLAAN BENTURAN KEPENTINGAN DIREKSI

Setiap anggota Direksi harus mematuhi etika terkait benturan kepentingan, sebagai berikut:

1. Dilarang melakukan tindakan yang mempunyai benturan kepentingan, dan mengambil keuntungan pribadi, baik secara langsung maupun tidak langsung dari pengambilan keputusan dan kegiatan Perusahaan yang bersangkutan selain penghasilan yang sah.

MANAGEMENT OF CONFLICTS OF INTEREST OF THE BOARD OF DIRECTORS

Each member of the Board of Directors must comply with ethics related to conflicts of interest, as follows:

1. Prohibited to take actions that have a conflict of interest, and take personal advantage either directly or indirectly from the decision-making and activities of the Company concerned in addition to legal income.

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2. Tidak memanfaatkan jabatan untuk kepentingan pribadi atau untuk kepentingan orang atau pihak lain yang bertentangan dengan kepentingan Perusahaan.
3. Wajib mengisi daftar khusus yang berisikan kepemilikan sahamnya dan/atau keluarganya pada Perusahaan lain, termasuk bila tidak memiliki kepemilikan saham serta secara berkala setiap awal tahun melakukan pembaharuan (*updating*) dan wajib memberitahukan Perusahaan bila ada perubahan data sesuai dengan peraturan perundang-undangan yang berlaku.
4. Antara para anggota Direksi dan antara anggota Direksi dengan anggota Dewan Komisaris dilarang memiliki hubungan keluarga sedarah sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping, atau hubungan semenda (menantu atau ipar).
5. Mematuhi peraturan perundang-undangan yang berlaku, termasuk dengan tidak melibatkan diri pada perdagangan orang dalam (*insider trading*) untuk memperoleh keuntungan pribadi.
6. Menyusun dan menandatangani Pakta Integritas yang dilampirkan dalam Usulan Tindakan Direksi yang harus mendapatkan persetujuan dari Dewan Komisaris dan/atau rekomendasi dari Dewan Komisaris dan persetujuan Pemegang Saham.
7. Membuat surat pernyataan tidak memiliki benturan kepentingan antara kepentingan pribadi/keluarga dan jabatan lain dengan kepentingan Perusahaan pada awal pengangkatan dan diperbaharui setiap awal tahun.

KEPEMILIKAN SAHAM DIREKSI

Direksi telah mengisi daftar khusus yang berisikan informasi kepemilikan sahamnya dan/atau keluarganya pada Perusahaan lain, termasuk bila tidak memiliki kepemilikan saham serta secara berkala setiap akhir tahun melakukan pembaharuan (*updating*). Direksi wajib memberitahukan Perusahaan bila ada perubahan data, sesuai dengan peraturan perundang-undangan yang berlaku. Seluruh Direksi tidak memiliki saham baik di PIEP maupun Perusahaan lainnya.

2. Not using the position for personal interests or for the interests of other people or parties that are contrary to the interests of the Company.
3. Must fill in a special register that contains information on shares ownership and/or their families in other companies, including if they do not have any shares ownership and periodically at the beginning of each year for updating and must notify the Company if there is a change in data, in accordance with the applicable statutory regulations.
4. Between members of the Board of Directors and between members of the Board of Directors with members of the Board of Commissioners are prohibited to have a family relationship to the third degree, either in a straight line or sideways, including a relationship by marriage (in-laws).
5. Comply with the applicable statutory regulations, including by not engaging in insider trading for personal gain.
6. Prepare and sign an Integrity Pact that is attached to the Proposed Actions of the Board of Directors which must obtain approval from the Board of Commissioners and/or recommendations from the Board of Commissioners and approval of the Shareholders.
7. Making a statement letter of not having any conflicts of interest between personal/family and other positions interests with the Company's interests at the beginning of appointment and is renewed every year.

SHARES OWNERSHIP BY THE BOARD OF DIRECTORS

The Board of Directors has filled a special register that contains information on shares ownership and/or their families in other companies, including if they do not have any shares ownership and periodically updating at the end of each year. The Board of Directors must notify the Company if there is a change in data, in accordance with the applicable statutory regulations. The entire Board of Directoes did not own shares in PIEP and other companies.

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Tabel Kepemilikan Saham Direksi
Table Shares Ownership by the Board of Directors

Nama Name	Jabatan Position Position	Kepemilikan Saham Shares Ownership	
		PIEP	Perusahaan Lain Other Companies
Denie S. Tampubolon	Presiden Direktur President Director	Nihil None	Nihil None
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	Nihil None	Nihil None
Djoko Nugroho Imanhardjo*	Direktur Eksplorasi dan Produksi Director Exploration and Production	Nihil None	Nihil None
Noor Syarifuddin**	Direktur Eksplorasi dan Produksi Director Exploration and Production	Nihil None	Nihil None

*Berhenti menjabat sejak tanggal 4 Maret 2019
**Mulai menjabat sejak tanggal 2 September 2019

*Stop serving since March 4, 2019
**Start serving since September 2, 2019

RAPAT DIREKSI

Rapat Direksi Perusahaan dilaksanakan secara berkala minimum satu kali dalam 1 (satu) bulan, yang dihadiri anggota Direksi untuk menetapkan Keputusan Direksi yang berhubungan dengan pengurusan Perusahaan demi kepentingan Perusahaan. Rapat Direksi dipimpin oleh Presiden Direktur dan dalam hal Presiden Direktur berhalangan hadir, maka Rapat Direksi akan dipimpin oleh Direktur yang khusus ditunjuk untuk maksud itu oleh Presiden Direktur. Dalam hal Presiden Direktur tidak melakukan penunjukan, maka salah seorang Direktur yang tertua dalam jabatan sebagai anggota Direksi Perusahaan yang memimpin rapat Direksi. Apabila terdapat lebih dari 1 (satu) orang Direktur yang tertua dalam jabatan, maka Direktur yang tertua dalam usia yang bertindak sebagai pimpinan rapat Direksi.

Rapat Direksi adalah sah dan berhak mengambil keputusan yang sah dan mengikat apabila mencapai kuorum. Direksi dapat mengambil keputusan yang sah tanpa mengadakan rapat melalui PDS. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam Rapat Direksi. Usulan agenda Rapat Direksi berasal dari arahan Direksi.

BOARD OF DIRECTORS MEETINGS

Meetings of the Company's Board of Directors are held periodically at least once in 1 (one) month, attended by members of the Board of Directors to determine the Board of Directors Decree relating to the management of the Company in the interest of the Company. The Board of Directors Meetings is led by the President Director and in the event that the President Director is unable to attend, the Board of Directors Meetings will be led by a Director who is specifically appointed for this purpose by the President Director. In the event that the President Director does not make any appointment, one of the oldest Directors in his position as a member of the Board of Directors of the Company will chair the Board of Directors meetings. If there is more than 1 (one) oldest Director in the position, the oldest Director by age who acts as chairman of the Board of Directors meetings.

The Board of Directors Meetings are valid and have the right to make legal and binding decisions when reaching a quorum. The Board of Directors can make legitimate decisions without holding meetings through the PDS. Decisions made in this way have the same strength as decisions taken legally at the Board of Directors Meetings. The proposed agenda of the Board of Directors meetings came from the direction of the Board of Directors.

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Agenda, Tanggal, dan Peserta Rapat Direksi

Sepanjang tahun 2019, agenda, tanggal dan peserta Rapat Direksi adalah sebagai berikut.

Agenda, Date and Participants of The Board of Directors Meetings

Throughout 2019, agenda, date and participants of the Board of Directors Meetings are as follows.

Tabel Rapat Direksi
Table Board of Directors Meetings Rapat Direksi

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participants	Hadir/Tidak Hadir Attend/Not Attend
1.	15 Januari 2019 January 15, 2019	Pembayaran Panjar Insentif 2018 yang ketiga Third 2018 Incentive Income Advance Payments	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
			Djoko Nugroho Imanhardjo	Hadir Attend
2.	21 Februari 2019 February 21, 2019	Perjalanan Dinas Business Trip/Travel	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
			Djoko Nugroho Imanhardjo	Hadir Attend
3.	4 Maret 2019 March 4, 2019	Percepatan Pelunasan Utang Jangka Panjang PIREP ke PT Pertamina (Persero) Acceleration of PIREP Long-Term Debt Prepayment to PT Pertamina (Persero)	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
4.	12 Maret 2019 March 12, 2019	Pergantian dan penempatan Wakil Perusahaan sebagai Direksi PMEP Changes and placements of Company Representative as the Board of Directors of PMEP	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
5.	13 Maret 2019 March 13, 2019	Pergantian dan penempatan Wakil Perusahaan sebagai Direksi PAEP Changes and placements of Company Representative as the Board of Directors of PAEP	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
6.	2 April 2019 April 2, 2019	Insentif final PIEP Tahun 2018 Final PIEP incentive for 2018	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
7.	15 April 2019 April 15, 2019	Apresiasi Kinerja ke TKJP dan Driver Appreciation of Performance to TKJP and Drivers	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
8.	2 Mei 2019 May 2, 2019	Penetapan pembelian free shares dalam rangka implementasi *liquidity agreement mechanism* MP Determination of the purchase of free shares in the context of implementing the MP liquidity agreement mechanism	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend

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Tabel Rapat Direksi
Table Board of Directors Meetings Rapat Direksi

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participants	Hadir/Tidak Hadir Attend/Not Attend
9.	13 Mei 2019 May 13, 2019	Pemberian THR keagamaan 2019 Provision of 2019 Religious Holiday Allowance	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
10.	17 Mei 2019 May 17, 2019	*Structure* dan *salary increase* 2019 Structure and salary increase 2019	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
11.	20 Mei 2019 May 20, 2019	Pergantian dan Penempatan Wakil Perusahaan sebagai Komisaris PAEP Changes and placements of Company Representative as the Comissioner of PAEP	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
12.	27 Mei 2019 May 27, 2019	Pekerja PWTT yang diperbantukan di Etablissments Maurel et Prom (M&P) PWTT secondee at Maurel et prom	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
13.	28 Mei 2019 May 28, 2019	Program Pemagangan Mahasiswa Student Internship Program	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
14.	17 Juni 2019 June 17, 2019	Pembayaran Bonus 2018 2018 Bonus Payment	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
15.	12 Juli 2019 July 12, 2019	Pemberian bonus Granting of Bonus	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
16.	17 Juli 2019 July 17, 2019	Tindak lanjut Audit PIEP atas pekerja PIEP yang ditugaskan menjadi BOD Etablissments Maurel et Prom (M&P) Follow-up on PIEP's Audits on PIEP's employee assigned to become BOD of Maurel et Prom	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
17.	22 Juli 2019 July 22, 2019	Rencana Penempatan *Secondee* dan Penyesuaian Remunerasi Pekerja Perbantuan di Aset Malaysia Plans for Secondee Placement and Adjustment for Remuneration of Secondee in Malaysia Assets	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
18.	5 Agustus 2019 August 5, 2019	Panjar Insentif PT Pertamina (Persero) tahun 2019 Advance payments of Incentives from PT Pertamina (Persero) in 2019	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
19.	23 Agustus 2019 August 23, 2019	Pengalihan Status Pekerja PHKT Transfer of PHKT Employee Status	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tabel Rapat Direksi
Table Board of Directors Meetings Rapat Direksi

No	Tanggal Date	Agenda	Peserta Rapat Meeting Participants	Hadir/Tidak Hadir Attend/Not Attend
20.	2 September 2019 September 2, 2019	Pergantian dan Penempatan Wakil Perusahaan Komisaris PAEP Changes and placements of Company Representative as the Comissioner of PAEP	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
			Noor Syarifuddin	Hadir Attend
21.	30 September 2019 September 30, 2019	Blok SK314 A dan SNP Fase 2 Block SK314 A and SNP Phase 2	Denie S. Tampubolon	Hadir
			Aris Mulya Azof	Hadir
			Noor Syarifuddin	Hadir
22.	13 November 2019 November 13, 2019	Pemberian jasa produksi PIEP Provision of PIEP production services	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
			Noor Syarifuddin	Hadir Attend
23.	14 November 2019 November 14, 2019	Penyesuaian ketentuan Perjalanan Dinas Direksi PIEP Adjustment of Business Trip provisions of PIEP's Board of Directors	Denie S. Tampubolon	Hadir
			Aris Mulya Azof	Hadir
			Noor Syarifuddin	Hadir
24.	4 Desember 2019 December 4, 2019	Penetapan Gaji Direksi dan Dewan Komisaris PAEP Tahun 2019. Determination of Salaries for the Board of Directors and Board of Commissioners of PAEP in 2019.	Denie S. Tampubolon	Hadir Attend
			Aris Mulya Azof	Hadir Attend
			Noor Syarifuddin	Hadir Attend

Agenda dan peserta rapat gabungan Dewan Komisaris dengan Direksi telah tersaji pada bagian Rapat Dewan Komisaris Bab Tata Kelola Perusahaan dalam Laporan tahunan ini.

Agenda and participants of the joint meetings of the Board of Commissioners with the Board of Directors have been presented in the section of Board of Commissioners Meetings of the Corporate Governance Chapter in this Annual Report.

Frekuensi dan Kehadiran Rapat Direksi

Selama tahun 2019, Direksi telah melaksanakan rapat sebanyak 24 (dua puluh empat) kali dan rapat gabungan Dewan Komisaris dengan Direksi sebanyak 7 (tujuh) kali. Adapun frekuensi dan kehadiran masing-masing anggota Direksi adalah sebagai berikut.

Frequency And Attendance Of The Board Of Directors Meetings

Throughout 2019, the Board of Directors held 24 (twenty-four) meetings and 7 (seven) joint meetings of the Board of Commissioners and Board of Directors. The frequency and attendance of each member of the Board of Directors is as follows.

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Tabel Frekuensi dan Kehadiran Rapat Direksi
Table Frequency and Attendance of the Board of Directors Meetings

Nama Name	**Jabatan** Position	**Rapat Direksi** Board of Directors Meetings			**Rapat Gabungan Direksi dengan Dewan Komisaris** Joint Meetings of the Board of Directors and Board of Commissioners		
		Jumlah dan Persentase Kehadiran Number and Percentage of Attendance			**Jumlah dan Persentase Kehadiran** Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase** Percentage	**Jumlah Rapat** Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase** Percentage
Denie S. Tampubolon	Presiden Direktur President Director	24	24	100%	7	7	100%
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	24	24	100%	7	7	100%
Djoko Nugroho Imanhardjo*	Direktur Eksplorasi dan Produksi Director Exploration and Production	2	2	100%	2	1	50%
Noor Syarifuddin**	Direktur Eksplorasi dan Produksi Director Exploration and Production	5	5	100%	2	2	100%

*Berhenti menjabat sejak tanggal 4 Maret 2019
**Mulai menjabat sejak tanggal 2 September 2019
*Stop serving since March 4, 2019
**Start serving since September 2, 2019

PENGEMBANGAN KOMPETENSI DIREKSI

Pengembangan kompetensi Direksi dapat dilihat pada Bab Profil Sub Bab Pengembangan Kompetensi Direksi dalam Laporan Tahunan ini.

BOARD OF DIRECTORS COMPETENCY DEVELOPMENT

Competency development of the Board of Directors can be seen in the Profile Chapter, Sub Chapter of the Board of Directors Competency Development in this Annual Report.

PELAKSANAAN TUGAS DIREKSI

Sesuai dengan tugas dan tanggung jawabnya, selama tahun 2019 Direksi telah menjalankan tugasnya untuk pengurusan Perusahaan. Adapun tugas yang telah dilakukan oleh Direksi antara lain:

1. Menyusun Laporan Tahunan Tahun Buku 2019.
2. Menyusun dan mengimplementasikan *Corporate Plan*.
3. Menggelar rapat Direksi yang pada tahun 2019 telah terselenggara sebanyak sebanyak 24 (dua puluh empat) kali.
4. Menyusun RKAP Tahun 2019.
5. Membuat Pakta Integritas dalam rangka penerapan GCG, Kepatuhan Kode Etik Bisnis, Surat Pernyataan Benturan Kepentingan.

IMPLEMENTATION OF DUTIES OF THE BOARD OF DIRECTORS

In accordance with its duties and responsibilities, throughout 2019, the Board of Directors has carried out its duties for the management of the Company. Duties that have been carried out by the Board of Directors among others are:

1. Prepared the 2019 Annual Report.
2. Prepared and implemented Corporate Plans.
3. Held Board of Directors Meetings which in 2019 had been held 24 (twenty-four) times.
4. Prepared the 2019 RKAP.
5. Made an Integrity Pact in the context of implementing GCG, Compliance with Business Code of Conduct, Statement Letter of Conflicts of Interest.

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6. Menghadiri rapat Dewan Komisaris mengundang Direksi yang telah dilakukan sebanyak 7 (tujuh) kali.
7. Melakukan kunjungan kerja ke Wilayah Kerja dan Entitas Anak.
8. Melakukan rapat kerja manajemen yang dihadiri oleh seluruh Direksi, seluruh Manajerial (VP dan Manager Fungsi Leher) dan Direksi Anak Perusahaan.
9. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian tugasnya.
10. Menyelenggarakan Rapat Umum Pemegang Saham Laporan Tahunan yang diselenggarakan pada tanggal 8 Mei 2019.
11. Melakukan hapus buku piutang pokok macet, bunga, denda, dan/atau ongkos yang selanjutnya dilaporkan kepada Dewan Komisaris dan mendapatkan persetujuan Pemegang Saham.
12. Melakukan kerja sama dengan pihak ketiga dalam berbagai bidang mencakup bisnis, operasional dan *support*.
13. Melaksanakan kegiatan edukasi dalam rangka peningkatan pemahaman mengenai dunia eksplorasi dan produksi.
14. Penerapan *Good Corporate Governance* dalam setiap kegiatan usaha.
15. Mewakili Perusahaan di dalam dan luar Pengadilan yang mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan.
16. Mengatur ketentuan tentang kepekerjaan Perusahaan termasuk gaji, pensiun, promosi, pelatihan, jaminan hari tua, jaminan kesehatan, dan lainnya.
17. Melaksanakan kegiatan CSR, selama tahun 2019 telah tersalur dana CSR untuk kegiatan sosial, budaya dan kemasyarakatan maupun lingkungan.
18. Pelaksanaan tugas lainnya terkait pengurusan Perusahaan.
19. Menetapkan kebijakan lainnya untuk Perusahaan sesuai dengan ketentuan Perundang-Undangan.

6. Attended the Board of Commissioners meetings inviting the Board of Directors which have been held 7 (seven) times.
7. Conducted work visits to the Working Areas and Subsidiaries.
8. Conducted management work meetings attended by all Board of Directors, all Managerial (VP and Neck Function Managers) and Board of Directors of Subsidiaries.
9. Prepared the Company's organizational structure complete with details of duties.
10. Held an Annual General Meeting of Shareholders which was held on May 8, 2019.
11. Conducted a write-off uncollectible principal receivables, interest, fines and/or fees which are subsequently reported to the Board of Commissioners and obtained Shareholders approval.
12. Collaborated with third parties in various fields including business, operations and support.
13. Conducted educational activities in order to increase understanding of the world of exploration and production.
14. Implemented Good Corporate Governance in every business activity.
15. Represented the Company inside and outside the Court that binds the Company with other parties and/or other parties with the Company.
16. Regulated provisions regarding the employment of the Company including salaries, pensions, promotions, training, old-age benefits, health insurance, and others
17. Conducted CSR activities, throughout 2019 CSR funds have been distributed for social, cultural and community activities as well as environmental activities.
18. Conducted other duties related to the management of the Company.
19. Determined other policies for the Company in accordance with statutory provisions.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

PENILAIAN KINERJA DIREKSI

Penilaian Kinerja Direksi dilakukan melalui *Key Performance Indicator* yang dievaluasi oleh Dewan Komisaris dan disampaikan kepada Pemegang Saham dalam RUPS serta GCG *Assessment*.

Penilaian Kinerja Direksi melalui KPI

Setiap tahun, Direksi wajib menyusun kontrak manajemen/ *Key Performance Indicator* (KPI) yang merupakan penjabaran dari RKAP dan disetujui secara kolegial melalui RUPS.

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DIREKSI

Penyusunan KPI Direksi yang telah disetujui melalui RUPS mengacu pada Fax Direktur Hulu PT Pertamina (Persero) No. 034/D00000/2019-S0 tanggal 20 Maret 2019 perihal Kebijakan Implementasi *Key Performance Indicator* (KPI) 2019 Direktorat Hulu dan Anak Perusahaan Hulu (APH). Hasil kinerja Direksi secara kolegial dilaporkan kepada Dewan Komisaris dan dievaluasi oleh Pemegang Saham dalam RUPS secara kolegial setiap tahun.

KRITERIA PENILAIAN KINERJA DIREKSI

Kriteria evaluasi kinerja Direksi yang ditetapkan dalam RUPS yaitu:

1. *Group* KPI
2. *Division* KPI
   a. *Financial*
   b. *Operational Excellence*
   c. *Growth & Governance*

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

Performance Assessment of the Board of Directors is carried out through a Key Performance Indicator that is evaluated by the Board of Commissioners and submitted to the Shareholders at the GMS and GCG Assessment.

Performance Assessment of The Board of Directors Through KPI

Each year, the Board of Directors is required to prepare a management contract/Key Performance Indicator (KPI) which is a translation of the RKAP and is collegially approved through the GMS.

PERFORMANCE ASSESSMENT PROCEDURES OF THE BOARD OF DIRECTORS

The preparation of the Board of Directors KPIs that have been approved through the GMS refers to the Fax of Upstream Director PT Pertamina (Persero) No. 034/D00000/2019/ SO dated March 20, 2019 on Policies of the Implementation of 2019 Key Performance Indicator (KPI) of the Directorate of Upstream and the Upstream Subsidiaries (APH). The collegial performance results of the Board of Directors are reported to the Board of Commissioners and evaluated by the Shareholders at the GMS collegially every year.

PERFORMANCE ASSESSMENT CRITERIA OF THE BOARD OF DIRECTORS

Performance assessment criteria of the Board of Directors set at the GMS, namely:

1. Group KPI
2. Division KPI
   a. Financial
   b. Operational Excellence
   c. Growth & Governance

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

PIHAK YANG MELAKUKAN PENILAIAN KINERJA DIREKSI

Penilaian kinerja Direksi dilakukan Dewan Komisaris dan dievaluasi oleh Pemegang Saham dalam RUPS secara kolegial setiap tahun.

HASIL PENILAIAN KINERJA DIREKSI

Hasil penilaian kinerja akhir tahun Direksi PIEP tahun 2019 memperoleh pencapaian **101,32%** atau melebihi target yang ditetapkan pada awal tahun. Adapun pencapaian tersebut dapat dijabarkan sebagai berikut:

PARTIES CONDUCTING THE PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

Performance assessment of the Board of Directors is carried out by the Board of Commissioners and evaluated by the Shareholders at the GMS collegially every year.

PERFORMANCE ASSESSMENT RESULTS OF THE BOARD OF DIRECTORS

The year-end Performance assessment results of PIEP's Board of Directors in 2019 achieved 101.32% or exceeded the target set at the beginning of the year. The achievements can be described as follows:

No	**Penilaian Kinerja Direksi** Performance Assessment of the Board of Directors	**Pencapaian** Achievements
1	Group KPI	10.26%
2	Financial	14.39%
3	Operational Excellence	44.37%
4	Growth & Governance	32.30%
	Pencapaian	**101.32%**

Adapun rincian pencapaian KPI Direksi adalah sebagai berikut:

1. **Group KPI** dengan pencapaian sebesar 10.26% dari total pencapaian Kinerja Direksi. Parameter yang diukur meliputi EBITDA Hulu, biaya produksi minyak dan gas per unit, dan biaya produksi geothermal per unit.

2. **Financial** dengan sumbangsih 14.39% dari total pencapaian Kinerja Direksi, adapun parameter kinerja yang diukur meliputi EBITDA PIEP dan biaya produksi PIEP per unit.

3. **Operational Exellence** menunjukkan pencapaian Kinerja Direksi sebesar 44.37%. Parameter kinerja yang diukur meliputi penambahan *Reserve Replacement Ratio* (RRR) Migas, temuan sumber daya 2C, produksi minyak mentah, produksi gas,% *lifting* terhadap produksi minyak,% *lifting* terhadap produksi gas, *Total Recordable Incident Rate* (TRIR) dan *Follow-up HSSE Assessment Recommendation*.

The details of achievements of the Board of Directors KPI are as follows:

1. **Group KPI** with achievements of 10.26% of the total Performance of the Board of Directors. The parameters measured include Upstream EBITDA, oil and gas production costs per unit, and geothermal production costs per unit.

2. **Financial** with a contribution of 14.39% of the total achievement of the Board of Directors Performance, while the Performance parameters measured include the EBITDA and the production costs of PIEP per unit.

3. **Operational Exellence** showed the achievement of the Board of Directors Performance of 44.37%. The Performance parameters measured include the addition of Reserve Replacement Ratio (RRR) of Oil and Gas, 2C resource findings, crude oil production, gas production, lifting% towards oil production, lifting% towards gas production, Total Recordable Incident Rate (TRIR) and Follow-up on HSSE Assessment Recommendation.

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4. **Growth & Governance** memberikan pencapaian Kinerja Direksi sebesar 32.30%, dengan parameter kinerja yang diukur meliputi *strategic initiatives*, realisasi Anggaran Biaya Investasi (ABI), progress fisik, *Knowledge, Standardization & Innovation* (KSI), *Learning & Development Hours*, *HSSE Participation, GCG Implementation Compliance, Headcount productivity,* Tindak Lanjut Rekomendasi Hasil Audit Internal dan *Enterprise Risk Management*.

Penilaian Kinerja Direksi melalui GCG *Assessment*

Direksi senantiasa berkomitmen untuk senantiasa meningkatkan pencapaian kinerjanya. Untuk mendukung hal tersebut, dilakukan penilaian kinerja Direksi melalui GCG *assessment*. Penilaian kinerja Direksi melalui GCG *assessment* tahun buku 2019.

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DIREKSI

GCG *Assessment* di Perusahaan dilakukan oleh jasa pihak independen (evaluasi eksternal) yaitu PT Bumi Pertiwi Mandiri. Pelaksanaan GCG *assessment* berdasarkan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

KRITERIA PENILAIAN KINERJA DIREKSI

Kriteria yang digunakan dalam penilaian kinerja Direksi tersebut meliputi:

1. Pelaksanaan program pelatihan/pembelajaran Direksi.
2. Pembagian tugas/fungsi, wewenang dan tanggung jawab Direksi yang jelas.
3. Penyusunan perencanaan Perusahaan.

4. **Growth & Governance** provided an achievement of 32.30% of the Board of Directors Performance with Performance parameters measured include strategic initiatives, realization of the Investment Cost Budget (ABI), physical prgoress, Knowledge, Standardization & Innovation (KSI), Learning & Development Hours, HSSE Participation, GCG Implementation Compliance, Headcount productivity, Follow-Up on Recommendations of Internal Audit Results and Enterprise Risk Management.

Performance Assessment of The Board of Directors Through GCG Assessment

The Board of Directors is constantly committed to continuously improve the achievement of its Performance. To support this, an assessment of the Performance of the Board of Directors was carried out through GCG assessment. Performance assessment of the Board of Directors through GCG assessment for fiscal year 2019.

PERFORMANCE ASSESSMENT PROCEDURES OF THE BOARD OF DIRECTORS

GCG Assessment in the Company was conducted by an independent party service (external evaluation), namely PT Bumi Pertiwi Mandiri. Implementation of GCG assessment was based on the Decree of the Secretary to the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 on Highlights Indicators/Parameters and Evaluation on the Implementation of Good Corporate Governance in SOEs.

PERFORMANCE ASSESSMENT CRITERIA OF THE BOARD OF DIRECTORS

The criteria used in the Performance assessment of the Board of Directors include:

1. Implementation of training/learning program of the Board of Directors.
2. Clear division of duties/functions, authorities and responsibilities of the Board of Directors.
3. Preparation of corporate planning.

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4. Pemenuhan target kinerja Perusahaan.
5. Pelaksanaan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan Perusahaan.
6. Pelaksanaan pengurusan Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan Anggaran Dasar.
7. Pelaksanaan hubungan yang bernilai tambah bagi Perusahaan dan pemangku kepentingan.
8. Memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi.
9. Pelaksanaan keterbukaan informasi dan komunikasi, serta penyampaian informasi kepada Dewan Komisaris dan Pemegang Saham secara tepat waktu.
10. Penyelenggaraan rapat Direksi dan kehadiran pada rapat Dewan Komisaris.
11. Penyelenggaraan pengawasan internal yang berkualitas dan efektif.
12. Penyelenggaraan fungsi Sekretaris Perusahaan yang berkualitas dan efektif.
13. Penyelenggaraan RUPS Tahunan dan RUPS lainnya sesuai peraturan perundang-undangan.

PIHAK YANG MELAKUKAN PENILAIAN KINERJA DIREKSI

Pada tahun 2019, PIEP telah melakukan GCG *assessment* yang dilaksanakan oleh PT Bumi Pertiwi Mandiri.

HASIL PENILAIAN KINERJA DIREKSI

Hasil penilaian kinerja Direksi untuk tahun 2019 mencapai skor 32,618 dengan capaian 93,195% dan predikat Sangat Baik.

4. Fulfillment of the Company's Performance targets.
5. Implementation of operational and financial controls towards the implementation of the Company's plans and policies.
6. Implementation of management of the Company in accordance with the applicable statutory regulations and the Articles of Association.
7. Implementation of value-added relationships for the Company and stakeholders.
8. Monitor and manage potential conflicts of interest of members of the Board of Directors and management under the Board of Directors.
9. Implementation of the disclosure of information and communication, as well as timely delivery of information to the Board of Commissioners and Shareholders.
10. Organize meetings of the Board of Directors and attendance at the Board of Commissioners meetings.
11. Implementation of a qualified and effective internal supervision.
12. Implementation of a qualified and effective Corporate Secretary function.
13. Organize Annual GMS and other GMS in accordance with statutory provisions.

PARTIES CONDUCTING THE PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

In 2019, PIEP has conducted a GCG assessment which was carried out by PT Bumi Pertiwi Mandiri.

PERFORMANCE ASSESSMENT RESULTS OF THE BOARD OF DIRECTORS

Performance assessment results of the Board of Directors in 2019 achieved a a of 32.618 with the achievements of 93.195% and a predicate of Excellent.

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PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI, UNIT DI BAWAH DIREKSI, DAN DASAR PENILAIANNYA

Dalam melaksanakan tugas kepengurusannya, Direksi juga dibantu oleh Komite di bawah Direksi yaitu Komite Manajemen Risiko. Komite Manajemen Risiko merupakan komite yang dibentuk untuk membantu Direksi dalam menetapkan kebijakan, prosedur, *risk tolerance* dan *risk appetite* Perusahaan, memantau kebijakan serta pelaksanaan manajemen risiko dan eksposure risiko yang diambil oleh Perusahaan. Selama tahun 2019, dasar penilaian kinerja Komite Manajemen Risiko yaitu Komite Manajemen Risiko telah melaksanakan 2 (dua) kali rapat dan telah melaksanakan tugasnya dengan baik.

Selain melakukan penilaian atas kinerja Komite di bawah Direksi, Direksi juga melakukan penilaian kinerja kepada seluruh Unit di bawah Direksi. Seluruh Unit di bawah Direksi (termasuk didalamnya adalah Unit Audit Internal dan Unit Manajemen Risiko) telah memiliki KPI yang telah ditetapkan dan dievaluasi secara periodik oleh Perusahaan. Adapun kriteria KPI diantaranya yaitu *Financial*, *Operational Excellence* dan *Growth and Governance*. Untuk pencapaian kinerja Unit Audit Internal dan Unit Manajemen Risiko fokus pada pencapaian Growth *and Governance* yang selanjutnya dilaporkan kepada Presiden Direktur. Pada tahun 2019, Seluruh unit di bawah Direksi telah menjalankan tugasnya dengan baik dengan performa lebih dari 100%.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DIREKSI

Pemberhentian Direksi sesuai yang diatur dalam Anggaran Dasar adalah sebagai berikut:

- Ayat 8: Anggota Direksi sewaktu-waktu dapat diberhentikan bedasarkan keputusan RUPS dengan menyebutkan alasannya.
- Ayat 9: Jabatan anggota Direksi berakhir apabila:

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS, UNITS UNDER THE BOARD OF DIRECTORS AND BASIS OF ASSESSMENT

In carrying out its management duties, the Board of Directors is also assisted by Committees under the Board of Directors, namely the Risk Management Committee. The Risk Management Committee is a committee established to assist the Board of Directors in determining policies, procedures, risk tolerance and risk appetite of the Company, monitoring policies and the implementation of risk management and risk exposure taken by the Company. Throughout 2019, the basis of Performance evaluation of the Risk Management Committee was that the Risk Management Committee has conducted 2 (two) meetings and has carried out its duties properly.

In addition to evaluating the Performance of Committees under the Board of Directors, the Board of Directors also assessed the Performance of all Units under the Board of Directors. All Units under the Board of Directors (including the Internal Audit Unit and the Risk Management Unit) have KPIs that have been determined and evaluated periodically by the Company. The KPI criteria include Financial, Operational Excellence as well as Growth and Governance. For the Performance achievement of the Internal Audit Unit and Risk Management Unit were focused on the achievement of Growth and Governance which was then reported to the President Director. In 2019, all Units under the Board of Directors have carried out their duties properly with a Performance of more than 100%.

RESIGNATION AND DISMISSAL MECHANISM OF THE BOARD OF DIRECTORS

Dismissal of the Board of Directors as stipulated in the Articles of Association are as follows:

- Paragraph 8: Members of the Board of Directors may be dismissed at any time based on the GMS resolutions by stating the reasons.
- Paragraph 9: Position of members of the Board of Directors shall end if:

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a. Masa jabatannya berakhir.

b. Mengundurkan diri sesuai dengan ketentuan Pasal 11 ayat 19.

c. Kehilangan kewarganegaraan Indonesia.

d. Meninggal dunia.

e. Diberhentikan bedasarkan keputusan RUPS dengan alasan:

1) Tidak dapat memenuhi kewajibannya yang telah disepakati dalam kontrak manajemen.

2) Tidak dapat melaksanakan tugasnya dengan baik.

3) Melanggar ketentuan Anggaran Dasar dan/atau peraturan perundang-undangan.

4) Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara.

5) Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap.

6) Antara para anggota Direksi dan antara anggota Direksi dengan anggota Dewan Komisaris memiliki hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda, RUPS berwenang memberhentikan salah satu diantara mereka.

7) Alasan lainnya yang ditetapkan oleh RUPS.

Rencana pemberhentian sewaktu-waktu anggota Direksi sebagaimana dimaksudkan dalam ayat 8 di atas, diberitahukan kepada anggota Direksi yang bersangkutan secara tertulis oleh pemegang saham.

Keputusan Pemegang Saham Pasal 11 ayat 9 huruf e butir 1); 2); 3), dan 4) diambil setelah yang bersangkutan diberi kesempatan membela diri.

a. The term of office is over

b. Resign based on the provisions of Article 11 paragraph 19.

c. Loss of Indonesian citizenship.

d. Passed away.

e. Dismissed based on GMS with the reasons:

1) Unable to fulfill their obligations as agreed in the management contracts.

2) Unable to carry out their duties properly.

3) No longer meets the requirements and/or violates the provisions of the Articles of Association and/or violates applicable statutory regulations.

4) Involve in actions that are detrimental to the Company and/or the state.

5) Declared guilty by a court decision which has permanent legal force.

6) The occurence of circumstances where between members of the Board of Directors and Board of Commissioners have a family relationship to the third degree, either in a straight line or sideways, including a relationship by marriage (in-laws), the GMS has the authority to dimiss one of them.

7) Other reasons set by the GMS.

Any dismissal plan for the members of the Board of Directors as referred to in paragraph 8 above, shall be notified to the relevant members of the Board of Directors in writing by the shareholders.

Shareholders decree of Article 11 paragraph 9 letter e point 1); 2); 3) and 4) taken after the person concerned has been given the opportunity to defend himself.

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ORGAN DAN KOMITE DI BAWAH DEWAN KOMISARIS

Dalam melaksanakan tugasnya, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris dan Komite Penunjang, yaitu Komite Audit serta Komite Pemantau Manajemen Risiko. Dewan Komisaris tidak memiliki Komite Nominasi dan Remunerasi, namun memiliki fungsi nominasi dan remunerasi dijalankan oleh Dewan Komisaris. Organ dan Komite di bawah Dewan Komisaris tersebut diuraikan sebagai berikut.

SEKRETARIS DEWAN KOMISARIS

Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris

Tugas dan tanggung jawab Sekretaris Dewan Komisaris antara lain:

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris/Dewan Pengawas.
2. Membuat risalah rapat Dewan Komisaris/Dewan Pengawas sesuai ketentuan anggaran dasar Perusahaan.
3. Mengadministrasikan dokumen Dewan Komisaris/Dewan Pengawas, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya.
4. Menyusun Rancangan Rencana Kerja dan Anggaran Dewan Komisaris/Dewan Pengawas.
5. Menyusun Rancangan Laporan-Laporan Dewan Komisaris/Dewan Pengawas.
6. Melaksanakan tugas lain dari Dewan Komisaris/Dewan Pengawas.
7. Memastikan bahwa Dewan Komisaris/Dewan Pengawas mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG.
8. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris/Dewan Pengawas secara berkala dan/atau sewaktu-waktu apabila diminta.

ORGANS AND COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In carrying out their duties, the Board of Commissioners is assisted by the Secretary to the Board of Commissioners and the Supporting Committees, namely the Audit Committee and the Risk Management Monitoring Committee. The Board of Commissioners does not have any Nomination and Remuneration Committee, but the function is carried out by the Board of Commissioners. Organs and Committees under the Board of Commissioners are described as follows.

SECRETARY TO THE BOARD OF COMMISSIONERS

Duties and Responsibilities of Secretary To The Board of Commissioners

Duties and responsibilities of Secretary to the Board of Commissioners are:

1. Prepare meetings, including briefing sheets for the Board of Commissioners/Supervisory Board.
2. Make minutes of meetings of the Board of Commissioners/Supervisory Board in accordance with the provisions of the Company's Articles of Association.
3. Administer the documents of the Board of Commissioners/Supervisory Board, both incoming letters, outgoing letters, minutes of meetings and other documents.
4. Prepare the Drafts of Work Plan and Budget of the Board of Commissioners/Supervisory Board.
5. Prepare the Draft of the Board of Commissioners/Supervisory Board Reports.
6. Carry out other duties from the Board of Commissioners/Supervisory Board.
7. Ensure that the Board of Commissioners/Supervisory Board complies with the statutory regulations and applies GCG principles.
8. Provide information needed by the Board of Commissioners/Supervisory Board periodically and/or at any time if requested.

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9. Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris/ Dewan Pengawas.
10. Sebagai penghubung (*liaison officer*) Dewan Komisaris/ Dewan Pengawas dengan pihak lain.

9. Coordinate Committee members, if needed in order to expedite the duties of the Board of Commissioners/ Supervisory Board.
10. As a liaison officer of the Board of Commissioners/ Supervisory Board with other parties.

Profil Sekretaris Dewan Komisaris

Profile of Secretary to The Board of Commissioners

Gandot Werdiantoro

Sekretaris Dewan Komisaris
Secretary to the Board of Commissioners

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Bekasi	Bekasi
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/ Age	Lahir di Medan, 9 Maret 1959 saat ini berusia 60 tahun	Born in Medan on March 9, 1959 and currently 60 years old
Riwayat Pendidikan Educational Background	• Sarjana Teknik Geologi dari UPN Veteran Yogyakarta (1987). • Master of Science Applied Geophysic dari Institut Teknologi Bandung (2003).	• Bachelor of Geological Engineering from UPN "Veteran" Yogyakarta (1987). • Master of Science in Applied Geophysic from Bandung Institute of Technology (2003).
Pengalaman Kerja Educational Background	• Gold International Co. sebagai Field Geologist (1987-1988). • Staf Exploration Pertamina Cirebon (1984-1994). • Stad Geofisika *Reservoir* Pertamina Jakarta (1994-1996). • Senior Geophysicist, Member of Developing team JOB Pertamina-Talisman Energy (1997-2000). • Manajer Geofisika dan Pengolahan Data Pertamina (2000-2002). • Manajer Sub Surface BOB PT BSP-Pertamina Hulu (2002-2003). • Senior Manajer Eksploration and Development BOB PT BSP-Pertamina Hulu (2003-2007). • Negotiation Team in unitization for suban Field antara Pertamina dan Conoco Philips (2007-2008). • Vice President Technical Support di PT Pertamina Hulu Energy (2008-2013). • Operation Director di Pertamina Drilling Service Indonesia (2014-2017). • Staf Ahli Presiden Direktur PIEP (2017-2018)	• Gold International Co. as Field Geologist (1987-1988). • Exploration Staff at Pertamina Cirebon (1984-1994). • Reservoir Geophysics Staff at Pertamina Jakarta (1994-1996). • Senior Geophysicist, Member of JOB Developing team at Pertamina-Talisman Energy (1997-2000). • Geophysics & Data Processing Manager at Pertamina (2000-2002). • BOB Sub-Surface Manager at PT BSP-Pertamina Hulu (2002-2003). • Senior Manager of BOB Exploration and Development at PT BSP-Pertamina Hulu (2003-2007). • Negotiation Team in unitization for suban Field between Pertamina and Conoco Philips (2007-2008). • Vice President of Technical Support at PT Pertamina Hulu Energy (2008-2013). • Operation Director at Pertamina Drilling Service Indonesia (2014-2017). • Expert Staff to the President Director PIEP (2017-2018)
Riwayat Penunjukan Appointment History	Surat Keputusan Dewan Komisaris No.Kpts-001/DK-PN/2017-SO tanggal 21 Agustus 2017	Decree of the Board of Commissioners No. Kpts-001/DK-PN/2017-SO dated August 21, 2017

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Pelaksanaan Tugas Sekretaris Dewan Komisaris

Selama tahun 2019, Sekretaris Dewan Komisaris telah melaksanakan tugas antara lain:

1. Menyiapkan rapat termasuk *briefing sheet* serta membuat risalah rapat Dewan Komisaris.
2. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat dan dokumen lainnya.
3. Melakukan koordinasi dengan Sekretaris Perusahaan.
4. Melakukan koordinasi antara Sekretaris Dewan Komisaris dengan Entitas Anak lainnya.
5. *Alignment* RKAP, RJPP dan lainnya dengan *strategic Joint Venture* di PT Pertamina (Persero).

KOMITE AUDIT

Komite Audit bertugas untuk membantu Dewan Komisaris dalam pelaksanaaan tugas dan tanggung jawabnya. Komite Audit diangkat oleh dan bertanggungjawab kepada Dewan Komisaris. Dalam pelaksanaan tugasnya, Komite Audit bekerja secara kolektif kolegial. Tugas-tugas Komite Audit antara lain me*review* sistem pengendalian internal Perusahaan, kualitas laporan keuangan, efektivitas fungsi internal audit dan eksternal audit, dan menelaah kepatuhan Perusahaan terhadap regulasi dan pelaksanaan tata kelola Perusahaan yang baik (GCG).

Dasar Pembentukan Komite Audit

Dasar pembentukan Komite Audit mengacu kepada:

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perusahaan Terbatas.
2. Peraturan Menteri Negara BUMN, di antaranya:
   a. Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 Jo. Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara (BUMN);

Implementation of Duties of Secretary to The Board of Commissioners

Throughout 2019, Secretary to the Board of Commissioners has carried out duties as follows:

1. Prepare meetings, including briefing sheets and the minutes of meetings of the Board of Commissioners
2. Administer the documents of the Board of Commissioners/ Supervisory Board, both incoming letters, outgoing letters, minutes of meetings and other documents.
3. Coordinate with the Corporate Secretary.
4. Coordinate between the Secretary to Board of Commissioners with other Subsidiaries.
5. Alignment of RKAP, RJPP and others with a strategic joint venture in PT Pertamina (Persero).

AUDIT COMMITTEE

The Audit Committee has the duty to assist the Board of Commissioners in carrying out their duties and responsibilities. The Audit Committee is appointed by and is responsible to the Board of Commissioners. In carrying out its duties, the Audit Committee works collectively and collegially. Duties of the Audit Committee include reviewing the Company's internal control system, quality of the financial statements, effectiveness of the internal audit and external audit functions, and reviewing the Company's compliance with regulations and implementation of Good Corporate Governance (GCG).

Basis of Establishmentof The Audit Committee

Basis of establishment of the Audit Committee refers to:

1. Law No. 40 Year 2007 on Limited Liability Companies.
2. State Minister of SOEs Regulations, among others:
   a. State Minister of SOEs Regulation No. PER-01/MBU/2011 Jo. State Minister of SOEs Regulation No. PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises (SOEs);

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b. Peraturan Menteri Negara BUMN Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN.

3. Pedoman Umum *Good Corporate Governance* Indonesia Tahun 2006 oleh Komite Nasional Kebijakan *Governance*.
4. Anggaran Dasar PT Pertamina Internasional Eksplorasi dan Produksi.
5. Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan Tahun 2013 PT Pertamina (Persero).

Tugas dan Tanggung Jawab Komite Audit

Komite Audit bertugas untuk:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor.
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Satuan Pengawasan internal maupun auditor eksternal.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perusahaan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris/Dewan Pengawas lainnya.
6. Memastikan laporan keuangan disajikan secara wajar sesuai dengan prinsip akuntansi yang berlaku secara umum.
7. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perusahaan dan kepatuhan terhadap seluruh perjanjian dan komitmen yang dibuat Perusahaan dengan pihak ketiga.
8. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan auditor eksternal yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa.

b. State Minister of SOEs Regulation No. PER-12/MBU/2012 on Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs.

3. General Guidelines for Indonesian Good Corporate Governance 2006 by the National Committee on Governance.
4. Articles of Association of PT Pertamina Internasional Eksplorasi dan Produksi.
5. Guidelines for Management of Subsidiaries and Joint Venture Companies 2013 by PT Pertamina (Persero).

Duties and Responsibilities of The Audit Committee

Audit Committee is tasked to:

1. Assist the Board of Commissioners to ensure the effectiveness of internal control system and the effectiveness of the implementation of duties of external and internal auditors.
2. Assess the implementation of activities and results of audits carried out by the Internal Audit Unit and external auditors.
3. Provide recommendations on improving the management control system and its implementation.
4. Ensure that there are satisfactory evaluation procedures for all information released by the Company.
5. Identify matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners/Supervisory Board.
6. Ensure that financial statements are fairly presented in accordance with generally accepted accounting policies.
7. Review compliance with statutory regulations relating to the Company's activities and compliance with all agreements and commitments made by the Company with third parties.
8. Provide recommendations to the Board of Commissioners regarding the appointment of an external auditor based on independence, scope of assignment and compensation for services.

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9. Melakukan penelaahan atas saran, permasalahan atau keluhan *stakeholders* yang disampaikan langsung kepada Dewan Komisaris.
10. Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris.

Wewenang Komite Audit

Dalam melakukan tugasnya, Komite Audit memiliki wewenang, antara lain:

1. Mengakses dokumen, data, dan informasi Perusahaan tentang pekerja, dana, aset, dan sumber daya Perusahaan yang diperlukan untuk melaksanakan tugasnya.
2. Berkomunikasi langsung dengan pekerja, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan auditor eksternal terkait tugas dan tanggung jawabnya.
3. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan) setelah memperoleh persetujuan dari Dewan Komisaris.
4. Melakukan wewenang lain yang diberikan oleh Dewan Komisaris.

Piagam Komite Audit

Piagam Komite Audit merupakan piagam yang menjelaskan secara garis besar hal-hal yang berkenaan dengan tugas dan tanggung jawab Komite Audit dalam membantu pelaksanaan tugas dan fungsi pengawasan Dewan Komisaris. Piagam Komite Audit telah disahkan oleh Dewan Komisaris pada bulan Januari 2019. Piagam Komite Audit bertujuan untuk meningkatkan kualitas dan efektivitas kerja Komite Audit sebagai organ pendukung Dewan Komisaris serta menerapkan prinsip-prinsip GCG, yakni Transparansi (*Transparency*), Akuntabilitas (*Accountability*), Responsibilitas (*Responsibility*), Independensi (*Independency*), dan Kewajaran dan Kesetaraan (*Fairness*) di setiap kegiatan di Perusahaan secara konsisten.

9. Review suggestions, issues or complaints of stakeholders submitted directly to the Board of Commissioners.
10. Carry out other supervisory duties in accordance with the request of the Board of Commissioners.

Authorities of The Audit Committee

In carrying out its duties, the Audit Committee has authorities as follows:

1. Access documents, data, and information about the Company's employees, funds, assets, and resources needed to carry out its duties.
2. Communicate directly with employees including the Board of Directors and those who carry out the functions of internal audit, risk management and external auditors related to their duties and responsibilities.
3. Involve independent parties outside the Audit Committee members needed to assist in carrying out their duties (if needed) after obtaining approval from the Board of Commissioners.
4. Carry out other authorities given by the Board of Commissioners.

Audit Committee Charter

The Audit Committee Charter is a charter that outlines the matters relating to the duties and responsibilities of the Audit Committee in assisting the implementation of the supervisory duties and functions of the Board of Commissioners. The Audit Committee Charter was ratified by the Board of Commissioners in January 2019. The Audit Committee Charter aims to improve the quality and effetiveness of work of the Audit Committee as a supporting organ of the Board of Commissioners and apply the GCG principles, namely Transparency, Accountability, Responsibility, Independency and Fairness in every activity in the Company consistently.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Adapun isi Piagam Komite Audit adalah sebagai berikut:

Bab I Pendahuluan
Bab II Pembentukan dan Keanggotaan
Bab III Tugas, Tanggung Jawab dan Wewenang
Bab IV Rapat dan Pertanggungjawaban
Bab V Penutup

The contents of the Audit Committee Charter are as follows:

Chapter I Introduction
Chapter II Establishment and Membership
Chapter III Duties, Responsibilities and Authorities
Chapter IV Meetings and Accountability
Chapter V Closing

Struktur, Keanggotaan dan Keahlian Komite Audit

Ketentuan mengenai struktur keanggotaan Komite Audit, antara lain:

1. Komite Audit paling kurang terdiri dari 3 (tiga) orang anggota yang berasal dari anggota Dewan Komisaris atau dari luar Perusahaan.
2. Ketua Komite Audit adalah anggota Dewan Komisaris.
3. Salah seorang dari anggota Komite Audit harus memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan, dan salah seorang harus memahami industri/bisnis Perusahaan.

Struktur, keanggotaan dan keahlian Komite Audit dapat dilihat pada tabel di bawah ini.

Structure, Membership and Expertise of The Audit Committee

Provisions on the membership structure of the Audit Committee, among others:

1. The Audit Committee shall consist of at least 3 (three) members who are members of the Board of Commissioners or from outside the Company.
2. The Chairman of the Audit Committee is a member of the Board of Commissioners.
3. One of the members of the Audit Committee must have an educational background or have expertise in accounting or finance, and one must understand the industry/business of the Company.

Structure, membership and expertise of the Audit Committee can be seen in the table below.

Periode 1 Januari-5 Desember 2019

Period of January 1-December 5, 2019

Tabel Struktur, Keanggotaan dan Keahlian Komite Audit
Table Structure, Membership and Expertise of the Audit Committee

Nama Name	**Jabatan** Position	**Keterangan** Description	**Keahlian** Expertise
Satry Nugraha	Ketua Chairman	Komisaris Commissioner	*Corporate Governance, Strategic Management* dan *Legal*
Iqbal Islami	Anggota Member	Pihak Independen Independent Party	*Strategic Management, Finance,* dan *Corporate Governance*
Gatot Setiawan	Anggota Member	Pihak Independen Independent Party	*Accounting dan Finance*

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Periode 5 Desember-31 Desember 2019

Period of December 5-31, 2019

Tabel Struktur, Keanggotaan dan Keahlian Komite Audit
Table Structure, Membership and Expertise of the Audit Committee

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Jumali	Ketua Chairman	Komisaris Commissioner	*Marketing Management*
Iqbal Islami	Anggota Member	Pihak Independen Independent Party	*Strategic Management, Finance,* dan *Corporate Governance*
Nusalina	Anggota Member	Pihak Independen Independent Party	Teknik Industri

Profil Komite Audit

Profil Komite Audit per 31 Desember 2019 adalah sebagai berikut.

Profile of Audit Committee

The Audit Committee profile as of December 31, 2019 is as follows.

Jumali

Ketua Komite Audit
Chairman of the Audit Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini
His profile can be seen in the Board of Commissioners Profile section of this Annual Report.

Periode Jabatan Term of Office	Sesuai dengan periode jabatan sebagai Dewan Komisaris	In accordance with the term of office as the Board of Commissioners
Riwayat Penunjukan Appointment History	Surat Keputusan Dewan Komisaris No.Kpts-001/DK/PN/2019-SO tanggal 5 Desember 2019	Board of Commissioners Decree No. Kpts-001/DK/PN/2019-SO dated December 5, 2019

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Iqbal Islami

Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Gunung Sugih, 6 Desember 1963. Berusia 56 tahun per Desember 2019.	Born in Gunung Sugih on December 6, 1963. 56 years old as of December 2019.
Riwayat Pendidikan Edcucational Background	• DIII Sekolah Tinggi Akuntansi Negara (1985) • DIV Sekolah Tinggi Akuntansi Negara (1991) • MBA in Finance, Case Western Reserce University (1994)	• Diploma III from Indonesian State College of Accountancy (1985) • Diploma IV from Indonesian State College of Accountancy (1991) • MBA in Finance, Case Western Reserce University (1994)
Pengalaman Kerja Job Experience	• Dosen Sekolah Tinggi Akuntansi Negara (1991-2003) • Widyaiswara BPPK (2003-2016) • Kepala Pusdiklat AP BPPK (2016-sekarang) • Anggota Komite Audit PT Sucofindo (Persero) (2006-2010) • Anggota Komite Audit Perum Perhutani (2007-2011) • Anggota Komite Audit PT Penjamin Infrastruktur Indonesia (Persero) (2012-2017)	• Lecturer at Indonesian State College of Accountancy (1991-2003) • Government employees of BPPK (2003-2016) • Head of AP BPPK Training Center (2016-now) • Member of the Audit Committee of PT Sucofindo (Persero) (2006-2010) • Member of the Audit Committee of Perum Perhutani (2007-2011) • Member of the Audit Committee of PT Penjamin Infrastruktur Indonesia (Persero) (2012-2017).
Sertifikasi Certifications	Qualified Internal Auditor (QIA)	Qualified Internal Auditor (QIA)
Riwayat Penunjukan Appointment History	• Surat Keputusan Dewan Komisaris No.Kpts-001/DK-PIEP/2015-SO tanggal 28 Agustus 2015 • Surat Keputusan Dewan Komisaris No.Kpts-002/DK-PN/2017-SO tanggal 29 September 2017	• Board of Commissioners Decree No. Kpts-001/DK-PIEP/2015-SO dated August 28, 2015 • Board of Commissioners Decree No. Kpts-002/DK-PN/2017-SO dated September 29, 2017
Periode Jabatan Term of Office	Periode I : 28 Agustus 2015-28 Agustus 2017 Periode II : 29 September 2017-saat ini	Period I : August 28, 2015-August 28, 2017 Period II : September 29, 2017-now

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Nusalina

Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Mojokerta, 3 Mei 1966. Berusia 53 tahun per Desember 2019	Born in Mojokerta on May 3, 1966. 53 years old as of December 2019
Riwayat Pendidikan Edcucational Background	• Politeknik Kimia, Universitas Brawijaya. • Sarjana Teknik Industri, Universitas Muhammadiyah Magelang (1996).	• Chemistry Polytechnic, Brawijaya University. • Bachelor of Industrial Engineering, Muhammadiyah University of Magelang (1996).
Pengalaman Kerja Job Experience	• Refinery IV Cilacap (2003) • Internal Audit Daerah IB Cilacap (2003-2005) • Internal Audit Pusat Persero (2005-2011) • Internal Audit Balongan (2011-2012) • Internal Audit Plaju (2012-2013) • Kepala Satuan Pengawasan Internal PT Elnusa (2013-2014) • Manager Internal Audit RU IV Cilacap (2014-2015) • Manajer Corp & Adv & West Area IA PT PHE (2015-2018) • Upstream Internal Audit Manager PT Pertamina (Persero) (2018-sekarang)	• Refinery IV Cilacap (2003) • IB Internal Audit of Cilacap Area (2003-2005) • Internal Audit Center of the Company (2005-2011) • Internal Audit at Balongan (2011-2012) • Internal Audit at Plaju (2012-2013) • Head of Internal Control Unit of PT Elnusa (2013-2014) • Internal Audit Manager of RU IV Cilacap (2014-2015) • Manager of Corp & Adv & West Area IA of PT PHE (2015-2018) • Upsteam Internal Audit Manager PT of Pertamina (Persero) (2018-now)
Sertifikasi Certifications	Qualified Internal Auditor (QIA) dan CFE (Certified Fraud Examiner)	Qualified Internal Auditor (QIA) and CFE (Certified Fraud Examiner)
Riwayat Penunjukan Appointment History	Surat Keputusan Dewan Komisaris No.Kpts-001/DK/PN/2019-SO tanggal 5 Desember 2019.	Board of Commissioners Decree No. Kpts-001/DK/PN/2019-SO dated December 5, 2019.
Periode Jabatan Term of Office	5 Desember 2019-5 Desember 2021	December 5, 2019-December 5, 2021

Kualifikasi Pendidikan dan Pengalaman Kerja Komite Audit

Persyaratan anggota Komite Audit, antara lain:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang keuangan, akuntansi, dan/atau pengawasan/pemeriksaan.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan.

Qualification of Education and Job Experience of The Audit Committee

Requirements for members of the Audit Committee, among others:

1. Have good integrity and sufficient knowledge and job experience in finance, accounting and/or supervision/inspection.
2. Do not have personal interests/relationships that can cause negative impacts and conflicts of interest towards the Company.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

3. Mampu berkomunikasi secara efektif.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Anggota Komite Audit yang berasal dari luar Perusahaan dilarang mempunyai hubungan keluarga sedarah dan semenda sampai derajat ketiga baik menurut garis lurus maupun garis ke samping dengan anggota Dewan Komisaris dan anggota Direksi Perusahaan.
6. Anggota Komite Audit yang berasal dari luar Perusahaan tidak boleh merangkap jabatan sebagai:
   a. Anggota Dewan Komisaris pada Anak Perusahaan/ Perusahaan Patungan PT Pertamina (Persero) lainnya;
   b. Anggota Komite Audit pada Anak Perusahaan/ Perusahaan Patungan PT Pertamina (Persero) lainnya;
   c. Anggota Komite lainnya pada Perusahaan atau Anak Perusahaan/Perusahaan Patungan PT Pertamina (Persero) lainnya;
   d. Jabatan lainnya yang dilarang untuk dirangkap berdasarkan kebijakan internal Perusahaan dan/atau peraturan perundang-undangan yang berlaku.

Kualifikasi pendidikan dan pengalaman kerja Ketua dan Anggota Komite Audit adalah sebagai berikut.

3. Able to communicate effectively.
4. Can provide enough time to complete their duties.
5. Members of the Audit Committee from outside the Company are prohibited from having family blood relations and marriage related to the third degree either in a straight line or sideways with members of the Board of Commissioners and members of the Board of Directors of the Company.
6. Members of the Audit Committee from outside the Company may not hold concurrent positions as:
   a. Members of the Board of Commissioners in other Subsidiaries/Joint Venture Companies of PT Pertamina (Persero);
   b. Members of the Audit Committee in other Subsidiaries/ Joint Venture Companies of PT Pertamina (Persero);
   c. Other Committee members in the Company or Subsidiaries/Joint Venture Companies of PT Pertamina (Persero);
   d. Other positions that are prohibited from being hold concurrently based on the Company's internal policies and/or applicable statutory regulations.

Qualification of education and job experience of the Chairman and Members of the Audit Committee are as follows:

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Audit
Table Qualification of Education and Job Experience of the Audit Committee

Nama Name	**Jabatan** Position	**Pendidikan** Education	**Pengalaman Kerja** Job Experience
Satry Nugraha*	Ketua Chairman	• S1 di bidang hukum • Master of Laws • Bachelor Degree in Laws • Master of Laws	Memiliki pengalaman kerja di Kementerian Energi dan Sumber Daya Mineral sebagai Penasihat Senior di bidang *spatial planning.* Has job experience in the Ministry of Energy and Mineral Resources as Senior Advisor in the field of spatial planning.
Jumali**	Ketua Chairman	Sarjana Ekonomi, Universitas Sebelas Maret Bachelor of Economics, Universitas Sebelas Maret	Memiliki pengalaman kerja di PT Pertamina (Persero) sebagai Wira Penjualan Rayon, Industri serta Retail, dan *Sales* Area Manager. Has job experiences in PT Pertamina (Persero) as Sales of Rayon, Industrial and Retail, and Sales Area Manager.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Audit
Table Qualification of Education and Job Experience of the Audit Committee

Nama Name	**Jabatan** Position	**Pendidikan** Education	**Pengalaman Kerja** Job Experience
Iqbal Islami	Anggota Member	• DIII Sekolah Tinggi Akuntansi Negara • DIV Sekolah Tinggi Akuntansi Negara • Master *Finance*, Case Western Reserce University • Diploma III from Indonesian State College of Accountancy • Diploma IV from Indonesian State College of Accountancy • Master of Finance, Case Western Reserce University	Memiliki pengalaman kerja sebagai Dosen dan Komite Audit Has job experiences as Lecturer and Audit Committee
Gatot Setiawan*	Anggota Member	S1 Ekonomi Akuntansi, Universitas Sriwijaya Bachelor of Economics in Accounting, Sriwijaya University	Memiliki pengalaman kerja di PT Pertamina (Persero) sebagai Manager Subsidiary & JV Performance Management, dan Assisten Manager bidang *Accounting* dan Keuangan. Has job experiences in PT Pertamina (Persero) as the Manager of Subsidiary & JV Performance Management, and Assistant Manager in the field of Accounting and Finance.
Nusalina**	Anggota Member	• Politeknik Kimia, Universitas Brawijaya • Sarjana Teknik Industri, Universitas Muhammadiyah Magelang. • Chemistry Polytechnic, Brawijaya University • Bachelor of Industrial Engineering, Muhammadiyah University of Magelang (1996).	Memiliki pengalaman kerja sebagai Internal Auditor. Has job experience as Internal Auditor.

*Berhenti menjabat sejak tanggal 5 Desember 2019
**Mulai menjabat sejak tanggal 5 Desember 2019

*Stop serving since December 5, 2019
**Start serving since December 5, 2019

Independensi Komite Audit

Komite Audit menjalankan peran secara obyektif berdasarkan pertimbangan keahliannya secara profesional. Dalam rangka menjaga obyektivitas tersebut, Komite Audit berasal dari pihak yang independen, yaitu pihak yang tidak memiliki hubungan/keterkaitan yang dapat menimbulkan dampak negatif atau benturan kepentingan (*conflict of interest*) baik dengan Pemegang Saham dan Pengurus (Dewan Komisaris dan Direksi) maupun dengan Perusahaan.

Audit Committee Independence

The Audit Committee performs its role objectively based on consideration of its professional expertise. In order to maintain this objectivity, the Audit Committee came from an independent party, namely a party that has no relationship that can cause negative impacts or conflicts of interest both with the Shareholders and Management (Board of Commissioners and Board of Directors) and with the Company.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tabel Independensi Komite Audit
Table Audit Committee Independence

Nama Name	Satry Nugraha	Jumali	Iqbal Islami	Gatot Setiawan	Nusalina
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Not having financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di Perusahaan, anak Perusahaan, maupun Perusahaan afiliasi. Not having managerial relationship in the Company, subsidiaries, and affiliated companies.	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di Perusahaan Not having shares ownership relationship in the Company	√	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit Not having family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan Pemerintah Not serving as a manager of political parties, officials and government	√	√	√	√	√

Rapat Komite Audit

Komite Audit mengadakan rapat secara berkala paling sekurang-kurangnya 1 (satu) bulan sekali. Komite Audit dapat mengadakan rapat di luar jadwal rapat berkala untuk membahas hal-hal yang dianggap perlu dan/atau mendesak. Komite Audit dapat mengundang satuan/unit kerja yang terkait dengan materi rapat untuk hadir dalam rapat dengan sepengetahuan anggota Direksi terkait.

Rapat Komite Audit dipimpin oleh Ketua Komite Audit. Dalam hal Ketua Komite Audit berhalangan, maka rapat dipimpin oleh salah seorang dari anggota Komite Audit yang hadir. Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat. 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. Risalah rapat harus memuat hasil-hasil analisis, telaahan, dan evaluasi atas acara yang diagendakan, serta risalah asli dari setiap rapat Komite Audit disimpan oleh Perusahaan.

Audit Committee Meetings

The Audit Committee holds regular meetings at least once a month. The Audit Committee may hold meetings outside the regular meetings schedule to discuss matters that are deemed necessary and/or urgent. The Audit Committee may invite work units related to the meeting material to attend the meeting with the knowledge of the relevant members of the Board of Directors.

Audit Committee meetings is led by the Chairman of the Audit Committee In the event that the Chairman is absent, the meeting will be led by one of the Audit Committee members. Decisions of the Audit Committee meetings are taken based on deliberation to reach consensus. Each Audit Committee meeting is outlined in the minutes of the meeting, including if there are dissenting opinions, which are signed by all members of the Audit Committee present and submitted to the Board of Commissioners. Minutes of the meetings must contain the results of the analysis, review and evaluation of the scheduled event, as well as the original minutes of each Audit Committee meeting are kept by the Company.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

AGENDA RAPAT KOMITE AUDIT

Sepanjang tahun 2019, tanggal pelaksanaan, agenda dan peserta rapat Komite Audit, sebagai berikut.

AUDIT COMMITTEE MEETINGS AGENDA

Throughout 2019, the date, agenda and participants of the Audit Committee meetings are as follows:

Tabel Agenda Rapat Komite Audit
Table Audit Committee Meetings Agenda

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance
1.	1 Januari 2019 January 1, 2019	*Assessment* GCG GCG Assessment	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Hadir Attend
2.	11 Januari 2019 January 11, 2019	Pembahasan Usulan RKAP 2019 Discussion on the Proposed 2019 RKAP	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Hadir Attend
3.	16 Januari 2019 January 16, 2019	*Update Progress Meeting* Audit Laporan Keuangan PIEP 2018 Progress Update Meeting on audits of PIEP's 2018 Financial Statements	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Tidak Hadir Not Attend
4.	30 Januari 2019 January 30, 2019	*Update Progress Meeting* Audit Laporan Keuangan PIEP 2018 Progress Update Meeting on audits of PIEP's 2018 Financial Statements	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Hadir Attend
5.	11 Februari 2019 February 11, 2019	Rapat Koordinasi Komite Audit dan Internal Audit PIEP Coordination Meeting of the Audit Committee and Internal Audit of PIEP	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Tidak Hadir Not Attend
6.	11 Februari 2019 February 11, 2019	*Update Progress Meeting* Audit Laporan Keuangan PIEP 2018 Progress Update Meeting on audits of PIEP's 2018 Financial Statements	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Tidak Hadir Not Attend

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAHAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tabel Agenda Rapat Komite Audit
Table Audit Committee Meetings Agenda

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance
7.	15 Maret 2019 March 25, 2019	Finalisasi Pelaksanaan *Assessment* GCG Tahun Buku 2017 dan 2018 Finalization of GCG Assessment for Fiscal Year 2017 and 2018	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Tidak Hadir Not Attend
			Gatot Setiawan	Hadir Attend
8.	2 April 2019 April 2, 2019	Koordinasi Komite Audit PIEP Coordination of PIEP's Audit Committee	Satry Nugraha	Hadir Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Tidak Hadir Not Attend
9.	15 April 2019 April 15, 2019	*Review Annual Report* 2018 Review on the 2018 Annual Report	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Hadir Attend
10.	30 Juli 2019 July 3, 2019	Pembahasan RKAP RKAP Discussion	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Hadir Attend
11.	18 Oktober 2019 October 18, 2019	Program Kerja Komite Audit tahun 2020 2020 Work Program of the Audit Committee	Satry Nugraha	Tidak Hadir Not Attend
			Iqbal Islami	Hadir Attend
			Gatot Setiawan	Hadir Attend

Pada beberapa pertemuan rapat Komite Audit, Ketua Komite Audit tidak diundang sebab rapat Komite Audit hanya untuk level anggota komite saja. Setelah rapat dilaksanakan, anggota komite akan memberikan laporan kepada Ketua Komite Audit yaitu Komisaris Perusahaan pada saat rapat Internal Dewan Komisaris dan Komite untuk membahas tindak lanjut.

At several Audit Committee meetings, the Audit Committee Chairman was not invited because the Audit Committee meetings were only for committee members. After the meetings, the committee members will report to the Chairman of the Audit Committee, namely the Company's Commissioner during the Internal Meetings of the Board of Commissioners and Committees to discuss follow-up.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT KOMITE AUDIT

Selama tahun 2019, Komite Audit telah melaksanakan rapat sebanyak 11 (sebelas) kali. Adapun frekuensi dan tingkat kehadiran masing-masing anggota Komite Audit adalah sebagai berikut.

FREQUENCY AND ATTENDANCE LEVEL OF THE AUDIT COMMITTEE MEETINGS

Throughout 2019, the Audit Committee has conducted 11 (eleven) meetings. The frequency and attendance level of each member of the Audit Committee is as follows.

Tabel Tingkat Kehadiran Rapat Komite Audit
Table Attendance Level of Audit Committee Meetings

Nama Name	**Jabatan** Position	**Rapat Komite Audit** Audit Committee Meetings		
		Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase** Percentage
Satry Nugraha*	Ketua Chairman	11	1	9%
Jumali**	Ketua Chairman	-	-	-
Iqbal Islami	Anggota Member	11	10	91%
Gatot Setiawan*	Anggota Member	11	6	54%
Nusalina**	Anggota Member	-	-	-

*Berhenti menjabat sejak tanggal 5 Desember 2019
**Mulai menjabat sejak tanggal 5 Desember 2019

*Stop serving since December 5, 2019
**Start serving since December 5, 2019

Selain rapat di atas, Komite Audit juga menghadiri rapat-rapat intenal Dewan Komisaris untuk memberikan laporan dan catatan-catatan penting untuk Dewan Komisaris. Selain itu, Komite Audit juga menghadiri rapat-rapat gabungan Dewan Komisaris dan Direksi.

In addition to the above meetings, the Audit Committee also attended internal meetings of the Board of Commissioners to provide important reports and notes to the Board of Commissioners. In addition, the Audit Committee also attended joint meetings of the Board of Commissioners and Board of Directors.

Program Peningkatan Kompetensi Komite Audit

Program peningkatan kompetensi Komite Audit telah disajikan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Audit Committee Competency Development Program

The Audit Committee competency development program has been presented in the Company Profile Chapter in this Annual Report.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Laporan Singkat Pelaksanaan Kegiatan Komite Audit Tahun 2019

Komite Audit telah melaksanakan tugas dan tanggung jawabnya sesuai dengan program kerja tahunan yang telah ditetapkan sebelumnya. Adapun pelaksanaan tugas Komite Audit selama tahun 2019, antara lain:

1. Menelaah dan membahas usulan RJPP/RKAP yang disampaikan oleh Direksi, untuk memberikan masukan kepada Dewan Komisaris.
2. Melakukan pemantauan atas pelaksanaan RKAP/RJPP melalui *review* atas laporan-laporan *management periodic* dan/atau rapat-rapat dengan unit kerja terkait, untuk memberikan masukan kepada Dewan Komisaris.
3. Mengevaluasi atas implementasi rencana dan kebijakan Perusahaan.
4. Meyakinkan kepatuhan Perusahaan terhadap peraturan dan perundang-undangan.
5. Memberikan masukan kepada Dewan Komisaris atas usulan Direksi untuk melakukan transaksi (*Corporate action*) yang memerlukan persetujuan Dewan Komisaris sesuai dengan kewenangannya.
6. Mengusulkan calon auditor eksternal kepada Dewan Komisaris untuk disampaikan kepada RUPS untuk mendapatkan persetujuan RUPS.
7. Melakukan penilaian atas efektivitas pelaksanaan program kerja audit tahunan auditor internal.
8. Melakukan penilaian atas efektivitas pelaksanaan audit umum yang dilaksanakan auditor eksternal.
9. Me*review* kebijakan dan pelaksanaan pengelolaan anak Perusahaan dan hasilnya sebagai masukan bagi Dewan Komisaris.
10. Memantau efektivitas pelaksanaan GCG Perusahaan.

2019 Audit Committee Brief Report

The Audit Committee has carried out its duties and responsibilities in accordance with the predetermined annual work program. The implementation of the Audit Committee duties throughout 2019, among others:

1. Reviewed and discussed the RJPP/RKAP proposal submitted by the Board of Directors, to provide input to the Board of Commissioners.
2. Monitored the implementation of RKAP/RJPP through review of periodic management reports and/or meetings with relevant work units to provide input to the Board of Commissioners.
3. Evaluated the implementation of the Company's plans and policies.
4. Convinced the Company's compliance towards statutory regulations.
5. Provided input to the Board of Commissioners on the proposal of the Board of Directors to conduct corporate actions that require the approval of the Board of Commissioners in accordance with their authority.
6. Made a proposal of candidates for external auditors to the Board of Commissioners to be conveyed to the GMS to obtain GMS approval.
7. Conducted an assessment on the effectiveness of the implementation of the Internal Auditor's annual audit work program.
8. Conducted an assessment on the effectiveness of the implementation of general audits carried out by external auditors.
9. Reviewed the policies and implementation of subsidiaries management and the results as input for the Board of Commissioners.
10. Monitored the effectiveness of the Company's GCG implementation.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

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11. Membahas hasil-hasil *review* dan pemantauan serta hasil kerja Komite Audit yang akan disampaikan kepada Dewan Komisaris.
12. Memantau dan melakukan pengamatan pelaksanaan rencana kerja Perusahaan secara langsung di lapangan.
13. Memberikan laporan atas pelaksanaan kerja Komite Audit kepada Dewan Komisaris.
14. Melaksanakan penugasan-penugasan khusus dari Dewan Komisaris.

KOMITE PEMANTAU MANAJEMEN RISIKO

Dewan Komisaris membentuk Komite Pemantau Manajemen Risiko yang dapat membantu Dewan Komisaris melaksanakan tugas dan fungsi pengawasan serta pemberian saran kepada Direksi dan Manajemen Perusahaan. Komite Pemantau Manajemen Risiko mempunyai tugas utama untuk memantau dan memastikan diterapkannya prinsip, fungsi, dan pelaksanaan yang berhubungan dengan kebijakan atas pengelolaan manajemen risiko Perusahaan.

Dasar Pembentukan Komite Pemantau Manajemen Risiko

Dasar pembentukan Komite Pemantau Manajemen Risiko mengacu pada:

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perusahaan Terbatas.
2. Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 Jo. Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara (BUMN).
3. Peraturan Menteri Negara BUMN Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN.
4. Anggaran Dasar PT Pertamina Internasional Eksplorasi dan Produksi.

11. Discussed the results of review and monitoring as well as the work results of the Audit Committee which will be submitted to the Board of Commissioners.
12. Monitored and observed the implementation of the Company's work plan directly in the field.
13. Provided reports on the implementation of the Audit Committee's work to the Board of Commissioners.
14. Carried out special assignments from the Board of Commissioners.

RISK MANAGEMENT MONITORING COMMITTEE

The Board of Commissioners established a Risk Management Monitoring Committee that can assist the Board of Commissioners in carrying out its supervisory duties and functions and provide advices to the Board of Directors and Management of the Company. The Risk Management Monitoring Committee has the main duty of monitoring and ensuring the implementation of the principles, functions, and implementation of policies relating to the management of the Company's risk management.

Basis of Establishment of The Risk Management Monitoring Committee

The basis of establishment of the Risk Management Monitoring Committee refers to:

1. Law No. 40 Year 2007 on Limited Liability Companies.
2. State Minister of SOEs Regulation No. PER-01/MBU/2011 Jo. State Minister of SOEs Regulation No. PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises (SOEs);
3. State Minister of SOEs Regulation No. PER-12/MBU/2012 on Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs.
4. Articles of Association of PT Pertamina Internasional Eksplorasi dan Produksi.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tugas dan Tanggung Jawab Komite Pemantau Manajemen Risiko

Tugas Komite Pemantau Manajemen Risiko:

1. Membantu Dewan Komisaris dalam mengkaji sistem manajemen risiko yang disusun oleh Direksi serta menilai toleransi yang dapat diambil oleh Perusahaan.
2. Membantu Dewan Komisaris dalam mengidentifikasi risiko usaha sesuai *best practice*s pengelolaan risiko.
3. Memantau pelaksanaan kebijakan manajemen risiko yang terdiri dari risiko keuangan, risiko pasar, risiko dana, risiko operasional, risiko *Legal*, dan risiko sumber daya manusia sesuai *best practice*s pengelolaan risiko.
4. Mengevaluasi pelaksanaan kegiatan operasional PIEP sesuai *best practice*s pengelolaan risiko dan selanjutnya melaporkan kepada Dewan Komisaris.
5. Melakukan pendalaman atas potensi risiko sesuai dengan *best practice*s pengelolaan risiko yang perlu mendapatkan perhatian Komisaris dan memberikan saran perbaikan dan tindaklanjut kepada Komisaris.
6. Membantu Komisaris dalam mengkaji kebijakan GCG secara menyeluruh yang disusun oleh Direksi PIEP serta menilai konsistensi penerapannya, termasuk yang bertalian dengan etika bisnis dan tanggung jawab sosial Perusahaan (*Corporate Social Responsibility*).
7. Memastikan seluruh aktivitas PIEP selalu berlandaskan prinsip-prinsip Tata Kelola Perusahaan yang baik (GCG) dan beretika bisnis yang sehat.
8. Melaksanakan tugas-tugas lainnya yang diberikan oleh Dewan Komisaris.

Wewenang Komite Pemantau Manajemen Risiko

Dalam melaksanakan tugasnya, Komite Pemantau Manajemen Risiko memiliki wewenang, antara lain:

1. Mengakses dokumen, data, dan informasi Perusahaan yang diperlukan untuk melaksanakan tugasnya.

Duties and Responsibilities of The Risk Management Monitoring Committee

Duties of the Risk Management Monitoring Committee:

1. Assist the Board of Commissioners in reviewing the risk management system developed by the Board of Directors and assess the tolerance that can be taken by the Company.
2. Assist the Board of Commissioners in identifying business risks according to best practices in risk management.
3. Monitor the implementation of risk management policies consisting of financial risk, market risk, fund risk, operational risk, legal risk, and human resources risk in accordance with best practices in risk management.
4. Evaluate the implementation of PIEP operational activities according to best risk management and then report to the Board of Commissioners.
5. To deepen the potential risks in accordance with the best practices of risk management that need to get the attention of the Commissioners and provide suggestions for improvements and follow-up to the Commissioners.
6. Assist the Board of Commissioners in reviewing the overall GCG policies prepared by the Board of Directors of PIEP and assess the consistency of its implementation, including those related to business ethics and corporate social responsibility.
7. Ensure that all PIEP activities are always based on the principles of Good Corporate Governance (GCG) and sound business ethics.
8. Carry out other duties given by the Board of Commissioners.

Authorities of The Risk Management Monitoring Committee

In carrying out its duties, the Risk Management Monitoring Committee has the authorities, among others:

1. Access the Company's documents, data and information needed to carry out its duties.

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2. Berkomunikasi langsung dengan pekerja, termasuk Direksi dan pihak yang terkait untuk menjalankan tugas dan tanggung jawabnya.
3. Apabila diperlukan Komite dapat memperkerjakan tenaga ahli dan/atau konsultan untuk membantu Komite dengan persetujuan tertulis Dewan Komisaris dan atas beban Perusahaan yang dialokasikan dari anggaran biaya Dewan Komisaris.
4. Melakukan wewenang lain yang diberikan oleh Dewan Komisaris.

Piagam Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko memiliki Piagam Komite Pemantau Manajemen Risiko yang disahkan pada bulan Januari 2019. Piagam Komite Pemantau Manajemen Risiko bertujuan sebagai pedoman bagi Komite Pemantau Manajemen Risiko dalam melaksanakan tugas dan tanggung jawab secara efektif, efisien, transparan, independen, dan dapat dipertanggung jawabkan dalam membantu pelaksanaan tugas dan fungsi pengawasan Dewan Komisaris.

Adapun isi Piagam Komite Pemantau Manajemen Risiko, yaitu:

Bab I Pendahuluan

Bab II Pembentukan dan Keanggotaan

Bab III Tugas, Tanggung Jawab dan Wewenang

Bab IV Rapat dan Pertanggungjawaban

Bab V Penutup

Masa Jabatan Komite Pemantau Manajemen Risiko

Ketua dan anggota Komite diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Masa jabatan anggota komite yang merupakan anggota Dewan Komisaris Perusahaan adalah sesuai dengan masa jabatannya sebagai

2. Communicate directly with employees, including the Board of Directors and related parties to carry out its duties and responsibilities.
3. If needed, the Committee can hire experts and/or consultants to assist the Committee with the written approval of the Board of Commissioners and at the expense of the Company which is allocated from the Board of Commissioners budget.
4. Carry out other authorities given by the Board of Commissioners.

Risk Management Monitoring Committee Charter

The Risk Management Monitoring Committee has a Risk Management Monitoring Committee Charter which was ratified in January 2019. The Risk Management Monitoring Committee Charter aims to become guidelines for the Risk Management Monitoring Committee in carrying out its duties and responsibilities effectively, efficiently, transparently, independently, and can be accounted for in assisting the supervisory duties and functions of the Board of Commissioners.

The contents of the Risk Management Monitoring Committee Charter are as follows:

Chapter I Introduction

Chapter II Establishment and Membership

Chapter III Duties, Responsibilities and Authorities

Chapter IV Meetings and Accountability

Chapter V Closing

Term of Office of The Risk Management Monitoring Committee

The Committee Chariman and members are appointed and dismissed by the Board of Commissioners and reported to the GMS. The term of office of the committee members who are members of the Company's Board of Commissioners

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN
CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

anggota Dewan Komisaris. Masa jabatan setiap anggota Komite tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar yakni 3 (tiga) tahun terhitung sejak tanggal pengangkatan dan berakhir sampai dengan penutupan RUPS Tahunan Perusahaan yang ke 3 (tiga) setelah tanggal pengangkatannya. Setiap anggota Komite dapat dipilih kembali untuk 1 (satu) periode berikutnya.

are in accordance with their term of office as members of the Board of Commissioners. The term of office for each member of the Committee may not be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association, which is 3 (three) years from the date of appointment and ends until the closing of the 3rd (third) Annual GMS after the date of appointment. Each Committee member can be re-elected for the next 1 (one) period.

Struktur, Keanggotaan dan Keahlian Komite Pemantau Manajemen Risiko

Ketentuan mengenai struktur keanggotaan Komite Pemantau Manajemen Risiko, antara lain:

1. Komite paling kurang terdiri dari 2 (dua) orang anggota yang berasal dari anggota Dewan Komisaris atau dari luar Perusahaan.
2. Ketua Komite adalah anggota Dewan Komisaris.
3. Salah seorang dari anggota Komite harus memiliki latar belakang pendidikan atau memiliki keahlian di bidang manajemen risiko.

Struktur, keanggotaan dan keahlian Komite Pemantau Manajemen Risiko dapat dilihat pada tabel di bawah ini.

Structure, Membership and Expertise of The Risk Management Monitoring Committee

Provisons regarding the membership structure of the Risk Management Monitoring Committee, including:

1. The Committee shall consist of at least 2 (two) members who are members of the Board of Commissioners or from outside the Company.
2. The Chairman of the Committee is a member of the Board of Commissioners.
3. One of the members of the Committee must have an educational background or have expertise in the field of risk management.

Structure, membership and expertise of the Risk Management Monitoring Committee can be seen in the table below.

PERIODE 1 JANUARI-5 DESEMBER 2019

PERIOD OF JANUARY 1-DECEMBER 5, 2019

Tabel Struktur, Keanggotaan dan Keahlian Komite Pemantau Manajemen Risiko
Table Structure, Membership and Expertise of the Risk Management Monitoring Committee

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Dahniar Ramadhani	Anggota Member	Pihak Independen Independent Party	Teknik *Reservoir, Risk Management*, Portfolio Reservoir Engineering, Risk Management, Portfolio

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PERIODE 5 DESEMBER-31 DESEMBER 2019 **PERIOD OF DECEMBER 5-31, 2019**

Tabel Struktur, Keanggotaan dan Keahlian Komite Pemantau Manajemen Risiko
Table Structure, Membership and Expertise of Risk Management Monitoring Committee

Nama Name	**Jabatan** Position	**Keterangan** Description	**Keahlian** Expertise
Harya Adityawarman	Ketua Chairman	Komisaris Commissioner	Perencanaan, penyusunan dan pengelolaan SDM, *Risk Management* HR planning, preparation and management, Risk Management.
Gatot Setiawan	Anggota Member	Pihak Independen Independent Party	*Accounting* dan *Finance* Accounting and Finance
Dahniar Ramadhani	Anggota Member	Pihak Independen Independent Party	Teknik *Reservoir*, *Risk Management*, Portfolio Reservoir Engineering, Risk Management, Portfolio

Profil Komite Pemantau Manajemen Risiko

Profil Komite Pemantau Manajemen Risiko per 31 Desember 2019 adalah sebagai berikut.

Profile of The Risk Management Monitoring Committee

Profile of the Risk Management Monitoring Committee as of December 31, 2019 is as follows:

Harya Adityawarman

Ketua Komite Pemantau Manajemen Risiko
Chairman of the Risk Management Monitoring Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini
His profile can be seen in the Board of Commissioners Profile section in this Annual Report

Periode Jabatan Term of Office	Sesuai dengan periode jabatan sebagai Dewan Komisaris	In accordance with his term of office as Board of Commissioners
Riwayat Penunjukan Appointment History	Surat Keputusan Dewan Komisaris No.Kpts-001/DK/PN/2019-SO tanggal 5 Desember 2019	Board of Commissioners Decree No. Kpts-001/DK/PN/2019-SO dated December 5, 2019

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Gatot Setiawan

Anggota Komite Pemantau Manajemen Risiko
Member of the Risk Management Monitoring Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Surabaya, 6 April 1967. Berusia 52 tahun per Desember 2019	Born in Surabaya on April 6, 1967. 52 years old as of December 2019
Riwayat Pendidikan Edcucational Background	• Sarjana Ekonomi Akuntansi, Universitas Sriwijaya (1997)	• Bachelor of Economics in Accounting, Sriwijaya University (1997)
Pengalaman Kerja Job Experience	Memiliki pengalaman kerja di PT Pertamina (Persero) sebagai: • Manager Subsidiary & JV Performance Management (2016-sekarang) • *Finance* Manager JOB Pertamina Talisman Jambi Merang (2012-2016) • Assistant Manager General Ledger Account (2011-2012) • Assistant Manager *Finance* & Administration PKBL (2008-2011) • Asisten Revenue *Accounting* Controller Hulu (2007-2008)	Has job experiences at PT Pertamina (Persero) as: • Manager of Subsidiary & JV Performance Management (2016-now) • Finance Manager of JOB Pertamina Talisman Jambi Merang (2012-2016) • Assistant Manager of General Ledger Account (2011-2012) • Assistant Manager of PKBL Finance & Administration (2008-2011) • Upstream Revenue Accounting Controller Assistant (2007-2008)
Riwayat Penunjukan Appointment History	Surat Keputusan Dewan Komisaris No.Kpts-001/DK/PN/2019-SO tanggal 5 Desember 2019.	Board of Commissioners Decree No. Kpts-001/DK/PN/2019-SO dated December 5, 2019.
Periode Jabatan Term of Office	5 Desember 2019-5 Desember 2021	December 5, 2019-December 5, 2021

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Dahniar Ramadhani

Anggota Komite Pemantau Manajemen Risiko
Member of the Risk Management Monitoring Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Surabaya, 20 Desember 1965. Berusia 54 tahun per Desember 2019	Born in Surabaya on December 20, 1965. 54 years old as of December 2019
Riwayat Pendidikan Edcucational Background	• Sarjana Teknik Kimia, Institut Teknologi Sepuluh Nopember (ITS) (2000)	• Bachelor of Chemical Engineering, Sepuluh Nopember Institute of Technology (ITS) (2000)
Pengalaman Kerja Job Experience	• *Bussines Portfolio* & *Risk Management* PT Pertamina (Persero) (2014-sekarang) • *Upstream Risk Management* Manager PT Pertamina (Persero) (2013-2014) • Assistant Manager Business Optimization PT Pertamina (Persero) (2010-2013) • Assistant Manager Strategic & Planning PT Pertamina (Persero) (2010)	• Bussines Portfolio & Risk Management at PT Pertamina (Persero) (2014-now) • Upstream Risk Management Manager at PT Pertamina (Persero) (2013-2014) • Assistant Manager of Business Optimization at PT Pertamina (Persero) (2010-2013) • Assistant Manager of Strategic & Planning at PT Pertamina (Persero) (2010)
Riwayat Penunjukan Appointment History	Surat Keputusan Dewan Komisaris No.Kpts-001/DK-PN/2018-SO tanggal 2 April 2018.	Board of Commissioners Decree No. Kpts-001/DK-PN/2018-SO dated April 2, 2018.
Periode Jabatan Term of Office	2 April 2018-2 April 2020	April 2, 2018-April 2, 2020

Kualifikasi Pendidikan dan Pengalaman Kerja Komite Pemantau Manajemen Risiko

Persyaratan anggota Komite Pemantau Manajemen Risiko adalah sebagai berikut:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang manajemen risiko.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan.
3. Mampu berkomunikasi secara efektif.

Qualification of Education and Job Experience of The Risk Management Monitoring Committee

Requirements for members of the Risk Management Monitoring Committee are as follows:

1. Have good integrity and knowledge and job experience in risk management.
2. Do not have personal interests/relationships that can cause negative impacts and conflicts of interest towards the Company.
3. Able to communicate effectively.

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4. Anggota Komite yang berasal dari luar Perusahaan dilarang mempunyai hubungan keluarga sedarah dan semenda sampai derajat ketiga baik menurut garis lurus mapun garis ke samping dengan anggota Dewan Komisaris dan anggota Direksi Perusahaan.

5. Anggota Komite yang berasal dari luar Perusahaan tidak boleh merangkap jabatan sebagai:
   a. Anggota Komite lain di lingkungan Perusahaan pada periode yang sama.
   b. Jabatan lainnya yang dilarang untuk dirangkap berdasarkan kebijakan internal Perusahaan dan/atau peraturan perundang-undangan yang berlaku.

Kualifikasi pendidikan dan pengalaman kerja Ketua dan Anggota Komite Pemantau Manajemen Risiko adalah sebagai berikut.

4. Members of the Committee from outside the Company are prohibited from having family blood relations and marriage related to the third degree either in a straight line or sideways with members of the Board of Commissioners and members of the Board of Directors of the Company.

5. Members of the Committee from outside the Company may not hold concurrent positions as:
   a. Members of other Committees in the Company within the same period;
   b. Other positions that are prohibited from being hold concurrently based on the Company's internal policies and/or applicable statutory regulations.

Qualification of education and job experience of the Chairman and Members of the Risk Management Monitoring Committee are as follows.

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Pemantau Manajemen Risiko
Table Qualification of Education and Job Experience of the Risk Management Monitoring Committee

Nama Name	**Jabatan** Position	**Pendidikan** Education	**Pengalaman Kerja** Job Experience
Harya Adityawarman*	Ketua Chairman	Sarjana Teknik Perminyakan, Universitas Pembangunan Nasional Veteran Yogyakarta. Bachelor of Petroleum Engineering, Universitas Pembangunan Nasional "Veteran" Yogyakarta.	Memiliki pengalaman kerja di Kementerian Energi dan Sumber Daya Mineral sebagai Direktur Pembinaan Usaha Hilir Minyak dan Gas Bumi serta Kepala Biro Perencanaan. Has job experience in the Ministry of Energy and Mineral Resources as Director Downstream Oil and Gas Development and the Head of Planning Bureau.
Dahniar Ramadhani	Anggota Member	Sarjana Teknik Kimia, Institut Teknologi Sepuluh Nopember. Bachelor of Chemical Engineering, Sepuluh Nopember Institute of Technology	Memiliki pengalaman kerja di PT Pertamina (Persero) sebagai Bussines Portfolio & Risk Management. Has job experience at PT Pertamina (Persero) as Bussines Portfolio & Risk Management.
Gatot Setiawan*	Anggota Member	S1 Ekonomi Akuntansi, Universitas Sriwijaya. Bachelor of Economics in Accounting, Sriwijaya University	Memiliki pengalaman kerja di PT Pertamina (Persero) sebagai Manager Subsidiary & JV Performance Management, dan Assisten Manager bidang Accounting dan Keuangan. Has job experience at PT Pertamina (Persero) as Manager of Subsidiary & JV Performance Management, and Assistant Manager in the field of Accounting and Finance.

*Mulai menjabat sejak tanggal 5 Desember 2019 *Start serving since December 5, 2019

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Independensi Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko menjalankan peran secara obyektif berdasarkan pertimbangan keahliannya secara profesional. Dalam rangka menjaga obyektivitas tersebut, Komite Pemantau Manajemen Risiko berasal dari pihak yang independen, yaitu pihak yang tidak memiliki hubungan/keterkaitan yang dapat menimbulkan dampak negatif atau benturan kepentingan (*Conflict of Interest*) baik dengan Pemegang Saham dan Pengurus (Dewan Komisaris dan Direksi) maupun dengan Perusahaan.

Risk Management Monitoring Committee Independence

The Risk Management Monitoring Committee performs its role objectively based on consideration of its professional expertise. In order to maintain this objectivity, the Risk Management Monitoring Committee came from an independent party namely a party that has no relationship that can cause a negative impact or conflicts of interest both with the Shareholders and Management (the Board of Commissioners and Board of Directors) as well as with the Company.

Tabel Independensi Komite Pemantau Manajemen Risiko
Table Risk Management Monitoring Committee

Aspek Independensi Independence Aspect	Harya Adityawarman	Dahniar Ramadhani	Gatot Setiawan
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Not having financial relationship with the Board of Commissioners and Board of Directors	√	√	√
Tidak memiliki hubungan kepengurusan di Perusahaan, anak Perusahaan, maupun Perusahaan afiliasi Not having managerial relationship in the Company, subsidiaries, and affiliated companies	√	√	√
Tidak memiliki hubungan kepemilikan saham di Perusahaan Not having shares ownership relationship in the Company	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Pemantau Manajemen Risiko Not having family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Risk Management Monitoring Committee	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan Pemerintah Not serving as a manager of political parties, officials and government	√	√	√

Rapat Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko mengadakan rapat secara berkala paling kurang 3 (tiga) bulan sekali. Komite dapat mengadakan rapat di luar jadwal rapat berkala untuk membahas hal-hal yang dianggap perlu dan/atau mendesak.

Komite Pemantau Manajemen Risiko dapat mengundang satuan/unit kerja yang terkait dengan materi rapat untuk hadir dalam rapat dengan sepengetahuan anggota Direksi terkait. Rapat Komite dipimpin oleh Ketua Komite. Dalam hal Ketua Komite berhalangan, maka rapat dipimpin oleh salah seorang dari anggota Komite yang hadir.

Risk Management Monitoring Committee Meetings

The Risk Management Monitoring Committee holds regular meetings at least once every 3 (three) months. The Committee may hold meetings outside the regular meetings schedule to discuss matters that are deemed necessary and/or urgent.

The Risk Management Monitoring Committee can invite the work units related to the meeting material to attend the meeting with the knowledge of the relevant members of the Board of Directors. Committee meetings are chaired by the Chairman of the Committee. In the event that the Chairman of the Committee is absent, the meeting will be led by one of the Committee members present.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN
CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Keputusan rapat diambil berdasarkan musyawarah untuk mufakat. Setiap rapat Komite dituangkan dalam risalah rapat, termasuk apabila perbedaan pendapat (*dissenting opinion*), yang ditandatangani oleh seluruh anggota Komite yang hadir dan disampaikan kepada Dewan Komisaris.

Decisions of the meetings are taken based on deliberation to reach consensus. Each Committee meeting is outlined in the minutes of the meeting, including if there are dissenting opinions, which are signed by all members of the Committee present and submitted to the Board of Commissioners.

AGENDA RAPAT KOMITE PEMANTAU MANAJEMEN RISIKO

Rapat Komite Pemantau Manajemen Risiko dilaksanakan melalui rapat bersama Komite Audit dan unit kerja lainnya. Adapun agenda rapat Komite Pemantau Manajemen Risiko adalah sebagai berikut.

RISK MANAGEMENT MONITORING COMMITTEE MEETINGS AGENDA

The Risk Management Monitoring Committee meetings are held through joint meetings of the Audit Committee and other work units. The agenda of the Risk Management Monitoring Committee is as follows:

Tabel Agenda Rapat Komite Pemantau Manajemen Risiko
Table Risk Management Monitoring Committee Meetings Agenda

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1.	15 April 2019 April 15, 2019	*Review Annual Report* 2018 Review on the 2018 Annual Report	Dahniar Ramadhani
2.	30 Juli 2019 July 30, 2019	Pembahasan RKAP RKAP Discussion	Dahniar Ramadhani
3.	18 Oktober 2019 October 18, 2019	Program Kerja Komite Pemantau Manajemen Risiko tahun 2020 2020 Work Program of the Risk Management Monitoring Committee	Dahniar Ramadhani

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT KOMITE PEMANTAU MANAJEMEN RISIKO

Selama tahun 2019, Komite Pemantau Manajemen Risiko telah melaksanakan rapat sebanyak 3 (tiga) kali. Adapun frekuensi dan tingkat kehadiran masing-masing anggota Komite Pemantau Manajemen Risiko adalah sebagai berikut.

FREQUENCY AND ATTENDANCE LEVEL OF THE RISK MANAGEMENT MONITORING COMMITTEE MEETINGS

Throughout 2019, the Risk Management Monitoring Committee has conducted 3 (three) meetings. The frequency and attendance level of each member of the Risk Management Monitoring Committee is as follows.

Tabel Tingkat Kehadiran Rapat Komite Pemantau Manajemen Risiko
Table Attendance Level of the Risk Management Monitoring Committee Meetings

Nama Name	Jabatan Position	Rapat Komite Pemantau Manajemen Risiko Risk Management Monitoring Committee Meetings		
		Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage
Harya Adityawarman*	Ketua Chairman	-	-	-
Dahniar Ramadhani	Anggota Member	3	3	100%
Gatot Setiawan*	Anggota Member	-	-	-

*Mulai menjabat sejak tanggal 5 Desember 2019 *Start serving since December 5, 2019

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Program Peningkatan Kompetensi Komite Pemantau Manajemen Risiko

Program peningkatan kompetensi Komite Pemantau Manajemen Risiko telah disajikan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Laporan Singkat Pelaksanaan Kegiatan Komite Pemantau Manajemen Risiko Tahun 2019

Komite Pemantau Manajemen Risiko telah melaksanakan tugas dan tanggung jawabnya sesuai dengan program kerja tahunan yang telah ditetapkan sebelumnya. Adapun pelaksanaan tugas Komite Pemantau Manajemen Risiko selama tahun 2019, antara lain:

1. Menelaah dan membahas usulan RJPP/RKAP yang disampaikan oleh Direksi, untuk memberikan masukan kepada Dewan Komisaris.
2. Melakukan pemantauan atas pelaksanaan RKAP/RJPP melalui *review* atas laporan-laporan *management periodic* dan/atau rapat-rapat dengan unit kerja terkait, untuk memberikan masukan kepada Dewan Komisaris.
3. Evaluasi sistem, kebijakan dan strategi manajemen risiko yang disusun Direksi untuk memberikan masukan kepada Dewan Komisaris.
4. Memberikan masukan kepada Dewan Komisaris atas usulan Direksi untuk melakukan transaksi (*Corporate action*) yang memerlukan persetujuan Dewan Komisaris sesuai dengan kewenangannya.
5. Memantau efektivitas dan konsistensi penerapan manajemen risiko dan hasilnya sebagai masukan bagi Dewan Komisaris.
6. Membahas hasil-hasil *review* dan pemantauan serta hasil kerja Komite Pemantau Manajemen Risiko yang akan disampaikan kepada Dewan Komisaris.
7. Memantau dan melakukan pengamatan pelaksanaan rencana kerja Perusahaan secara langsung di lapangan.
8. Melaksanakan penugasan-penugasan khusus dari Dewan Komisaris.

Risk Management Monitoring Committee Competency Development Program

The Risk Management Monitoring Committee competency development program has been presented in the Company Profile Chapter in this Annual Report.

2019 Risk Management Monitoring Committee Brief Report

The Risk Management Monitoring Committee has carried out its duties and responsibilities in accordance with the predetermined annual work programs. The implementation of duties of the Risk Management Monitoring Committee in 2019, among others:

1. Review and discuss the proposed RJPP/RKAP submitted by the Board of Directors to provide input to the Board of Commissioners.
2. Monitor the implementation of RKAP/RJPP through the review of periodic management reports and/or meetings with relevant work units, to provide input to the Board of Commissioners.
3. Evaluate risk management systems, policies and strategies developed by the Board of Directors to provide input to the Board of Commissioners.
4. Provide input to the Board of Commissioners on the proposal of the Board of Directors to conduct corporate actions that require the approval of the Board of Commissioners in accordance with their authority.
5. Monitor the effectiveness and consistency of the implementation of risk management and the results as input for the Board of Commissioners.
6. Discuss the results of the review and monitoring as well as the work of the Risk Management Monitoring Committee which will be submitted to the Board of Commissioners.
7. Monitor and observe the implementation of the Company's work plan directly in the field.
8. Carry out special assignments from the Board of Commissioners.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

FUNGSI NOMINASI DAN REMUNERASI

PIEP telah memiliki fungsi remunerasi dan nominasi yang dijalankan oleh Dewan Komisaris.

Pedoman Pelaksanaan Nominasi dan Remunerasi

Dewan Komisaris telah melaksanakan fungsi nominasi dan remunerasi berdasarkan *Board Manual*-Dewan Komisaris. Fungsi nominasi dan remunerasi adalah untuk melaksanakan, mengatur, dan menegakkan prinsip-prinsip tata kelola Perusahaan sejalan dengan proses pencalonan posisi strategis dalam manajemen dan menetapkan besaran remunerasi bagi Dewan Komisaris dan Direksi.

Tugas dan Kewajiban Dalam Nominasi dan Remunerasi

Tugas dan kewajiban Dewan Komisaris dalam nominasi dan remunerasi yang diatur dalam *Board Manual* adalah sebagai berikut:

1. Mengusulkan kebijakan nominasi dan seleksi bagi calon anggota Direksi Perusahaan serta calon anggota Dewan Komisaris dan Direksi Anak Perusahaan serta mengajukannya kepada RUPS untuk disahkan.
2. Mengusulkan calon anggota Direksi Perusahaan kepada Pemegang Saham.
3. Melakukan kajian atas sistem remunerasi yang sesuai bagi anggota Dewan Komisaris dan Direksi dan mengajukan kepada RUPS.
4. Menyusun kebijakan mengenai pengajuan usulan remunerasi Direksi kepada RUPS.
5. Menelaah usulan remunerasi Direksi bersama dengan Komite terkait.
6. Mengusulkan insentif kinerja/tantiem, mempertimbangkan penilaian kinerja Direksi dan pencapaian tingkat kesehatan Perusahaan.
7. Mengusulkan remunerasi (gaji, tunjangan dan fasilitas serta tantiem/insentif kinerja) Direksi kepada RUPS.

NOMINATION AND REMUNERATION FUNCTIONS

PIEP has the nomination and remuneration functions carried out by the Board of Commissioners.

Nomination and Remuneration Guidelines

The Board of Commissioners has carried out the nomination and remuneration functions based on the Board Manual-Board of Commissioners. The function of nomination and remuneration is to implement, regulate and enfore the principles of corporate governance in line with the process of nominating strategic positions in management and determine the amount of remuneration for the Board of Commissioners and the Board of Directors.

Duties and Obligations in Nomination and Remuneration

The duties and obligations of the Board of Commissioners in nomination and remuneration stipulated in the Board Manual are as follows:

1. Propose a nomination and selection policy for prospective members of the Company's Board of Directors and prospective members of the Board of Commissioners and the Board of Directors of Subsidiaries and submit it to the GMS for approval.
2. Propose candidates for members of the Board of Directors of the Company to Shareholders.
3. Review the remuneration system that is appropriate for members of the Board of Commissioners and Board of Directors and submit it to the GMS.
4. Prepare a policy regarding the proposals for the Board of Directors remuneration to the GMS.
5. Review the proposed remuneration for the Board of Directors together with the relevant Committees.
6. Propose Performance incentives/tantiem, taking into consideration the Performance assessment of the Board of Directors and achievement of the soundness level of the Company.
7. Propose remuneration (salaries, allowances and facilities as well as tantiem/Performance incentives) for the Board of Directors to the GMS.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Nama, Jabatan, dan Riwayat Hidup Singkat Fungsi Nominasi dan Remunerasi

Nama, jabatan, dan riwayat hidup singkat Fungsi Nominasi dan Remunerasi telah dijelaskan dalam bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Independensi Fungsi Nominasi dan Remunerasi

Independensi Fungsi Nominasi dan Remunerasi telah dijelaskan dalam bagian Hubungan Afiliasi Dewan Komisaris dalam Laporan Tahunan ini.

Rapat Fungsi Nominasi dan Remunerasi

Pelaksanaan rapat Fungsi Nominasi dan Remunerasi dilakukan oleh Dewan Komisaris melalui rapat internal Dewan Komisaris.

Pelaksanaan Fungsi Nominasi dan Remunerasi Tahun 2019

Dewan Komisaris telah melaksanakan fungsi nominasi dengan adanya perubahan komposisi Dewan Komisaris dan Direksi yang kemudian disampaikan kepada Pemegang Saham yaitu PT Pertamina (Persero).

Sedangkan, fungsi remunerasi dilaksanakan dengan aktif melakukan telaah dan memberikan tanggapan atas usulan remunerasi Dewan Komisaris dan Direksi pada tahun bersangkutan sebelum diajukan ke RUPS untuk persetujuan.

Kebijakan Suksesi Direksi

Kebijakan suksesi Direksi PIEP mengacu kepada kebijakan yang digunakan oleh PT Pertamina (Persero) yaitu Peraturan Menteri BUMN No. PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara. Salah satu tugas dari Dewan Komisaris dalam menjalankan Fungsi Remunerasi dan Nominasi adalah menyusun suatu sistem nominasi bagi anggota Dewan Komisaris dan/atau Direksi Perusahaan dan menyampaikan kepada RUPS dalam menetapkan remunerasi dan nominasi anggota Dewan Komisaris dan/atau Direksi.

Name, Position and Brief Biography of The Nomination and Remuneration Functions

Name, position and brief biography of the Nomination and Remuneration functions have been explained in the Board of Commissioners Profile section in this Annual Report.

Nomination and Remuneration Functions Independence

The independence of the Nomination and Remuneration Functions has been explained in the section of Affiliation Relationships of the Board of Commissioners in this Annual Report.

Nomination and Remuneration Functions Meetings

Meetings of the Nomination and Remuneration functions are conducted by the Board of Commissioners through the internal meetings of the Board of Commissioners.

2019 Nomination and Remuneration Functions Implementation

The Board of Commissioners has carried out the nomination function with a change in the composition of the Board of Commissioners and Board of Directors which was then conveyed to the Shareholders namely PT Pertamina (Persero).

Meanwhile, the remuneration function is carried out by actively reviewing and responding to the proposed remuneration of the Board of Commissioners and Board of Directors in the year concerned prior to being submitted to the GMS for approval.

Board of Directors Succession Policies

The succession policy of PIEP's Board of Directors refers to the policy used by PT Pertamina (Persero), namely Minister of SOEs Regulation No. PER-03/MBU/02/2015 on Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises. One of the duties of the Board of Commissioners in carrying out the Remuneration and Nomination Functions is to prepare a nomination system for members of the Board of Commissioners and/or Board of Directors of the Company and submit it to the GMS in determining the remuneration and

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Dewan Komisaris melakukan seleksi bagi calon anggota Direksi berdasarkan persyaratan formal dan materiil serta persyaratan lain yang ditetapkan dalam aturan perundang-undangan dan Anggaran Dasar. Selanjutnya Dewan Komisaris mengajukan calon anggota Direksi Perusahaan kepada Pemegang Saham untuk disahkan melalui RUPS.

nomination of members of the Board of Commissioners and/or Board of Directors. The Board of Commissioners conducts selections for prospective members of the Board of Directors based on formal and material requirements and other requirements stipulated in the legislation and the Articles of Association. Furthermore, the Board of Commissioners proposes candidates for members of the Board of Directors of the Company to Shareholders for approval through the GMS.

Pada tahun 2019, PIEP bekerja sama dengan Perusahaan Jasa Penilai PT Daya Dimensi Indonesia untuk melakukan *assessment* terhadap calon Dewan Komisaris dan Direksi. Nama-nama yang memperoleh rekomendasi dari Perusahaan Jasa Penilai akan dilaporkan oleh Dewan Komisaris kepada PT Pertamina (Persero).

In 2019, PIEP collaborated with an Appraisal Service Company, PT Daya Dimensi Indonesia to conduct an assessment of candidates for the Board of Commissioners and Board of Directors. The names that obtain recommendations from the Appraisal Service Company will be reported by the Board of Commissioners to PT Pertamina (Persero).

ORGAN DAN KOMITE DI BAWAH DIREKSI

SEKRETARIS PERUSAHAAN

Fungsi Sekretaris Perusahaan PIEP saat ini mencakup kegiatan Corporate Affairs di bawah koordinasi VP Legal and Relation.

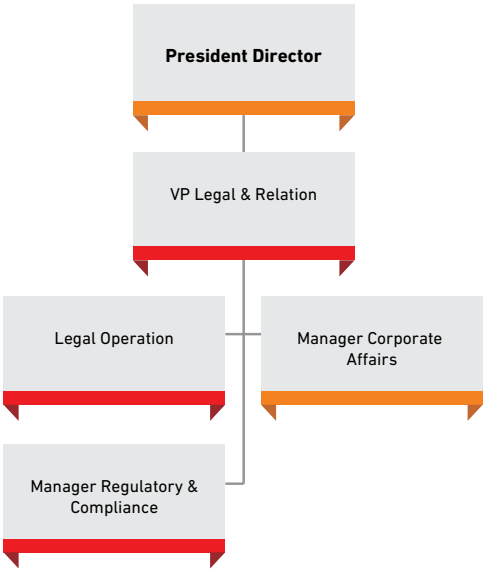
STRUKTUR SEKRETARIS PERUSAHAAN

ORGANS AND COMMITTEES UNDER THE BOARD OF DIRECTORS

CORPORATE SECRETARY

Currently, PIEP's Corporate Secretary function covers Corporate Affairs activities under the coordination of the VP of Legal and Relations.

CORPORATE SECRETARY STRUCTURE



STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tugas dan Tanggung Jawab Sekretaris Perusahaan

Sesuai yang diatur dalam *Board Manual*, Sekretaris Perusahaan menjalankan fungsi sesuai dengan peraturan perundang-undangan yang berlaku, termasuk namun tidak terbatas pada:

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 secara berkala dan/atau sewaktu-waktu apabila diminta.
3. Membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola Perusahaan yang meliputi:
    a. Pelaksanaan dan pendokumentasian RUPS dan rapat Direksi.
    b. Penyelenggaraan program-program pengenalan bagi anggota Direksi dan/atau anggota Dewan Komisaris yang baru diangkat.
4. Memberikan informasi yang relevan, akurat, dan tepat waktu kepada *stakeholders* termasuk Pemegang Saham.
5. Mengelola informasi yang akan diberikan kepada pihak-pihak di luar Perusahaan berdasarkan ketentuan yang telah ditetapkan oleh Direksi.
6. Menata usahakan serta menyimpan dokumen Perusahaan, termasuk tetapi tidak terbatas pada Daftar Pemegang Saham, Daftar Khusus dan Risalah Rapat Direksi, rapat Dewan Komisaris dan RUPS.

Profil Sekretaris Perusahaan

Pada Januari sampai dengan April 2019, Ibu Rati Ernaeni menjabat sebagai Pjs. VP Legal and Relation. Profil beliau dapat dilihat di bawah ini.

Duties and Responsibilities of Corporate Secretary

In accordance with the Board Manual, the Corporate Secretary performs functions in accordance with the applicable statutory regulations including but not limited to:

1. Ensure that the Company complies with regulations regarding disclosure requirements in line with the application of GCG principles.
2. Provide information needed by the Board of Directors and the Board of Commissioners periodically and/or at any time if requested.
3. Assist the Board of Directors and Board of Commissioners in implementing corporate governance which includes:
    a. Implementation and documentation of GMS and Board of Directors meetings.
    b. Organize orientation programs for newly appointed members of the Board of Directors and/or Board of Commissioners.
4. Provide relevant, accurate and timely information to stakeholders including the Shareholders.
5. Manage information that will be given to parties outside the Company based on the conditions set by the Board of Directors.
6. Administer and store Company documents, including but not limited to the Register of Shareholders, the Special Register and minutes of meetings of the Board of Directors, Board of Commissioners and GMS.

Corporate Secretary Profile

From January to April 2019, Ms. Rati Ernaeni served as Acting VP of Legal and Relations. Her profile can be seen below.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Rati Ernaeni

Pjs. VP Legal & Relation
Acting VP of Legal & Relations

Kewarganegaraan Nationality	Indonesia	Indonesian Citizen
Domisili Domicile	Tangerang	Tangerang
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Surabaya, 31 Desember 1963 Per 31 Desember 2019 berusia 56 Tahun	Born in Surabaya on December 31, 1963 and currently 56 years old
Riwayat Pendidikan Edcucational Background	• Sarjana Ilmu Hukum dari Universitas Airlangga, Surabaya (1988). • Pasca Sarjana dari Universitas Gadjah mada, Yogyakarta (2000).	• Bachelor of Laws from Airlangga University, Surabaya (1988). • Master Degree in from Gadjah Mada University, Yogyakarta (2000).
Pengalaman Kerja Job Experience	Beberapa Pengalaman kerja di PT Pertamina (Persero) adalah sebagai berikut: • Staf Ahli Direktur Hulu Bidang Gas (2004-2006) • Legal Consultan Manager (2006-2009) • Manager Legal-Kantor Pusat PT Pertamina (Persero) (2009-2011) • Manajer Hukum PT PGE (2011-2013) • Staf Utama Diperbantukan (2013-2015) • Legal & Relation Manager (2016-2019)	Several job experiences at PT Pertamina (Persero) are as follows: • Expert Staff to Director Upstream Gas (2004-2006) • Legal Consultant Manager (2006-2009) • Legal Manager-Head Office of PT Pertamina (Persero) (2009-2011) • Legal Manager at PT PGE (2011-2013) • Main Staff Secondee (2013-2015) • Legal & Relations Manager (2016-2019)

Pada bulan Mei 2019, Pjs. VP Legal and Relation dijabat oleh Bapak Khairul Saleh. Profil beliau dapat dilihat di bawah ini.

In May 2019, the Acting VP of Legal and Relations was held by Mr. Khairul Saleh. His profile can be seen below.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Khairul Saleh

Pjs. VP Legal & Relation
Acting VP of Legal & Relations

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Medang, 7 Juli 1972 Per 31 Desember 2019 berusia 47 tahun	Born in Medang on July 7, 1972 and currently is 47 years old
Riwayat Pendidikan Edcucational Background	• Sarjana Kedokteran Universitas Gadjah Mada, Yogyakarta (1995) • Pendidikan Profesi Dokter Universitas Gadjah Mada, Yogyakarta (1995-1997) • Perwira Karir ABRI Akademi Militer Magelang (1999) • Magister Manajemen Universitas Brawijaya, Malang (2008)	• Bachelor of Medicine, Gadjah Mada University, Yogyakarta (1995) • Career Officer of the Indonesian National Armed Forces (ABRI) Military Academy, Magelang (1999) • Master of Management, Brawijaya University, Malang (2008)
Pengalaman Kerja Job Experience	• Kepala Lapangan (Field Manager) dan Manager Wilayah Sumatera Texcal Ltd (2011-2014) • Staf Khusus President Director PAEP (2014 -2015) • Staff Khusus Presiden Direktur PIEP (2016) • General Support Manager PIEP (2016-2017) • Business Support Manager (2017) • Pjs, VP Commercial & Business Support PIEP (2017-2018) • Stakeholder, Relation & Communication Manager PIEP (2018) • Corporate Secretary PIEP (Mei 2018) • Corporate Affair Manager (Mei 2018-sekarang) • Pjs. VP Legal & Relation (Mei 2019) • Ketua Tim Communication PT Pertamina Hulu Rokan	• Field Manager and Manager of Sumatera Texcal Ltd (2011-2014) • Special Staff to the President Director PAEP (2014 -2015) • Special Staff to the President Director PIEP (2016) • General Support Manager at PIEP (2016-2017) • Business Support Manager (2017) • Acting VP of Commercial & Business Support at PIEP (2017-2018) • Stakeholder, Relations & Communication Manager at PIEP (2018) • Corporate Secretary at PIEP (May 2018) • Corporate Affairs Manager (May 2018-now) • Acting VP of Legal & Relations (May 2019) • Head of Communication Team at PT Pertamina Hulu Rokan

Sejak bulan Juni sampai dengan Desember 2019, Kewenangan VP Legal & Relation ditarik ke Presiden Direktur dan pelaksanaan tugas fungsi Sekretaris Perusahaan dilaksanakan oleh Corporate Affairs.

Since June until December 2019, the VP of Legal & Relations Authority was withdrawn to the President Director and the implementation of the Corporate Secretary functions was carried out by Corporate Affairs.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Program Peningkatan Kompetensi Sekretaris Perusahaan

Program peningkatan kompetensi Sekretaris Perusahaan telah disajikan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2019

Selama tahun 2019, Sekretaris Perusahaan telah melaksanakan tugas antara lain:

1. Menyusun *Annual Report* PIEP Tahun Buku 2018.
2. Melaksanakan kegiatan CSR PIEP antara lain Pertamina Mengajar, Buku CSR, Sekolah Tari Tradisional Jilid 2.
3. Merevisi *Company Profile* PIEP.
4. Melakukan *monitoring* media dan *website* Perusahaan.
5. Melaksanakan rapat Direksi serta rapat gabungan Dewan Komisaris bersama Direksi selama tahun 2019.
6. Melaksanakan Pameran Indogas tahun 2019.
7. Menerbitkan Buletin PIEP selama tahun 2019.
8. Melaksanakan HSSE Forum 2019.
9. Melaksanakan Program Orientasi bagi Direktur Baru melalui *Town Hall Meeting*.
10. Melaksanakan kerjasama PDSI dan Tassili Algeria.
11. Melaksanakan *event* Hari Ulang Tahun PIEP.

Corporate Secretary Competency Development Program

The Corporate Secretary competency development program has been presented in the Company Profile Chapter in this Annual Report.

2019 Corporate Secretary Duties

Throughout 2019, the Corporate Secretary has carried out duties, among others:

1. Prepared PIEP's 2018 Annual Report.
2. Carried out PIEP's CSR activities including Pertamina Mengajar, CSR Books, School of Traditional Dance Volume 2.
3. Revised PIEP's Company Profile.
4. Monitored the Company's media and website.
5. Conducted meetings of the Board of Directors and joint meetings of the Board of Commissioners and the Board of Directors during 2019.
6. Carried out the 2019 Indogas Exhibition.
7. Published PIEP Bulletin during 2019.
8. Carried out the 2019 HSSE Forum.
9. Implemented Orientation Programs for New Directors through the Town Hall Meeting.
10. Carried out cooperation between PDSI and Tassili Algeria.
11. Carried out PIEP's Anniversary events.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

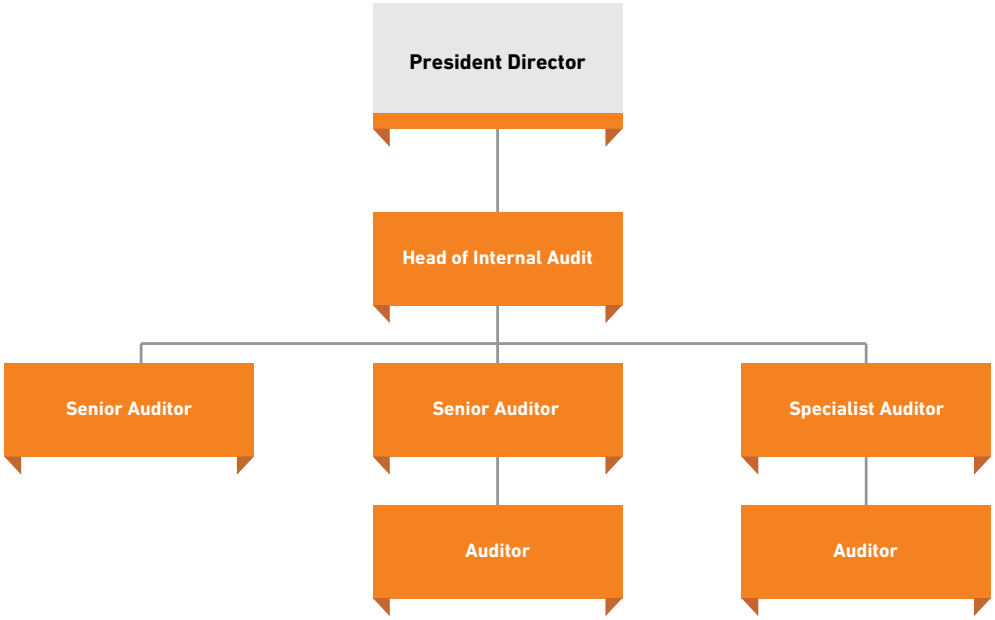
CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

INTERNAL AUDIT

Struktur Organisasi dan Ketua Internal Audit

INTERNAL AUDIT

Organization Structure and Head of The Internal Audit Audit



KEDUDUKAN INTERNAL AUDIT DALAM STRUKTUR ORGANISASI

Kedudukan Internal Audit berada di bawah Presiden Direktur yang mempunyai akses langsung dan tanpa batasan ke pimpinan tertinggi guna menjaga independensi dari kegiatan operasional. Struktur ini menunjukkan komitmen Direksi atas pentingnya peran Internal Audit dalam memberikan jasa *assurance* dan *consulting* secara independen dan objektif dengan melakukan pendekatan sistematis dan disiplin untuk mengevaluasi dan meningkatkan efektivitas tata kelola, manajemen risiko, dan pengendalian internal untuk memberikan *value added* kepada Perusahaan dalam mencapai tujuannya.

INTERNAL AUDIT POSITIONS IN ORGANIZATION STRUCTURE

The position of the Internal Audit is under the President Director who has direct and unlimited access to the highest leadership to maintain independence from operational activities. This structure shows the Board of Directors' commitment to the importance of the role of Internal Audit in providing assurance and consulting services independently and objectively by taking a systematic and disciplined approach to evaluate and improve the effectiveness of governance, risk management and internal control to provide value added to the Company in achieving its objectives.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Profil Head of Internal Audit

Head of Internal Audit Profile

Widya Putra Tresnalesmana

Head of Internal Audit

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Cirebon, 22 Juni 1967/52 tahun	Cirebon, June 22, 1967/52 years old
Riwayat Pendidikan Edcucational Background	• Teknik Energi-Politeknik Institut Teknologi Bandung -Bandung • Teknik Mesin-Universitas Sumatra Utara-Medan	• Energy Engineering-Polytechnic Bandung Institute of Technology • Mechanical Engineering-University of North Sumatra-Medan
Sertifikasi Certifications	• Qualified Internal Audit (QIA) • Certified Fraud Examiner (CFE) • Certified Fraud Forensic Audit (CFrA) • Certified Risk Management Process (CRMP)	• Qualified Internal Audit (QIA) • Certified Fraud Examiner (CFE) • Certified Fraud Forensic Audit (CFrA) • Certified Risk Management Process (CRMP)
Pengalaman Kerja Job Experience	Memiliki pengalaman kerja 12 tahun di bidang operasional pengolahan minyak dan 16 tahun pengalaman audit di berbagai Direktorat di lingkungan Pertamina, di antaranya Direktorat Pengolahan, Direktorat Pemasaran, Direktorat Gas, dan kini di Direktorat Hulu. Bergabung dengan PT Pertamina (Persero) pada Tahun 1991 di Direktorat Pengolahan, pada tahun 2003 mulai berkarir ke Fungsi Internal Audit dengan merintis sebagai Junior Auditor. Karirnya di dunia audit berlanjut hingga dipercaya untuk menduduki beberapa posisi manajerial dengan rincian sebagai berikut: • 1991-Operasi Kilang Refinery Unit-2 Dumai • 1996-Ahli Linear Programming Kilang Refinery Unit-2 Dumai • 2003-Auditor Internal Audit Refinery Unit -2 Dumai • 2005-Senior Auditor Refinery PT Pertamina (Persero) • 2010-Senior Auditor Refinery Unit -6 Balongan • 2011-Manager Internal Audit M&T Makassar (Area Sulawesi,Maluku Papua) • 2012-Manajer Internal Audit M&T Medan (Area Sumatera)	Has 12 years of work experience in the field of oil processing operations and 16 years of audit experience in various Directorates within Pertamina, including the Directorate of Processing, the Directorate of Marketing, Directorate of Gas, and now in the Upstream Directorate. Joined PT Pertamina (Persero) in 1991 at the Directorate of Processing, in 2003 began a career in the Internal Audit Function as a Junior Auditor. His career in the auditing world continues until given the trust to hold several managerial positions with the following details: • 1991-Refinery Operations of Refinery Unit-2 Dumai • 1996-Refinery Linear Programming Expert of Refinery Unit-2 Dumai • 2003-Internal Audit Auditor of Refinery Unit-2 Dumai • 2005-Senior Auditor of Refinery at PT Pertamina (Persero) • 2010-Senior Auditor of Refinery Unit -6 Balongan • 2011-Internal Audit Manager of the M&T Makassar (Sulawesi, Maluku Papua area) • 2012-Internal Audit Manager of the M&T Medan (Sumatra Area)

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Pengalaman Kerja Job Experience	• 2013-Manajer Internal Audit JBB & JBT (Area DKI, Jabar & Jateng) • 2014-Manager Internal Audit Shipping PT Pertamina (Persero) • 2015-Manajer Marketing Internal Audit PT Pertamina (Persero) • 2016-Chief Internal Audit PT. PERTAMINA GAS • 2018-Head of Internal Audit PIEP hingga saat ini.	• 2013-Internal Audit Manager of JBB & JBT (DKI, West Java & Central Java Area) • 2014-Shipping Internal Audit Manager of PT Pertamina (Persero) • 2015-Marketing Internal Audit Manager of PT Pertamina (Persero) • 2016-Chief Internal Audit of PT. PERTAMINA GAS • 2018-PIEP's Head of Internal Audit to date.
Riwayat Penunjukan Appointment History	1 Agustus 2018 Nomor 335/K00000/2018-S8.	August 1, 2018 No. 335/K00000/2018-S8.

Program Peningkatan Kompetensi Internal Audit

Program peningkatan kompetensi Internal Audit telah disajikan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Pihak yang Mengangkat dan Memberhentikan Kepala Internal Audit

Head of Internal Audit ditetapkan oleh Direksi PT Pertamina (Persero) melalui Presiden Direktur setelah mendapatkan persetujuan Dewan Komisaris. Presiden Direktur dapat memberhentikan Head of Internal Audit, setelah mendapat persetujuan Dewan Komisaris, jika Head of Internal Audit tidak memenuhi persyaratan sebagaimana diatur dalam peraturan dan/atau gagal atau tidak cakap dalam menjalankan tugas. Pengangkatan dan pemberhentian Auditor Internal dilaksanakan dengan mempertimbangkan pendapat dari Head of Internal Audit dan memenuhi persyaratan yang ditetapkan oleh Perusahaan.

Piagam Audit Internal

Dalam melaksanakan tugas dan tanggung jawabnya, Internal Audit mengacu pada Piagam Audit Internal (*Internal Audit Charter*). Piagam Audit Internal merupakan salah satu wujud komitmen Perusahaan dalam mengimplementasikan *Good Corporate Governance* (GCG) secara konsisten dalam rangka pengelolaan Perusahaan untuk menjalankan misi dan mencapai visi yang telah ditetapkan. Adapun isi Piagam Audit Internal yaitu:

Internal Audit Competency Development Program

Internal Audit Competency Development Program has been presented in the Company Profile Chapter in this Annual Report.

Parties Appointing and Dismissing Chief of Internal Audit

The Chief of Internal Audit is determined by the Board of Directors of PT Pertamina (Persero) through the President Director after obtaining the approval of the Board of Commissioners. The President Director may dismiss the Chief of Internal Audit, after obtaining the approval of the Board of Commissioners, if the Chief of Internal Audit does not meet the requirements stipulated in the regulations and/or fails or is incompetent in carrying out his duties. The appointment and dismissal of the Internal Auditor is carried out by taking into account the opinion of the Chief of Internal Audit and meeting the requirements set by the Company.

Internal Audit Charter

In carrying out its duties and responsibilities, the Internal Audit refers to the Internal Audit Charter. The Internal Audit Charter is a form of the Company's commitment in implementing Good Corporate Governance (GCG) consistently in the framework of managing the Company to carry out the mission and achieve the vision that has been set. The contents of the Internal Audit Charter are:

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Bab I Pendahuluan
Bab II Pembentukan, Keanggotaan dan Hubungan Kerja
Bab II Tugas, Tanggung Jawab, Wewenang, Pelaporan dan Evaluasi
Bab IV Standar Pelaksanaan Tugas
Bab V Penutup

Chapter I Introduction
Chapter II Establishment, Membership and Work Relationship
Chapter II Duties, Responsibilities, Authorities, Reporting and Evaluation
Chapter IV Standards of Duties Implementation
Chapter V Closing

Tugas dan Tanggung Jawab Internal Audit

Fungsi Internal Audit memiliki tugas dan tanggung jawab, antara lain:

1. Mengelola kegiatan pengawasan melalui aktivitas *assurance* dan konsultansi di seluruh unit kerja di Perusahaan.
2. Melakukan audit/reviu/kajian atas Anak Perusahaan dan afiliasi/Perusahaan asosiasi dan Perusahaan patungan (*joint venture*) atas permintaan: (i) Rapat Umum Pemegang Saham (RUPS) Anak Perusahaan/afiliasi, atau (ii) Dewan Komisaris Anak Perusahaan/afiliasi kepada Presiden Direktur Perusahaan dan telah mendapat penugasan dari Presiden Direktur Perusahaan (iii) Direksi Anak Perusahaan/afiliasi kepada Dewan Komisaris Anak Perusahaan/afiliasi.
3. Menyusun dan melaksanakan program kerja tahunan pengawasan intern. Rencana program kerja tahunan, termasuk rencana audit atas teknologi informasi, disampaikan kepada Dewan Komisaris melalui Komite Audit untuk mendapatkan pertimbangan dan saran. Program kerja tahunan dan anggaran biaya yang telah disetujui oleh Presiden Direktur dikomunikasikan kepada Direksi dan Dewan Komisaris melalui Komite Audit.
4. Menguji, mengevaluasi dan melaporkan pelaksanaan pengendalian internal, sistem manajemen risiko dan tata kelola Perusahaan sesuai dengan kebijakan Perusahaan.
5. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, manajemen risiko, sumber daya manusia, pemasaran, teknologi informasi, dan kegiatan lainnya.

Duties and Responsibilities of Internal Audit

The Internal Audit function has the following duties and responsibilities:

1. Manage supervision activities through assurance and consultancy activities in all work units in the Company.
2. Conduct audits/reviews/studies of Subsidiaries and affiliates/associated companies and joint venture companies upon request: (i) General Meeting of Shareholders (GMS) of Subsidiaries/affiliates, or (ii) Board of Commissioners of Subsidiaries/affiliates to the President Director the Company and has been assigned by the President Director the Company (iii) Board of Directors of Subsidiaries/affiliates to the Board of Commissioners of Subsidiaries/affiliates.
3. Develop and implement an annual work program for internal control. The annual work plan, including the audit plan for information technology, is submitted to the Board of Commissioners through the Audit Committee for consideration and advice. The annual work program and costs budget approved by the President Director are communicated to the Board of Directors and Board of Commissioners through the Audit Committee.
4. Test, evaluate and report the implementation of internal control, risk management systems and corporate governance in accordance with the Company's policies.
5. Examine and evaluate the efficiency and effectiveness in finance, accounting, operations, risk management, human resources, marketing, information technology, and other activities.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

6. Memberikan saran perbaikan dan informasi yang obyektif tentang kegiatan yang diperiksa pada semua tingkat manajemen.
7. Bekerja sama dengan Komite Audit dan melakukan koordinasi pengawasan dengan Audit Internal PT Pertamina (Persero) dan auditor eksternal.
8. Memantau, menganalisis, dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan.
9. Menyusun program untuk mengevaluasi kualitas seluruh aspek kegiatan audit internal.
10. Melakukan penugasan lain yang diamanatkan oleh Direksi dan/atau Dewan Komisaris.
11. Melaporkan hasil kegiatan pengawasan internal Perusahaan kepada Presiden Direktur dan tembusan kepada Dewan Komisaris cq Komite Audit.
12. Melaporkan hasil kegiatan pengawasan internal Anak Perusahaan/afiliasi kepada Direktur Utama Anak Perusahaan/afiliasi dan memberikan tembusan kepada Dewan Komisaris Anak Perusahaan/afiliasi cq. Komite Audit Anak Perusahaan/afiliasi.
13. Presiden Direktur Perusahaan dapat memperoleh laporan hasil kegiatan pengawasan internal Anak Perusahaan/afiliasi yang dilakukan oleh fungsi Internal Audit Perusahaan melalui Dewan Komisaris Anak Perusahaan/afiliasi yang merupakan wakil Perusahaan pada Anak Perusahaan/afiliasi yang bersangkutan.

Kewenangan Internal Audit

Dalam melakukan tugasnya, Fungsi Internal Audit memiliki wewenang, antara lain:

1. Menentukan kegiatan pengawasan pada semua area, kegiatan operasional dan bisnis Perusahaan.
2. Memiliki akses tidak terbatas atas semua data, dokumen, kegiatan, serta akses terhadap personil dan aset Perusahaan yang diperlukan dalam rangka pelaksanaan tugas Fungsi Audit Internal.
3. Mengelola kegiatan koordinasi dan pengawasan atas Anak Perusahaan dan Afiliasi.

6. Provide suggestions for improvements and objective information about the activities examined at all levels of management.
7. Work closely with the Audit Committee and coordinate supervision with the Internal Auditor of PT Pertamina (Persero) and the external auditors.
8. Monitor, analyze and report the implementation of the follow-up of improvements that have been suggested.
9. Develop a program to evaluate the quality of all aspects of internal audit activities.
10. Perform other assignments mandated by the Board of Directors and/or Board of Commissioners.
11. Report the results of the Company's internal control activities to the President Director and a copy to the Board of Commissioners cq Audit Committee.
12. Report the results of internal control activities of Subsidiaries/affiliates to the President Director Subsidiaries/affiliates and provide a copy to the Board of Commissioners of Subsidiaries/affiliates cq. Audit Committee of Subsidiaries/affiliates.
13. The President Director the Company can obtain reports on the internal control results of Subsidiaries/affiliates carried out by the Company's Internal Audit function through the Board of Commissioners of the Subsidiaries/affiliates who are the Company representatives of the Subsidiaries/affiliates concerned.

Authorities of Internal Audit

In carrying out its duties, the Internal Audit Function has authorities, among others:

1. Determine supervision activities in all areas, operational activities and the Company's business.
2. Has unlimited access to all data, documents, activities, and access to personnel and assets of the Company needed in order to carry out the duties of the Internal Audit Function.
3. Manage the coordination and supervision of subsidiaries and affiliates.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

4. Menetapkan dan mengelola rencana anggaran biaya dan kerja pengawasan tahunan.
5. Menentukan dan menetapkan ruang lingkup, metode, cara, teknik, strategi, dan pendekatan audit.
6. Melakukan komunikasi secara langsung dengan Direksi dan/atau Dewan Komisaris, Komite Audit serta anggota dari Direksi.
7. Mengadakan rapat secara berkala dan insidentil dengan Direksi, Komite Audit, dan/atau Dewan Komisaris.
8. Melakukan koordinasi kegiatannya dengan kegiatan auditor eksternal.
9. Meminta atau mendapatkan bantuan dari pegawai internal Perusahaan maupun dari luar Perusahaan, dalam rangka pelaksanaan tugasnya.
10. Melaksanakan pemeriksaan pada Anak Perusahaan dan Afiliasi dan pihak lainnya yang relevan melalui mekanisme yang disepakati sebelumnya.

4. Establish and manage annual budget and supervision work plans.
5. Determine the scope, methods, ways, techniques, strategies and approaches of audit.
6. Communicate directly with the Board of Directors and/or the Board of Commissioners, the Audit Committee and members of the Board of Directors.
7. Hold regular and incidental meetings with the Board of Directors, Audit Committee and/or Board of Commissioners.
8. Coordinate its activities with the activities of the external auditor.
9. Request or obtain assistance from internal employees of the Company or from outside the Company, in the context of carrying out its duties.
10. Carry out inspection on subsidiaries, affiliates and other relevant parties through a mechanism agreed upon in advance.

Komposisi dan Sertifikasi Personil Internal Audit

Jumlah personil di Internal Audit saat ini sebanyak 3 (tiga) orang yang terdiri dari 1 (satu) orang Head of Internal Audit dan 2 (dua) orang Auditor yang memiliki kualifikasi serta kompetensi memadai dalam melaksanakan tugas dan fungsinya. Komposisi dan sertifikasi personil Internal Audit yang telah dimiliki adalah sebagai berikut.

Composition and Certifications of Personnel Internal Audit

Currently, the number of personnel in Internal Audit is 3 (three) members consisting of 1 (one) Chief of Internal Audit and 2 (two) Auditors who have adequate qualifications and competencies in carrying out their duties and functions. The composition and certifications of Internal Audit personnel that have been held are as follows.

Nama Name	**Jabatan** Position	**Sertifikasi** Certifications
Widya Putra Tresnalesmana	Head of Internal Audit	• Certified Forensic Auditor (CFrA) • Cerfified Fraud Examiner (CFE) • Qualified Internal Audit (QIA) • Certified *Risk Management* Profesional (CRMP)
Ikrar Muda Harahap	Senior Auditor	• Certified Forensic Auditor (CFrA) • Cerfified Fraud Examiner (CFE) • Qualified Internal Audit (QIA)
Budi Prasetyo	Auditor	• Qualified Internal Audit (QIA) • Certified Risk Professional (CRP)

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Kode Etik Auditor

Seluruh auditor internal harus mematuhi dan menjunjung tinggi kode etik, sebagai berikut:

INTEGRITAS

Auditor Internal harus memiliki integritas untuk membentuk keyakinan dan menjadi dasar kepercayaaan *auditee* terhadap pertimbangan Internal Audit. Oleh karenanya, Auditor Internal:

- Harus menunjukkan kejujuran, objektivitas, dan kesungguhan dalam melaksanakan tugas dan memenuhi tanggung jawab profesi.
- Harus menunjukkan loyalitas terhadap organisasi namun tidak boleh terlibat dalam kegiatan-kegiatan yang menyimpang atau melanggar hukum.
- Tidak boleh secara sadar terlibat dalam tindakan atau kegiatan yang dapat mendiskreditkan profesi atau organisasinya.

OBJEKTIVITAS

Auditor Internal harus menunjukkan objektivitas profesional dalam melaksanakan penugasan. Auditor Internal melakukan penilaian yang seimbang dan tidak terpengaruh oleh kepentingannya atau kepentingan pihak lain dalam memberikan pertimbangan. Oleh karenanya, Auditor Internal:

- Harus menahan diri dari kegiatan-kegiatan yang dapat menimbulkan konflik kepentingan dan prasangka sehingga meragukan kemampuannya dalam melaksanakan tugas dan memenuhi tanggung jawab profesinya secara objektif.
- Tidak boleh menerima sesuatu dalam bentuk apapun yang dapat atau patut diduga mempengaruhi pertimbangan profesionalnya.
- Harus mengungkapkan semua fakta-fakta penting yang diketahuinya di dalam laporan pelaksanaan tugasnya, dan/atau dilarang untuk mendistorsi laporan serta menutup adanya praktik-praktik yang melanggar hukum.

AUDITOR CODE OF CONDUCT

All Internal Auditors must comply with and uphold the code of conduct, as follows:

INTEGRITY

Internal auditors must have integrity to form beliefs and be the basis of the auditee's trust in internal audit considerations. Therefore, Internal Auditors:

- Must show honesty, objectivity, and sincerity in carrying out duties and fulfilling professional responsibilities.
- Must show loyalty to the organization but may not be involved in activities that deviate or violate the law.
- Must not be consciously involved in actions or activities that can discredit his profession or organization.

OBJECTIVITY

Internal auditors must demonstrate professional objectivity in carrying out assignments. Internal auditors make balanced assessments and are not influenced by their interests or the interests of other parties in giving consideration. Therefore, Internal Auditors:

- Must refrain from activities that can create conflicts of interest and prejudice so that it doubts their ability to carry out their duties and fulfill the responsibilities of their profession objectively.
- Must not accept anything in any form that could or would reasonably be expected to influence their professional judgment.
- Must disclose all important facts they know in the report on the implementation of their duties, and/or are prohibited from distorting the report and closing any unlawful practices.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

KERAHASIAAN

Auditor Internal harus menghormati nilai dan kepemilikan informasi yang diterimanya dan tidak mengungkap informasi tersebut tanpa otorisasi dari pejabat yang berwenang, kecuali diharuskan oleh hukum atau profesi untuk mengungkapkan informasi tersebut. Oleh karenanya, Auditor Internal:

- Tidak menggunakan informasi yang diperoleh dalam pelaksanaan tugas untuk mendapatkan keuntungan pribadi, melanggar hukum, dan yang dapat menimbulkan kerugian terhadap organisasinya.

KOMPETENSI

Auditor Internal harus menerapkan pengetahuan, kecakapan dan pengalaman yang diperlukan dalam setiap penugasan audit. Oleh karenanya, Auditor Internal:

- Harus mengusahakan berbagai upaya agar senantiasa memenuhi Standar International Praktik Profesional Audit Internal (Standar).
- Harus senantiasa meningkatkan kompetensi melalui pendidikan profesional berkelanjutan, serta efektivitas dan kualitas pelaksanaan tugasnya.
- Hanya melakukan jasa-jasa yang dapat diselesaikan dengan menggunakan kompetensi profesional yang dimilikinya.

CONFIDENTIALITY

Internal auditors must respect the value and ownership of the information they receive and not disclose the information without authorization from the competent authority, unless required by law or profession to disclose the information. Therefore, Internal Auditors:

- Do not use information obtained in the implementation of duties to obtain personal gain, violate the law, and which can cause harm to the organization.

COMPETENCY

Internal auditors must apply the knowledge, skills and experience needed in each audit assignment. Therefore, Internal Auditors:

- Must make every effort to always meet the International Standards for the Professional Practice of Internal Auditing (Standards).
- Must constantly improve competence through continuing professional education, as well as the effectiveness and quality of the implementation of its duties.
- Only perform services that can be completed using the professional competencies they have.

Laporan Singkat Pelaksanaan Kegiatan Internal Audit Tahun 2019

Selama Tahun 2019, Internal Audit telah melaksanakan kegiatan audit berdasarkan dengan rencana audit (*Annual Audit Plan*) yang telah ditetapkan sebelumnya sejumlah 4 (empat) objek audit penugasan yang terdiri dari Audit atas Pengadaan Barang dan Jasa, *Joint Venture* Audit Malaysia, *Joint Venture* Audit Irak dan Audit atas Progres Investasi Proyek *Phase* 4 *Development* PT PAEP.

Temuan dan Tindak Lanjut Hasil Audit

Temuan dan tindak lanjut hasil audit selama tahun 2019 adalah sebagai berikut.

2019 Internal Audit Brief Report

Throughout 2019 the Internal Audit has performed audit activities based on the annual audit plan that has been previously determined as many as 4 (four) audit object assignments consisting of Audits on the Procurement of Goods and Services, Malaysian Joint Venture Audit, Iraqi Joint Venture Audit and Audit on the Investment Progress of PT PAEP's Phase 4 Development Project.

Findings and Follow-Ups of Audit Results

The findings and follow-ups of the 2019 audit results are as follows.

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Temuan dan Tindak Lanjut Hasil Audit Findings and Follow-Ups of Audit Results	**Jumlah** Total
Outstanding Issue per 1 Januari 2019 Outstanding Issues as of January 1, 2019	5
Tambahan *Issue* sampai dengan Desember 2019 Additional Issues until December 2019	17
Tindak lanjut sampai dengan bulan Desember 2019 Follow-ups until December 2019	14
Outstanding Issue per 31 Desember 2019 Outstanding Issues as of December 31, 2019	8 (belum jatuh tempo) 8 (not yet matured)

UNIT MANAJEMEN RISIKO

Struktur Organisasi Unit Manajemen Risiko

RISK MANAGEMENT UNIT

Organization Structure of Risk Management Unit

Tugas dan Tanggung Jawab Unit Manajemen Risiko

Tugas dan tanggung jawab Unit Manajemen Risiko Perusahaan adalah sebagai berikut:

1. Melaksanakan Kebijakan Manajemen Risiko yang ditetapkan oleh Komite Manajemen Risiko Perusahaan dan Fungsi Manajemen Risiko Korporat/Direktorat.
2. Menyampaikan Laporan Manajemen Risiko secara berkala kepada Pimpinan Tertinggi Perusahaan dan Fungsi Manajemen Risiko Korporat/Direktorat.
3. Memantau posisi risiko portfolio bisnis di Perusahaan dan melakukan evaluasi atas model yang dibuat untuk mengetahui dampaknya terhadap Perusahaan.

Duties and Responsibilities of Risk Management Unit

Duties and responsibilities of the Risk Management Unit of the Company are as follows

1. Implement the Risk Management Policy established by the Company's Risk Management Committee and the Corporate/Directorate of Risk Management Function.
2. Submit Risk Management Reports regularly to the Top Management of the Company and the Corporate/ Directorate of Risk Management Function.
3. Monitor the risk position of the business portfolio in the Company and evaluate the model created to determine its impact on the Company.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

4. Menggunakan model pengukuran risiko dan data yang valid.
5. Memantau pelaksanaan *risk treatment* yang dilakukan oleh *Risk Owner* di Anak Perusahaan terkait.
6. Memelihara data dan informasi mengenai *loss event* dan *near missed* yang terjadi di Anak Perusahaan terkait dan memasukkannya ke dalam Sistem Informasi Manajemen Risiko.
7. Menyediakan informasi yang berkaitan dengan fungsi di Perusahaan terkait yang diperlukan oleh Komite Manajemen Risiko Perusahaan dan Fungsi Manajemen Risiko Direktorat (*Directorate Risk Management*).
8. Menyusun Tata Kerja Manajemen Risiko Perusahaan untuk ditetapkan oleh Pimpinan Tertinggi Perusahaan.
9. Mengembangkan budaya sadar risiko (*risk consciousness*) dalam setiap aktivitas Fungsi di Perusahaan.
10. Mengembangkan kompetensi sumber daya manusia yang terkait dengan manajemen risiko di Perusahaan.

4. Using a risk measurement model and valid data.
5. Monitor the implementation of risk treatment carried out by the Risk Owner in the relevant Subsidiaries.
6. Maintain data and information regarding loss events and near missed that occur in related Subsidiaries and include them in the Risk Management Information System.
7. Provide information relating to functions in the relevant company that are required by the Company's Risk Management Committee and the Directorate of Risk Management Function.
8. Prepare the Company's Risk Management Work Procedures to be determined by the Company's Top Management.
9. Develop a risk awareness culture in every function activity in the Company.
10. Develop human resource competencies related to risk management in the Company.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Profil Kepala Divisi Manajemen Risiko

Indria Doria

VP Corporate Planning & Bussiness Improvement
VP of Corporate Planning & Bussiness Improvement

Kewarganegaraan Nationality	Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Lahir di Bandung pada tahun 1964. Berusia 55 tahun per Desember 2019	Born in Bandung in 1964. 55 years old as of December 2019
Riwayat Pendidikan Edcucational Background	S2 Teknik Perminyakan dari Institut Teknologi Bandung (1995).	Master of Petroleum Engineering from Bandung Institute of Technology (1995)
Pengalaman Kerja Job Experience	Memiliki pengalaman kerja di PT Pertamina (Persero) sebagai: • Valuation Manager • Manajer Porto Bisnis, OPT Investasi • Asisten Manajer *Project Risk Management* • Ahli Utama Pengembangan Bisnis dan Portofolio • Ahli Utama Pengembangan Usaha Hulu • Ahli Utama Teknologi Hulu	Has job experiences at PT Pertamina (Persero) as follows: • Valuation Manager • Manager of Business Portfolio, Investment Opt • Assistant Manager of Project Risk Management • Main Expert in Business and Portfolio Development • Main Expert in Upstream Business Development • Main Expert in Upstream Technology
Riwayat Penunjukan Appointment History	Surat Keputusan No.Kpts.P-018/C00000/2017-S8 tanggal 22 Juni 2018	Decree No. Kpts.P-018/C00000/2017-S8 dated June 22, 2018

Pengembangan Kompetensi Bidang Manajemen Risiko

Selama tahun 2019 secara sendiri maupun bekerja sama dengan pihak eksternal, PIEP melaksanakan aktivitas pengembangan kompetensi di bidang manajemen risiko melalui berberapa kegiatan antara lain:

1. *Workshop Risk Management for PIEP Management*

   Kegiatan *Workshop Risk Management* for PIEP *Management* ini merupakan program kerja tahunan Fungsi *Business Portfolio & Risk Management* PIEP. Pada di tahun 2019 telah dilaksanakan pada tanggal 3 Mei 2019 dan diperuntukan bagi seluruh jajaran manajemen PIEP (pekerja level manajer ke atas) yang bertindak sebagai *risk owner* di tingkatan strategis. Tujuan kegiatan ini adalah dalam

Risk Management Competency Development

Throughout 2019, both individually or in collaboration with external parties, PIEP carried out competency development activities in the field of risk management through a number of activities including:

1. Workshop of Risk Management for PIEP Management

   Workshop of Risk Management for PIEP Management is an annual work program of the Portfolio & Risk Management Function of PIEP. In 2019, it was implemented on May 3, 2019 and intended for all levels of PIEP's management (managerial employees and above) who act as risk owners at the strategic level. The purpose of this activity is to increase understanding of the management and

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rangka meningkatkan pemahaman terhadap pengelolaan dan implementasi *Enterprise Risk Management* yang bersifat *proactive, preventive* dan terintegrasi pada seluruh operasi bisnis PIEP.

2. Sosialisasi Juknis Penyusunan *Risk Register* PIEP

   Kegiatan sosialisasi juknis penyusunan *risk register* merupakan program kerja tahunan fungsi *Business Portfolio & Risk Management* PIEP yang diperuntukan kepada para PIC *Risk Management* PIEP yang bertindak sebagai *risk officer* dan mengemban tugas administratif pendukung serta pelaksanaan proses manajemen risiko yang dijalankan oleh fungsi dan/atau asetnya. Tujuan kegiatan ini adalah dalam rangka memberikan petunjuk kerja kepada para PIC *Risk Management* dalam penyusunan *Risk Register Ongoing Business* maupun *Project* Investasi Perusahaan agar sesuai dengan *best practice* dan kebijakan dari PT Pertamina (Persero).

3. *Coaching Clinic Penyusunan Risk Register* PIEP

   Kegiatan *coaching clinic* penyusunan *risk register* merupakan program kerja tahunan fungsi B*usiness Portfolio & Risk Management* PIEP yang diperuntukan kepada PIC *Risk Management* PIEP maupun Manager di seluruh fungsi dan/aset PIEP dalam proses penyusunan *Risk Register* PIEP *Ongoing Business* maupun *Project* Investasi. Tujuan kegiatan ini adalah agar didapatkan *Risk Register* PIEP yang berkualitas dan mencakup seluruh potensi risiko yang mungkin terjadi, termasuk aktivitas penanganannya oleh Perusahaan secara lebih detail dan dapat dipertanggungjawabkan.

implementation of Enterprise Risk Management that is proactive, preventive and integrated in all PIEP's business operations.

2. Technical Guidelines Socialization for Preparing the PIEP's Risk Register

   The technical guidelines socialization for preparing risk register is an annual work program of the Business Portfolio & Risk Management functions of PIEP which is intended for PIEP's Risk Management PICs who act as risk officers and carry out supporting administrative duties and carry out risk management processes conducted by their functions and/or assets. The purpose of this activity is in order to provide work guidelines to the Risk Management PICs in the preparation of Risk Register of the Company's Ongoing Business and Investment Project to comply with the best practices and policies of PT Pertamina (Persero).

3. Coaching Clinic for Preparing PIEP's Risk Register

   The coaching clinic activity in preparing the risk register is an annual work program of the Business Portfolio & Risk Management functions of PIEP which is intended for PIEP's Risk Management PICs and Managers in all PIEP's functions and/assets in the process of preparing the Risk Register of PIEP's Ongoing Business and Investment Project. The purpose of this activity is to obtain a qualified PIEP's Risk Register and to cover all potential risks that may occur, including handling activities by the Company in more detail and can be accounted for.

Sertifikasi Manajemen Risiko

Dalam rangka meningkatkan pemahaman dan kompetensi pekerja, khususnya PIC *Risk Management* PIEP atas pelaksanaan proses pengelolaan risiko sesuai dengan Pedoman Manajemen Risiko yang berbasiskan ISO-31000: 2018, pada tanggal 11-14 Maret 2019 PIEP telah melaksanakan Pelatihan Internal *Enterprise Risk Management* dan Sertifikasi *Certified Risk Professional* (CRP) bekerja sama dengan lembaga sertifikasi LSPPM (Lembaga Sertifikasi Profesi Pasar Modal) dengan total peserta 18 (delapan belas) orang.

Risk Management Certifications

In order to improve employee's understanding and competency, specifically PIEP's Risk Management PICs on the implementation of risk management processes in accordance with the Risk Management Guidelines of ISO-31000: 2018 on March 11-14, 2019 PIEP has conducted Internal Enterprise Risk Management Training and Certified Risk Professional (CRP) Certification in collaboration with LSPPM certification bodies (Capital Market Professional Certification Body) with a total of 18 (eighteen) participants.

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Pekerja PIEP yang telah memperoleh *Certified Risk Professional* (CRP) adalah sebagai berikut.

No.	Nama Name
1.	Andwiko Fajarahmantyo
2.	Ati Fatikhah
3.	Budi Prasetyo
4.	Dimas Johannes Napitupulu
5.	Febri Jayanti
6.	Galih Febrian
7.	Galuh Pramudipto
8.	Gian Anggana
9.	Mochamad Wahyudi

PIEP's employees who have obtained the Certified Risk Professional (CRP) are as follows:

No.	Nama Name
10.	Moehamad Gunadharma
11.	Mohammad Heru Prasetyo
12.	Muhamad Yusuf
13.	Nining Martalina
14.	Rachmat Romario Akbara
15.	Rian Irawan
16.	Rizky Nugraha Suriadikusumah
17.	Sutan Nalendra
18.	Yuliana Martin

Pelaksanaan Tugas Unit Manajemen Risiko Tahun 2019

1. *Monitoring* dan Laporan Pengelolaan Manajemen Risiko

   Kegiatan *monitoring* manajemen risiko dilakukan setiap bulannya melalui koordinasi dengan PIC *Risk Management* PIEP atau *Risk Owner* langsung meliputi, identifikasi risiko baru serta rencana penanganan risikonya dan *update* status risiko dari setiap *risk event* yang teridentifikasi. Untuk pelaporan pengelolaan manajemen risiko Perusahaan dilakukan setiap triwulan, baik untuk risiko *ongoing business* maupun risiko *Project* Investasi. Sebanyak 8 (delapan) Laporan Pengelolaan Manajemen Risiko PIEP selama tahun 2019 disampaikan kepada para Direksi dan Dewan Komisaris PIEP.

2. Penyusunan *Risk Register* PIEP Tahun 2019

   PIEP telah melakukan penyusunan *Risk Register* PIEP Tahun 2020, mulai dari Identifikasi risiko, analisis risiko, evaluasi risiko dan penentuan penanganan risikonya melalui koordinasi antara Fungsi *Business Portfolio* & *Risk Management* bersamaan dengan *Risk Owner* pada seluruh fungsi dan/atau aset PIEP, dan secara resmi telah disampaikan kepada Direktorat Hulu. Termasuk dalam hal ini ada penetapan *Top Risk* PIEP 2020.

2019 RISK MANAGEMENT UNIT DUTIES

1. Risk Management Monitoring and Reports

   Risk management monitoring activities are carried out every month in coordination with PIEP's Risk Management PICs or Risk Owners directly including the identification of new risks and risk management plans and updating of the risk status of each identified risk event. For reporting on the Company's risk management is conducted quarterly, both for ongoing business risks and Investment Project risks. Throughout 2019, a total of 8 (eight) PIEP's Risk Management Reports were submitted to PIEP's Board of Directors and Board of Commissioners.

2. Preparation of the 2019 PIEP's Risk Register

   PIEP has prepared the 2020 PIEP's Risk Register, starting from risk identification, risk analysis, risk evaluation and determination of risk management through coordination between the Business Portfolio & Risk Management functions together with the Risk Owners in all PIEP's functions and/or assets, and has officially been submitted to the Upstream Directorate. Including the determining the PIEP's 2020 Top Risks.

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3. Komunikasi dan konsultasi

   Elemen proses manajemen risiko yang harus dilakukan secara kontinyu adalah proses komunikasi dan konsultasi, selama tahun 2019 fungsi BPRM bersama dengan PIC *Risk Management* PIEP atau secara langsung kepada *Risk Owner* telah melakukan kegiatan komunikasi dan konsultasi *Risk Management* antara lain dengan melakukan *Workshop Risk Management* for PIEP *management*, *In house training Enterprise Risk Management* dan Sertifikasi CRP (*Certified Risk Professional*), *Coaching Clinic* Penyusunan *Risk Register* dan lain-lain.

4. Penyediaan STK Manajemen Risiko Perusahan

   Guna mendukung pelaksanaan manajemen risiko yang sesuai dengan standar dan *best practice*, telah disediakan STK Manajemen Risiko antara lain Prosedur, TKO dan TKI Manajemen Risiko PIEP.

3. Communication and Consultation

   The elements of the risk management process that must be carried out continuously are the communication and consultation process, throughout 2019 the function of BRPM together with PIEP's Risk Management PICs or directly to the Risk Owners have carried out risk management communication and consultation activities, among others, by conducting a risk management workshop for PIEP's management, In-house training of Enterprise Risk Management and CRP (Certified Risk Professional) Certification, Coaching Clinic for Preparing Risk Register and others.

4. Provision of the Company's Work Procedure of Risk Management

   To support the implementation of risk management in accordance with standards and best practices, the Work Procedure of Risk Management has been provided including Procedures, Organizational Structure (TKO) and Work Procedures of Individuals (TKI) of PIEP's Risk Management.

KOMITE MANAJEMEN RISIKO

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi juga dibantu oleh Komite di bawah Direksi yaitu Komite Manajemen Risiko.

Wewenang dan Tanggung Jawab Komite Manajemen Risiko

Wewenang dan tanggung jawab Komite Manajemen Risiko adalah sebagai berikut:

1. Menetapkan kebijakan, prosedur, *risk tolerance* dan *risk appetitie* Perusahaan.
2. Memantau dan bertanggung jawab atas pelaksanaan kebijakan manajemen risiko dan *exposure* risiko yang diambil oleh Perusahaan.
3. Mengevaluasi aspek risiko atas efektivitas yang memerlukan persetujuan Direksi sesuai dengan kebijakan atas prosedur yang berlaku.

RISK MANAGEMENT COMMITTEE

In carrying out its duties and responsibilities the Board of Directors is also assisted by a Committee under the Board of Directors, namely the Risk Management Committee.

Duties and Responsibilities of Risk Management Committee

Duties and responsibilities of the Risk Management Committee are as follows:

1. Determine the Company's policies, procedures, risk tolerance and risk appetite.
2. Monitor and responsible for the implementation of risk management policies and risk exposures taken by the Company.
3. Evaluate risk aspects for effectiveness that require the approval of the Board of Directors in accordance with the policies for the applicable procedures.

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4. Mengevaluasi efektivitas penerapan manajemen risiko Perusahaan, antara lain berupa:
   a. Ketetapan kebijakan, prosedur dan penetapan toleransi risiko.
   b. Metodologi pengukuran risiko.
   c. Implementasi sistem informasi manajemen risiko.
5. Memantau independensi operasi manajemen risiko Perusahaan dan kegiatan yang dilaksanakan oleh Fungsi Manajemen Risiko Perusahaan.
6. Mengembangkan budaya sadar risiko (*risk consciousness*) pada seluruh jenjang organisasi, antara lain meliputi komunikasi yang memadai kepada seluruh jenjang organisasi tentang pentingnya pengendalian internal yang efektif.
7. Memasukkan aspek yang terkait pengelolaan risiko sebagai bagian dari agenda meeting yang dilakukan oleh Direksi.
8. Mengembangkan kompetensi sumber daya manusia yang terkait dengan manajemen risiko.
9. Berkoordinasi dengan Dewan Komisaris atas penyusunan strategi dan pelaksanaan manajemen risiko di Perusahaan.

Struktur dan Keanggotaan Komite Manajemen Risiko

Berdasarkan Surat Keputusan Direksi Nomor Kpts-026/PN0000/2019-SO tanggal 5 September 2019, Susunan keanggotaan Komite Manajemen Risiko adalah sebagai berikut:

Ketua : President Director

Sekretaris : Business Portfolio & Risk Management Manager

Anggota : 1. Director Exploration & Production
2. Director Finance & Commercial
3. Vice President Corporate Planning & Business Improvement

4. Evaluate the effectiveness of the implementation of corporate risk management, including in the form of:
   a. Provisions of policies, procedures and determination of risk tolerance.
   b. Risk measurement methodology.
   c. Implementation of risk management information systems.
5. Monitor the independence of the Company's risk management operations and activities carried out by the Company's Risk Management Function.
6. Develop a risk consciousness culture at all levels of the organization, including among others adequate communication to all levels of the organization about the importance of effective internal control.
7. To include aspects related to risk management as part of the agenda of the meetings conducted by the Board of Directors.
8. Develop human resources competencies related to risk management.
9. Coordinate with the Board of Commissioners on the preparation of strategies and implementation of risk management in the Company.

Structure and Membership of The Risk Management Committee

Based on the Board of Directors Decree No. Kpts-026/PN0000/2019-SO dated September 5, 2019, the composition of the Risk Management Committee membership is as follows:

Chairman : President Director

Secretary : Business Portfolio & Risk Management Manager

Members : 1. Director Exploration & Production
2. Director Finance & Commercial
3. Vice President of Corporate Planning & Business Improvement

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Pelaksanaan Tugas Komite Manajemen Risiko

Selama tahun 2019, Komite Manajemen Risiko telah melaksanakan tugasnya melalui rapat yang telah diadakan sebanyak 2 (dua) kali. Adapun agenda rapat Komite Manajemen Risiko adalah sebagai berikut.

Risk Management Committee Duties

Throughout 2019, the Risk Management Committee has carried out its duties through 2 (two) meetings. The agenda of the Risk Management Committee meetings is as follows.

Bulan Month	Agenda	
28 Agustus 2019 August 28, 2019	• *Monitoring Top Risk* PIEP tahun 2019. • *Monitoring* Proyek MLN *Phase IV Development* Tahun 2019.	• Monitoring of PIEP's 2019 Top Risks. • Monitoring of the 2019 MLN Phase IV Development Project.
24 September 2019 September 24, 2019	Usulan Top Risk PIEP Tahun 2020.	Proposal of PIEP's 2020 Top Risks.

REMUNERASI DEWAN KOMISARIS DAN DIREKSI

KEBIJAKAN REMUNERASI

Formulasi penetapan remunerasi mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/06/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-06/MBU/06/2018 dan perubahan terakhir sesuai Peraturan Menteri Negara BUMN No. PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri Negara BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris.

Penentuan remunerasi Dewan Komisaris dan Direksi didasari berbagai pertimbangan yang meliputi kewajaran, peningkatan tuntutan dan tanggung jawab pengelolaan Perusahaan, meningkatnya kebutuhan *Cost of Living Adjustment* (COLA) dan perbandingan industri sejenis. Seluruh kebijakan remunerasi ini berlandaskan pada Pasal 96 ayat (1) UU Perusahaan Terbatas No. 40 tahun 2007 yang mengatur besarnya gaji dan tunjangan Direksi ditetapkan berdasarkan keputusan RUPS. Penentuan besaran remunerasi Dewan Komisaris dan Direksi dilaksanakan oleh Dewan Komisaris dalam menjalankan fungsi nominasi dan remunerasi.

REMUNERATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

REMUNERATION POLICY

The formulation of remuneration determination refers to the Minister of State-Owned Enterprises Regulation No. PER-04/MBU/06/2014 on Guidelines for Determining the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises as amended by the Minister of State-Owned Enterprises Regulation No. PER- 06/MBU/06/2018 and the latest amendment in accordance with State Minister of SOEs Regulation No. PER-01/MBU/05/2019 dated May 31, 2019 on the Fourth Amendment to State Minister of SOEs Regulation No. PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners.

The determination of remuneration for the Board of Commissioners and Board of Directors is based on various considerations which include fairness, increased demands and responsibilities in managing the Company, increased needs for the Cost of Living Adjustment (COLA) and comparison of similar industries. All remuneration policies are based on Article 96 paragraph (1) of the Law of Limited Liability Companies No. 40 of 2007 on the amount of salaries and allowances of the Board of Directors is determined based on the resolution of the GMS. Determination of the amount of remuneration for the Board of Commissioners and Board of Directors is carried out by the Board of Commissioners in carrying out the nomination and remuneration functions.

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PROSEDUR PENETAPAN REMUNERASI

Prosedur penetapan remunerasi Dewan Komisaris dan Direksi berawal dari tahap pengusulan yang diajukan oleh pihak Direksi. Pengusulan tersebut diajukan kepada Dewan Komisaris guna mendapatkan rekomendasi. Dewan Komisaris dengan dibantu oleh Komite melakukan telaah dan evaluasi terhadap kebijakan remunerasi. Rekomendasi Dewan Komisaris tersebut disampaikan kepada Pemegang Saham untuk mendapatkan persetujuan dalam RUPS.

INDIKATOR PENETAPAN REMUNERASI DEWAN KOMISARIS

Penetapan remunerasi Dewan Komisaris dan Direksi berlandaskan pada keputusan RUPS, dengan memperhatikan hasil telaah yang dilakukan oleh Perusahaan, yang mempertimbangkan aspek-aspek sebagai berikut:

1. Kinerja keuangan dan pencapaian *Key Performance Indicator* (KPI).
2. Prestasi kerja individu.
3. Kewajaran dengan Perusahaan lain yang setara.
4. Pertimbangan sasaran dan strategi jangka panjang Perusahaan.

STRUKTUR DAN JUMLAH NOMINAL/KOMPONEN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Pemberian Remunerasi Komisaris dan Direksi diatur dengan memperhatikan ketentuan Peraturan Menteri Negara BUMN No. PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri Negara BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris. dengan struktur remunerasi yang ditetapkan sebagai berikut:

REMUNERATION DETERMINATION PROCEDURES

The procedures for determining the remuneration of the Board of Commissioners and Board of Directors start from the proposal stage proposed by the Board of Directors. The proposal is submitted to the Board of Commissioners in order to obtain recommendations. The Board of Commissioners, assisted by the Committee reviews and evaluates the remuneration policy. The Board of Commissioners recommendations are submitted to the Shareholders for approval in the GMS.

INDICATORS FOR DETERMINING THE REMUNERATION OF THE BOARD OF COMMISSIONERS

Determination of remuneration for the Board of Commissioners and Board of Directors is based on the resolution of the GMS, taking into account the results of the review conducted by the Company, which considers the following aspects:

1. Financial Performance and achievement of Key Performance Indicators (KPI).
2. Individual work Performance.
3. Fairness with other equivalent companies.
4 Consideration of the Company's long-term goals and strategies.

STRUCTURE AND TOTAL NOMINAL/COMPONENTS OF REMUNERATION FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Provision of Remuneration for the Board of Commissioners and Board of Directors is governed by the provisions of State Minister of SOEs Regulation No. PER-01/MBU/05/2019 dated May 31, 2019 on the Fourth Amendment to State Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of the Board of Directors, Board of Commissioners with the remuneration structure determined as follows:

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No.	Jenis Penghasilan Income Type	
	Dewan Komisaris Board of Commissioners	**Direksi** Board of Commissioners
1.	Gaji atau honorarium dengan pengaturan: • Komisaris Utama sebesar 45% gaji/honorarium Presiden Direktur. • Komisaris sebesar 90% gaji/honorarium Komisaris Utama. Salary or honorarium with arrangements: • President Commissioner in the amount of 45% of the salary/ honorarium of President Director. • Commissioner in the amount of 90% of the salary/honorarium of President Commissioner.	Gaji atau honorarium dengan pengaturan: • Presiden Direktur sebesar 100% • Direktur lainnya sebesar 85% dari gaji/honorarium Presiden Direktur. Salary or honorarium with arrangements: • President Director in the amount of 100% • Other Directors in the amount of 85% of the salary/ honorarium of President Director.
2.	Tunjangan Hari Raya sebesar 1 (satu) kali honorarium. Holiday Allowance is 1 (one) time of honorarium.	Tunjangan Hari Raya sebesar 1 (satu) kali honorarium. Holiday Allowance is 1 (one) time of honorarium.
3.	Asuransi Purna Jabatan dengan premi sebesar maksimal 25% gaji/ honorarium per tahun. Post-office Insurance with a maximum premium of 25% of salary/ honorarium per year.	Asuransi Purna Jabatan dengan premi sebesar maksimal 25% gaji/honorarium per tahun. Post-office Insurance with a maximum premium of 25% of salary/honorarium per year.
4.	Fasilitas kesehatan berupa asuransi kesehatan atau pengganti biaya pengobatan. Health facilities in the form of health insurance or medical expense compensation.	Fasilitas kesehatan berupa asuransi kesehatan atau pengganti biaya pengobatan. Health facilities in the form of health insurance or medical expense compensation.
5.	Pemberian fasilitas bantuan hukum berupa *Director's & Officer's Liability*. Provision of legal aid facilities in the form of Director's & Officer's Liability.	Pemberian fasilitas bantuan hukum berupa *Director's & Officer's Liability*. Provision of legal aid facilities in the form of Director's & Officer's Liability.
6.	Fasilitas biaya komunikasi, seragam, keanggotaan perkumpulan profesi, keanggotaan klub/Perusahaan, biaya representasi (*corporate credit card*) dengan mempertimbangkan kemampuan keuangan Perusahaan dan dianggarkan dalam RKAP. Facilities for communication costs, uniforms, membership of professional associations, club/company membership, representation fees (corporate credit cards) by considering the financial capability of the Company and budgeted in the RKAP.	Fasilitas biaya komunikasi, seragam, keanggotaan perkumpulan profesi, keanggotaan klub/Perusahaan, biaya representasi (*corporate credit card*) dengan mempertimbangkan kemampuan keuangan Perusahaan dan dianggarkan dalam RKAP. Facilities for communication costs, uniforms, membership of professional associations, club/company membership, representation fees (corporate credit cards) by considering the financial capability of the Company and budgeted in the RKAP.
7.	Pajak atas penghasilan ditanggung oleh Perusahaan Taxes on income are borne by the Company	Pajak atas penghasilan ditanggung oleh Perusahaan Taxes on income are borne by the Company

Di tahun 2019 Dewan Komisaris dan Direksi telah menerima bonus atas kinerja berupa tantiem yang telah ditentukan oleh RUPS. Tantiem bagi Dewan Komisaris dan Direksi diberikan pada bulan Juli 2019.

In 2019, the Board of Commissioners and Board of Directors have received bonuses for Performance in the form of tantiem determined by the GMS. Tantiem for the Board of Commissioners and Board of Directors was granted in July 2019.

AKUNTAN PUBLIK

Dalam menjalankan tugasnya, Akuntan Publik melaksanakan standar auditing yang ditetapkan dan disahkan oleh Institut Akuntan Publik Indonesia (IAPI) dalam Standar Profesional Akuntan Publik (SPAP). Dalam standar tersebut, akuntan

PUBLIC ACCOUNTANT

In carrying out its duties, a Public Accountant implements auditing standards set and approved by the Indonesian Institute of Certified Public Accountants (IAPI) in the Public Accountant Professional Standards (SPAP). Under these

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publik diharuskan untuk merencanakan dan melaksanakan audit agar memperoleh keyakinan memadai bahwa laporan keuangan bebas dari salah saji material. Audit yang dilakukan meliputi pemeriksaan atas dasar pengujian, bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Audit juga meliputi penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, serta penilaian terhadap penyajian laporan keuangan secara menyeluruh dan independen.

standards, a public accountant is required to plan and carry out audits in order to obtain adequate beliefs that the financial statements are free from material misstatements. The audit includes examination on the basis of testing, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the financial statements thoroughly and independently.

PENUNJUKAN AKUNTAN PUBLIK

Berdasarkan Akta Keputusan RUPS PT Pertamina (Persero) No. 2 tanggal 31 Mei 2019 dan Kontrak No.020/H00000/2019-S0 tentang Jasa Audit Laporan Keuangan Konsolidasian PT Pertamina (Persero) dan 13 (tiga belas) Anak Perusahaan, CSR, & SME Partnership Program dan Dana Pensiun Pertamina untuk periode yang berakhir 31 Desember 2019.

APPOINTMENT OF PUBLIC ACCOUNTANT

Based on the Deed of Resolution of the GMS of PT Pertamina (Persero) No. 2 dated May 31, 2019 and Contract No.020/H00000/2019-S0 on Audit Services for the Consolidated Financial Statements of PT Pertamina (Persero) and 13 (thirteen) Subsidiaries, CSR & SME Partnership Programs and Pension Funds of Pertamina for the period ended December 31, 2019.

KANTOR AKUNTAN PUBLIK, NAMA AKUNTAN DAN *FEE* PERIODE 5 TAHUN TERAKHIR

PUBLIC ACCOUNTING FIRM, ACCOUNTANT NAME AND FEE OF THE LAST 5 YEARS

Tabel Kantor Akuntan Publik, Nama Akuntan, *fee* dan Izin KAP Periode 5 Tahun Terakhir
Table Public Accounting Firm, Accountant Name, Fee and License of Public Accounting Firm (KAP) of the Last 5 Years Period

Tahun Year	**Kantor Akuntan Publik** Public Accounting Firm	**Periode KAP** Public Accounting Firm Period	**Nama Akuntan (Partner Penanggung Jawab)** Accountant Name (Signing Partner)	**Periode Akuntan** Accountant Period	***Fee* Jasa Audit** Audit Services Fee
2019	KAP Purwantono, Sungkoro & Surja (anggota dari EY Global)	Periode ke 5 5th Period	Widya Arijanti	Periode ke 5 5th Period	Rp2.468.553.768
2018	KAP Purwantono, Sungkoro & Surja (anggota dari EY Global)		Widya Arijanti		Rp2.510.796.185
2017	KAP Purwantono, Sungkoro & Surja (anggota dari EY Global)		Widya Arijanti		Rp1.706.000.000
2016	KAP Purwantono, Sungkoro & Surja (anggota dari EY Global)		Widya Arijanti		Rp1.318.000.000
2015	KAP Purwantono, Sungkoro & Surja (anggota dari EY Global)		Widya Arijanti		Rp447.926.372

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN
CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

JASA LAIN YANG DIBERIKAN AKUNTAN

OTHER SERVICES PROVIDED BY THE ACCOUNTANT

No	Jasa Services	Konsultan Consultant	Biaya Jasa (Rp) Services Fee (Rp)
1	Pelaksana Audit & Sertifikasi Secondee Cost PAEP Tahun Buku 2017-2018 Executor of Audit & Certification of PAEP's Secondee Cost for Fiscal Year 2017-2018	KAP Purwantono, Sungkoro & Surja (anggota dari EY Global) KAP Purwantono, Sungkoro & Surja (member of EY Global)	325.000.000
2	Pelaksana Audit & Sertifikasi Secondee Cost PIREP Tahun Buku 2018 KAP Purwantono, Sungkoro & Surja (member of EY Global) Executor of Audit & Certification of PIREP's Secondee Cost for Fiscal Year 2018	KAP Purwantono, Sungkoro & Surja (anggota dari EY Global) KAP Purwantono, Sungkoro & Surja (member of EY Global)	173.500.000
Total			**498.500.000**

MANAJEMEN RISIKO

SISTEM MANAJEMEN RISIKO

Untuk mencapai visi menjadi Perusahaan energi kelas dunia dan misi mengembangkan potensi minyak dan gas bumi di luar negeri secara terintegrasi, berdasarkan prinsip-prinsip komersial yang kuat dalam rangka mendukung ketahanan dan kemandirian energi nasional, maka Perusahaan harus dijalankan secara optimal, efektif dan efisien serta memperhatikan prinsip-prinsip *Good Corporate Governance* (GCG).

Untuk mencapai visi misi tersebut, Perusahaan dalam menjalankan aktivitasnya dihadapkan pada risiko-risiko yang dapat mempengaruhi kinerja Perusahaan baik dari dalam maupun luar lingkungan Perusahaan. Risiko dikelola secara *prudent* melalui konsep yang didasarkan pada standar internasional yaitu ISO-31000 yang disesuaikan dengan budaya dan kearifan lokal PIEP. Menurut ISO-31000 manajemen risiko adalah suatu upaya atau kegiatan terkoordinasi untuk mengarahkan dan mengendalikan kegiatan Perusahaan terhadap berbagai kemungkinan risiko yang ada. Manajemen risiko merupakan seperangkat arsitektur yang terdiri dari prinsip, kerangka kerja dan proses untuk mengelola risiko secara efektif yang diharapkan untuk:

- Membantu Perusahaan untuk memenuhi target Rencana Kerja Anggaran Perusahaan dan Rencana Jangka Panjang Perusahaan.
- Meminimalkan potensi kerugian serta biaya-biaya yang harus dikeluarkan.

RISK MANAGEMENT

RISK MANAGEMENT SYSTEM

To achieve the vision to be a world-class energy company and mission to develop potential of oil and gas overseas in an integrated manner, based on strong commercial principles in order to support national energy independence and sustenance, the Company must run optimally, effectively and efficiently and pay attention to Good Corporate Governance (GCG) principles.

To achieve this vision and mission, the Company in carrying out its activities is exposed to risks that can affect the Company's Performance both from within and outside the Company's environment. Risk is managed prudently through a concept that is based on international standards, namely ISO-31000 which is adapted to PIEP's culture and local wisdom. According to ISO-31000, risk management is an effort or coordinated activity to direct and control the Company's activities against various possible risks. Risk management is a set of architectures consisting of principles, frameworks and processes to manage risks effectively that are expected to:

- Assist the Company to meet the targets of the Corporate Work Plan and Budget as well as the Long-Term Plan of the Company.
- Minimize potential losses and costs incurred.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

- Memaksimalkan *opportunities*.
- Mempertahankan lingkungan kerja yang kondusif.
- Membangun kepercayaan dari investor.
- Meningkatkan *shareholder value*.
- Meningkatkan tata kelola Perusahaan yang sehat.
- Mengantisipasi perubahan lingkungan yang pesat.
- Mengintegrasikan strategi korporat.

- Maximize opportunities.
- Maintain a conducive working environment.
- Build the trust of investors.
- Increase shareholders value.
- Improve healthy corporate governance.
- Anticipate rapid environmental changes.
- Integrate corporate strategy.

Manajemen Risiko diterapkan pada seluruh aktivitas/fungsi dan kepentingan usaha Perusahaan, baik *on going business* (operasional) maupun *business development* (investasi).

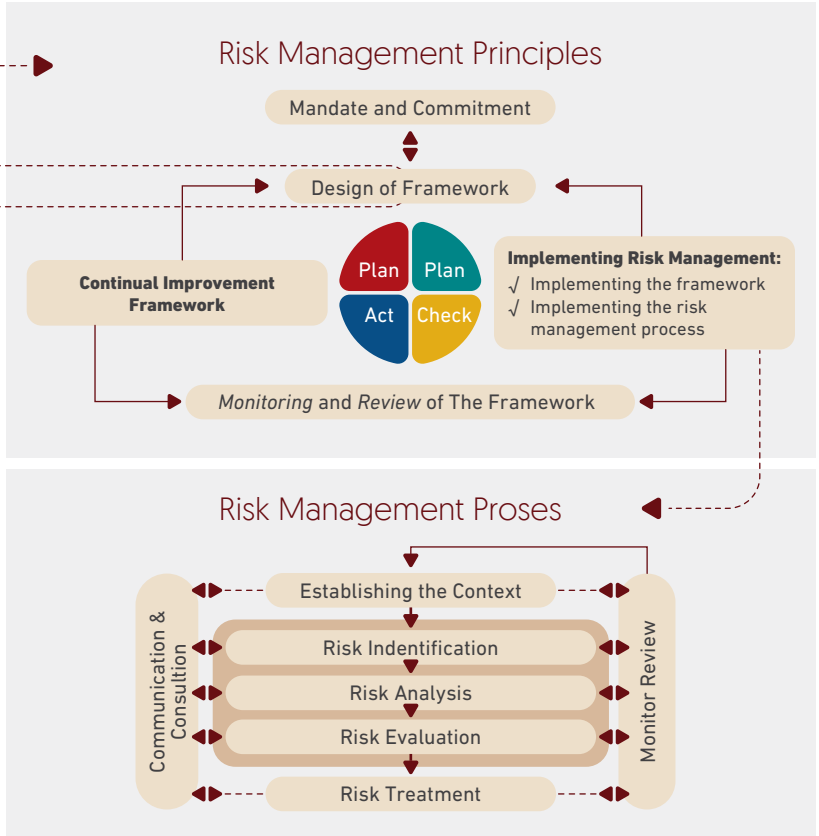
Risk Management is applied to all activities/functions and business interests of the Company, both on going business (operational) and business development (investment).

Berikut adalah konsep sistem manajemen risiko PIEP yang berbasis ISO-31000.

Following is the concept of PIEP's risk management system based on ISO-31000.

Risk Management Principles

1. Create Value;
2. Integral part of organizational process;
3. Part of decision making;
4. Explicitly addresses uncertainty;
5. Systematic, structured, & timely;
6. Based on the best available Information;
7. Tailored;
8. Takes Human and cultural factors into account;
9. Transparent & inclusive;
10. Dynamic, interactive, and responsive to change;
11. Facilitates continual improvement and enhancement of the organization.



STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Penerapan Sistem Manajemen Risiko Perusahaan mencakup:

A. *Risk Management Framework*

1. Mandat dan komitmen dari Direksi (*Board of Directors*) Perusahaan yang dinyatakan di dalam Traktat Manajemen Risiko.
2. Pengawasan aktif pemimpin tertinggi, yaitu Direksi melalui Komite Manajemen Risiko (KMR) yang khusus dibentuk untuk menangani pelaksanaan manajemen risiko di Perusahaan dan pengawasan aktif dari setiap pimpinan Fungsi melalui *monitoring* atas pelaksanaan mitigasi seluruh *Risk events* yang teridentifikasi.
3. Adanya kebijakan, prosedur dan penetapan batasan risiko (*risk tolerance* dan *Risk limit*) yang mendukung rencana strategis Perusahaan, disesuaikan dengan situasi dan kondisi Perusahaan.
4. Adanya proses penentuan lingkup risiko, identifikasi, analisis, evaluasi, penanganan, pemantauan dan pengendalian Risiko serta sistem informasi Manajemen Risiko yang komprehensif dan penyediaan data yang terintegrasi.

B. *Risk Management Process*

Pelaksanaan proses manajemen risiko di Perusahaan dilakukan oleh setiap *Risk owner* dan dimonitor oleh Fungsi Manajemen Risiko PIEP yang berada di bawah Fungsi *Corporate Planning & Business Improvement* dengan posisi di bawah kendali Presiden Direktur sehingga diharapkan proses manajemen risiko dapat berjalan dengan lebih efektif. Penerapan proses manajemen risiko PIEP diterapkan untuk seluruh aktivitas dan kepentingan usaha dengan proses sebagai berikut:

1. *Establishing the Context*

   Penentuan lingkup pengelolaan risiko pada *on going business* maupun *business development* di PIEP meliputi penentuan parameter internal dan eksternal yang harus diperhitungkan dalam mengelola risiko, menentukan lingkup dan kriteria

The implementation of the Company's Risk Management System includes:

A. Risk Management Framework

1. Mandates and commitments from the Board of Directors of the Company stated in the Risk Management Treaty.
2. Active supervision of the highest leader, namely the Board of Directors through the Risk Management Committee (KMR) specifically formed to handle the implementation of risk management in the Company and active supervision of each function leader through monitoring of the implementation of mitigation of all identified risk events.
3. The existence of policies, procedures and determination of risk limits (risk tolerance and risk limits) that support the Company's strategic plan, adjusted to the situation and condition of the Company.
4. The process of determining the scope of risk, identification, analysis, evaluation, handling, monitoring and control of Risk as well as a comprehensive Risk Management information system and the provision of integrated data.

B. Risk Management Process

The implementation of risk management process in the Company is carried out by each risk owner and monitored by PIEP's Risk Management Function under the Corporate Planning & Business Improvement Function with a position under the President Director's control so that the risk management process is expected to run more effectively. The application of PIEP's risk management process is applied to all activities and business interests with the following process:

1. Establishing the Context

   Determination of the scope of risk management in on going business and business development in PIEP includes determining internal and external parameters that must be taken into account in managing risk, determining the scope and criteria of risk for risk

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risiko untuk kebijakan manajemen risiko, di mana *Risk management* proses selanjutnya akan berbeda spesifik menyesuaikan dengan lingkup. Penentuan lingkup pengelolaan risiko perlu memperhatikan faktor internal dan eksternal; faktor internal adalah faktor-faktor di dalam lingkungan Perusahaan yang mempengaruhi Perusahaan dalam upaya mencapai tujuannya, antara lain adalah keselarasan antara proses manajemen risiko dengan budaya, proses bisnis, struktur organisasi dan strategi Perusahaan; sedangkan faktor eksternal adalah faktor-faktor di luar lingkungan Perusahaan yang mempengaruhi Perusahaan dalam upaya mencapai tujuannya, antara lain termasuk namun tidak terbatas pada sosial budaya, politik, hukum dan regulasi, keuangan, teknologi, ekonomi, kondisi alam, serta lingkungan bisnis internasional maupun lokal.

2. *Risk Identification*

   Identifikasi risiko *on going business* maupun *business development* PIEP merupakan suatu proses dalam menemukan, mengenali dan menguraikan karakteristik risiko. Identifikasi risiko harus mencakup sumber risiko dan penyebab risiko yang dapat dikontrol (*controllable*) maupun yang tidak dapat dikontrol (*uncontrollable*). Identifikasi risiko harus memperhatikan perangkat dan teknik identifikasi yang sesuai dengan kapabilitas dan tujuan Perusahaan, jenis risiko yang dihadapi, serta harus didukung dengan informasi yang relevan dan memadai. Metode identifikasi yang umum digunakan PIEP adalah *Root Cause Problem Solving/Root Cause Analysis*.

3. *Risk Analysis*

   Risk analysis adalah suatu proses untuk memahami karakteristik risiko dan untuk menentukan tingkat dari risiko (risk level). Karakteristik risiko terdiri dari probabilitas dan dampak, keduanya dapat diukur dengan pendekatan kualitatif maupun kuantitatif. Khusus untuk penentuan dampak, *on going business* dan *business development* memiliki acuan berbeda sesuai *nature business*nya. Hasil analisa risiko

management policies, where the risk management process will be different depending on the specific scope. Determining the scope of risk management needs to pay attention to internal and external factors; Internal factors are factors within the Company that affect the Company in its efforts to achieve its objectives, including the alignment between the risk management process and the culture, business processes, organizational structure and corporate strategy; while external factors are factors outside the Company's environment that affect the Company in its efforts to achieve its objectives, including but not limited to socio-cultural, political, legal and regulatory, financial, technological, economic, natural conditions, as well as international and local business environments.

2. Risk Identification

   Risk identification for on going business and business development of PIEP is a process in finding, recognizing and describing the characteristics of risk. Risk identification must include sources of risk and causes of risk that can be controlled (controllable) or that cannot be controlled (uncontrollable). Risk identification must pay attention to tools and identification techniques that are appropriate to the capabilities and objectives of the Company, the types of risks faced, and must be supported by relevant and adequate information. The commonly used identification method by PIEP is Root Cause Problem Solving/Root Cause Analysis.

3. Risk Analysis

   Risk analysis is a process to understand the characteristics of risk and to determine risk level. Risk characteristics consist of probability and impact, both of which can be measured by qualitative and quantitative approaches. Specifically, for determining the impact, on going business and business development have different references according to the nature of the business. The results of the risk

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digambarkan dalam satuan skala probabilitas dan dampak dengan rentang 1-5 (rendah ke tinggi). Hasil analisa risiko tersebut diplot ke dalam peta risiko untuk mendapatkan cerminan profil risiko dan pengkategorian level risiko yang terdiri dari *Low Risk, Low to Moderate Risk, Moderate Risk, Moderate to High Risk* dan *High Risk.*

4. *Risk Evaluation*

   Evaluasi risiko merupakan proses perbandingan hasil analisis risiko dengan kriteria risiko untuk menentukan apakah risiko tersebut berada pada tingkat yang dapat diterima Perusahaan atau tidak serta prioritas risiko yang membutuhkan penanganan segera. Hasil ini dapat mengarahkan kepada suatu keputusan untuk melakukan analisis lebih lanjut atau keputusan penanganan risiko dengan mempertimbangkan *Internal Control* dan *resources* yang tersedia.

5. *Risk treatment*

   Penanganan risiko meliputi proses untuk mengembangkan dan memilih alternatif untuk menangani risiko yang terdiri dari Avoid untuk risiko yang tidak dapat ditoleransi Perusahaan, Transfer untuk risiko yang dampaknya dapat dibagi dengan pihak lain (*Joint Venture*, *partnership*, kerjasama bisnis), *Reduce* untuk risiko yang dapat dikelola Perusahaan untuk menurunkan probabilitas dan/atau dampaknya serta *Acccept* untuk risiko yang dapat diterima Perusahaan.

6. Monitor dan *Review*

   Monitor dan *review* direncanakan sebagai bagian dari proses manajemen risiko yang meliputi pemeriksaan dan pengawasan reguler secara periodik maupun *adhoc*. Monitor yang dimaksud terdiri dari kegiatan pemeriksaan, pengawasan dan pengamatan secara rutin serta penentuan status kinerja aktual proses manajemen risiko dibandingkan dengan rencana atau target yang ingin dihasilkan. *Review* merupakan kegiatan yang rutin dilaksanakan untuk menentukan kesesuaian, kecukupan dan efektivitas terhadap kerangka manajemen risiko, proses manajemen risiko

analysis are described in the probability and impact scale units in the range 1-5 (low to high). The results of the risk analysis are plotted into a risk map to get a reflection of the risk profile and categorization of risk levels consisting of Low Risk, Low to Moderate Risk, Moderate Risk, Moderate to High Risk and High Risk.

4. Risk Evaluation

   Risk evaluation is a process of comparing the results of risk analysis with risk criteria to determine whether the risk is at an acceptable level of the Company or not as well as the priority of risks that require immediate treatment. These results can lead to a decision to conduct further analysis or risk management decisions by considering internal control and available resources.

5. Risk Treatment

   Risk treatment includes the process of developing and choosing alternatives to deal with risks consisting of Avoid for risks that cannot be tolerated by the Company, Transfer for risks whose impacts can be shared with other parties (joint venture companies, partnerships, business partnerships), Reduce for manageable risks of the Company to reduce the probability and/or its impact and Accept for risks that the Company can accept.

6. Monitor and Review

   Monitor and review are planned as part of the risk management process which include regular and adhoc periodic inspections and supervision. The monitor referred consists of routine inspection, supervision and observation activities as well as determining the actual Performance status of the risk management process compared to the plan or target to be produced. Review is a routine activity carried out to determine the suitability, adequacy and effectiveness of the risk management framework, the risk management process or positive factors and

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ataupun faktor positif serta aktivitas penanganan risiko. Fungsi *Risk management* PIEP secara rutin meminta hasil monitor implementasi dari *Risk treatment*, *loss event* dan pengaruhnya pada kinerja Perusahaan, status terakhir dari risiko yang telah diidentifikasi, *Early warning* dan Identifikasi risiko baru yang belum teridentifikasi.

7. *Communication and Consultation*

   Komunikasi dan konsultasi dalam proses manajemen risiko PIEP menjadi proses yang berkesinambungan antar pemangku kepentingan untuk saling memberikan, berbagi dan memperoleh informasi serta melakukan dialog terkait dengan pengelolaan risiko. Pemangku kepentingan mencakup pihak internal dan eksternal, yaitu perseorangan atau Organisasi yang dapat mempengaruhi atau dipengaruhi oleh keputusan atau kegiatan Perusahaan. Dalam pelaksanaannya, PIEP sangat memperhatikan pentingnya informasi yang sah, relevan, akurat dan mudah dipahami serta mempertimbangkan aspek kerahasiaan dan integritas terhadap Perusahaan.

STRATEGI PELAKSANAAN MANAJEMEN RISIKO

Strategi penerapan manajemen risiko merupakan langkah-langkah implementasi dari manajemen risiko untuk mengendalikan risiko, agar profil risiko berada pada batas yang telah ditetapkan Perusahaan. Strategi pelaksanaan manajemen risiko mencakup:

1. Meningkatkan level *Risk maturity* secara bertahap melalui pengembangan *Risk awareness* pada seluruh *stakeholder* agar manajemen risiko dapat menjadi budaya di Perusahaan dan dijalankan pada seluruh aktivitas/fungsi (*risk culture*).
2. Peningkatan dan penguatan pilar-pilar pelaksanaan manajemen risiko yang berkualitas melalui pengembangan:
   a. Kerangka kerja dan proses manajemen risiko.
   b. Strategi dan implementasi manajemen risiko dalam proses bisnis dan pengambilan keputusan.

risk management activities. PIEP's risk management function routinely requests the monitoring results of the implementation of Risk Treatment, loss events and their influence on the Company's Performance, the latest status of identified risks, Early warnings and Identification of new risks that have not yet been identified.

7. Communication and Consultation

   Communication and consultation in PIEP's risk management process become an ongoing process between stakeholders to provide, share and obtain information and conduct dialogues related to risk management. Stakeholders include internal and external parties, i.e. individuals or organizations that can influence or be affected by the decisions or activities of the Company. In its implementation, PIEP is very concerned about the importance of information that is legal, relevant, accurate and easy to understand and considers the confidentiality and integrity aspects of the Company.

RISK MANAGEMENT IMPLEMENTATION STRATEGIES

The risk management implementation strategies are the implementation measures of risk management to control risk, so that the risk profile is within the limits set by the Company. The strategies for implementing risk management include:

1. Increasing the level of risk maturity gradually through developing risk awareness among all stakeholders so that risk management can become a culture in the Company and run on all activities/functions (risk culture).
2. Improving and strengthening the pillars of qualified risk management through the development of:
   a. Risk management framework and process.
   b. Strategy and implementation of risk management in business processes and decision making.

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c. Organisasi dan sumber daya manusia.

d. Komunikasi, informasi, dan pelaporan.

e. Sistem manajemen risiko yang terpadu dan dapat diandalkan.

SISTEM INFORMASI MANAJEMEN RISIKO

Perusahaan memanfaatkan sistem *Enterprise Risk Management System* (ERMS) yang dimiliki oleh PT Pertamina (Persero) agar pengelolaan manajemen risiko dapat dilakukan secara sistematis efektif dan efisien serta terintegrasi. Seluruh *Risk Register* yang disusun oleh setiap fungsi pada Perusahaan yang berisi daftar risiko, *monitoring* rencana mitigasi, *Early warning* dan *loss event* dapat dimasukan ke dalam Sistem Informasi Manajemen Risiko, termasuk risiko-risiko yang terkait dengan rencana investasi.

Diharapkan dengan penggunaan sistem ERMS ini Perusahaan dapat:

1. Meningkatkan efektivitas dan efisiensi operasional serta peluang untuk mencapai tujuan.
2. Mendorong Manajemen bertindak proaktif.
3. Meningkatkan keakuratan identifikasi peluang dan ancaman.
4. Meminimalkan kerugian.
5. Meningkatkan pengendalian, dan tata kelola Perusahaan.
6. Meningkatkan keyakinan dan kepercayaan *stakeholders*, dan lainnya.

PROFIL RISIKO DAN PENGELOLAANNYA

Berdasarkan kategori risiko yang telah ditetapkan oleh PT Pertamina (Persero), jenis-jenis risiko yang dihadapi oleh PIEP serta mitigasi yang dilakukan, yaitu:

c. Organization and human resources.

d. Communication, information and reporting.

e. An integrated and reliable risk management system.

RISK MANAGEMENT INFORMATION SYSTEM

The Company utilizes an enterprise risk management (ERMS) system owned by PT Pertamina (Persero) so that risk management can be carried out in a systematic, effective and efficient as well as integrated manner. All Risk Registers compiled by each function in the Company which contain risk registers, monitoring of mitigation plans, early warnings and loss events can be included in the Risk Management Information System, including risks associated with investment plans.

It is expected that with the use of this ERMS system, the Company can:

1. Increase operational effectiveness and efficiency as well as opportunities to achieve goals.
2. Encourage Management to act proactively.
3. Improve the accuracy of the identification of opportunities and threats.
4. Minimize losses.
5. Improve control and corporate governance.
6. Increase the confidence and trust of stakeholders and others.

RISK PROFILE AND ITS MANAGEMENT

Based on the risk categories set by PT Pertamina (Persero), the types of risk faced by PIEP and the mitigation undertaken, namely:

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Jenis Risiko Types of Risk	**Penanganan/Mitigasi Risiko** Risks Handling/Mitigation
***Operational Risk* (Risiko Operasional)** adalah Risiko terkait dengan kegiatan operasional dan prasarana Perusahaan antara lain *Corporate Assets*, *Human Resources*, *Information Technology*, *External Events*, *Legal*, *Process Management*, *Sales*, *Marketing and Communications*. **Operational Risk** is the risk associated with the Company's operational activities and infrastructure including Corporate Assets, Human Resources, Information Technology, External Events, Legal, Process Management, Sales, Marketing and Communications.	PIEP melakukan pengelolaan risiko operasional dengan cara memantau perubahan lingkungan operasional, baik eksternal maupun internal, yang dapat menghambat maupun mendukung ketercapaian sasaran dari berbagai aspek, guna mendeteksi timbulnya ancaman biaya yang harus dimitigasi dan peluang bermanfaat untuk dilakukan *assessment*. PIEP manages operational risk by monitoring changes in the operational environment, both external and internal, which can hamper or support the achievement of targets from various aspects, in order to detect the emergence of cost threats that must be mitigated and useful opportunities for assessments.
***Financial Risk* (Risiko Finansial)** adalah risiko terkait dengan kegiatan keuangan/bisnis antara lain *Accounting, Liquidity & Finance Intelligence, Financial Market, Planning & Budgeting*, dan Operasi Keuangan yang mengakibatkan kerugian keuangan Perusahaan. **Financial Risk** is the risk associated with financial/ business activities including Accounting, Liquidity & Finance Intelligence, Financial Market, Planning & Budgeting, and Financial Operations that cause financial losses of the Company.	PIEP melakukan pengelolaan risiko keuangan dengan cara aktif melakukan pencatatan dan monitor berbagai indikator keuangan Perusahaan dan faktor-faktor yang mempengaruhi ketercapaian sasaran pendapatan, sasaran biaya, dan sasaran profitabilitas, guna mendeteksi adanya ancaman yang harus dimitigasi dan peluang bermanfaat untuk dilakukan *assessment*. PIEP manages financial risk by actively recording and monitoring various financial indicators of the Company and factors that affect the achievement of revenue targets, cost targets and profitability targets, in order to detect threats that must be mitigated and useful opportunities for assessment.
***Compliance Risk* (Risiko Kepatuhan)** adalah risiko terkait dengan kegiatan bisnis Perusahaan yang disebabkan oleh kurang atau tidak patuhnya terhadap peraturan. **Compliance Risk** is the risk associated with the Company's business activities caused by lack of or non-compliance with regulations.	PIEP melakukan pengelolaan risiko *compliance* dengan cara melibatkan seluruh fungsi terkait di Pertamina Group maupun instansi eksternal dalam pemutakhiran kegiatan pemantauan kepatuhan ataupun tindak lanjut hasil temuan yang ada dan secara berkala monitor kelengkapan peraturan Perusahaan. PIEP manages compliance risk by involving all related functions in Pertamina Group and external agencies in updating compliance monitoring activities or following up on findings and periodically monitoring the completeness of Company regulations.
***Governance Risk* (Risiko Tata Kelola)** adalah Risiko yang disebabkan oleh kurang atau tidak patuhnya terhadap aturan Tata Kelola Perusahaan (*Corporate Governance*) dan Etika Bisnis (*Business Ethics*) dalam pengelolaan Perusahaan. **Governance Risk** is the risk caused by lack of or non-compliance with the Corporate Governance rules and Business Ethics in managing the Company.	PIEP melakukan pengelolaan risiko tata kelola dengan meningkatkan intensitas komunikasi dan sosialisasi internal terkait aturan tata kelola Perusahaan dan etika bisnis serta penerapan *system reward* and *consequences* terhadap hasil pemantauan. PIEP manages governance risk by increasing the intensity of communication and internal outreach related to corporate governance rules and business ethics and the application of a reward and consequences system towards monitoring results.
***Strategic Planning Risk* (Risiko Strategik dan Perencanaan)** adalah risiko terkait dengan perencanaan strategis Pertamina antara lain *corporate responsibility & sustainablility*, *external factors, planning, Project,* dan *strategy*. **Strategic Planning Risk** is the risk associated with Pertamina's strategic planning including corporate responsibility & sustainability, external factors, planning, projects, and strategy.	PIEP melakukan pengelolaan risiko strategis dan perencanaan dengan cara aktif memantau berbagai perubahan lingkungan bisnis, baik yang bersifat mendukung ataupun menghambat ketercapaian sasaran strategis, melakukan komunikasi aktif dengan fungsi terkait dan memastikan kualitas data yang digunakan dalam perencanaan, tujuannya adalah untuk mendeteksi adanya ancaman berbahaya yang harus dimitigasi dan peluang bermanfaat yang perlu *assessment* lanjutan. PIEP manages strategic planning risk by actively monitoring changes in the business environment, both those that support or hamper the achievement of strategic objectives, conducting active communication with related functions and ensuring the quality of data used in planning, the aim is to detect the presence of dangerous threats that must be mitigated and useful opportunities that need further assessment.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Jenis Risiko Types of Risk	**Penanganan/Mitigasi Risiko** Risks Handling/Mitigation
***Reporting Risk* (Risiko Pelaporan)** adalah Risiko terkait dengan kewajiban Perusahaan untuk menyampaikan laporan kepada pihak-pihak yang berkepentingan/ *shareholder*. **Reporting Risk** is the risk associated with the Company's obligation to submit reports to interested parties/shareholders.	PIEP melakukan pengelolaan risiko pelaporan dengan cara menetapkan *person in charge* setiap fungsi, menyampaikan batas waktu penyampaian secara jelas untuk mencegah adanya pelaporan yang tidak tersampaikan ataupun tersampaikan melewati batas waktu yang telah ditentukan. PIEP manages reporting risk by setting a person in charge for each function, submitting a clear deadline for submission to prevent the reporting from not being delivered or delivered past the specified deadline.

Berdasarkan waktu, strategi pengelolaan risiko sebagai jangka pendek, menengah, dan mengacu pada pilar-pilar manajemen risiko di Perusahaan, yaitu:

1. Kerangka kerja dan proses manajemen risiko
2. Strategi dan implementasi manajemen risiko dalam proses bisnis dan pengambilan keputusan
3. Organisasi dan sumber daya manusia
4. Komunikasi, informasi, dan pelaporan
5. Sistem manajemen risiko yang terpadu dan dapat diandalkan.

Based on time, the risk management strategy as short, medium terms, and refers to the pillars of risk management in the Company, namely:

1. Risk management framework and process
2. Strategy and implementation of risk management in business processes and decision making
3. Organization and human resources
4. Communication, information and reporting
5. Integrated and reliable risk management system.

Untuk jangka pendek, pengembangan manajemen risiko difokuskan pada pemutakhiran *framework* dan kebijakan manajemen risiko agar sesuai dengan ISO31000 terbaru (2018), membangun *awareness* dari *Stakeholder* pada manajemen risiko dan peningkatan kualitas laporan. Sedangkan untuk jangka menengah panjang pengembangan manajemen risiko difokuskan pada proses integrasi manajemen risiko dalam proses bisnis dan pengembangan sistem manajemen risiko yang terpadu, sebagai persiapan menuju *risk culture*.

For short-term, the development of risk management is focused on updating the risk management framework and policies to comply with the latest ISO:31000 (2018), building stakeholders awareness on risk management and improving the quality of reports. While for the medium to long term, the development of risk management is focused on risk management integration process in business processes and the development of an integrated risk management system in preparation for risk culture.

Strategi penanganan risiko menjadi kewenangan dari setiap *risk owner* yang disesuaikan dengan level dan jenis risiko yang dihadapi serta disesuaikan dengan penyebab risiko yang telah diidentifikasi. Namun penanganan diprioritaskan pada risiko-risiko yang memiliki level risiko tinggi dan potensi terjadinya dalam waktu pendek. Secara prinsip, setiap penanganan risiko selalu dimaksudkan untuk salah satunya, menurunkan tingkat probabilitas terjadinya risiko atau besarnya dampak risiko yang dapat terjadi, atau kombinasi keduanya.

Risk management strategies became the authority of each risk owner, which is adjusted to the level and types of risk faced and adjusted to the cause of the identified risks. However, risk management is prioritized for risks that have a high level of risk and the potential for occurrence in a short time. In principle, every risk management is always intended to, one of which, reduce the probability level of risk occurrence or the magnitude of the impact of risks that can occur, or a combination of both.

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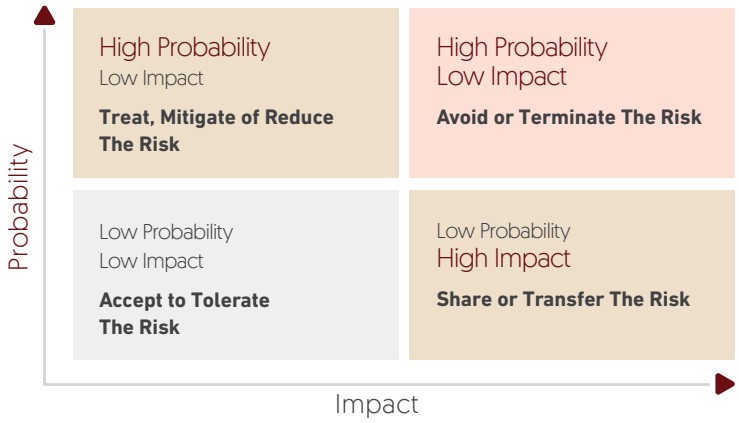
Adapun upaya-upaya penanganan risiko di lingkungan PIEP dilakukan melalui aktivitas-aktivitas sebagai berikut:

1. Memilih alternatif penanganan risiko berdasarkan potensi risiko yang telah teridentifikasi:
   a. Menghindari risiko (*risk avoiding/terminate*) dengan tidak melakukan atau menghentikan aktivitas atau transaksi usaha tertentu.
   b. Pengurangan risiko (*risk reduce*), yaitu tindakan untuk mengurangi probabilitas terjadinya risiko atau mengurangi level dampak. Misalnya dengan peningkatan keselamatan kerja, pemeliharaan fasilitas produksi, peningkatan kompetensi sumber daya manusia, dan lain-lain.
   c. Pembagian risiko (*risk sharing*) dengan pihak lain, misalnya kerjasama dengan bentuk *Joint Venture/ partnership*.
   d. Pemindahan risiko (*accept/tolerate risk*) dengan melaksanakan aktivitas atau transaksi usaha tertentu dengan tanpa usaha untuk mengurangi, membagi ataupun memindahkan risiko. Dalam hal ini hanya dilakukan pemantauan atas risiko saja.
2. Pemilihan penanganan risiko disesuaikan dengan strategi bisnis Perusahaan dan mempertimbangkan biaya (*risk treatment cost/cost of risk*) serta manfaat yang akan diperoleh.

Risk management efforts in PIEP's environment are carried out through the following activities:

1. Choosing alternative risk management based on the identified potential risks:
   a. Avoiding risk (risk avoiding /terminate) by not doing or stopping certain business activities or transactions.
   b. Risk reduction, which is an action to reduce the probability of a risk occurring or reduce the level of impact. For example by increasing occupational safety, maintaining production facilities, increasing the competence of human resources and others.
   c. Risk sharing with other parties, for example cooperation with a form of joint ventures/partnerships.
   d. Risk transfer (accept/tolerate risk) by carrying out certain business activities or transactions with no effort to reduce, divide or transfer risk. In this case only monitoring of risk is carried out.
2. The selection of risk management is adjusted to the Company's business strategy and considers the cost (risk treatment cost/cost of risk) and the benefits to be gained



STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

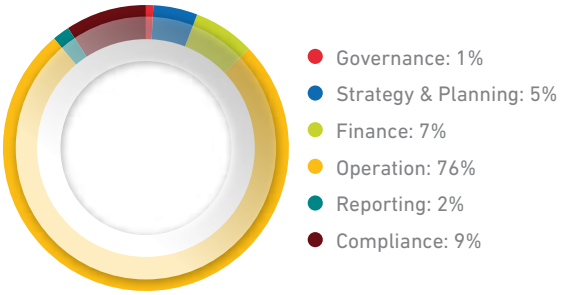
IDENTIFIKASI RISIKO JANGKA PENDEK, MENENGAH, DAN PANJANG

Risiko-risiko yang dihadapi Perusahaan dalam mencapai target bisnis Perusahaan sesuai dengan rencana kerja tahunan (KPI dan RKAP), termasuk isu-isu yang dapat berpotensi menjadi permasalahan dalam pencapaian target/kinerja bisnis dalam jangka panjang. Berdasarkan kategori yang telah ditetapkan, Profil Risiko Perusahaan Tahun 2019 dapat digambarkan sebagai berikut.

IDENTIFICATION OF SHORT, MEDIUM AND LONG TERM RISKS

Risks faced by the Company in achieving its business targets in accordance with the annual work plan (KPI and RKAP), including issues that can potentially become problems in achieving business targets/Performance in the long term. Based on predetermined categories, the Company's Risk Profile in 2019 can be described as follows

Kategori Risiko PT PIEP Tahun 2019
2019 Risk Profile of PT PIEP



Secara pareto risiko tertinggi didominasi oleh risiko dalam kategori *operation* yakni sebesar 76%, disusul oleh risiko dalam kategori *compliance* sebesar 9%. Artinya risiko yang dihadapi oleh Perusahaan lebih banyak disebabkan oleh risiko-risiko yang timbul dari aktivitas operasional yang dilakukan Perusahaan.

In pareto, the highest risk was dominated by risks in the operations category which was 76%, followed by risks in the compliance category by 9%. This means that the risks faced by the Company were majority caused by risks arising from operational activities carried out by the Company.

Seluruh risiko yang teridentifikasi dan dicatat di dalam *Risk Register* memiliki peluang untuk diperbaiki atau diturunkan tingkat risikonya. Namun, seberapa besar peluang penurunan tingkat risikonya tergantung dari efektivitas rencana mitigasi dan kemampuan dari *Risk Owner* dalam menanganinya.

All risks identified and recorded in the risk register have the opportunity to be corrected or reduced the risk level. However, how much the chance of reducing the risk level depends on the effectiveness of the mitigation plan and the ability of the risk owner to handle it.

PENILAIAN RISIKO

Secara umum, level risiko dari seluruh *risk event* yang teridentifikasi di tahun 2019 berada pada level *moderate to high*. Sejumlah 12% potensi risiko yang teridentifikasi di PIEP memiliki level risiko *high* yang harus menjadi fokus dalam penanganan risikonya.

RISK ASSESSMENT

In general, the risk level of all risk events identified in 2019 was at the moderate to high level. A total of 12% of the potential risks identified in PIEP have a high level of risk that must be the focus of risk management.

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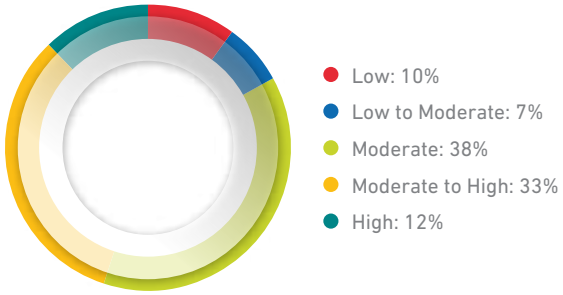
Level Risiko PIEP Tahun 2019
2019 PIEP's Risk Level



Khusus untuk risiko utama PIEP, terutama dipilih pada risiko-risiko yang memiliki level risiko *high* atau memiliki dampak strategis bagi PIEP. Risiko utama mencakup risiko yang bersifat kualitatif maupun kuantitatif.

Specifically for PIEP's main risks are mainly chosen for risks that have a high level of risk or have a strategic impact on PIEP. The main risks include risks that are both qualitative and quantitative.

EVALUASI PELAKSANAAN MANAJEMEN RISIKO

Evaluasi atas efektivitas sistem manajemen risiko dilakukan secara rutin, berkoordinasi langsung dengan *Risk Owner*, dengan membandingkan realisasi kinerja Perusahaan terhadap pelaksanaan mitigasi risiko setiap triwulan dan memastikan bahwa sistem manajemen risiko yang dilakukan Perusahaan telah sesuai dengan prinsip-prinsip manajemen risiko. Jika dinilai aktivitas mitigasi belum efektif maka *Risk Owner* dapat melakukan aktivitas tambahan untuk menurunkan level risiko suatu *risk event*. Namun sebaliknya, dapat saja rencana mitigasi tidak dilanjutkan jika ternyata hasilnya sudah efektif menurunkan level risiko suatu *risk event*. Dalam hal ini proses *monitoring* tetap dilakukan untuk menjaga level risikonya (peluang dan dampak terjadinya risiko). Di level yang lebih tinggi, evaluasi atas efektivitas sistem manajemen risiko dilakukan oleh Direksi melalui Komite Manajemen Risiko.

Untuk dapat mendukung kinerja Perusahaan yang lebih baik di tahun 2019, PIEP khususnya Fungsi Manajemen Risiko Perusahaan senantiasa melakukan evaluasi dan perbaikan secara berkelanjutan atas pelaksananaan manajemen risiko yang telah dilaksanakan oleh para *risk owner* di fungsi/aset. Evaluasi pengelolaan manajemen risiko dilaporkan kepada Direksi dan dibahas di dalam Rapat Komite Manajemen

RISK MANAGEMENT EVALUATION

Evaluation on the effectiveness of the risk management system is carried out routinely, in direct coordination with the Risk Owner, by comparing the realization of the Company's Performance to the implementation of risk mitigation every quarter and ensuring that the risk management system conducted by the Company is in accordance with the principles of risk management. If the mitigation activity is not considered effective, the risk owner can carry out additional activities to reduce the risk level of a risk event. But on the contrary, it could be that the mitigation plan is not continued if it turns out the results have effectively reduced the risk level of a risk event. In this case the monitoring process is still carried out to maintain the level of risk (opportunities and the impact of risk). At a higher level, an evaluation on the effectiveness of the risk management system is carried out by the Board of Directors through the Risk Management Committee.

To be able to support the Company's better Performance in 2019, PIEP in particular the Corporate Risk Management Function continuously evaluates and improves on the implementation of risk management that has been carried out by risk owners in functions/assets. Evaluation of risk management is reported to the Board of Directors and discussed at quarterly meetings of the Company's Risk Management Committee. At a

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Risiko Perusahaan secara berkala triwulanan. Pada level lebih tinggi, pelaksanaan manajemen risiko di PIEP dievaluasi oleh Dewan Komisaris melalui Komite Pemantau Risiko yang merupakan komite di bawah Dewan Komisaris. Evaluasi dilakukan tidak hanya pada kesesuaian penerapan manajemen risiko dengan *best practice* dan *guidance* dari ISO-31000 tetapi juga pada kualitas dan efektivitas mitigasi yang telah dilakukan. Berdasarkan evaluasi yang telah dilakukan, Sistem Manajemen Risiko PIEP selama tahun 2019 telah berjalan dengan baik.

higher level, the implementation of risk management in PIEP is evaluated by the Board of Commissioners through the Risk Monitoring Committee which is a committee under the Board of Commissioners. Evaluation is carried out not only on the appropriateness of the application of risk management with the best practice and guidance of ISO-31000 but also on the quality and effectiveness of mitigation that has been carried out. Based on evaluations that have been carried out, the PIEP Risk Management System in 2019 has been running well.

SISTEM PENGENDALIAN INTERNAL

Berdasarkan Pasal 26 Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 sebagai pengganti Keputusan Menteri BUMN No. KEP-117/MMBU/2002 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Sistem Pengendalian Internal PIEP sejalan dengan sistem pengendalian internal yang berlaku di PT Pertamina (Persero) dan yang berlaku secara internasional menurut *Committee of Sponsoring Organization of the Tradeway Commission* (COSO). Prinsip Sistem Pengendalian Internal PT Pertamina (Persero) terdiri dari beberapa komponen, yaitu lingkungan pengendalian (*control environment*), penilaian risiko (risk *assessment*), aktivitas pengendalian (*control activities*), informasi dan komunikasi (*Information and Communication*) dan pemantauan (*monitoring*).

INTERNAL CONTROL SYSTEM

Based on Article 26 of the State Minister of SOEs Regulation No. PER-01/MBU/2011 in lieu of the Minister of SOEs Decree No. KEP-117/MMBU/2002 on the Implementation of Good Corporate Governance in SOEs. PIEP's Internal Control System is in line with the internal control system that is in force at PT Pertamina (Persero) and which applies internationally according to the Committee of Sponsoring Organizations of the Tradeway Commission (COSO). The principle of PT Pertamina's (Persero) Internal Control System consists of several components, namely control environment, risk assessment, control activities, information and communication as well as monitoring.

TUJUAN PENGENDALIAN

Tujuan pengendalian internal adalah:

1. Efisiensi dan efektivitas operasional dimaksudkan untuk meningkatkan efektivitas dan efisiensi dalam pengelolaan sumber daya Perusahaan dalam rangka mencapai tujuan Perusahaan.
2. Keandalan pelaporan keuangan dimaksudkan untuk menjamin laporan yang wajar, tepat waktu, dan relevan, sebagai dasar pengambilan keputusan yang tepat dan dapat dipertanggungjawabkan. Penyajian dan pengungkapan informasi dalam laporan lebih terjamin dengan adanya pengendalian internal yang efektif pada

CONTROL OBJECTIVES

The internal control objectives are:

1. Operational efficiency and effectiveness are intended to improve effectiveness and efficiency in managing the Company's resources in order to achieve the Company's objectives.
2. Reliability of financial reporting is intended to guarantee reports that are reasonable, timely and relevant, as a basis for making appropriate and accountable decisions. Presentation and disclosure of information in the report are more secure with the existence of effective internal control in the accounting data management system. This

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sistem pengelolaan data akuntansi. Hal ini, dimaksudkan untuk memberikan jaminan bahwa seluruh data yang diolah adalah transaksi yang sah dan telah mendapat otorisasi, serta seluruh transaksi telah dicatat pada tanggal terjadinya dengan nilai yang akurat.

3. Ketaatan terhadap peraturan perundang-undangan dimaksudkan untuk menjamin bahwa semua kegiatan Perusahaan dilaksanakan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku, baik ketentuan yang dikeluarkan oleh Pemerintah atau pihak berwenang lainnya, maupun kebijakan, ketentuan, dan prosedur yang ditetapkan oleh Perusahaan.

PIHAK-PIHAK YANG BERKEPENTINGAN DENGAN SISTEM PENGENDALIAN INTERNAL

Sistem Pengendalian Internal yang efektif menjadi tanggung jawab semua pihak yang terlibat dalam organisasi Perusahaan, yaitu:

1. Direksi

   Direksi bertanggung jawab penuh dalam mendesain serta mengimplementasikan sistem pengendalian internal yang efektif. Pernyataan komitmennya terhadap perlunya pengendalian internal yang merupkan "*tone at the top*" yang akan mendorong integritas dan etika dalam membentuk lingkungan yang positif bagi sistem pengendalian internal. Direksi memberikan arah dan mendelegasikan kewenangan kepada para pemimpin fungsi atau *second layer management* (VP dan Manager) serta menilai cara mereka menjalankan aktivitas fungsi dan peran masing-masing. Selanjutnya, para pemimpin fungsi ini bertanggung jawab untuk mendisain kebijakan sistem pengendalian dan prosedur yang lebih spesifik sesuai dengan fungsi dan peran mereka.

2. Dewan Komisaris

   Dewan Komisaris mempunyai tanggung jawab memastikan adanya tata kelola yang baik (*Good Corporate Governance*) melakukan pengawasan terhadap penerapannya dan memastikan pengendalian internal yang berjalan secara efektif. Pengawasan yang efektif

is intended to provide assurance that all data processed is a legitimate transaction that has been authorized, and all transactions have been recorded on the date of occurrence with an accurate value.

3. Compliance with statutory regulations is intended to ensure that all of the Company's activities are carried out in accordance with applicable statutory regulations, both provisions issued by the government or other authorities, as well as policies, provisions, and procedures established by the Company.

PARTIES INTERESTED WITH INTERNAL CONTROL SYSTEM

An effective Internal Control System became the responsibility of all parties involved in the Company organization, namely:

1. Board of Directors

   The Board of Directors is fully responsible for designing and implementing effective internal control systems. Statement of its commitment to the need for internal control which is a "tone at the top" which will encourage integrity and ethics in forming a positive environment for the internal control system. Board of Directors provide direction and delegate authority to function leaders or second layer management (VPs and Managers) and assess how they carry out their respective functions and roles. Furthermore, the leaders of this function are responsible for designing more specific control system policies and procedures according to their functions and roles.

2. Board of Commissioners

   The Board of Commissioners has the responsibility of ensuring the existence of good corporate governance by overseeing its implementation and ensuring effective internal control. Effective supervision by the Board of Commissioners on the implementation of internal control

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oleh Dewan Komisaris terhadap pelaksanaan sistem pengendalian internal, dapat mendeteksi risiko lebih dini sehingga dapat mencegah permasalahan menjadi lebih besar.

3. Satuan Pengawasan Internal

   Satuan Pengawasan Internal, sebagaimana Auditor Internal sangat berkepentingan dengan keberadaan Sistem Pengendalian Internal yang efektif. Hal ini, terkait dengan luasnya ruang lingkup dan ke dalaman audit yang harus dilakukan. Semakin efektif sistem pengendalian internal Perusahaan, pekerjaan auditor akan semakin mudah. Sebagai *third line of defence*, Satuan Pengawasan internal harus melakukan evaluasi untuk menentukan apakah sistem pengendalian internal telah didesain dengan tepat, diimplementasikan secara konsisten, serta berjalan dengan baik. Auditor harus dapat memberikan rekomendasi perbaikan apabila ditemukan adanya kelemahan baik dalam desain, penerapan, maupun fungsinya.

4. Pekerja

   Setiap individu *front liner* yang bertugas melaksanakan kegiatan operasional sehari-hari (*first line of defence*) wajib memahami dan melaksanakan sistem dan prosedur yang merupakan bagian dari sistem pengendalian internal. Lingkungan pengendalian yang baik akan meningkatkan tanggung jawab semua individu untuk memiliki sistem deteksi dini sehingga memudahkan identifikasi dan segera mengetahui jika kinerja tidak sesuai standar dan target, terjadinya penyimpangan, ataupun kelemahan sistem.

5. Pihak-pihak Eksternal

   Pihak-pihak eksternal Perusahaan antara lain Pemegang Saham, regulator, pelanggan, serta pihak-pihak eksternal lainnya berkepentingan terhadap keberadaan Sistem Pengendalian Internal Perusahaan yang efektif karena akan mendorong penerapan prinsip-prinsip tata kelola Perusahaan yang baik (*Good Corporate Governance*).

system can detect risks early so as to prevent issues from becoming greater.

3. Internal Control Unit

   The Internal Control Unit, as the Internal Auditor is very concerned with the existence of an effective Internal Control System. This is related to the depth and scope of the audit that must be carried out. The more effective the Company's internal control system, the easier the auditor's work will be. As the third line of defense, the Internal Control Unit must conduct an evaluation to determine whether the internal control system has been properly designed, implemented consistently, and is running well. The auditor must be able to provide recommendations for improvements if weaknesses are found in their design, implementation and function.

4. Employees

   Every front liner individual in charge of carrying out daily operational activities (first line of defense) must understand and implement systems and procedures that are part of the internal control system. A good control environment will increase the responsibility of all individuals to have an early detection system so that it is easy to identify and immediately find out if Performance does not meet standards and targets, deviations, or weaknesses of system.

5. External Parties

   The external parties of the Company, among others, Shareholders, regulators, customers, and other external parties have an interest in the existence of an effective Company Internal Control System because it will encourage the application of the principles of good corporate governance.

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SISTEM PENGENDALIAN INTERNAL PERUSAHAAN

Komponen utama sistem pengendalian internal Perusahaan menurut *The Committee of Sponsoring Organization of The Treadway Commission* (COSO) terdiri dari 5 (lima) unsur utama yang saling berkaitan, yaitu Lingkungan Pengendalian (*Control Environment*), Penilaian Risiko (*Risk Assessment*), Aktivitas Pengendalian (*Control Activities*), Informasi dan Komunikasi (*Information and Communication*), serta Pemantauan (*Monitoring*). Uraian mengenai masing-masing komponen adalah sebagai berikut:

1. Lingkungan Pengendalian (*Control environment*)

   Lingkungan pengendalian merupakan pondasi bagi semua komponen pengendalian yang lain. Kondisi lingkungan sangat berpengaruh terhadap efektivitas pengendalian internal dan mencerminkan komitmen, perilaku, dan kesadaran Komisaris dan Direksi dalam menerapkan sistem pengendalian internal. Lingkungan pengendalian yang merupakan prinsip sistem pengendalian internal yang efektif:

   a. Integritas dan Etika

      Seluruh insan Perusahaan dari Dewan Komisaris dan Direksi hingga para individu *front liner* harus memiliki integritas dan etika dalam melaksanakan peran dan fungsinya terkait dengan kegiatan operasional Perusahaan. Perusahaan harus memiliki kode etik tertulis yang mengatur perilaku semua insan Perusahaan. Dalam meningkatkan integritas dan etika kerja seluruh insan Perusahaan, Dewan Komisaris dan Direksi harus mendorong penciptaan perilaku dan budaya yang menyadari akan pentingnya pengendalian internal. Untuk mendukung tercapainya tujuan tersebut, ditempuh cara-cara sebagai berikut:

      - Menyusun dan menetapkan kode etik (aturan perilaku) Dewan Komisaris dan Direksi harus memberikan keteladaan (*role model*) dalam penerapan aturan perilaku dimaksud.

INTERNAL CONTROL SYSTEM OF THE COMPANY

The main components of the Company's internal control system according to the Committee of Sponsoring Organization of the Treadway Commission (COSO) consist of 5 (five) interrelated main elements, namely the Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring. The description of each component is as follows:

1. Control Environment

   The control environment is the foundation for all other control components. Environmental conditions greatly affect the effectiveness of internal control and reflect the commitment, behavior and awareness of Commissioners and Directors in implementing internal control systems. Control environment which is the principle of an effective internal control system:

   a. Integrity and Ethics

      All personnel of the Company from the Board of Commissioners and Board of Directors to the front liner individuals must have integrity and ethics in carrying out their roles and functions related to the Company's operational activities. The company must have a written code of conduct that regulates the behavior of all personnel of the Company. In improving the integrity and work ethics of all personnel of the Company, the Board of Commissioners and Directors must encourage the creation of behavior and culture that are aware of the importance of internal control. To support the achievement of these objectives, the following methods are adopted:

      - Develop and maintain the code of conduct, the Board of Commissioners and Board of Directors must become a role model in the application of the intended code of conduct.

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- Menegakan tindakan disiplin yang tepat atas penyimpangan kebijakan dan prosedur, maupun pelanggaran terhadap aturan perilaku.
- Memberikan penjelasan dan pertanggungjawaban dalam hal adanya tindakan yang tidak mengikuti kebijakan dan prosedur yang berlaku.
- Untuk mendukung budaya pengendalian tersebut, maka seluruh kebijakan, standar dan prosedur operasional, baik kegiatan utama (*core business*) maupun kegiatan pendukung (*supporting activity*) harus didokumentasikan secara tertulis, disosialisasikan, dipahami, diterapkan, dan diawasi penerapannya.

b. Komitmen terhadap Kompetensi

- Mengidentifikasi dan menetapkan kegiatan yang dibutuhkan untuk menyelesaikan tugas dan fungsi masing-masing posisi dalam Perusahaan.
- Spesifik dalam menetapkan kompetensi yang dibutuhkan untuk setiap kegiatan tertentu dan dituangkan dalam persyaratan (*job requirement*) yang diperlukan.
- Menyelenggarakan pelatihan dan pembimbingan untuk membantu para pekerja mempertahankan dan meningkatkan kompetensi.
- Mengangkat pejabat yang memiliki kemampuan manajerial dan pengalaman teknis.
- Mengelola sumber daya manusia, termasuk dalam proses pengangkatan dan penempatan pekerja yang sesuai dengan keterampilan, pengetahuan, dan perilakunya.

c. Kebijakan dan praktek sumber daya manusia

- Kebijakan permasalahan penerimaan pekerja dan *training* sumber daya manusia yang kompeten.
- Melakukan perbaikan yang tepat.
- Kebijakan promosi.
- Kebijakan pekerja untuk ketaatan terhadap standar etika dan moral.

- Enforce appropriate disciplinary action for deviations from policies and procedures, as well as violations of the code of conduct.
- Provide explanations and accountability in the event of actions that do not follow the applicable policies and procedures.
- To support the control culture, all policies, standards and operational procedures, both core business activities and supporting activities must be documented in writing, socialized, understood, implemented and monitored.

b. Commitment towards Competencies

- Identify and determine the activities needed to complete the duties and functions of each position in the Company.
- Specific in determining the competencies needed for each particular activity and set forth in the job requirements needed.
- Conduct training and mentoring to help employees maintain and improve their competencies.
- Appoint officials who have managerial skills and technical experience.
- Manage human resources, including in the appointment process and placement of employees in accordance with their skills, knowledge and behavior.

c. Human resources policies and practices

- Policies on the issues of employee's recruitment and training of competent HR.
- Make the right improvements.
- Promotion policies.
- Employee's policies for adherence to ethical and moral standards.

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d. Struktur Organisasi

- Struktur organisasi disusun dengan memperhatikan dan sesuai dengan strategis yang telah ditetapkan dalam RJPP, yang memberikan kerangka kerja untuk merencanakan, melaksanakan, mengendalikan, dan memonitor operasi. Setiap pekerja harus memahami peran dan fungsinya masing-masing dalam sistem pengendalian internal.
- Pendelegasian wewenang dan tanggung jawab yang tepat harus dilaksanakan dengan memperhatikan hal-hal sebagai berikut:
  i. Wewenang diberikan kepada bawahan sesuai dengan tingkat tanggung jawabnya dalam pencapaian tujuan Perusahaan.
  ii. Pegawai yang diberi wewenang memahami bahwa wewenang dan tanggung jawab yang diberikan terkait peran dan fungsi mereka.
  iii. Pegawai yang diberi wewenang memahami bahwa pelaksanaan wewenang dan tanggung jawab memperhatikan aspek penerapan sistem pengendalian internal.

e. Partisipasi Dewan Komisaris dan Komite Audit

- Dewan Komisaris

  Dewan Komisaris adalah organ utama Perusahaan dengan tugas dan tanggung jawab secara aktif dan efektif berperan penting untuk efektivitas pengendalian internal dan mengawasi pengelolaan Perusahaan dan memberikan nasihat kepada Direksi. Dewan Komisaris bertanggung jawab memastikan agar Direksi dalam kondisi apapun memiliki kemampuan dalam menjalankan tugasnya. Dalam melaksanakan tugasnya, Dewan Komisaris selalu berpegang teguh kepada peraturan perundang-undangan yang berlaku, Anggaran Dasar Perusahaan, Buku Panduan bagi

d. Organization Structure

- The organization structure is prepared with due regard to and in accordance with the strategy set out in the RJPP, which provides a framework for planning, implementing, controlling and monitoring of operations. Each employee must understand their respective roles and functions in the internal control system.
- Delegation of appropriate authorities and responsibilities must be carried out with due regard to the following matters:
  i. Authorities are given to subordinates according to their level of responsibilities in achieving the Company's objectives.
  ii. Authorized employees understand that the authorities and responsibilities given relate to their roles and functions.
  iii. Authorized employees understand that the implementation of authorities and responsibilities take into account the aspects of the implementation of internal control systems.

e. Participation of the Board of Commissioners and the Audit Committee

- Board of Commissioners

  The Board of Commissioners is the Company's main organ with active and effective duties and responsibilities that plays an important role for the effectiveness of internal control and oversees the management of the Company and provides advice to the Board of Directors. The Board of Commissioners is responsible for ensuring that the Board of Directors in any condition has the ability to carry out their duties. In carrying out its duties, the Board of Commissioners always adheres to the applicable statutory regulations, the Company's Articles of Association, the Board

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Dewan Komisaris dan Direksi (*Board Manual*) dan Etika Dewan Komisaris yang telah disepakati.

- Komite Audit

  Komite Audit sebagai organ yang dibentuk oleh Dewan Komisaris bertugas membantu tugas Dewan Komisaris dalam menilai kecukupan sistem pengendalian internal dan ketaatan dalam penerapannya, kecukupan pelaporan, dan pengungkapan laporan keuangan.

f. Filosofi dan gaya operasi manajemen

   Filosofi dan gaya operasi manjemen sangat berpengaruh terhadap bentuk sistem pengendalian internal Perusahaan. Seperti diuraikan sebelumnya, bahwa profil risiko sangat mempengaruhi bentuk pengendalian internal suatu Perusahaan. Hal ini berarti lingkungan pengendalian yang dibentuk oleh manajemen konservatif yang cenderung menghindari risiko akan sangat berbeda dengan lingkungan pengendalian yang dibentuk oleh manajemen yang agresif. Demikian pula halnya antara manajemen yang menganut filosofi sentralisasi dan disentralisasi juga akan melahirkan lingkungan pengendalian dan bentuk sistem pengendalian internal yang sangat berbeda. Selain itu, sifat dan intensitas komunikasi antar level manajemen, kebijakan manajemen, target keuangan maupun target operasi lainnya, juga berpengaruh terhadap bentuk dan sifat lingkungan pengendalian.

2. Penilaian Risiko (*Risk Assessment*)

   Penilaian risiko merupakan komponen yang mengawali proses pengendalian internal secara keseluruhan. Komponen ini juga sangat menentukan bentuk desain sistem pengendalian.

   a. Tujuan Sistem Pengendalian internal adalah memberikan keyakinan bahwa manajemen dapat mewujudkan visi, menjalankan misi, dan mencapai tujuan yang telah ditetapkan. Sementara risiko adalah kemungkinan terjadinya suatu peristiwa yang dapat menggagalkan ataupun menghambat Perusahaan

Manual of the Board of Commissioners and Board of Directors and Ethics of the Board of Commissioners that have been agreed.

- Audit Committee

  The Audit Committee as an organ established by the Board of Commissioners is tasked to assist the duties of the Board of Commissioners in assessing the adequacy of the internal control system and compliance in its implementation, the adequacy of reporting and disclosure of financial statements.

f. Management's Philosophy and Operating Style

   Management's philosophy and operating style are very influential on the form of the Company's internal control system. As described earlier, that the risk profile greatly influences the form of internal control of a company. This means that the control environment formed by conservative management that tends to avoid risk will be very different from the control environment formed by aggressive management. Likewise, management who adheres to the philosophy of centralization and decentralization will also give birth to a very different control environment and internal control system. Besides the nature and intensity of communication between management levels, management policies, financial targets and other operating targets, it also influences the shape and nature of the control environment.

2. Risk Assessment

   Risk assessment is a component that starts the overall internal control process. This component also determines the shape of the control system design.

   a. The Internal Control System objectives are to provide confidence that management can realize the vision, carry out the mission, and achieve the objectives set. While risk is the possibility of an event that can thwart or hamper the Company from achieving its objectives. When these risks have been identified and assessed,

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dalam mencapai tujuan. Ketika risiko-risiko ini telah diidentifikasi dan dinilai, pada saat itu manajemen mengetahui bentuk desain sistem pengendalian internal yang dibutuhkan oleh Perusahaan.

at that time the management knows the design of the internal control system needed by the Company.

b. Tujuan Perusahaan harus dikomunikasikan dan didelegasikan ke semua level dan unit kerja, sampai dengan individu, pada saat itu mereka harus memahami dan dapat mengidentifikasi risiko atas masing-masing tujuan, serta merumuskan bentuk desain pengendalian spesifik yang mereka butuhkan.

b. The Company's objectives must be communicated and delegated to all levels and work units, up to individuals, at that time they must understand and be able to identify risks to each objective and formulate the specific form of control design that they need.

c. Risiko timbul dan berubah sesuai dengan perkembangan Perusahaan demikian halnya dengan bentuk sistem pengendalian internal yang dibutuhkan. Dengan demikian untuk terciptanya Sistem Pengendalian internal yang andal dan efektif, Perusahaan secara terus-menerus mengidentifikasi dan menilai risiko.

c. Risks arise and change according to the development of the Company as well as the form of internal control system needed. Thus, in order to create a reliable and effective Internal Control System, the Company continuously identifies and assesses risks.

d. Secara berkala pengendalian internal perlu harus direviu secara tepat dalam hal terdapat risiko yang belum dikendalikan, baik risiko yang sebelumya sudah maupun risiko yang baru muncul. Pelaksanaan reviu tersebut antara lain dengan melakukan evaluasi secara terus-menerus mengenai pengaruh dari setiap lingkungan dan kondisi serta tampak dari pencapaian target atau efektivitas pengendalian internal dalam kegiatan operasi dan organisasi Perusahaan.

d. Periodically internal control needs to be reviewed appropriately in the event that there is a risk that has not been controlled, both previous risks and emerging risks. The review is carried out among others by continuously evaluating the influence of each environment and conditions as well as looking at the achievement of targets or effectiveness of internal control in the Company's operations and organizational activities.

e. Hal utama yang dalam penilaian risiko adalah kesadaran (*awareness*) seluruh pekerja dan Pimpinan Manajemen bahwa setiap kegiatan aktivitas pengelolaan Perusahaan, memiliki risiko yang harus dikelola.

e. The main matter in risk assessment is the awareness of all employees and Management Leaders that every activity of the Company's management activities, has risks that must be managed.

3. Aktivitas Pengendalian (*Control activities*)

Aktivitas pengendalian bertujuan untuk mencegah terjadinya suatu risiko, ataupun aktivitas yang harus dilakukan jika suatu risiko terjadi. Aktivitas pengendalian ini dituangkan dalam dokumen tertulis berupa kebijakan dan prosedur (Sistem Tata Kerja/Tata Kerja Organisasi) yang harus ditaati dalam rangka mencapai tujuan Perusahaan. Aktivitas pengendalian harus melibatkan

3. Control Activities

Control activities aim to prevent the occurrence of a risk, or activities that must be carried out if a risk occurs. These control activities are outlined in written documents in the form of policies and procedures (Work Procudures/ Organizational Procedures) that must be adhered to in order to achieve the Company's objectives. Control activities must involve all levels of management from the

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semua tingkatan manajemen mulai Direksi sampai dengan individu yang bertugas melaksanakan kegiatan operasional sehari-hari. Aktivitas pengendalian mencakup penetapan kebijakan dan prosedur pengendalian, serta proses verifikasi untuk memastikan bahwa kebijakan dan prosedur tersebut telah dipatuhi secara konsisten sebagai kegiatan yang tidak terpisahkan dari setiap peran dan fungsi atau kegiatan operasional sehari-hari. Sesuai dengan tujuan sistem pengendalian internal, aktivitas pengendalian mencakup operasional, pelaporan operasional, pelaporan keuangan, ketaatan. Aktivitas pengendalian Perusahaan terdiri dari aktivitas pengendalian operasional dan aktivitas pengendalian keuangan. Adapun penjelasan untuk masing-masing aktivitas pengendalian adalah sebagai berikut:

Aktivitas Pengendalian Operasional

Dalam aktivitas pengendalian operasional, Perusahaan melakukan pemisahan fungsi berdasarkan jenis pekerjaan juga pemisahan wewenang berdasarkan tingkat jabatan. Seluruh uraian jabatan dan tanggung jawab masing-masing personil diuraikan dalam *Job Description* setiap jabatan. PIEP juga membuat prosedur kerja (Tata Kelola Organisasi (TKO)/Tata Kelola Individu (TKI)) sebagai pedoman dalam melaksanakan tugas dan tanggung jawabnya. PIEP melakukan dokumentasi atas setiap aktivitas Perusahaan. Semua dokumen tersebut dapat ditelusuri dan tersimpan dengan baik. Kinerja dari setiap fungsi diukur dengan berpedoman pada KPI dan kinerja dari setiap individu dinilai dengan sistem *people review*.

Aktivitas Pengendalian Keuangan

Dalam aktivitas pengendalian keuangan, Perusahaan telah memiliki kebijakan atas prosedur terhadap seluruh aktivitas keuangan. Perusahaan menerapkan penetapan batas kewenangan yang dipisahkan antara *expenditure authority* dan *payment authority*. Selain itu, khusus pengendalian dalam Pengelolaan Kas (*Cash Management*) Perusahaan melakukan pemisahan antara yang melakukan transaksi serta yang melakukan rekonsiliasi. Perusahaan juga telah melakukan penetapan batas

Board of Directors to the individual tasked to carry out daily operational activities. Control activities include the establishment of control policies and procedures, as well as verification processes to ensure that the policies and procedures have been consistently obeyed as activities that are inseparable from each role and function or daily operational activities. In accordance with the objectives of the internal control system, control activities include operational, operational reporting, financial reporting, compliance. The Company's control activities consist of operational control activities and financial control activities. The explanation for each control activity is as follows:

Operational Control Activities

In operational control activities, the Company separates functions based on the types of work as well as the separation of authorities based on the level of position. All job descriptions and responsibilities of each personnel are described in the Job Description of each position. PIEP also makes work procedures (Organizational Structure (TKO)/Work Procedures of Individuals (TKI)) as a guide in carrying out its duties and responsibilities. PIEP carries out documentation of each of the Company's activities. All documents can be traced and stored properly. The Performance of each function is measured by referring to the KPI and the Performance of each individual is assessed by a people review system.

Financial Control Activities

In financial control activities, the Company has a policy on procedures for all financial activities. The Company applies a set of authority limits that are separated between the expenditure authority and the payment authority. In addition, the special control in Cash Management of the Company is to separate between those who conduct transactions and those who carry out reconciliation. The Company has also established authority and authorization limits to approve documents related to every financial

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kewenangan dan otorisasi untuk memberikan persetujuan atas dokumen yang berhubungan dengan setiap transaksi dan aktivitas keuangan di Perusahaan.

Aktivitas pengendalian yang harus ditetapkan pada semua tingkatan manajemen terdiri dari:

a. Reviu Manajemen (*Top Level Reviews*)

   Berdasarkan laporan rutin maupun informasi lain yang diterima, Direksi melakukan reviu untuk menilai pencapaian kinerja Perusahaan untuk dibandingkan dengan periode sebelumnya maupun dengan target/ standar yang telah ditetapkan. Jika terdapat deviasi negatif atau adanya kinerja yang tidak mencapai target, harus diketahui penyebabnya sehingga dapat segera dilakukan tindakan perbaikan yang diperlukan.

b. *Direct functional of Activity Management*

   Internal Audit akan melakukan reviu terhadap penilaian risiko (laporan profil risiko) yang dihasilkan oleh Fungsi Manajemen Risiko dalam hal data/ kegiatan operasional dan keuangan serta terhadap realisasi pelaksanaan rencana kerja dan anggaran guna mengidentifikasikan penyebab dan tindakan perbaikan yang kemudian akan disampaikan kepada Direksi.

c. Pengendalian Sistem Informasi

   - Perusahaan melaksanakan verifikasi terhadap akurasi dan kelengkapan data transaksi dan melaksanakan prosedur otoritas, sesuai prosedur standar.
   - Kegiatan pengendalian sistem informasi dapat digolongkan dalam dua kriteria yaitu pengendalian umum dan pengendalian aplikasi.
   - Pengendalian umum meliputi pengendalian terhadap operasional pusat data, sistem pengadaan dan pemeliharaan *software*, pengamanan akses, serta pengembangan dan pemeliharaan sistem aplikasi. Pengendalian umum ini diterapkan terhadap mainframe, *server*, dan *users workstation*, serta jaringan internal-eksternal.

transaction and activity in the Company.

Control activities that must be established at all levels of management consist of:

a. Top Level Reviews

   Based on routine reports and other information received, the Board of Directors conducts a review to assess the achievement of the Company's Performance to be compared with the previous period and with the set targets/standards. If there is a negative deviation or a Performance that does not reach the target, the cause must be known so that improvement actions can be taken immediately.

b. Direct functional of Activity Management

   The Internal Audit will review the risk assessment (risk profile report) produced by the Risk Management Function in terms of operational and financial data/activities as well as the realization of the implementation of the work plan and budget to identify the causes and improvement actions which will then be submitted to the Board of Directors.

c. Information System Control

   - The Company carries out verification of the accuracy and completeness of transaction data and carries out authority procedures, according to standard procedures.
   - Information system control activities can be classified into two criteria, namely general control and application control.
   - General control includes control of data center operations, software procurement and maintenance systems, security of access, as well as development and maintenance of application systems. This general control is applied to mainframes, servers, and users' workstations, as well as internal-external networks.

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- Pengendalian aplikasi diterapkan terhadap program yang digunakan dalam mengelola transaksi dan untuk memastikan bahwa semua transaksi adalah benar, akurat dan telah diotorisasi secara benar. Selain itu, pengendalian aplikasi harus dapat memastikan tersedianya proses audit yang efektif dan untuk mengecek kebenaran proses audit dimaksud.

d. Pengendalian Aset Fisik (*Physical Controls*)

- Pengendalian aset fisik dilaksanakan untuk menjamin adanya pengamanan fisik terhadap aset Perusahaan.
- Kegiatan ini meliputi pengamanan *asset*, catatan dan akses terbatas terhadap program komputer dan file data, serta membandingkan nilai aktiva dan pasiva Perusahaan dengan nilai yang tercantum pada catatan pengendali, khususnya pengecekan nilai aktiva secara berkala.

4. Informasi dan Komunikasi

Terjaminnya kepastian bahwa Perusahaan beroperasi secara efektif dan efisien, andal dalam pelaporan keuangan, serta taat terhadap peraturan yang berlaku, komponen informasi dan komunikasi menjadi bagian yang vital dalam sistem pengendalian internal Perusahaan secara keseluruhan. Dalam sistem pengendalian intern, informasi yang relevan, akurat, dan tepat waktu diperlukan oleh semua lini manajemen hingga individu yang berada di posisi *first line of defense*. Demikian halnya dengan komunikasi yang menjamin bahwa semua insan mendapatkan akses terhadap informasi sesuai dengan peran dan tanggung jawabnya dalam Perusahaan. Informasi yang berkualitas tidak ada maknanya jika tidak dapat diakses dengan baik pada saat diperlukan. Informasi terkait visi, misi, strategi, dan tujuan Perusahaan harus dapat dikomunikasikan (*cascaded*) dengan baik oleh Direksi kepada para VP selaku *second layer* sehingga mereka memiliki pemahaman yang sama. Hal ini penting karena mereka dengan fungsi dan perannya masing-masing bertanggung jawab untuk berkontribusi terhadap

- Application control is applied to the program used in managing transactions and to ensure that all transactions are true, accurate and correctly authorized. In addition, application control must be able to ensure the availability of an effective audit process and to check the accuracy of the audit process.

d. Physical Assets Control

- Physical assets control is carried out to ensure physical security of the Company's assets.
- This activity includes security of assets, records and limited access to computer programs and data files, as well as comparing the value of the Company's assets and liabilities with the values listed in the control notes, specifically checking the asset values periodically.

4. Information and Communication

Ensuring certainty that the Company operates effectively and efficiently, reliably in financial reporting, and obedience to applicable regulations, the information and communication component is a vital part of the Company's overall internal control system. In the internal control system, relevant, accurate, and timely information is needed by all lines of management to individuals who are in the first line of defense. Likewise, communication ensures that all people have access to information in accordance with their roles and responsibilities within the Company. Quality information is meaningless if it cannot be accessed properly when needed. Information related to the Company's vision, mission, strategies, and objectives must be well cascaded by the Board of Directors to the VPs as the second layer so as to have the same understanding. This is important because they with their respective functions and roles are responsible for contributing to the realization of the vision, the implementation of the mission, the implementation of the strategies, and the achievement of the Company's objectives. These

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terwujudnya visi, terlaksananya misi, diterapkannya strategi, dan tercapainya tujuan Perusahaan. Para *second layer management* ini merancang sistem, prosedur dan kebijakan untuk memastikan bahwa mandat yang mereka terima dari Direksi dapat dikomunikasikan (*cascaded*) kepada bawahannya untuk dilaksanakan, serta dapat dikendalikan dan informasinya dapat dikomunikasikan kepada Direksi sebagai *feedback*.

5. Pemantauan (*Monitoring*)

Manajemen akan sangat menyadari bahwa pemantauan terhadap efektivitas sistem pengendalian internal merupakan komponen yang sangat penting dalam keseluruhan sistem pengendalian internal Perusahaan. Pemantauan, baik yang dilakukan secara rutin (*on going basis*) oleh *first line of defence* dan atasannya, maupun evaluasi terpisah oleh Direksi, Komisaris, maupun Auditor Internal/Eksternal, dimaksud untuk memastikan bahwa sistem pengendalian tetap berjalan dengan efektif. Sistem pengendalian internal yang baik harus dapat memonitor dirinya sendiri. Hal ini berarti, pemantauan yang baik adalah pemantauan yang terus menerus oleh para *first line of defence* yang setiap hari melakukan kegiatan operasional. Pemantauan yang dilakukan secara teratur lebih memudahkan dalam mengidentifikasi kelemahan sehingga tindakan perbaikan dapat segera dilakukan. Selain itu, sistem pengendalian internal Perusahaan akan lebih siap setiap saat, dalam hal pelaksanaan evaluasi dan penilaian oleh pihak independen. Hal yang sangat penting dalam pemantauan adalah dapat mengetahui kelemahan sistem dan prosedur dalam rangka memperbaiki proses bisnis menjadi lebih efektif dan efisien. Tindakan perbaikan ini menjadikan aktivitas pemantauan sangat penting karena memberikan nilai tambah atas keberadaan sistem pengendalian internal dalam Perusahaan, tidak hanya sebagai alat untuk pencegahan penyimpangan (*fraud*) tetapi lebih ke arah perbaikan sistem prosedur, penyempurnaan bisnis model, dan peningkatan kinerja.

second layer management designs systems, procedures and policies to ensure that the mandates they receive from the Board of Directors can be cascaded to their subordinates to be implemented, and can be controlled and the information can be communicated to the Board of Directors as feedback.

5. Monitoring

Management will be well aware that monitoring the effectiveness of the internal control system is a very important component in the overall internal control system of the Company. Monitoring, whether conducted routinely (on going basis) by the first line of defense and their superiors, as well as a separate evaluation by the Board of Directors, Board of Commissioners, and Internal/ External Auditors, is intended to ensure that the control system continues to run effectively. A good internal control system must be able to monitor itself. This means that good monitoring is continuous monitoring by the first line of defense who carry out day-to-day operational activities. Regular monitoring makes it easier to identify weaknesses so that improvement actions can be taken immediately. In addition, the Company's internal control system will be better equipped at all times, in terms of conducting evaluations and assessments by independent parties. The most important thing in monitoring is knowing the weaknesses of the system and procedures in order to improve business processes to be more effective and efficient. These improvement actions make monitoring activities very important because they add value to the existence of internal control systems within the Company, not only as a tool for preventing fraud but more towards improving system procedures, improving business models, and improving Performance.

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

KESESUAIAN DENGAN *THE COMMITTEE OF SPONSORING ORGANIZATION OF THE TREADWAY COMMISSION* (COSO)

Sistem pengendalian internal Perusahaan saat ini merujuk kepada COSO Model tahun 2008 yang dikembangkan oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO) menyatakan bahwa pengendalian internal merupakan sistem atau proses yang dijalankan oleh Dewan Komisaris, Direksi, Manajemen serta pekerja dalam sebuah Perusahaan, untuk menyediakan jaminan yang memadai demi tercapainya tujuan pengendalian. COSO-*Internal Control Framework*, terdiri dari 5 (lima) komponen pengendalian yaitu:

1. Lingkungan Pengendalian (*Control Environment*).
2. Penilaian risiko (*Risk Assessment*).
3. Kegiatan Pengendalian (*Control Activities*).
4. Informasi dan Komunikasi (*Information and Communication*).
5. Pemantauan (*Monitoring*).

Pengendalian Internal yang dilaksanakan pada PIEP telah sesuai dengan kerangka pengendalian internal COSO, yang terdiri atas 5 (lima) komponen yaitu:

1. Lingkungan pengendalian: PIEP memiliki tata nilai sebagai komitmen Perusahaan untuk mewujudkan visi dan misi nya berdasarkan standar global dan penerapan tata kelola Perusahaan yang baik (GCG) tata nilai PT Pertamina (Persero) tertuang pada nilai 6C PT Pertamina (Persero) yang terdiri dari *Clean, Confidence, Commercial, Competitive, Customer Focus, Capable*, dan Nilai-nilai ini wajib diketahui dan menjadi pedoman bagi seluruh pekerja dalam beraktivitas. Maka lingkungan pengendalian yang sudah ada telah sesuai dengan kerangka COSO.
2. Penilaian Risiko: PIEP telah memiliki Fungsi Manajemen Risiko yang menerbitkan *risk profile* yang berisi profil risiko, mitigasi risiko serta penilaian atas risiko yang dihadapi Perusahaan yang kemudian menjadi salah satu dasar Fungsi Internal Audit untuk melakukan *Risk based audit*. Rencana mitigasi yang memerlukan biaya

COMPLIANCE WITH THE COMMITTEE OF SPONSORING ORGANIZATION OF THE TREADWAY COMMISSION (COSO)

The Company's internal control system currently refers to the 2008 COSO Model developed by the Committee of Sponsoring Organization of the Treadway Commission (COSO) states that internal control is a system or process run by the Board of Commissioners, Board of Directors, Management and employees in a company, to provide adequate guarantees for the achievement of control objectives. COSO-Internal Control Framework, consists of 5 (five) control components, namely:

1. Control Environment.
2. Risk Assessment.
3. Control Activities.
4. Information and Communication.
5. Monitoring.

Internal Control conducted in PIEP is in accordance with the COSO internal control framework, which consists of 5 (five) components, namely:

1. Control Environment: PIEP has values as a commitment of the Company to realize its vision and mission based on global standards and the application of good corporate governance (GCG) of PT Pertamina (Persero) values set forth in the 6C value of PT Pertamina (Persero) consisting of Clean, Confidence, Commercial, Competitive, Customer Focus, Capable, and these Values must be known and become guidelines for all employees in their activities. Then the existing control environment is in accordance with the COSO framework.
2. Risk Assessment: PIEP already has a Risk Management Function that issues a risk profile that contains a risk profile, risk mitigation and an assessment of the risks faced by the Company which then becomes one of the basis of the Internal Audit Function to conduct a risk based audit. Mitigation plans that require costs are proposed by

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diusulkan oleh *Risk Owner* dalam Rencana Kerja Anggaran Perusahaan (RKAP). Hal ini telah sesuai dengan prinsip COSO.

3. Aktivitas Pengendalian: PIEP telah melakukan pemisahan tugas yang memadai, otorisasi yang sesuai atas transaksi dan aktivitas, dokumen dan catatan yang memadai sebagaimana tercantum dalam Laporan Keuangan Audited Tahunan, telah dilakukan pengendalian fisik atas aktiva dan catatan, serta dilakukan pemeriksaan kinerja secara independen, oleh Unit Internal Audit maupun Eksternal Audit (Kantor Akuntan Publik, Badan Pemeriksa Keuangan/BPK, Badan Pemeriksa Keuangan dan Pembangunan/BPKP). Hal ini telah sesuai dengan prinsip COSO.

4. Informasi dan Komunikasi: Aktivitas atas informasi dan komunikasi di PIEP telah dilakukan melalui rapat kerja, rapat koordinasi, sosialisasi, *email Corporate, web Corporate*, intranet, HRIS (*Human Resources Information System*), dan media lain yang telah disediakan. Adapun informasi dan komunikasi audit dilakukan oleh Fungsi Internal Audit dengan *auditee* sesuai dengan prosedur audit. Hal ini telah sesuai dengan prinsip COSO.

5. Pemantauan: Terhadap kelemahan sistem dan prosedur dari hasil audit dan langkah perbaikan guna memperbaiki proses bisnis menjadi lebih efektif dan efisien dilakukan pemantauan atas rekomendasi yang diberikan. Tindakan perbaikan ini menjadikan aktivitas pemantauan yang sangat penting karena memberikan nilai tambah atas keberadaan sistem pengendalian internal dalam Perusahaan. Untuk mendapatkan hasil audit sesuai dengan pedoman audit maka dilakukan *Performance check* oleh penanggung jawab audit dan hasil audit tersebut disampaikan Komite Audit dan *Chief Audit Executive* Fungsi Internal Audit di PT Pertamina (Persero). Untuk mendapatkan penilaian kinerja Perusahaan juga dilakukan *Performance check* oleh Eksternal Auditor yaitu BPKP, BPK dan KAP.

the risk owner in the Corporate Work Plan and Budget (RKAP). This is in accordance with the COSO principle.

3. Control Activities: PIEP has performed sufficient division of duties, appropriate authorization of transactions and activities, adequate documents and records as stated in the Annual Audited Financial Statements, physical control of assets and records has been carried out, as well as independent Performance inspections, both by the Internal Audit Unit and External Audit (Public Accounting Firm, The Audit Board/BPK, Indonesia's National Government Internal Auditor/BPKP). This is in accordance with the COSO principle.

4. Information and Communication: Information and communication activities at PIEP have been carried out through work meetings, coordination meetings, socialization, corporate email, corporate web, intranet, HRIS (Human Resources Information System), and other media that have been provided. The audit information and communication is carried out by the Internal Audit Function with the auditee in accordance with audit procedures. This is in accordance with the COSO principle.

5. Monitoring: Towards the weaknesses of the system and procedures from the results of audits and improvement measures to improve business processes to be more effective and efficient is conducted a monitoring of the recommendations given. These improvement measures make monitoring activities very important because they provide added value to the existence of an internal control system within the Company. To get the audit results in accordance with the audit guidelines, a Performance check is conducted by the person in charge of the audit and the audit results are submitted by the Audit Committee and Chief Audit Executive of the Internal Audit Function at PT Pertamina (Persero). To get an evaluation of the Company's Performance, a Performance check is also conducted by an External Auditor, namely BPKP, BPK and KAP.

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EVALUASI PELAKSANAAN SISTEM PENGENDALIAN INTERNAL

Internal Audit bertanggung jawab dalam mengevaluasi serta berperan aktif dalam meningkatkan efektivitas sistem pengendalian internal agar tujuan Perusahaan dapat tercapai. Internal Audit telah menerbitkan Laporan Hasil Audit yang merupakan hasil evaluasi untuk menjadi tumpuan manajemen dalam menilai efektivitas sistem pengendalian internal, dan menentukan langkah perbaikan dan penyempurnaan sistem maupun kebijakan yang memungkinkan Manajemen untuk secara lebih efektif menjalankan kegiatan operasional PIEP.

Hasil Evaluasi kemudian disampaikan kepada Direksi untuk selanjutnya ditindaklanjuti dan dimonitor pelaksanaannya. Selain itu, Dewan Komisaris melalui peran Komite Audit turut berperan aktif terkait evaluasi Sistem Pengendalian Internal dengan melakukan telaah hasil evaluasi Internal Audit. Berdasarkan evaluasi yang telah dilakukan, Sistem Pengendalian Internal PIEP selama tahun 2019 telah berjalan dengan baik.

INTERNAL CONTROL SYSTEM EVALUATION

Internal Audit is responsible for evaluating and playing an active role in improving the effectiveness of the internal control system so that the Company's objectives can be achieved. The Internal Audit has published an Audit Report which is the result of an evaluation to be the foundation of management in assessing the effectiveness of the internal control system, and determining measures to improve and enhance the system and policies that enable the Management to carry out PIEP's operational activities more effectively.

Evaluation results are then submitted to the Board of Directors for further implementation and monitoring of the implementation. In addition, the Board of Commissioners through the role of the Audit Committee also played an active role in evaluating the Internal Control System by examining the results of the Internal Audit evaluation. Based on the evaluation that has been conducted, PIEP's Internal Control System throughout 2019 has been running well.

PERKARA PENTING

PERKARA PENTING YANG DIHADAPI PERUSAHAAN

Perusahaan mengelola aset di luar wilayah Indonesia dengan membentuk Entitas Anak. Selama tahun 2019, Perusahaan tidak memiliki perkara penting dan/atau permasalahan hukum lain yang berpengaruh signifikan terhadap kegiatan usahanya.

PERKARA PENTING YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI YANG SEDANG MENJABAT

Selama tahun 2019, tidak terdapat perkara penting dan/atau permasalahan hukum yang dihadapi oleh Dewan Komisaris dan Direksi yang sedang menjabat.

SIGNIFICANT CASES

SIGNIFICANT CASES FACED BY THE COMPANY

The Company manages assets outside the territory of Indonesia by establishing Subsidiaries. Throughout 2019, the Company did not have any significant cases and/or other legal issues that significantly affected its business activities.

SIGNIFICANT CASES FACED BY THE CURRENTLY SERVING BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Throughout 2019, there were no significant cases and/or legal issues faced by the currently serving Board of Commissioners and Board of Directors.

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PERKARA PENTING YANG SEDANG DIHADAPI ANAK PERUSAHAAN

PT Pertamina Algeria Eksplorasi Produksi (PAEP)

PAEP merupakan Entitas Anak PIEP yang melakukan pengelolaan aset di Algeria yang bertindak sebagai operator. Selama tahun 2019, tidak terdapat perkara penting dan/atau permasalahan hukum lain yang berpengaruh signifikan terhadap kegiatan usaha PAEP.

PT Pertamina Malaysia Eksplorasi Produksi (PMEP)

PMEP merupakan Entitas Anak PIEP yang melakukan pengelolaan aset di Malaysia sebagai *non operator*. Selama tahun 2019, PMEP tidak memiliki/menghadapi perkara hukum. Namun demikian, pada tahun 2019 terdapat 2 (dua) permasalahan hukum yang dihadapi oleh *Block Operator* dan Unit *Operator*. Mengingat PMEP merupakan *partner* di blok dan unitisasi tersebut, jika *Block Operator* dan/atau Unit *Operator* harus membayar klaim yang dituntut kepada mereka maka terdapat risiko PMEP turut menanggung klaim sesuai dengan proporsi *Participating Interest/Tract Participation*.

SIGNIFICANT CASES FACED BY SUBSIDIARIES

PT Pertamina Algeria Eksplorasi Produksi (PAEP)

PAEP is a subsidiary of PIEP that manages assets in Algeria that acts as an operator. Throughout 2019, there were no significant cases and/or other legal issues that significantly affected PAEP's business activities.

PT Pertamina Malaysia Eksplorasi Produksi (PMEP)

PMEP is a Subsidiary of PIEP that manages assets in Malaysia as a non-operator. Throughout 2019, PMEP did not have/face any lawsuits. However, in 2019 there were 2 (two) legal issues faced by Block Operators and Unit Operators. Considering that PMEP is a partner in the block and unitization, if the Block Operators and/or Unit Operators must pay the claims demanded to them, there is a risk that PMEP will also bear the claim according to the proportion of Participating Interest/Tract Participation.

PEMBERIAN DANA KEGIATAN SOSIAL DAN/ATAU POLITIK

PEMBERIAN DANA KEGIATAN SOSIAL DAN/ATAU POLITIK

FUNDING OF SOCIAL AND/OR POLITICAL ACTIVITIES

FUNDING OF SOCIAL AND/OR POLITICAL ACTIVITIES

Kegiatan Sosial Social Activities	**Biaya (Rp)** Social Activities
Pendidikan, Pelestarian Budaya Cultural Education, Preservation	534.460.000
Sosial Social	29.000.000
Masyarakat Community	30.013.000
Kegiatan Keagamaan Religious Activities	75.000.000
Total	**668.473.000**

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PEMBERIAN DANA KEGIATAN POLITIK

PIEP Tidak melakukan kegiatan politik dan memberikan sumbangan untuk politik demi menjaga tata kelola Perusahaan yang baik dan reputasi Perusahaan.

AKSES INFORMASI DAN DATA PERUSAHAAN

PIEP menjamin adanya keterbukaan dalam melaksanakan proses pengambilan keputusan dan menyampaikan informasi material dan relevan mengenai PIEP yang mudah diakses oleh Pemangku Kepentingan sesuai dengan haknya. PIEP percaya bahwa penyebaran informasi kepada seluruh Pemangku Kepentingan merupakan bagian penting dari perwujudan prinsip transparansi informasi secara internal dan eksternal, yang diharapkan membantu, menjaga dan meningkatkan pengetahuan, pemahaman, dan persepsi positif dari para Pemangku Kepentingan terhadap kebijakan dan kegiatan PIEP.

Untuk itu, PIEP membuka akses kepada publik terhadap perolehan informasi mengenai identitas Perusahaan beserta Entitas Anak, rekam jejak, wilayah kerja, perkembangan Perusahaan serta berita-berita terbaru terkait bidang usaha PIEP melalui:

1. *Website*: www.piep.pertamina.com

   Website Perusahaan disajikan dalam Bahasa Indonesia dan Inggris

2. Laporan Tahunan: http://www.piep.pertamina.com/laporan-tahunan
3. Email *Corporate Affairs*: piepcc@pertamina.com

PIEP senantiasa siap berkomunikasi dengan para pemangku kepentingan serta mengakomodasi berbagai pertanyaan terkait Perusahaan dengan menghubungi:

FUNDING OF POLITICAL ACTIVITIES

PIEP does not perform any political activities and contribute to politics in order to maintain good corporate governance and the Company's reputation.

COMPANY INFORMATION & DATA ACCESS

PIEP guarantees openness in carrying out the decision making process and submits material and relevant information about PIEP that is easily accessed by the Stakeholders in accordance with their rights. PIEP believes that the dissemination of information to all stakeholders is an important part of the realization of the principle of transparency of information internally and externally, which is expected to assist, maintain and enhance the knowledge, understanding, and positive perceptions of the Stakeholders of PIEP's policies and activities.

For this reason, PIEP opens access to the public to obtain information about the identity of the Company and its Subsidiaries, track record, working area, company developments and the latest news related to PIEP's business fields through:

1. Website: www.piep.pertamina.com

   The Company's website is presented in Bahasa Indonesia and English

2. Annual Reports: http://www.piep.pertamina.com/laporan-tahunan
3. Corporate Affairs Email: piepcc@pertamina.com

PIEP is always ready to communicate with stakeholders and accommodate various questions related to the Company by contacting:

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PT Pertamina Internasional Eksplorasi dan Produksi

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Telp: (021) 2911 0835
Website: www.piep.pertamina.com
Email: piepcc@pertamina.com

PT Pertamina Internasional Eksplorasi dan Produksi

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Jakarta Selatan, Indonesia, 12950
Telp: (021) 2911 0835
Website: www.piep.pertamina.com
Email: piepcc@pertamina.com

SIARAN PERS

Siaran pers yang telah dilakukan PIEP selama tahun 2019 adalah sebagai berikut.

PRESS RELEASE

Throughout 2019, PIEP has issued the following press releases:

Tanggal Date	Siaran Pers Press Release
2 Agustus 2019 August 2, 2019	Pertamina Internasional EP Lestarikan Budaya Nusantara melalui Festival Tunjukkan Indonesiamu Pertamina Internasional EP Preserves Archipelago Culture through the Festival of "Tunjukkan Indonesiamu"

BULETIN

Secara rutin PIEP menerbitkan buletin yang diterbitkan selama 2 (dua) bulan sekali. Berikut daftar buletin yang telah diterbitkan PIEP selama tahun 2019.

BULLETIN

Regularly, PIEP publishes bulletins that are published every 2 (two) months. The following is a list of bulletins published by PIEP in 2019.

Bulan Months	Volume	Tema Theme
Januari January	19	PIEP 5th Anniversary: PIEP Freshtival
Maret March	20	*Visitation of Pertamina's Upstream Director To Algerian Asset*
Mei May	21	Achievement of Platinum & Gold At APQ Awards 2019
Juli July	22	Penandatanganan Kontrak Sinergi Anak Perusahaan PT Pertamina (Persero) Contract Signing of the Synergy of Subsidiaries of PT Pertamina (Persero)
September September	23	CSR PIEP: *Culture Campaign Festival* "Tunjukan Indonesiamu"
Desember December	24	PIEP As The Host of HSSE Upstream Forum 2019

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

TRANSPARANSI PENYAMPAIAN LAPORAN

Sepanjang tahun 2019, Perusahaan telah menyampaikan informasi kepada masyarakat melalui antara lain Media Massa, *Website* Perusahaan, Sarana Pelaporan Elektronik, dan lain-lain. Selain itu, juga memberikan laporan secara berkala kepada Induk Perusahaan PT Pertamina (Persero) diantaranya sebagai berikut:

TRANSPARENCY OF REPORTS SUBMISSION

Throughout 2019, the Company has conveyed information to the public through, among others, Mass Media, the Company's Website, Electronic Reporting Facilities, etc. In addition, it also provides periodic reports to the Parent Company of PT Pertamina (Persero) including the following:

Jenis Laporan Types of Report	**Tujuan** Objectives	**Periode Laporan** Reporting Period	**Jumlah** Total
Laporan Tahunan Annual Report	PT Pertamina (Persero)	Tahunan Annual	1
Laporan Keuangan Konsolidasian Perseroan The Company's Consolidated Financial Statements	PT Pertamina (Persero)	Bulanan Monthly	12
Laporan Keuangan Audited Audited Financial Statements	PT Pertamina (Persero)	Tahunan Annual	1
Laporan Pelaksanaan *Assessment* GCG GCG Assessment Report	PT Pertamina (Persero)	Tahunan Annual	1
Laporan Manajemen Perusahaan The Company's Management Report	PT Pertamina (Persero)	Bulanan Monthly	12

PROGRAM ANTI KORUPSI

Untuk mewujudkan lingkungan usaha yang bersih dan sehat, PIEP secara tegas menolak keberadaan praktik suap dan korupsi. Keberadaan praktik suap dan korupsi merugikan karena dapat menurunkan reputasi dan kepercayaan para pemangku kepentingan dan mitra usaha terhadap Perusahaan. Komitmen ini diwujudkan melalui larangan tentang praktik suap dan korupsi di lingkungan Perusahaan.

KOMITMEN PERUSAHAAN TERHADAP PRAKTIK SUAP

Dalam melakukan kegiatan usaha Perusahaan, interaksi dengan pihak luar tidak terhindarkan, termasuk didalamnya potensi praktik suap, baik sebagai pihak penerima maupun pemberi. Keterlibatan Pekerja dalam kegiatan suap, baik memberi maupun menerima pemberian tidak dibenarkan. Adapun yang termasuk dalam praktik kegiatan suap meliputi:

1. Pemberian hadiah.
2. Jamuan makan dan/atau hiburan.
3. Peluang bisnis/usaha.
4. Beasiswa/bantuan Pendidikan.

ANTI CORRUPTION PROGRAM

To create a clean and healthy business environment, PIEP expressly declines the existence of bribery and corruption practices. The existence of bribery and corruption is detrimental because it can reduce the reputation and trust of stakeholders and business partners in the Company. This commitment is realized through a ban on the practice of bribery and corruption within the Company.

COMPANY'S COMMITMENT TO BRIBERY PRACTICES

In carrying out the Company's business activities, interaction with external parties is inevitable, including the potential practice of bribery, both as the recipient and the giver. The involvement of employees in bribery activities, both giving and receiving gifts is not justified. As for what is included in the practice of bribery activities include:

1. Gifts giving.
2. Meals and/or entertainment.
3. Business opportunities.
4. Scholarships/Educational Assistance.

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

5. Tawaran pekerjaan.
6. Uang.
7. Berbagai bentuk pemberian yang dimaksudkan untuk menerima imbalan tertentu.

Seluruh kegiatan dan yang tidak tercantum di atas dikategorikan sebagai praktik suap dan dilarang dengan keras oleh Perusahaan. Tidak ada batasan terhadap jumlah nominal uang maupun pemberian benda untuk dikategorikan sebagai bentuk suap.

KOMITMEN PERUSAHAAN TERHADAP PRAKTIK KORUPSI

Praktik korupsi merupakan perbuatan melanggar hukum yang dimaksudkan untuk memperkaya diri sendiri, baik perseorangan maupun kelompok. Praktik ini merupakan tindak pidana yang merugikan reputasi Perusahaan, serta menyalahi tata kelola Perusahaan yang baik.

Untuk menghindari terjadinya potensi risiko ini, Perusahaan telah membuat kebijakan sehubungan dengan transaksi finansial yang melibatkan pihak luar, baik itu Pemerintahan, swasta, maupun perseorangan sebagai berikut:

5. Job offer.
6. Money.
7. Various forms of gifts intended to receive certain rewards.

All activities and those not listed above are categorized as bribery practices and are strictly prohibited by the Company. There is no limit to the nominal amount of money or the giving of items to be categorized as a form of bribery.

COMPANY'S COMMITMENT TO CORRUPTION PRACTICES

Corruption is an illegal act intended to enrich oneself, both individuals and groups. This practice is a criminal act that harms the Company's reputation, and violates good corporate governance.

To avoid this potential risk, the Company has made policies in connection with financial transactions involving external parties, either the government, private sectors, or individuals as follows:

> "Seluruh Pekerja PIEP dilarang untuk menawarkan, memberi dan/atau menerima sesuatu yang tidak sesuai dengan ketentuan gratifikasi untuk tujuan memperoleh manfaat/imbalan/kontraprestasi dan perlakuan istimewa dari pihak-pihak tersebut."

"All PIEP's Employees are prohibited from offering, giving and/or receiving anything that is not in accordance with the provisions of gratification for the purpose of obtaining benefits/rewards/counter-achievement and special treatment from those parties."

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Seluruh pekerja diwajibkan untuk terus menjaga kode etik dalam menjalankan kegiatan usaha Perusahaan, termasuk di dalamnya tidak menawarkan atau menerima segala bentuk pemberian yang dapat mengarah pada praktik suap maupun korupsi.

All employees are required to continue maintaining the code of conduct in carrying out the Company's business activities, including not offering or accepting all forms of gifts that can lead to bribery or corruption.

CODE OF CONDUCT

Dalam menjalankan kegiatan usaha Perusahaan, seluruh insan Perusahaan mengacu pada Pedoman Perilaku (*Code of Conduct*) yang disahkan pada tahun 2016. Pedoman Perilaku (*Code of Conduct*) diharapkan dapat menjaga kepatuhan seluruh karyawan terhadap ketentuan hukum, perundang-undangan, serta menjaga standar etika dalam menjalankan kegiatan usaha Perusahaan baik di dalam maupun luar negeri. *Code of Conduct* Perusahaan disusun sebagai pedoman perilaku, yang berperan untuk memastikan setiap pekerja memiliki tata perilaku yang sesuai dengan Tata Nilai Unggulan Perusahaan.

CODE OF CONDUCT

In carrying out the Company's business activities, all personnel of the Company refer to the Code of Conduct which was ratified in 2016. The Code of Conduct is expected to be able to maintain the compliance of all employees with legal provisions, legislation, and maintain ethical standards in running the Company's business activities both domestically and overseas. The Company's Code of Conduct is structured as a code of conduct whose role is to ensure that each employee has a code of conduct that is in line with the Company's Corporate Values.

Pokok-Pokok *Code of Conduct*

Sebagai salah satu wujud komitmen Perusahaan untuk melaksanakan praktik-praktik pengelolaan Perusahaan yang baik dan sehat, sebagai bagian dari usaha untuk pencapaian visi dan misi dengan mendasarkan pada Tata Nilai Unggulan, maka Perusahaan menetapkan etika bisnis yang merupakan standar perilaku yang ditetapkan dalam berinteraksi dan berhubungan dengan *stakeholders* dan etika kerja yang merupakan standar perilaku dalam melaksanakan pekerjaan maupun dalam berinteraksi.

Code of Conduct Fundamentals

As one form of the Company's commitment to implement good and healthy corporate management practices, as part of efforts to achieve the vision and mission by basing on the Corporate Values, the Company establishes business ethics which are standards of behavior set in interacting and dealing with stakeholders and work ethics which are behavior standards in carrying out work and in interacting.

ETIKA KERJA

Integritas dalam Bekerja

Insan PIEP tidak akan berkompromi dalam urusan integritas. Fakta bahwa reputasi Perusahaan tergantung pada tindakan dan perilaku kita harus menjadi kesadaran bersama Insan PIEP perlu bertindak dan berperilaku yang benar secara moral, hukum, dan etika dalam setiap situasi. Perilaku yang demikian secara berkelanjutan dan seiring perjalanan akan membentuk budaya integritas di Perusahaan.

WORK ETHICS

Integrity in Working

PIEP's personnel will not compromise when it comes to integrity. The fact that the Company's reputation depends on our actions and behavior, it must become a shared awareness of PIEP Personnel to act and behave morally, legally and ethically right in every situation. Such behavior on an ongoing basis and along the way will form a culture of integrity in the Company.

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CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Perilaku Integritas Insan Perusahaan

- Patuh Hukum
- Benturan Kepentingan (*Conflict of Interest*)
- Suap dan Korupsi
- Hadiah, Jamuan Makan dan Hiburan
- Pemberian Donasi
- Hubungan dengan Petugas Pemerintahan atau Lembaga Pemerintah
- Penipuan dan Pencurian
- Pencucian Uang

Sikap Profesional

Perusahaan menghargai inovasi dan kreativitas demikian pula dengan sikap profesional yang dimiliki oleh Insan PIEP. Sumber Daya Manusia yang saat ini dimiliki oleh Perusahaan merupakan aset terbesar dan hasil inovasi serta kreativitasnya wajib dilindungi.

- Sikap Kerja Profesional
- Berani Mengungkapkan Masalah
- Pengambilan Keputusan
- Hak Kekayaan Intelektual
- Menghindari Diskriminasi
- Kesempatan Karir yang Sama
- Standar Ketenagakerjaan
- Bebas Narkoba dan Minuman Kerja
- Aktivitas Politik
- Media Massa
- Organisasi Profesi

The Company's Personnel Integrity Behavior

- Obey the Law
- Conflicts of Interest
- Bribery and Corruption
- Gifts, Meals and Entertainment
- Donation
- Relationships with Government Officials or Government Agencies
- Fraud and Theft
- Money laundering

Professional Attitude

The Company values innovation and creativity as well as the professional attitude held by PIEP's personnel. Human Resources currently owned by the Company are the largest assets and the results of innovation and creativity must be protected.

- Professional Work Attitudes
- Dare to Express Issues
- Decision-making
- Intellectual property rights
- Avoiding discrimination
- Equal Career Opportunities
- Labor Standards
- Free of Drugs and Work Beverages
- Political Activity
- Mass media
- Professional Organizations

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tanggung Jawab terhadap Data, Informasi dan Aset Perusahaan

Komitmen terhadap rahasia adalah komitmen untuk melindungi banyak kepentingan.

- Kerahasiaan Data dan Informasi
- Perlindungan Terhadap Aset Perusahaan
- Pelaporan Akuntansi dan Keuangan
- Pengelolaan Arsip

ETIKA BINIS

Komitmen Terhadap Pemangku Kepentingan

Perusahaan mempunyai kepedulian dan komitmen untuk secara terus-menerus membangun hubungan jangka panjang yang saling menguntungkan dengan para pemangku kepentingan.

- Komitmen Terhadap Pemegang Saham (*Shareholder*)
- Komitmen Terhadap Pekerja
- Komitmen Terhadap Anak Perusahaan
- Komitmen Terhadap Penyedia Barang/Jasa
- Komitmen Terhadap Pemerintah sebagai Regulator
- Komitmen Terhadap Investor, Kreditur dan Bank
- Komitmen Terhadap Kesehatan, Keselamatan, Keamanan (K3) dan Lindungan Lingkungan
- Komitmen Terhadap Masyarakat Sekitar dan Tanggung Jawab Sosial

Persaingan Sehat

Perusahaan mendukung persaingan usaha yang sehat yang memacu peningkatan kinerja dan kreativitas bisnis untuk memberikan yang terbaik bagi pelanggan dan para pemangku kepentingan.

- Persaingan Usaha yang Sehat
- Proses Pengadaan Penyedia Barang/Jasa
- Informasi Pesaing

Responsibility for the Company's Data, Information and Assets

Commitment to secrets is a commitment to protect many interests.

- Data and Information Confidentiality
- Protection of the Company's Assets
- Accounting and Financial Reporting
- Archive Management

BUSINESS ETHICS

Commitment to Stakeholders

The Company has the concern and commitment to continuously develop long-term mutually beneficial relationships with stakeholders.

- Commitment to Shareholders
- Commitment to Employees
- Commitment to Subsidiaries
- Commitment to Goods/Services Providers
- Commitment to the Government as Regulator
- Commitment to Investors, Creditors and Banks
- Commitment to Health, Safety, Security (K3) and Environmental Protection
- Commitment to Surrounding Communities and Social Responsibility

Fair Competition

The Company supports fair business competition that drives business Performance and creativity to provide the best for customers and stakeholders.

- Fair business competition
- Process of Procurement of Goods/Services Provider
- Competitor Information

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Kepatuhan Terhadap *Code of Conduct*

Code of Conduct Perusahaan berlaku bagi seluruh insan PIEP tanpa kecuali. Seluruh insan PIEP membuat pernyataan kepatuhan terhadap Kode Etik Perusahaan dan menandatangani Pernyataan Kepatuhan Tahunan setiap tahunnya, sebagai bentuk komitmen Perusahaan menjaga tata etika kerja dan etika bisnis yang tinggi, serta sebagai syarat kelanjutan masa bakti insan PIEP. Selain itu, Perusahaan secara rutin juga mensosialisasikan nilai-nilai kode etik kepada segenap insan PIEP.

Penyebarluasan *Code of Conduct*

Perusahaan terus melakukan penyebarluasan dan sosialisasi ke segenap Insan PIEP dan pihak-pihak berkepentingan lain. Bentuk kegiatan yang telah dilaksanakan, di antaranya melalui *broadcast email* untuk pekerja PIEP dan sebagai materi *induction* untuk pekerja baru.

Upaya Penerapan dan Penegakan *Code of Conduct*

Setiap insan PIEP berkewajiban untuk melaporkan kecurigaan maupun pelanggaran terhadap *Code of Conduct* melalui *Whistleblowing System* (WBS). Setiap laporan akan ditindaklanjuti oleh Subfungsi *Compliance*/Fungsi Internal Audit dan menyampaikan hasil kajian kepada Direksi. Perusahaan menetapkan sanksi bagi setiap pelanggaran terhadap ketentuan yang diatur dalam Pedoman Perilaku (COC). Bagi setiap pelaporan yang terbukti, manajemen menindaklanjuti serta pencegahan yang harus dilaksanakan oleh atasan langsung.

Selain itu juga terdapat mekanisme sanksi yang dijatuhkan sesuai dengan peraturan Perusahaan. Pihak yang dilaporkan dengan dugaan melakukan penyimpangan/pelanggaran *Code of Conduct* diberikan hak untuk melakukan pembelaan dan didengar pembelaannya oleh Direksi.

Jenis Sanksi Pelanggaran *Code of Conduct*

Perusahaan dan Pekerja dengan penuh tanggung jawab berkewajiban mempertahankan dan meningkatkan Disiplin serta mengembangkan rasa saling menghormati hak dan

Compliance With Code of Conduct

The Company's Code of Conduct applies to all PIEP employees without exception. All PIEP's personnel make a statement of compliance with the Company's Code of Conduct and sign an Annual Compliance Statement every year, as a form of the Company's commitment to maintain high work ethics and business ethics, as well as a condition for the continuing service period of PIEP's personnel. In addition, the Company routinely socializes the values of the code of conduct to all PIEP's personnel.

Dissemination of The Code of Conduct

The Company continues to disseminate and socialize information to all PIEP's Personnel and other interested parties. Forms of activities that have been carried out, including through email broadcast for PIEP's employees and as induction material for new employees.

Implementation and Enforcement of The Code of Conduct

Every PIEP'S employee is obliged to report suintericions or violations of the Code of Conduct through the Whistleblowing System (WBS). Each report will be followed up by the Compliance Sub-function/Internal Audit Function and submit the results of the review to the Board of Directors. The Company sets sanctions for any violations of the provisions stipulated in the Code of Conduct (COC). For every proven report, management follows up and the prevention must be carried out by the direct superi

In addition, there is also a sanction mechanism imposed in accordance with the Company's regulations. The party who is allegedly reported of violating the code of conduct is given the right to defend and its defense will be heard by the Board of Directors.

Type of Sanctions and Violations of The Code of Conduct

The Company and Employees with full responsibility are obliged to maintain and increase Discipline and develop mutual respect for the respective rights and obligations. In upholding

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

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kewajiban masing-masing. Dalam menegakkan Disiplin, Perusahaan memberikan arahan, bimbingan dan instruksi kepada atasan langsung Pekerja sesuai tingkatannya. Dalam rangka penegakan Disiplin atasan terlebih dahulu dapat melakukan pembinaan melalui teguran, dan surat peringatan sesuai tingkatannya (Surat Peringatan 1-Surat Peringatan 3).

Dalam hal pelanggaran disiplin yang dilakukan Pekerja termasuk dalam Pelanggaran Disiplin yang berakibat sanksi demosi dan PHK, maka Perusahaan dapat memberikan sanksi atas pelanggaran disiplin sesuai PP secara langsung tanpa melalui teguran dan surat peringatan secara berurutan, yang mekanismenya mengacu kepada peraturan perundang-undangan di bidang ketenagakerjaan.

Jumlah Pelanggaran dan Sanksi yang Diberikan

Selama tahun 2019, tidak terdapat pelanggaran terhadap Kode Etik (*Code of Conduct*) Perusahaan.

KEBIJAKAN GRATIFIKASI

Dalam upaya membentuk lingkungan instansi organisasi yang sadar dan terkendali dalam penanganan praktik gratifikasi sehingga prinsip keterbukaan dan akuntabilitas dalam menjalankan kegiatan operasional dan bisnis sehari-hari semakin terimplementasi, Perusahaan mengatur penanganan gratifikasi dalam Pedoman Gratifikasi, Penolakan, Penerimaan, Pemberian Hadiah Cinderamata, dan Hiburan (*Entertainment*) yang telah disahkan pada tahun 2016 (Pedoman Gratifikasi).

PENGELOLAAN PENGENDALIAN GRATIFIKASI

Insan Perusahaan wajib menolak pada kesempatan pertama apabila ditawarkan dan/atau diberikan hadiah/cinderamata dan hiburan (*Entertainment*) secara sopan dan santun serta melaporkannya kepada Unit Pengendali Gratifikasi (UPG) Perusahaan.

PENERIMAAN GRATIFIKASI

Insan Perusahaan dilarang menerima gratifikasi dari pihak ketiga baik atas inisiatif sendiri maupun orang lain, baik secara

Discipline, the Company provides direction, guidance and instructions to the direct superior of the Employees according to their level. In the context of enforcing Discipline, superiors can first provide guidance through reprimands, and warning letters according to their level (Warning Letter 1-Warning Letter 3).

In the case of disciplinary violations committed by Employees including Disciplinary Violations that result in demotion and layoff sanctions, the Company can impose sanctions for disciplinary violations in accordance with the Government Regulations directly without going through reprimands and warning letters in sequence, the mechanism of which refers to employment statutory regulations.

Number of Violations and Sanctions Granted

Throughout 2019, there were no violations of the Company's Code of Conduct.

GRATIFICATION POLICIES

In an effort to establish a conscious and controlled organizational environment in the handling of gratification practices so that the principles of openness and accountability in carrying out day-to-day operational and business activities are increasingly implemented, the Company regulates gratification handling in the Guidelines for Gratification, Rejection, Acceptance, Giving Souvenir Gifts and Entertainment which was ratified in 2016 (Gratification Guidelines).

GRATIFICATION HANDLING MANAGEMENT

The Company's personnel must refuse at the first opportunity if offered and/or given gifts/souvenirs and entertainment politely and courteous and report it to the Gratification Handling Unit (UPG) of the Company.

RECEIVING GRATUITIES

The Company's personnel are prohibited from receiving gratuities from third parties either on their own initiative

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langsung maupung tidak langsung. Dalam pelaksanaannya, seluruh insan Perusahaan dilarang untuk:

1. Menerima apapun dari pihak ketiga yang bersifat menyimpang dari ketentuan peraturan perundang-undangan dan peraturan Perusahaan yang berlaku.
2. Menerima parsel dalam bentuk apapun sehubungan dengan perayaan hari raya keagamaan.
3. Mengijinkan pihak ketiga memberikan sesuatu dalam bentuk apapun kepada insan Perusahaan, baik sendiri-sendiri maupun berkelompok, baik secara langsung maupun tidak langsung.
4. Menerima pengembalian dana/*refund* dan atau keuntungan yang bersifat pribadi, yang melebihi dan atau bukan merupakan haknya dari pihak manapun juga, termasuk tapi tidak terbata dari pihak ketiga, hotel dan restoran/rumah makan, sehubungan dengan pekerjaan dan/atau tugas kedinasan.
5. Bersikap diskriminatif dan tidak adil untuk memenangkan penyedia barang/ajasa dan/atau rekanan mitra kerja tertentu dengan maksud untuk menerima imbalan jasa dari pihak-pihak dimaksud untuk dinikmati secara sendiri-sendiri dan/atau bersama-sama dengan insan Perusahaan lainnya.

PEMBERIAN GRATIFIKASI

Seluruh insan Perusahaan dilarang memberi gratifikasi kepada pihak ketiga baik secara langsung maupun tidak langsung. Dalam pelaksanannya, seluruh insan Perusahaan dilarang untuk:

1. Menjanjikan, menawarkan atau memberikan gratifikasi kepada pihak ketiga secara menyimpang dari ketentuan yang telah diatur dalam Pedoman Gratifikasi.
2. Menyuap atau memberikan sesuatu dalam bentuk apapun kepada pihak ketiga termasuk tapi tidak terbatas pada pejabat instansi lain dengan maksud untuk mempengaruhi pengambilan keputusan.

or others, both directly and indirectly. In practice, all of the Company's personnel are prohibited from:

1. Accepting anything from third parties that deviate from the provisions of the applicable statutory regulations and the Company's regulations.
2. Receiving parcels in any form in connection with the celebration of religious holidays.
3. Allowing third parties to give something in any form to the personnel of the Company, both individually and in groups, both directly and indirectly.
4. Receiving a refund/or personal benefit which exceeds and/or not the rights of any party, including but not limited to third parties, hotels and restaurants/diner in connection with official works and/or duties.
5. Being discriminatory and unfair to win certain goods/service providers and/or working partners with a view to receive compensation for services from the parties referred to be enjoyed individually and/or together with other personnels of the Company.

GRANTING GRATUITIES

All of the Company's personnels are prohibited from granting gratuities to third parties, directly or indirectly. In doing so, all employees of the Company are prohibited from:

1. Promising, offering or giving gratuities to third parties in violation of the provisions stipulated in the Gratification Guidelines.
2. Bribing or giving something in any form to third parties including but not limited to officials of other agencies with a view to influence the decision making.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

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3. Memberi sesuatu dalam bentuk apapun kepada pihak ketiga, termasuk pada mitra kerja, penyedia barang dan jasa secara menyimpang dari ketentuan yang telah diatur dalam Pedoman Gratifikasi.
4. Memberi parsel dalam bentuk apapun kepada sesama insan Perusahaan sehubungan dengan perayaan hari raya keagamaan dengan menggunakan harta/dana/fasilitas Perusahaan.
5. Memberi bantuan kepada pihak ketiga dengan menggunakan harta/dana/fasilitas Perusahaan untuk dan atas nama pribadi.
6. Memberi sesuatu dalam bentuk apapun kepada sesama insan Perusahaan dan/atau pihak ketiga yang tidak sesuai dengan kaidah agama, norma kesusilaan dan ketentuan dalam Pedoman Gratifikasi.
7. Memberi sesuatu dalam bentuk apapun kepada sesama insan Perusahaan dan/atau pihak ketiga yang merupakan *asset*/harta/fasilitas milik Perusahaan tanpa terdokumentasi dan tidak dapat dipertanggungjawabkan.

PEMBERIAN GRATIFIKASI ATAS PERMINTAAN

Seluruh insan Perusahaan dilarang memberi gratifikasi kepada pihak ketiga, baik secara langsung maupun tidak langsung, yang dilakukan karena adanya permintaan dari pihak ketiga tersebut.

Pengelola Pelaporan Gratifikasi

Seluruh insan Perusahaan wajib membuat laporan atas penolakan, penerimaan, dan pemberian gratifikasi melalui *Compliance Online System*.

SOSIALISASI KEBIJAKAN GRATIFIKASI

PIEP melakukan sosialiasi kebijakan terkait gratifikasi melalui *digital broadcast* secara berkala dan *standing banner* di kantor pusat dan lapangan.

3. Giving something in any form to third parties, including partners, suppliers of goods and services in violation of the provisions stipulated in the Gratification Guidelines.
4. Giving parcels in any form to fellow employees of the Company in connection with the celebration of religious holidays using the Company's assets/funds/facilities.
5. Providing assistance to third parties using the Company's assets/funds/facilities for and on behalf of individuals.
6. Giving something in any form to fellow employees of the Company and/or third parties that are not in accordance with religious rules, moral norms and provisions in the Gratification Guidelines.
7. Giving something in any form to fellow members of the Company and/or third parties which are assets/facilities of the Company without being documented and cannot be accounted for.

GRANTING GRATUITIES UPON REQUEST

All of the Company's personnels are prohibited from granting gratuities to third parties, either directly or indirectly, which are carried out upon requests from the third parties.

Gratification Reporting Manager

All of the Company's personnel are required to make reports of rejection, acceptance and gratification through online compliance system.

GRATIFICATION POLICIES SOCIALIZATION

PIEP disseminates policies related to gratification through regular digital broadcasts and standing banners at head office and in the fields.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

LAPORAN GRATIFIKASI TAHUN 2019

Selama tahun 2019, tidak terdapat laporan penerimaan, pemberian dan permintaan gratifikasi.

WHISTLEBLOWING SYSTEM

Sebagai bentuk komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik, PIEP menerapkan mekanisme *Whistleblowing System* (WBS) sebagai sarana penyampaian pelanggaran secara rahasia baik oleh pekerja maupun pimpinan Perusahaan. Mekanisme WBS PIEP diatur dalam Tata Kerja Organisasi Pengelolaan *Whistleblowing System* (WBS) yang telah disahkan pada tahun 2016.

PENGELOLAAN WHISTLEBLOWING SYSTEM

Penyampaian Laporan Pelanggaran

Pelapor membuat pengaduan/penyingkapan dan mengirimkannya melalui sarana/media sebagai berikut:

Telepon: +62 855 9950 013
SMS/WA: +62 855 9950 013
Email: wbs.piep@pertamina.com
Mailbox: Pertamina Clean PO BOX 2600 JKP 10026

Perlindungan bagi *Whistleblower*

Kerahasiaan yang terjamin bagi *whistleblower* yaitu:

1. Identitas Pelapor
2. Perlindungan terhadap Pelapor dari segala bentuk ancaman, intimidasi, hukuman ataupun tindakan tidak menyenangkan dari pihak manapun selama Pelapor menjaga kerahasiaan kasus yang diadukan kepada pihak manapun.

2019 GRATIFICATION REPORT

Throughout 2019, there were no reports of receipts, grants and requests for gratification.

WHISTLEBLOWING SYSTEM

As a form of commitment to the implementation of Good Corporate Governance, PIEP applies the Whistleblowing System (WBS) mechanism as a means of delivering confidential violations by both employees and leaders of the Company. The WBS mechanism of PIEP is regulated in the Organizational Structure of the Whistleblowing System (WBS) Management which was approved in 2016.

WHISTLEBLOWING SYSTEM MANAGEMENT

Submission of Violation Reports

Whistleblower makes complaints/disclosures and submits them through the means/media as follows:

Telephone: +62 855 9950 013
SMS/WA: +62 855 9950 013
Email: wbs.piep@pertamina.com
Mailbox: Pertamina Clean PO BOX 2600 JKP 10026

Protection for Whistleblower

Confidentiality guaranteed for whistleblowers, namely:

1. Identity of Whistleblowers
2. Protection for Whistleblowers from all forms of threats, intimidation, punishment or unpleasant actions from any parties as long as the Whistleblowers maintain the confidentiality of the case complained to any parties.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Jenis Pelanggaran Yang Dapat Dilaporkan

Jenis pelanggaran yang dapat dilaporkan terdiri dari:

1. Kecurangan
2. Suap
3. Gratifikasi
4. Benturan Kepentingan
5. Pencurian
6. Melanggar hukum dan peraturan Perusahaan

Pengelola Laporan Pelanggaran

Pihak yang memiliki kewenangan untuk menindaklanjuti laporan pengaduan/penyingkapan berdasarkan kategori terlapor adalah fungsi Internal Audit. Pengelola WBS membuat laporan secara periodik kepada Presiden Direktur yang terdiri dari jumlah pengaduan/penyingkapan, kategori pengaduan/penyingkapan dan saluran yang digunakan oleh Pelapor.

Types of Violations That Can Be Reported

Types of violations that can be reported consist of:

1. Fraud
2. Bribes
3. Gratification
4. Conflicts of Interest
5. Theft
6. Violating the Company's laws and regulations

Violations Reporting Manager

The party who has the authorities to follow-up on complaints/disclosure reports based on the reported category is an Internal Audit function. The manager of WBS makes periodic reports to the President Director which consists of the number of complaints/disclosures, categories of complaints/disclosures and channels used by the Whistleblowers.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Alur Bagan Penanganan Pelaporan Pelanggaran

Flow Chart for Handling Violations Reporting

Pelapor membuat pengaduan/ penyingkapan dan mengirimkannya melalui media pelaporan yang ada (telepon/HP/email).
Whistleblower makes a complaint/disclosure and sends it through the existing reporting media (telephone/cellphone/email).

▼

Laporan diterima oleh pengelola WBS, untuk kemudian dicatat dan dilakukan penelaahan awal. Hasilnya kemudian dituangkan dalam Berita Acara penelaahan awal guna menentukan tindak lanjut.
The report is received by the WBS Manager and is then recorded and the initial review is carried out. The results are then documented in the initial review minutes to determine follow-up.

TIDAK MEMENUHI KRITERIA
Doesn't fulfil criteria → **Pengaduan ditutup**
Complaint closed

▼

Apabila memenuhi kriteria, fungsi *Compliance* melakukan pulbaket dan membuat resume, kemudian dipresentasikan kepada Presiden Direktur.
If the report fulfils the criteria, the Compliance function gathers all the relevant data and creates a resume, then presents it to the President Director.

▼

Presiden Direktur memutuskan tindak lanjut atas resume yang dipresentasikan. Apabila pengaduan/penyingkapan terkait dengan citra/reputasi Perusahaan dan atau menimbulkan kerugian yang besar, maka akan diteruskan ke fungsi *Compliance* .
The President Director decides the follow-up on the resume presented. If the complaint/disclosure is related to the Company's image/reputation and/or causes a large loss, it will be forwarded to the Compliance function.

TIDAK MEMENUHI KRITERIA
Doesn't fulfil criteria → **Pengaduan ditutup**
Complaint closed

▼

Fungsi *Compliance* melakukan pemeriksaan awal berdasarkan pengaduan/penyingkapan, kemudian menginformasikan/melaporkan kepada Presiden Direktur.
The Compliance function conducts an initial inspection based on complaints/disclosures, then informs/reports it to the President Director.

Presiden Direktur memutuskan hal-hal sebagai berikut :
President Director decides on the following:

▼

Jika tidak terbukti, maka laporan pengaduan/ penyingkapan ditutup.
If it is unproven, the complaint/ disclosure report is closed.

Jika terbukti dan terkait dengan tindakan administratif, maka menginformasikan untuk memberikan sanksi sesuai ketentuan yang berlaku pada fungsi Human Resources
If proven and is related to admistrative actions, the sanctions levied in accordance with the applicable provisions that apply to the Human Resources function will be informed.

Jika terdapat indikasi kuat adanya korupsi/suap/kecurangan/gratifikasi, maka berkoordinasi dengan fungsi investigasi internal Audit Korporat guna dilakukan pemeriksaan lebih lanjut (investigasi).
If there are strong indications of corruption/bribery/fraud/gratuity, then coordinate with the Corporate Internal Audit Investigation function to carry out further investigations.

▼

Presiden Direktur memonitor pelaksanaan dan tindak lanjut atas hasil investigasi yang dilakukan fungsi Internal Audit Korporat.
The President Director monitors the implementation and follow-up of investigation results conducted by the Corporate Internal Audit function.

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

SOSIALISASI *WHISTLEBLOWING SYSTEM*

Sosialisasi WBS kepada seluruh pekerja dilakukan melalui *online induction* dan *standing banner* di kantor PIEP.

JUMLAH PENGADUAN DAN SANKSI/TINDAK LANJUT ATAS PENGADUAN DI TAHUN 2019

Selama tahun 2019, tidak terdapat pengaduan melalui *whistleblowing system*.

WHISTLEBLOWING SYSTEM SOCIALIZATION

WBS socialization to all new employees was conducted through online induction and standing banners at the PIEP's office.

NUMBER OF COMPLAINTS AND SANCTIONS/FOLLOW-UPS FOR COMPLAINTS IN 2019

Throughout 2019, there were no complaints through the whistleblowing system.

KEBIJAKAN KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Kebijakan keberagaman komposisi Dewan Komisaris dan Direksi Perusahaan diatur dalam Anggaran Dasar yang mengatur bahwa Dewan Komisaris dan Direksi wajib memenuhi persyaratan integritas dan keahlian. Dalam penetapan anggota Dewan Komisaris dan Direksi, PIEP senantiasa berupaya agar komposisi Dewan Komisaris dan Direksi memiliki keberagaman. Keberagaman komposisi menyesuaikan dengan kebutuhan dan kompleksitas Perusahaan sehingga diharapkan dalam pengembangan maupun penyelesaian terhadap suatu permasalahan dapat

DIVERSITY POLICY OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The diversity policy for the composition of the Company's Board of Commissioners and Board of Directors is stipulated in the Articles of Association which stipulates that the Board of Commissioners and Board of Directors must meet the requirements of integrity and expertise. In determining the members of the Board of Commissioners and Board of Directors, PIEP always strives for the diversity of the composition of the Board of Commissioners and Board of Directors. The diversity of the composition adjusts to the needs and complexity of the Company so that it is expected that the

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

dipertimbangkan dari berbagai perspektif pendidikan, kompetensi serta pengalaman yang dimiliki.

development and resolution of issues can be considered from various perspectives on education, competencies and experiences.

KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS

Keberagaman komposisi Dewan Komisaris berdasarkan usia, jenis kelamin, pendidikan, pengalaman kerja, serta keahlian dapat dilihat pada tabel di bawah ini.

COMPOSITION DIVERSITY OF THE BOARD OF COMMISSIONERS

Diversity in the composition of the Board of Commissioners based on age, gender, education, job experience and expertise can be seen in the table below.

Tabel Keberagaman Komposisi Dewan Komisaris
Table Composition Diversity of the Board of Commissioners

Nama Name	**Jabatan** Position	**Usia** Age	**Jenis Kelamin** Gender	**Pendidikan** Education	**Pengalaman Kerja** Education	**Keahlian** Expertise
Heru Setiawan	Komisaris Utama President Commissioner	55 Tahun 55 years old	Laki-laki Male	• Sarjana Teknik Mesin • Master of Business Administration, Energy Management • Bachelor of Mechanical Engineering • Master of Business Administration, Energy Management	Memiliki pengalaman kerja di bidang pertambangan minyak dan gas Has job experience in the field of oil and gas mining	Teknik Mesin Mechanical Engineering
Satry Nugraha*	Komisaris Commissioner	60 Tahun 60 years old	Laki-laki Male	• Sarjana Hukum • Master of Laws (LL.M) • Bachelor of Laws • Master of Laws (LL.M)	Memiliki pengalaman kerja di bidang Energi dan Sumber Daya Mineral Has job experience in the field of energy and mineral resources	*Corporate Governance, Strategic Management* dan *Legal* Corporate Governance, Strategic Management and Legal
Harya Adityawarman**	Komisaris Commissioner	56 Tahun 56 years old	Laki-laki Male	Sarjana Teknik Perminyakan Bachelor of Petroleum Engineering	Memiliki pengalaman kerja di bidang pertambangan minyak dan gas Has job experience in the field of oil and gas mining	Perencanaan, penyusunan dan pengelolaan SDM, *Risk Management.* Planning, preparation, and management of HR, Risk Management.
Tanudji Darmasakti***	Komisaris Commissioner	56 Tahun 56 years old	Laki-laki Male	Sarjana Teknik Kimia Bachelor of Chemical Engineering	Memiliki pengalaman kerja di bidang Energi dan Sumber Daya Mineral Has job experience in the field of energy and mineral resources	Teknik Kimia Chemical Engineering

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tabel Keberagaman Komposisi Dewan Komisaris
Table Composition Diversity of the Board of Commissioners

Nama Name	**Jabatan** Position	**Usia** Age	**Jenis Kelamin** Gender	**Pendidikan** Education	**Pengalaman Kerja** Education	**Keahlian** Expertise
Charles P. Siallagan***	Komisaris Commissioner	53 Tahun 53 years old	Laki-laki Male	• Sarjana Teknik Jurusan Teknik Gas dan Petrokimia • Master dari MS Petroleum & Geo*system* Engineering • Bachelor of Engineering majoring in Gas and Petrochemical Engineering • Master Degree from MS Petroleum & Geosystem Engineering	Memiliki pengalaman kerja di bidang pertambangan minyak dan gas Has job experience in the field of oil and gas mining	Teknik Gas dan Petrokimia Gas and Petrochemical Engineering
Jumali****	Komisaris Commissioner	53 Tahun 53 years old	Laki-laki Male	Sarjana Ekonomi Bachelor of Economics	Memiliki pengalaman kerja di bidang pertambangan minyak dan gas Has job experience in the field of oil and gas mining	*Marketing Management*

*Berhenti menjabat sejak tanggal 27 Agustus 2019
**Mulai menjabat sejak tanggal 27 Agustus 2019
***Berhenti menjabat sejak tanggal 1 November 2019
****Mulai menjabat sejak tanggal 1 November 2019

*Stop serving since August 27, 2019
**Start serving since August 27, 2019
***Stop serving since November 1, 2019
****Start serving since November 1, 2019

KEBERAGAMAN KOMPOSISI DIREKSI

Keberagaman komposisi Direksi berdasarkan usia, jenis kelamin, pendidikan, pengalaman kerja, serta keahlian dapat dilihat pada tabel di bawah ini.

COMPOSITION DIVERSITY OF THE BOARD OF DIRECTORS

Composition diversity of the Board of Directors based on age, gender, education, job experience and expertise can be seen in the table below.

Tabel Keberagaman Komposisi Direksi
Table Composition Diversity of the Board of Directors

Nama Name	**Jabatan** Position	**Usia** Age	**Jenis Kelamin** Gender	**Pendidikan** Education	**Pengalaman Kerja** Education	**Keahlian** Expertise
Denie S. Tampubolon	Presiden Direktur President Director	55 Tahun 55 years old	Laki-laki Male	Sarjana Teknik Geodesi Bachelor of Geodesy Engineering	Memiliki pengalaman kerja di bidang pertambangan minyak dan gas Has job experience in the field of oil and gas mining	Teknik Geodesi Geodesy Engineering

STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Tabel Keberagaman Komposisi Direksi
Table Composition Diversity of the Board of Directors

Nama Name	**Jabatan** Position	**Usia** Age	**Jenis Kelamin** Gender	**Pendidikan** Education	**Pengalaman Kerja** Education	**Keahlian** Expertise
Aris Mulya Azof	Direktur Keuangan dan Komersial Director Finance and Commercial	50 Tahun 50 years old	Laki-laki Male	• Sarjana Teknik Perminyakan • Master of Petroleum Engineering • Sarjana Ekonomi Manajemen • Bachelor of Petroleum Engineering • Master of Petroleum Engineering • Bachelor of Economics in Management	Memiliki pengalaman kerja di bidang keuangan dan *investor relation* Has job experience in the field of finance and investor relations	Teknik Perminyakan dan Manajemen Petroleum Engineering and Management
Djoko Nugroho Imanhardjo*	Direktur Eksplorasi dan Produksi Director Exploration and Production	56 Tahun 56 years old	Laki-laki Male	• Sarjana Teknik Geologi • Master Geologi • Bachelor of Geological Engineering • Master of Geology	Memiliki pengalaman kerja di bidang pertambangan minyak dan gas Has job experience in the field of oil and gas mining	Teknik Geologi Geological Engineering
Noor Syarifuddin**	Direktur Eksplorasi dan Produksi Director Exploration and Production	54 Tahun 54 years old	Laki-laki Male	• Sarjana Geologi • Master of Applied Science • Bachelor of Geology • Master of Applied Science	Memiliki pengalaman kerja di bidang Geologi Has job experience in the field of geology	Teknik Geologi Geological Engineering

*Berhenti menjabat sejak tanggal 4 Maret 2019
**Mulai menjabat sejak tanggal 26 September 2019

*Stop serving since March 4, 2019
**Start serving since September 26, 2019

PENYAMPAIAN LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

SUBMISSION OF REPORT ON ASSETS OF STATE OFFICIALS (LHKPN)

Penyampaian LHKPN merupakan kewajiban berdasarkan Undang-undang, sebagaimana tercantum dalam Undang-undang Nomor 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme. Kewajiban penyampaian LHKPN dilakukan oleh penyelenggara negara yang mempunyai peranan yang sangat menentukan untuk mencapai cita-cita masyarakat yang adil dan makmur sebagaimana tercantum dalam Undang-Undang Dasar 1945.

Wajib Lapor LHKPN di PIEP adalah sebagai berikut:

1. Direksi
2. Komisaris yang bukan Pekerja Tugas Perbantuan
3. Vice President/setara
4. Manajer/setara

LHKPN wajib dibuat dan dilaporkan pada saat:

1. Pertama kali menjabat;
2. Pengangkatan kembali sebagai Wajib Lapor setelah berakhirnya masa jabatan atau pension.
3. Berakhirnya masa jabatan atau pensiun.

Pada tahun pelaporan 2019, PIEP menetapkan jumlah Wajib Lapor sebanyak 37 (tiga puluh tujuh) orang, dengan tingkat kepatuhan pelaporan LHKPN sebesar 83,78%.

Submission of LHKPN is an obligation based on the Law, as stated in Law No. 28 Year 1999 on Clean State Organizations and Freedom from Corruption, Collusion and Nepotism. The obligation to submit LHKPN is carried out by state officials who have a very decisive role in achieving the ideals of a fair and prosperous community as stated in the 1945 Constitution.

Compulsory Reporter of LHKPN at PIEP is as follows:

1. Board of Directors
2. Commissioners who are not as a Supporting Duty Official
3. Vice President/equivalent
4. Manager/equivalent

LHKPN must be made and reported when:

1. First served.
2. Reappointment as a Compulsory Reporter after the end of the term of office or pension.
3. The end of term of service or pension.

In the 2019 reporting year, PIEP set the number of Compulsory Reporters of 37 (thirty-seven) people, with LHKPN reporting compliance rate of 83.78%.

GOOD CORPORATE GOVERNANCE ASSESSMENT

GOOD CORPORATE GOVERNANCE ASSESSMENT

PIEP melakukan penilaian implementasi GCG secara berkelanjutan sebagai bentuk komitmen Perusahaan dalam rangka memperkuat penerapan tata kelola Perusahaan yang baik. Penilaian ini juga bertujuan untuk:

1. Menguji dan menilai penerapan GCG melalui elaborasi kondisi penerapan GCG dan pembandingan dengan indikator dan parameter pengujian yang telah ditentukan.
2. Memberikan gambaran hasil pengukuran melalui pemberian nilai atas penerapan GCG, berikut rekomendasi perbaikan yang diusulkan, guna mengurangi kesenjangan antara tataran praktik dengan indikator dan parameter pengujian.
3. Memantau konsistensi penerapan GCG di lingkungan organisasi Perusahaan, serta untuk memperoleh masukan demi penyempurnaan dan pengembangan kebijakan GCG.
4. Mendorong pengelolaan Perusahaan yang semakin profesional, transparan, dan efisien, serta memberdayakan fungsi dan meningkatkan kemandirian organ Perusahaan.

PIEP conducts an assessment of GCG implementation on an ongoing basis as a form of the Company's commitment to strengthen the implementation of good corporate governance. This assessment also aims to:

1. Test and assess the implementation of GCG through the elaboration of GCG implementation conditions and comparison with predetermined test indicators and parameters.
2. Provide an overview of the results of measurements by giving a value on the implementation of GCG, along with recommendations for proposed improvements, in order to reduce the gap between the level of practice with test indicators and parameters.
3. Monitor the consistency of GCG implementation in the Company's organizational environment, and to obtain input for the improvement and development of GCG policies.
4. Encourage a more professional, transparent and efficient management of the Company, and empower functions and increase the independence of the Company's organs.

KRITERIA PENILAIAN

Parameter penilaian GCG yang digunakan merujuk kepada Surat Keputusan Menteri BUMN Nomor: SK-16/MBU/2012. Penilaian dilakukan terhadap 6 (enam) aspek, meliputi:

1. Komitmen terhadap penerapan tata kelola Perusahaan yang baik secara berkelanjutan
2. Pemegang Saham dan RUPS/Pemilik Modal
3. Dewan Komisaris/Dewan Pengawas
4. Direksi
5. Pengungkapan informasi dan transparansi
6. Aspek lainnya

ASSESSMENT CRITERIA

The GCG assessment parameters used refer to the Ministry of SOEs Decree No. SK-16/MBU/2012. The assessment is carried out on 6 (six) aspects, including:

1. Commitment towards the implementation of good corporate governance in a sustainable manner
2. Shareholders and GMS/Capital Owners
3. Board of Commissioners/Supervisory Board
4. Board of Directors
5. Disclosure of information and transparency
6. Other aspects

GOOD CORPORATE GOVERNANCE ASSESSMENT

GOOD CORPORATE GOVERNANCE ASSESSMENT

PIHAK YANG MELAKUKAN *ASSESSMENT*

Pada tahun 2019, Perusahaan telah melaksanakan GCG *Assessment* untuk tahun buku 2018. Penilaian GCG *Assessment* dilakukan oleh pihak independen yaitu PT Multi Utama Indojasa.

ASSESSORS

In 2019, the Company has conducted a GCG Assessment for the 2018 fiscal year. The GCG Assessment scoring was conducted by an independent party, PT Multi Utama Indojasa.

SKOR PENILAIAN

Skor penilaian GCG *Assessment* selama tahun buku 2016-2019 adalah sebagai berikut.

ASSESSMENT SCORES

The GCG Assessment scores throughout the fiscal years of 2016-2019 are as follows.

Tabel Hasil GCG *Assessment*
Table GCG Assessment Scores

Tahun Buku *Assessment* GCG GCG Assessment Fiscal Year	**Skor *Assessment* GCG** GCG Assessment Score	**Kategori** Category	**Pelaksana** Assessor
2019	85,139	Baik Good	PT Bumi Pertiwi Mandiri
2018	81,579	Baik Good	PT Multi Utama Indojasa
2017	75,308	Cukup Baik Fairly Good	PT Multi Utama Indojasa
2016	75,709	Baik Good	PT Sinergi Daya Prima

Hasil GCG *Assessment* untuk tahun buku 2018 dan 2019 adalah sebagai berikut.

The results of GCG Assessment for fiscal years of 2018 and 2019 are as follows.

Aspek Pengujian/ Indikator/ Parameter Testing/Indicator/ Parameter Aspects	**Skor Assessment 2019** 2019 Assessment Score				**Skor Assessment 2018** 2019 Assessment Score			
	Bobot Weight	**Nilai** Score	**Capaian%** Achievement%	**Klasifikasi Kualitas Penerapan** GCG Quality Classification	**Bobot** Weight	**Nilai** Score	**Capaian%** Achievement%	**Klasifikasi Kualitas Penerapan GCG** GCG Quality Classification
Komitmen terhadap penerapan tata kelola Perusahaan yang baik secara berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7.000	6.664	95.197	Sangat Baik Excellent	7.000	6.708	95.834	Sangat Baik Excellent
Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/ Capital Owners	9.000	8.510	94.552	Sangat Baik Excellent	9.000	8.091	89.903	Sangat Baik Excellent

GOOD CORPORATE GOVERNANCE ASSESSMENT

GOOD CORPORATE GOVERNANCE ASSESSMENT

Aspek Pengujian/ Indikator/ Parameter Testing/Indicator/ Parameter Aspects	Skor Assessment 2019 2019 Assessment Score				Skor Assessment 2018 2019 Assessment Score			
	Bobot Weight	**Nilai** Score	**Capaian%** Achievement%	**Klasifikasi Kualitas Penerapan** GCG Quality Classification	**Bobot** Weight	**Nilai** Score	**Capaian%** Achievement%	**Klasifikasi Kualitas Penerapan GCG** GCG Quality Classification
Dewan Komisaris/ Dewan Pengawas Board of Commissioners/ Supervisory Board	35.000	30.935	88.386	Sangat Baik Excellent	35.000	31.207	89.162	Sangat Baik Excellent
Direksi Board of Directors	35.000	32.618	93.195	Sangat Baik Excellent	33.755	29.104	85.046	Sangat Baik Excellent
Pengungkapan informasi dan Transparansi Disclosure of Information and Transparency	9.000	6.412	71.246	Cukup Baik Fairly Good	9.000	6.468	71.870	Cukup Baik Fairly Good
Aspek lainnya Other Aspects	5.000	-	-	-	5.000	-	-	-
Total Skor Total Score	**100.000**	**85.139**	**85.139**	**Baik** Good	**99.222**	**81.579**	**82.219**	**Baik** Good

REKOMENDASI DAN TINDAKLANJUTNYA

Rekomendasi dan tindaklanjut atas penilaian GCG tahun buku 2018 adalah sebagai berikut.

RECOMMENDATIONS AND FOLLOW-UPS

Recommendations and follow-ups on the GCG assessment for fiscal year 2018 are as follows.

No.	Rekomendasi Recommendations	Tindak Lanjut Follow-Ups
ASPEK I ASPECT I	**KOMITMEN TERHADAP PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK SECARA BERKELANJUTAN PT BUMI PERTIWI MANDIRI** COMMITMENT TO SUSTAINABLE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE	
1	Seluruh pekerja melakukan pengisian pernyataan komitmen insan PIEP terkait CoC dalam GCG *Online System* pada Portal Perusahaan secara berkala. All employees fill out the commitment statement of PIEP's personnels regarding CoC in the GCG Online System on the Company's Portal on a regular basis.	Telah dilakukan sosialisasi secara berkala kepada seluruh pekerja untuk memberikan pernyataan terkait COC dalam GCG *online system*. Socialization has been carried out on a regular basis to all employees to provide statements regarding COC in the GCG online system.
2	Mendorong pemahaman seluruh Dewan Komisaris, Direksi, Organ Dewan Komisaris dan Pekerja terhadap GCG Code dan CoC. Encourage understanding of the entire Board of Commissioners, Board of Directors, Organs of the Board of Commissioners and Employees regarding the GCG Code and CoC.	Telah dilakukan sosialisasi melalui *broadcast email* maupun *standing banner*, serta pemberian opini hukum. Socialization has been carried out through email broadcast and standing banners, as well as providing legal opinions.
3	Seluruh pejabat wajib lapor LHKPN mampu menyusun LHKPN secara tepat waktu. All LHKPN compulsory reporter officials able to prepare LHKPN in a timely manner.	Telah diberikan *reminder* secara berkala dan layanan panduan pengisian LHKPN. Has been provided a periodic reminder and LHKPN filling guide services.
4	Seluruh pejabat wajib lapor LHKPN mematuhi kewajiban penyampaian LHKPN secara tepat waktu. All LHKPN compulsory reporter officials comply with the obligation to submit LHKPN in a timely manner.	Telah dilakukan sosialisasi untuk melakukan penyampaian LHKPN secara tepat waktu. Socialization has been carried out to submit LHKPN in a timely manner

GOOD CORPORATE GOVERNANCE ASSESSMENT

GOOD CORPORATE GOVERNANCE ASSESSMENT

No.	**Rekomendasi** Recommendations	**Tindak Lanjut** Follow-Ups
5	Mengesahkan draft kebijakan gratifikasi yang telah memuat terkait Komitmen Dewan Komisaris dan Direksi. To approve the gratification policy draft which contains the Commitments of the Board of Commissioners and Board of Directors.	Perusahaan telah memiliki Pedoman Gratifikasi, Penolakan, Penerimaan, Pemberian Hadiah Cinderamata dan Hiburan tahun 2016. Karena pada tahun 2019 terjadi perubahan struktur organisasi, maka saat ini sedang dilakukan proses pemutakhiran pedoman. The Company already has Guidelines for Gratification, Rejection, Acceptance, Giving Souvenir Gifts and Entertainment of 2016. Because in 2019 there was a change in the organizational structure, currently the process of updating the guidelines is being carried out.
6	Mendorong pemahaman seluruh Dewan Komisaris, Direksi, Organ Dewan Komisaris dan Pekerja terhadap Kebijakan gratifikasi. Encourage understanding of the entire Board of Commissioners, Board of Directors, Organs of the Board of Commissioners and Employees towards the gratification policy.	Telah dilakukan sosialisasi serta telah memasukkan materi gratifikasi sebagai bagian dari *induction* kepada pekerja baru melalui aplikasi *online* ruang kerja. Socialization has been carried out and gratification has been included as part of induction to new employees through the workspace online application.
7	Mengesahkan draft kebijakan mengenai pelaporan atas dugaan penyimpangan pada Perusahaan (*Whistleblowing System*) terkait kewajiban untuk melakukan pelaporan atas pelanggaran. To approve the policy draft on reporting of alleged irregularities in the Company (Whistleblowing System) related to the obligation to report violations.	Perusahaan telah memiliki Tata Kerja Organisasi Pengelolaan *Whistleblowing System* (WBS) tahun 2016. Karena pada tahun 2019 terjadi perubahan struktur organisasi, maka saat ini sedang dilakukan proses pemutakhiran pedoman. The Company has had a Organization Structure of Whistleblowing System Management (WBS) in 2016. Because in 2019 there was a change in the organizational structure, currently the process of updating the guidelines is being carried out.
ASPEK II ASPECT II	**PEMEGANG SAHAM DAN RUPS** SHAREHOLDERS AND GMS	
1	Pemegang Saham menetapkan ketentuan yang dimuat dalam Anggaran Dasar PIEP/Pedoman pengelolaan Anak Perusahaan dan Perusahaan Patungan/Peraturan lainnya mengenai peraturan/mekanisme pengunduran diri dari jabatan rangkap atau jabatan anggota Direksi yang paling lambat 30 (tiga puluh) hari sejak terjadinya perangkapan jabatan tersebut. Shareholders determine the provisions contained in the Articles of Association of PIEP/Guidelines for the management of Subsidiaries and Joint Ventures/Other Regulations on regulations/mechanism of resignation from concurrent positions or the positions of members of the Board of Directors no later than 30 (thirty) days after the occurrence of concurrent positions.	Akan ditindaklanjuti dengan memutakhirkan Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*). Will be followed up by updating the Code of Corporate Governance.
2	Jumlah Dewan Komisaris maksimal sama dengan jumlah anggota Direksi. The maximum number of the Board of Commissioners is the same as the number of members of the Board of Directors.	Sudah dilaksanakan Jumlah Dewan Komsaris telah sama dengan jumlah anggota Direksi. Has been implemented the number of the Board of Commissioners is equal to the number of Board of Directors.
3	RUPS/Pemegang Saham menetapkan anggota Komisaris Independen mencapai 20% (dua puluh persen) dari anggota Dewan Komisaris eksplisit dengan memiliki kompetensi di bidang hukum dan administrasi. The GMS/Shareholders determine that the Independent Commissioner members reach 20% (twenty percent) of the members of the Board of Commissioners explicitly having competence in the legal and administrative fields.	Telah ditindaklanjut dengan penetapan anggota Komisaris yang diputuskan di internal Dewan Komisaris. Saat ini terdapat 1 (satu) dari 3 (tiga) Komisaris tidak berafiliasi dengan Pemegang Saham. Has been followed up with the determination of members of the Commissioners which have been decided internally by the Board of Commissioners. Currently, there is 1 (one) out of 3 (three) Commissioners who is not affiliated with the Shareholders.

GOOD CORPORATE GOVERNANCE ASSESSMENT

GOOD CORPORATE GOVERNANCE ASSESSMENT

No.	**Rekomendasi** Recommendations	**Tindak Lanjut** Follow-Ups
4	Pemegang Saham membuat ketentuan yang mengatur dan menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh dipegang oleh seorang anggota Dewan Komisaris. Shareholders make provisions that govern and determine the maximum number of positions a Board of Commissioners may hold by a member of the Board of Commissioners.	Penetapan rangkap jabatan telah diatur dalam Anggaran Dasar Perusahaan. Determination of concurrent positions has been regulated in the Company's Articles of Association.
5	RUPS memberikan pengesahan/persetujuan rancangan RKAP tepat waktu, yaitu dilaksanakan paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan. The GMS provides ratification/approval of the RKAP draft on time, which is held no later than 30 (thirty) days after the current fiscal year.	RUPS Pengesahan/persetujuan rancangan RKAP dilaksanakan bersamaan dengan RUPS Korporat (Pertamina Group). GMS Ratification/approval of the RKAP draft was carried out in conjunction with the Corporate GMS (Pertamina Group).
6	Menetapkan Kontrak Manajemen atau *Key Performance Indicators*/KPI Direksi yang memuat target kinerja kolegial (KPI Perusahaan) dan individu yang disahkan/disetujui oleh Pemegang Saham. Establish Management Contracts or Key Performance Indicators/KPIs of the Board of Directors which contain collegial Performance targets (Corporate KPIs) and individuals that are ratified/approved by the Shareholders.	Telah ditetapkan *Key Performance Indicators*/KPI Direksi yaitu: 1. *Group* KPI 2. *Division* KPI a. *Financial* b. *Operational Excellence* c. *Growth & Governance* Has been determined the Key Performance Indicators/KPIs of the Board of Directors, namely: 1. Group KPI 2. Division KPI a. Financial b. Operational Excellence c. Growth & Governance
7	Menetapkan Kontrak Manajemen atau *Key Performance Indicators*/KPI Dewan Komisaris yang memuat *indicator* atau target kinerja Dewan Komisaris yang disahkan/disetujui oleh Pemegang Saham. Determine the Management Contracts or Key Performance Indicators/KPIs of the Board of Commissioners which contain indicators or targets of the Board of Commissioners Performance that are ratified/approved by the Shareholders.	Telah ditetapkan KPI Dewan Komisaris sesuai dengan Program Kerja Dewan Komisaris. The KPIs of the Board of Commissioners have been determined in accordance with the Work Program of the Board of Commissioners.
8	Pendokumentasian penetapan Pemegang Saham atas nilai penghasilan Dewan Komisaris sesuai dengan pedoman yang ditetapkan. Document the determination of Shareholders on the income amount of the Board of Commissioners in accordance with established guidelines.	Telah dilakukan pendokumentasian penetapan Pemegang Saham atas nilai penghasilan Dewan Komisaris sesuai dengan pedoman yang ditetapkan dalam Risalah RUPS RUPS perihal Penyesuaian Remunerasi Direksi dan Dewan Komisaris Perusahaan Tahun Buku 2019 dan Tantiem Direksi dan Dewan Komiasris Tahun Buku 2018. The determination of Shareholders on the income amount of the Board of Commissioners has been documented in accordance with the guidelines set forth in the Minutes of GMS, GMS regarding the Adjustment of the Remuneration for the Board of Directors and Board of Commissioners of the Company for Fiscal Year 2019 and the Tantiem for the Board of Directors and Board of Commissioners of Fiscal Year 2018.

GOOD CORPORATE GOVERNANCE ASSESSMENT

GOOD CORPORATE GOVERNANCE ASSESSMENT

No.	**Rekomendasi** Recommendations	**Tindak Lanjut** Follow-Ups
9	Pendokumentasian penetapan Pemegang Saham atas nilai tantiem/insentif kinerja Dewan Komisaris dan Direksi sesuai dengan pedoman yang ditetapkan. Document the determination of Shareholders on the tantiem/ Performance incentives of the Board of Commissioners and Board of Directors in accordance with established guidelines.	Telah dilakukan pendokumentasian penetapan Pemegang Saham atas nilai tantiem/insentif kinerja Dewan Komisaris dan Direksi sesuai dengan pedoman yang ditetapkan dalam Risalah RUPS RUPS perihal Penyesuaian Remunerasi Direksi dan Dewan Komisaris Perusahaan Tahun Buku 2019 dan Tantiem Direksi dan Dewan Komiasris Tahun Buku 2018. The determination of Shareholders on the amount of tantiem/ Performance incentive for the Board of Commissioners and Board of Directors has been carried out in accordance with the guidelines set out in the Minutes of GMS regarding the Adjustment of the Remuneration for the Board of Directors and Board of Commissioners of Fiscal Year 2019 and the Tantiem of the Board of Directors and the Board of Commissioners of Fiscal Year 2018.
10	Mendokumentasikan penetapan KAP setelah keputusan RUPS Tahunan. Document the determination of the Public Accounting Firm after the Annual GMS resolutions.	Penetapan KAP telah didokumentasikan dalam Risalah RUPS Tahunan 2019. The determination of Public Accounting Firm has been documented in the Minutes of the 2019 Annual GMS.
11	Pendokumentasian hasil kegiatan Pemegang Saham dalam memberikan arahan, pembahasan dan evaluasi atas pelaksanaan Tata Kelola Perusahaan yang Baik pada Perusahaan. Document the results of Shareholders' activities in providing direction, discussion and evaluation of the implementation of Good Corporate Governance at the Company.	Arahan Pemegang Saham terkait tata kelola Perusahaan dilaksanakan dalam *event Town Hall Meeting* yang diselenggarakan setidaknya 1 (satu) tahun sekali. The directions of the Shareholders regarding corporate governance are carried out in the Town Hall Meeting event which was held at least once a year.
12	Pemegang Saham menindaklanjuti *area of improvement* yang dihasilkan dari *assessment* atas pelaksanaan Tata Kelola Perusahaan yang Baik pada Perusahaan. Shareholders follow up the area of improvement resulting from the assessment of the implementation of Good Corporate Governance in the Company.	Pemegang Saham menindaklanjut *area of improvement* yang ditunjukkan dengan peningkatan skor *assessment* GCG. Shareholders followed up on areas of improvement as indicated by an increase in GCG assessment scores.
ASPEK III DEWAN KOMISARIS ASPECT III BOARD OF COMMISSIONERS		
1	RKA Dewan Komisaris memuat anggaran untuk kegiatan pelatihan bagi Anggota Dewan Komisaris. The Company's Work Plan and Budget (RKA) of the Board of Commissioners contains a budget for training activities for Members of the Board of Commissioners.	RKA Dewan Komisaris belum mencantumkan anggaran untuk kegiatan pelatihan Anggota Dewan Komisaris. The Company's Work Plan and Budget of the Board of Commissioners has not included a budget for.
2	Melaksanakan program pelatihan/pembelajaran bagi Anggota Dewan Komisaris sesuai RKA Dewan Komisaris. Implement training/learning programs for Members of the Board of Commissioners in accordance with the RKA of the Board of Commissioners.	Dewan Komisaris telah melaksanakan program pelatihan. The Board of Commissioners has implemented a training program.
3	RKA Dewan Komisaris memuat anggaran pelaksanaan Rencana Kerja tersebut dan *indicator* kinerja utama serta target-targetnya. The RKA of the Board of Commissioners contains the budget for implementing the Work Plan and key performance indicators and targets.	RKA Dewan Komisaris memuat anggaran pelaksanaan Rencana Kerja tersebut dan indikator kinerja utama serta target-targetnya. The RKA of the Board of Commissioners contains the budget for implementing the Work Plan and key performance indicators and targets.

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4	Substansi pedoman Dewan Komisaris tentang informasi yang harus disediakan oleh Direksi, memuat: standar waktu penyampaian dan mekanisme penyampaian informasi tersebut. Substance of the guidelines for the Board of Commissioners regarding information that must be provided by the Board Directors contains: the standard time for submission and the mechanism for delivering the information.	Substansi pedoman Dewan Komisaris tentang informasi yang harus disediakan oleh Direksi saat ini masih dalam proses pemutakhiran. Substance of the guidelines for the Board of Commissioners regarding information that must be provided by the Board Directors is currently still in the process of being updated.
5	Mendokumentasikan telaah Dewan Komisaris terhadap rancangan RKAP. Document the Board of Commissioners' review on the RKAP draft.	Dewan Komisaris telah mendokumentasikan telaah terhadap rancangan RKAP. The Board of Commissioners has documented a review of the RKAP draft.
6	Mendokumentasikan pendapat dan saran Dewan Komisaris terhadap rancangan RKAP kepada RUPS untuk bahan pertimbangan keputusan RUPS. Document the opinions and suggestions of the Board of Commissioners regarding the RKAP draft to the GMS for consideration of the GMS decision.	Dewan Komisaris telah mendokumentasikan pendapat dan saran Dewan Komisaris terhadap rancangan RKAP kepada RUPS untuk bahan pertimbangan keputusan RUPS. The Board of Commissioners has documented the Board of Commissioners' opinions and suggestions on the RKAP draft to the GMS for consideration on the GMS resolutions..
7	Mendokumentasikan tanggapan Dewan Komisaris terhadap rancangan RKAP. Document the Board of Commissioners response to the RKAP draft.	Dewan Komisaris telah mendokumentasikan tanggapan Dewan Komisaris terhadap rancangan RKAP. The Board of Commissioners has documented the Board of Commissioners' response to the RKAP draft.
8	Rencana Kerja Dewan Komisaris memuat pengawasan dan pemberian nasihat terhadap kebijakan/rancangan sistem pengendalian internal dan pelaksanaannya. The Work Plan of the Board of Commissioners contains supervisory and advisory on policies/designs of the internal control system and its implementation.	Rencana Kerja Dewan Komisaris telah memuat pengawasan dan pemberian nasihat terhadap kebijakan/rancangan sistem pengendalian internal dan pelaksanaannya. The Work Plan of the Board of Commissioners contains supervisory and advisory on policies/designs of the internal control system and its implementation.
9	Mendokumentasikan pelaksanaan pengawasan dan pemberian nasihat terhadap kebijakan/rancangan sistem pengendalian internal dan pelaksanaannya. Document the implementation of supervisory and advisory on policies/designs of internal control systems and its implementation.	Dewan Komisaris telah mendokumentasikan pelaksanaan pengawasan dan pemberian nasihat terhadap kebijakan/ rancangan sistem pengendalian internal dan pelaksanaannya. The Board of Commissioners has documented the implementation of supervisory and advisory on policies/designs of the internal control system and its implementation.
10	Mendokumentasikan penyampaian arahan Dewan Komisaris tentang peningkatan efektivitas sistem pengendalian internal kepada Direksi. Document the submission of directives of the Board of Commissioners regarding increasing the effectiveness of the internal control system to the Board of Directors.	Dewan Komisaris telah mendokumentasikan penyampaian arahan Dewan Komisaris tentang peningkatan efektivitas sistem pengendalian internal kepada Direksi. The Board of Commissioners has documented the submission of the Board of Commissioners' directives on increasing the effectiveness of the internal control system to the Board of Directors
11	Mendokumentasikan arahan Dewan Komisaris tentang peningkatan efektivitas sistem pengendalian intern. Document the directives of the Board of Commissioners about increasing the effectiveness of the internal control system.	Dewan Komisaris telah mendokumentasikan arahan Dewan Komisaris tentang peningkatan efektivitas sistem pengendalian intern. The Board of Commissioners has documented the Board of Commissioners' directives on increasing the effectiveness of the internal control system.
12	Mendokumentasikan pelaksanaan pengawasan dan pemberian nasihat terhadap kebijakan dan pelaksanaan sistem teknologi informasi. Document the implementation of supervisory and advisory on policies and implementation of information technology systems.	Dewan Komisaris telah mendokumentasikan pelaksanaan pengawasan dan pemberian nasihat terhadap kebijakan dan pelaksanaan sistem teknologi informasi. The Board of Commissioners has documented the implementation of supervisory and advisory on policies and implementation of information technology systems.

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13	Mendokumentasikan penyampaian arahan kepada Direksi tentang kebijakan dan pelaksanaan sistem teknologi informasi. Document the submission of directives to the Board of Directors about the policies and implementation of information technology systems.	Dewan Komisaris telah mendokumentasikan penyampaian arahan kepada Direksi tentang kebijakan dan pelaksanaan sistem teknologi informasi. The Board of Commissioners has documented the submission of directives to the Board of Directors regarding the policy and implementation of information technology systems.
14	Mendokumentasikan arahan Dewan Komisaris tentang sistem teknologi informasi Perusahaan dan pelaksanaannya. Document the directives of the Board of Commissioners regarding the Company's information technology system and its implementation.	Dewan Komisaris telah mendokumentasikan arahan Dewan Komisaris tentang sistem teknologi informasi Perusahaan dan pelaksanaannya. The Board of Commissioners has documented the Board of Commissioners' directives regarding the Company's information technology system and its implementation.
15	Melengkapi Rencana Kerja Dewan Komisaris dengan pengawasan kepatuhan Direksi terhadap perjanjian dengan pihak ketiga. Complete the Work Plan of the Board of Commissioners with the supervision of the Board of Directors' compliance with agreements with third parties.	Dewan Komisaris telah melengkapi Rencana Kerja Dewan Komisaris dengan pengawasan kepatuhan Direksi terhadap perjanjian dengan pihak ketiga. The Board of Commissioners has completed the Board of Commissioners' Work Plan with supervision of the Board of Directors' compliance towards agreements with third parties.
16	Komisaris Utama menandatangani Laporan Manajemen Triwulan I sampai dengan Triwulan III, serta seluruh anggota Komisaris menandatangani Laporan Manajemen Tahunan. The President Commissioner signs the Management Reports for Quarter I to Quarter III, and all members of the Commissioners sign the Annual Management Report.	Komisaris Utama telah menandatangani Laporan Manajemen Triwulan I sampai dengan Triwulan III, serta seluruh anggota Komisaris menandatangani Laporan Manajemen Tahunan. The President Commissioners has signed the Management Report of Quarter I to Quarter III, and all members of the Board of Commissioners have signed the Annual Management Report.
17	Melengkapi Program Kerja dan Anggaran Dewan Komisaris mengenai penunjukan calon auditor dan anggaran biaya audit eksternal. Complete the Work Program and Budget of the Board of Commissioners regarding the appointment of prospective auditors and the budget for external audit fees.	Dewan Komisaris telah melengkapi Program Kerja dan Anggaran Dewan Komisaris mengenai penunjukan calon auditor dan anggaran biaya audit eksternal. The Board of Commissioners has completed the Work Plan and Budget of the Board of Commissioners regarding the appointment of prospective auditors and external audit fees budget

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18	Mendokumentasikan pengawasan Dewan Komisaris terhadap: a. Penilaian atas efektivitas pelaksanaan audit eksternal melalui: (1) pemantauan kesesuaian penyelesaian proses audit dengan rencana kerjanya, (2) telaah kesesuaian pelaksanaan audit dengan standar profesi akuntan publik, (3) telaahan hasil audit eksternal dan kualitas rekomendasi audit eksternal. b. Penilaian efektivitas pelaksanaan audit internal melalui: (1) telaah atas efektivitas pemantauan tindak lanjut hasil audit SPI dan Auditor Eksternal, (2) kelengkapan atribut temuan dan kualitas rekomendasi hasil audit internal, (3) kelengkapan atribut temuan dan kualitas rekomendasi hasil audit internal, (4) telaahan rencana kerja pengawasan dan pelaksanaannya, (5) manajemen fungsi SPI. c. Mendokumentasikan proses telaahan terhadap penilaian efektivitas pelaksanaan audit eksternal dan internal menggunakan perangkat Dewan Komisaris. Document the Board of Commissioners supervisory towards: a. Assessment on the effectiveness of external audit implementation through: (1) monitoring the suitability of the completion of the audit process with its work plan, (2) reviewing the suitability of the audit implementation with the standards of the public accounting profession, (3) reviewing the results of the external audit and the quality of external audit recommendations. b. Assessment on the effectiveness of internal audit implementation through: (1) reviewing the effectiveness of monitoring the follow-ups of the audit results of the Internal Control Unit and External Auditors, (2) completeness of the attributes of findings and the quality of the recommendations of the internal audit results, (3) completeness of the attributes of findings and the quality of the recommendations of the internal audit results, (4) reviewing the work plan of supervision and its implementation, (5) management of the SPI function. c. Document the review process towards the assessment on the external and internal audits effectiveness using the Board of Commissioners.	Dewan Komisaris telah mendokumentasikan pengawasan Dewan Komisaris terhadap penilaian atas efektivitas pelaksanaan audit eksternal dan audit internal. The Board of Commissioners has documented the supervisory of the Board of Commissioners towards the assessment on the external and internal audits effectiveness.
19	Dewan Komisaris melakukan penilaian kinerja Direksi secara individu berdasarkan pada kriteria, target dan indikator kinerja utama yang tercakup dalam Kontrak Manajemen Direksi dengan realisasi pencapaian masing-masing. The Board of Commissioners conductes Performance assessment of the Board of Directors individually based on the criteria, targets and key Performance indicators included in the Management Contracts of the Board of Directors with the realization of each achievement.	Dewan Komisaris telah melakukan penilaian kinerja Direksi secara individu berdasarkan pada kriteria, target dan indikator kinerja utama yang tercakup dalam Kontrak Manajemen Direksi dengan realisasi pencapaian masing-masing. The Board of Commissioners has conducted a performance assessment of the Board of Directors individually based on the criteria, targets and key performance indicators included in the Management Contracts of the Board of Directors with the realization of each achievement.
20	Dewan Komisaris melaporkan penilaian kinerja Direksi secara individu kepada RUPS dalam Laporan Tugas Pengawasan Dewan Komisaris secara tahunan. The Board of Commissioners reports on the performance assessment of the Board of Directors individually to the GMS in the Board of Commissioners Supervisory Duties Report on an annual basis.	Dewan Komisaris telah melaporkan penilaian kinerja Direksi secara individu kepada RUPS dalam Laporan Tugas Pengawasan Dewan Komisaris secara tahunan. The Board of Commissioners has reported the performance assessment of the Board of Directors individually to the GMS in the Board of Commissioners' Supervisory Duties Report on an annual basis.

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21	Membuat pakta integritas dan dilampirkan dalam usulan tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan RUPS. Make an integrity pact and be attached to the proposed actions of the Board of Directors which must obtain recommendations from the Board of Commissioners and approval from the GMS.	Dewan Komisaris belum membuat pakta integritas dan dilampirkan dalam usulan tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan RUPS. The Board of Commissioners has not yet made an integrity pact and attached it to the proposed actions of the Board of Directors which must obtain recommendations from the Board of Commissioners and the approval of the GMS
22	Dewan Komisaris menetapkan indikator pencapaian kinerja beserta target-targetnya, dan disetujui oleh Pemegang Saham setiap tahun berdasarkan usulan dari Dewan Komisaris. The Board of Commissioners determines performance indicators along with the targets, and approved by the Shareholders annually based on a proposal from the Board of Commissioners.	Dewan Komisaris telah menetapkan indikator pencapaian kinerja beserta target-targetnya, dan disetujui oleh Pemegang Saham setiap tahun berdasarkan usulan dari Dewan Komisaris. The Board of Commissioners has determined performance indicators along with the targets, and approved by the Shareholders annually based on a proposal from the Board of Commissioners.
23	Dewan Komisaris atau Komite Dewan Komisaris melakukan evaluasi pencapaian kinerja masing-masing Anggota Dewan Komisaris dan dituangkan dalam risalah Rapat Dewan Komisaris. The Board of Commissioners or Committees of the Board of Commissioners evaluates the Performance achievements of each Member of the Board of Commissioners and set out in the minutes of the Board of Commissioners Meetings.	Pencapaian kinerja Dewan Komisaris berserta komite-komite di bawah Dewan Komisaris saat ini masih dilakukan secara kolegial. The Performance achievement of the Board of Commissioners along with the committees under the Board of Commissioners is currently being carried out collegially.
24	Dewan Komisaris melakukan penilaian kinerja Dewan Komisaris dilaporkan dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Semesteran (Semester I) dan Tahunan. The Board of Commissioners conducts a Performance assessment of the Board of Commissioners and reported in the Board of Commissioners Supervisory Duties Report for Semester I and Annual.	Dewan Komisaris telah melakukan penilaian kinerja Dewan Komisaris dilaporkan dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Semesteran (Semester I) dan Tahunan. The Board of Commissioners has conducted the Performance assessment of the Board of Commissioners and reported in the Board of Commissioners Supervisory Duties Report for Semester I and Annual.
25	Menambahkan muatan *Board Manual* terkait etika rapat dan pembahasan/telaah atas usulan Direksi dan arahan/keputusan RUPS terkait usulan Direksi. Add the contents of the Board Manual regarding the ethics of the meeting and discussion/review on the proposals of the Board of Directors and directions/resolutions of the GMS regarding the Board of Directors recommendations	Dalam *Board Manual* telah terdapat pembahasan terkait etika rapat dan pembahasan/telaah atas usulan Direksi dan arahan/keputusan RUPS terkait usulan Direksi. In the Board Manual there has been discussion related to the ethics of the meeting and discussion/review on the proposal of the Board of Directors and the directions/resolutions of the GMS related to the Board of Directors proposal.
26	Dewan Komisaris melaksanakan rapat sesuai jumlah dan agenda yang direncanakan. The Board of Commissioners conducts meetings according to the planned number and agenda.	Seluruh rapat yang diadakan selama tahun 2019 telah sesuai dengan agenda yang direncanakan. All meetings held throughout 2019 were in accordance with the planned agenda.
27	Dewan Komisaris memaksimalkan kehadiran Dewan Komisaris dalam rapat-rapat Dewan Komisaris. The Board of Commissioners maximizes the attendance of the Board of Commissioners in Board of Commissioners' meetings.	Dewan Komisaris telah memaksimalkan kehadiran Dewan Komisaris dalam rapat-rapat Dewan Komisaris. The Board of Commissioners has maximized the presence of the Board of Commissioners at the Board of Commissioners meetings.
28	Dewan Komisaris mendokumentasikan surat kuasa atas ketidakhadiran Dewan Komisaris dalam rapat serta penjelasan ketidakhadiran dalam rapat agar dituangkan dalam risalah rapat. The Board of Commissioners documents the power of attorney for the absence of the Board of Commissioners in the meeting as well as an explanation of the absence in the meeting to be set forth in the minutes of the meeting.	Dewan Komisaris telah mendokumentasikan surat kuasa atas ketidakhadiran Dewan Komisaris dalam rapat serta penjelasan ketidakhadiran yang telah dituangkan dalam risalah rapat. The Board of Commissioners has documented the power of attorney for the absence of the Board of Commissioners in the meeting as well as an explanation of the absence that has been stated in the minutes of the meeting.

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29	Mengoptimalkan fungsi Sekretaris Dewan Komisaris terkait tugas pokok dan fungsi dalam membantu Dewan Komisaris di bidang kegiatan kesekretariatan misalnya mendokumentasikan undangan rapat, surat kuasa, risalah rapat. Optimize the functions of the Secretary to the Board of Commissioners related to their main duties and functions in assisting the Board of Commissioners in the field of secretarial activities such as documenting meeting invitations, power of attorney, minutes of meetings.	Sekretaris Dewan Komisaris telah membantu Dewan Komisaris di bidang kegiatan kesekretariatan misalnya mendokumentasikan undangan rapat, surat kuasa, risalah rapat. The Secretary to the Board of Commissioners has assisted the Board of Commissioners in the field of secretarial activities such as documenting meeting invitations, power of attorney, minutes of meetings.
30	Sekretaris Dewan Komisaris menyediakan bahan-bahan rapat kepada peserta rapat, dilakukan konsisten dalam jangka waktu 3 (tiga) hari sebelum rapat diadakan. The Secretary to the Board of Commissioners provides meeting materials to meeting participants, carried out consistently within a period of 3 (three) days before the meeting is held.	Sekretaris Dewan Komisaris telah menyediakan bahan-bahan rapat kepada peserta rapat, dilakukan konsisten dalam jangka waktu 3 (tiga) hari sebelum rapat diadakan. The Secretary to the Board of Commissioners has provided meeting materials to meeting participants, carried out consistently within a period of 3 (three) days before the meeting is held.
31	Sekretaris Dewan Komisaris melakukan pendistribusian risalah rapat maksimal 7 (tujuh) hari sejak rapat dilaksanakan dan melakukan validasi risalah rapat dilakukan secara konsisten paling lambat 14 (empat belas) hari setelah risalah rapat diterima. The Secretary to the Board of Commissioners distributes minutes of meetings up to a maximum of 7 (seven) days after the meeting is held and validates minutes of meetings conducted consistently no later than 14 (fourteen) days after the minutes of the meeting received.	Sekretaris Dewan Komisaris telah melakukan pendistribusian risalah rapat maksimal 7 (tujuh) hari sejak rapat dilaksanakan dan melakukan validasi risalah rapat dilakukan secara konsisten paling lambat 14 (empat belas) hari setelah risalah rapat diterima. The Secretary to the Board of Commissioners has distributed minutes of the meeting a maximum of 7 (seven) days after the meeting is held and validated the minutes of the meeting consistently at the latest 14 (fourteen) days after the minutes of the meeting received.
32	Jumlah pertemuan berkala Komite dan agenda yang dibahas sesuai dengan program kerja tahunan serta jumlah kegiatan lain yang ditugaskan sesuai yang ditugaskan Dewan Komisaris. The number of regular Committee meetings and agendas discussed in accordance with the annual work program as well as the number of other activities that are assigned according to those assigned in accordance with those assigned by the Board of Commissioners.	Jumlah pertemuan berkala Komite dan agenda yang dibahas telah sesuai dengan program kerja tahunan serta jumlah kegiatan lain yang ditugaskan sesuai yang ditugaskan Dewan Komisaris. The number of regular Committee meetings and agendas discussed are in accordance with the annual work program and the number of other activities that are assigned according to what has been assigned in accordance with what was assigned by the Board of Commissioners.
33	Risalah rapat Komite Dewan Komisaris harus dibuat untuk setiap rapat, memuat hasil-hasil analisis, telaahan dan evaluasi atas acara yang diagendakan, serta risalah asli dari setiap Rapat Komite Dewan Komisaris diserahkan kepada Sekretaris Dewan Komisaris untuk disimpan Perusahaan. Minutes of the Board of Commissioners Committee meetings must be made for each meeting, containing the results of analysis, review and evaluation of scheduled events, and the original minutes of each Board of Commissioners Committee Meeting are submitted to the Secretary to the Board of Commissioners for safekeeping by the Company.	Risalah rapat Komite Dewan Komisaris telah dibuat untuk setiap rapat, memuat hasil-hasil analisis, telaahan dan evaluasi atas acara yang diagendakan, serta risalah asli dari setiap Rapat Komite Dewan Komisaris diserahkan kepada Sekretaris Dewan Komisaris untuk disimpan Perusahaan. Minutes of the Board of Commissioners Committee meetings must be made for each meeting, containing the results of analysis, review and evaluation of scheduled events, and the original minutes of each Board of Commissioners Committee Meeting are submitted to the Secretary to the Board of Commissioners for safekeeping by the Company.
34	Komite Pemantau Risiko menyusun laporan kepada Dewan Komisaris atas setiap pelaksanaan penugasan disertai dengan rekomendasi. The Risk Monitoring Committee prepares a report to the Board of Commissioners on each implementation of the assignment accompanied by recommendations.	Komite Pemantau Manajemen Risiko telah menyusun laporan kepada Dewan Komisaris atas setiap pelaksanaan penugasan disertai dengan rekomendasi. The Risk Management Monitoring Committee has prepared a report to the Board of Commissioners on each implementation of the assignment accompanied by recommendations.

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35	Komite Pemantau Risiko laporan triwulan dan tahunan Komite kepada Dewan Komisaris, minimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya. The Risk Monitoring Committee reports the Committee's quarterly and annual reports to the Board of Commissioners, minimally comparing the realization of activities with the annual work program and the substance of the results of their activities and recommendations.	Komite Pemantau Manajemen Risiko telah melaporkan laporan triwulan dan tahunan Komite kepada Dewan Komisaris, minimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya. The Risk Management Monitoring Committee has reported the Committee's quarterly and annual reports to the Board of Commissioners, containing at least a comparison of the realization of activities with the annual work program as well as the substance of the results of its activities and recommendations.
ASPEK IV DIREKSI ASPECT IV BOARD OF DIRECTORS		
1	Direksi menyampaikan kepada fungsi Sekretaris Perusahaan untuk menyelenggarakan program pengenalan bagi anggota Direksi yang baru diangkat dan melengkapi konten *Board Manual* bahwa Sekretaris Perusahaan bertanggung jawab atas pelaksanaan program pengenalan Direksi. The Board of Directors conveys to the Corporate Secretary function to organize an orientation program for newly appointed members of the Board of Directors and complete the Board Manual contents that the Corporate Secretary is responsible for implementing the Board of Directors orientation program.	Telah dilaksanakan program pengenalan bagi Direksi baru. Orientation programs for new Board of Directors have been carried out.
2	Melaksanakan dan mendokumentasikan seluruh program pengenalan anggota Direksi yang baru diangkat. Implement and document all orientation programs for newly appointed members of the Board of Directors.	Telah dilaksanakan pendokumentasian program pengenalan bagi Direksi baru. Orientation programs for new Board of Directors have been documented
3	Mendokumentasikan seluruh kehadiran anggota Direksi yang baru diangkat dalam program pengenalan. Document the attendance of all newly appointed members of the Board of Directors in the orientation program.	Telah dilaksanakan pendokumentasian program pengenalan bagi Direksi baru. Orientation programs for the new Board of Directors have been carried out.
4	RKAP memuat secara khusus rencana kerja dan anggaran untuk program pelatihan bagi Anggota Direksi sebagaimana diatur dalam *Board Manual* Perusahaan. The RKAP specifically contains work plans and budgets for training programs for Members of the Board of Directors as stipulated in the Company's Board Manual.	Rencana kerja dan anggaran untuk program pelatihan bagi Anggota Direksi telah ditetapkan di RKAP, namun masih tergabung dalam pelatihan SDM secara keseluruhan. Work plans and budgets for training programs for Members of the Board of Directors have been set in the RKAP, but are still incorporated in the overall HR training.
5	Direksi menyusun laporan tentang pelaksanaan hasil pelatihan yang dijalani anggota Direksi sebagaimana telah diatur dalam *Board Manual* Perusahaan. The Board of Directors prepares reports on the implementation of training results undertaken by members of the Board of Directors as stipulated in the Company's Board Manual.	Laporan pelaksanaan hasil pelatihan telah disampaikan kepada Pemegang Saham. Report on the implementation of training results has been submitted to the Shareholders.
6	Melakukan audit untuk memastikan SOP proses bisnis inti dilaksanakan secara konsisten sehingga tidak terdapat penyimpangan atas SOP. Conduct audits to ensure SOPs for core business processes are carried out consistently so that there are no deviations from SOPs.	Perusahaan telah melakukan audit untuk memastikan SOP proses bisnis inti telah dilaksanakan secara konsisten sehingga tidak terdapat penyimpangan atas SOP/Pedoman/TKO serta menggunakan SOP/Pedoman/TKO sebagai kriteria. The Company has conducted an audit to ensure that the core business process SOPs have been carried out consistently so that there are no deviations from the SOPs/Guidelines/TKOs and use the SOPs/Guidelines/TKO as criteria.

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7	Melengkapi *Board Manual* terkait standar waktu kesegeraan pengambilan keputusan Direksi yang ditetapkan sejak usulan tindakan beserta dokumen pendukung dan informasi lainnya lengkap disampaikan dalam Rapat Direksi atau secara tertulis untuk keputusan sirkuler. Complete the Board Manual related to the standard time for immediate decision-making of the Board of Directors determined from the proposed action along with supporting documents and other complete information submitted at the Board of Directors' Meeting or in writing for circular decisions.	Telah direncanakan pemutakhiran *Board Manual* di Tahun 2020. Plans to update the Board Manual in 2020.
8	Mengesahkan TKO pelaksanaan *rolling out* RJPP agar dapat dijalankan secara efektif. To ratify TKO of the rolling out of RJPP so that it can be carried out effectively.	Pengesahan TKO masih dalam proses sirkuler di tahun 2020. The ratification of TKO is still in the circular process in 2020.
9	Mengesahkan Pedoman Rencana Kerja dan Anggaran Perusahaan (RKAP) agar dapat dilaksanakan secara efektif. To ratify the Company's Work Plan and Budget (RKAP) Guidelines so that they can be implemented effectively.	Pedoman Rencana Kerja dan Anggaran Perusahaan (RKAP) telah disetujui RUPS. The Company's Work Plan and Budget (RKAP) Guidelines have been approved by the GMS.
10	Mendokumentasikan pelaksanaan seleksi untuk suksesi/promosi pejabat satu lebel di bawah Direksi terutama pengisian jabatan VP. Document the selection process for the succession/promotion of the officials one level under the Board of Directors, especially filling in the VP position.	Pelaksanaan seleksi-seleksi untuk suksesi/promosi pejabat satu level di bawah Direksi telah didokumentasikan oleh fungsi *Human Resources*. The selection process for the succession/promotion of officials one level under the Board of Directors has been documented by the Human Resources function.
11	Mendokumentasikan pembahasan rapat gabungan dengan Dewan Komisaris terhadap rencana promosi dan mutasi pejabat satu level di bawah Direksi, misalnya pengisian jabatan VP Operation & Engineering. Document the discussions of joint meetings with the Board of Commissioners on plans for promotion and mutation of officials one level under the Board of Directors, for example filling the position of VP of Operations & Engineering.	Risalah pembahasan rapat gabungan dengan Dewan Komisaris terhadap rencana promosi dan mutasi pejabat satu level di bawah Direksi akan didokumentasikan oleh fungsi *Corporate Affair*. Minutes of the discussion of the joint meeting with the Board of Commissioners regarding the promotion and mutation plan of officials one level below the Board of Directors will be documented by the Corporate Affairs function.
12	Direksi menyampaikan kepada Dewan Komisaris mengenai target kinerja masing-masing Direktorat sebagai KPI individu Direksi ke dalam Laporan Manajemen Bulanan maupun rapat bersama dengan Dewan Komisaris. The Board of Directors submits to the Board of Commissioners the Performance targets of each Directorate as individual KPI of the Board of Directors in the Monthly Management Report or joint meetings with the Board of Commissioners.	Sudah dilaksanakan melalui rapat bersama Dewan Komisaris. Has been carried out through a joint meeting of the Board of Commissioners
13	Direksi melaporkan tingkat pencapaian target kinerja Direksi secara individual atau Direktorat ke dalam Laporan Manajemen Bulanan, Laporan Manajemen Tahunan maupun dalam rapat bersama Dewan Komisaris. The Board of Directors reports the level of achievement of the Board of Directors individually or by Directorate in the Monthly Management Report, Annual Management Report and in joint meetings with the Board of Commissioners.	Telah dilaporkan pencapaian target kinerja Direksi The Performance achievement of the Board of Directors targets has been reported
14	Menyusun dan menetapkan *Information Technology Master Plan* (ITMP) tersendiri. Develop and determine a separate Information Technology Master Plan (ITMP).	Telah disusun dan ditetapkan IT *Master Plan* Perusahaan. The IT Master Plan of the Company has been prepared and determined.

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15	Menyusun dan menetapkan Arsitektur sistem informasi tersendiri yang didesain sampai dengan level data dan sistem keamanaan. Develop and establish a separate information system architecture that is designed to the level of data and security systems.	Telah disusun dan ditetapkan Arsitektur Sistem Informasi Perusahaan. Has been prepared and established the Company's Information System Architecture.
16	Melaksanakan audit TI oleh pihak Independen untuk menilai kehandalan sistem TI yang digunakan Perusahaan. Conduct IT audits by an Independent party to assess the reliability of the IT systems used by the Company.	Telah dilaksanakan *Assessment* Audit berbasis Cobit. A Cobit-based Assessment Audit has been carried out.
17	Direksi melaporkan penerapan sistem teknologi informasi kepada Dewan Komisaris: a. Laporan pelaksanaan sistem TI terkait dengan implementasi IT *Master Plan* kepada Dewan Komisaris, baik diminta ataupun tidak. b. Laporan kinerja teknlogi informasi termasuk hasil audit TI dalam Laporan Manajemen Bulanan maupun Laporan Tahunan serta Laporan pelaksanaan Sistem Informasi secara khusus. The Board of Directors reports the application of information technology systems to the Board of Commissioners: a. Report on the implementation of IT systems related to the implementation of the IT Masterplan to the Board of Commissioners, whether requested or not. b. Report on information technology Performance including IT audit results in Monthly Management Reports as well as Annual Reports and Report on Information System implementation specifically.	Penerapan sistem teknologi informasi Perusahaan telah dibahas dalam rapat gabungan Dewan Komisaris bersama Direksi. The implementation of the Company's information technology system was discussed in a joint meeting of the Board of Commissioners and the Board of Directors.
18	Perusahaan memiliki kebijakan mengenai standar pelayanan minimal. The Company has a policy regarding minimum service standards.	Perusahaan telah menyusun SOP tentang *Quality Assurance*. The Company has compiled an SOP on Quality Assurance.
19	Perusahaan memiliki SOP Layanan Pelanggan dan Standar Pelayanan Minimal (SPM). The Company has the Customer Service SOP and the Minimum Service Standard (SPM).	Perusahaan telah menyusun SOP tentang *Quality Assurance*. The Company has compiled an SOP on Quality Assurance.
20	SOP layanan dan SPM diinformasikan secara terbuka. Service SOPs and SPMs are openly informed.	SOP disosialisasikan melalui portal.piep.pertamina.com. SOPs are disseminated through portal.piep.pertamina.com
21	Indikator SPM diterjemahkan secara khusus. The SPM indicators are specifically translated.	Telah terdapat kebijakan terkait SPM, namun indikator SPM belum diterjemahkan secara khusus. There are policies related to SPM, but SPM indicators have not been specifically translated.
22	Menyusun dan menetapkan pedoman pengadaan barang dan jasa tersendiri. Develop and set separate guidelines for procurement of goods and services.	Sudah dibuat pedoman pengadaan barang dan jasa pada 2019. Guidelines for procurement of goods and services have been made in 2019
23	Mempublikasikan pedoman/kebijakan pengadaan dalam website Perusahaan http://www.piep.pertamina.com/. Publish procurement guidelines/policies on the Company's website http://www.piep.pertamina.com/	Sedang dipersiapkan untuk mempublikasikan pedoman pengadaan barang dan jasa dalam *website* Perusahaan. In preparation to publish guidelines for the procurement of goods and services on the Company's website.

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24	Menyusun dan menetapkan Kebijakan Mutu Keselamatan dan Kesehatan Kerja serta Lingkungan secara tersendiri. Develop and establish a Quality Policy for Occupational Safety and Health and the Environment separately.	Sudah disusun dan ditetapkan Kebijakan Mutu Keselamatan dan Kesehatan Kerja serta Lingkungan secara tersendiri dalam Kebijakan HSSE PIEP. It has been compiled and stipulated a separate Occupational Safety and Health Quality Policy in PIEP's HSSE Policy.
25	Mencantumkan analisis risiko atau *risk register* atas potensi risiko yang terjadi setiap tahun dalam RKAP. Include a risk analysis or risk register for potential risks that occur every year in the RKAP.	Sudah dicantumkan analisis risiko atau *risk register* atas potensi risiko yang terjadi setiap tahun dalam RKAP. Has been included a risk analysis or risk register for potential risks that occur every year in the RKAP.
26	Direksi melaporkan pelaksanaan manajemen risiko kepada Dewan Komisaris, meliputi: a. Direksi menyampaikan kepada Dewan Komisaris dan Pemegang Saham tentang profil risiko dan pelaksanaan program manajemen risiko yang disampaikan dalam Laporan Manajemen Bulanan, Laporan *Monitoring* Risiko secara khusus maupun dibahas dalam rapat dengan Dewan Komisaris. b. Direksi menyampaikan kepada Dewan Komisaris dan Pemegang Saham tentang analisis risiko atas rancangan RKAP dan strategi penanganannya ke dalam RKAP setiap tahun. c. Direksi menyampaikan laporan pelaksanaan manajemen risiko dan/atau sewaktu-waktu jika diminta oleh Dewan Komisaris secara berkala 3 (tiga) bulanan dalam Laporan *Monitoring* Risiko Triwulanan. The Board of Directors reports the implementation of risk management to the Board of Commissioners, including: a. The Board of Directors submits to the Board of Commissioners and Shareholders about the risk profile and the implementation of the risk management program that is presented in the Monthly Management Report, the Risk Monitoring Report specifically or discussed in a meeting with the Board of Commissioners. b. The Board of Directors submits to the Board of Commissioners and Shareholders the risk analysis of the RKAP draft and its handling strategy into the RKAP every year. c. The Board of Directors submits reports on the implementation of risk management and/or at any time if requested by the Board of Commissioners periodically 3 (three) months in the Quarterly Risk Monitoring Report.	Direksi telah menyampaikan pelaksanaan manajemen risiko Perusahaan dalam Rapat Gabungan Dewan Komisaris bersama Direksi. The Board of Directors has conveyed the implementation of the Company's risk management in a Joint Meeting of the Board of Commissioners with the Board of Directors.
27	Menyusun dan menetapkan rancangan sistem pengendalian internal dalam Pedoman Umum Sistem Pengendalian Intern, dan mengacu pada kerangka COSO (*The Committee of Sponsoring of the Treadway Commission*) mencakup aspek: pendekatan unsur lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, sistem informasi dan komunikasi serta pemantauan. Develop and determine the design of the internal control system in the General Guidelines for the Internal Control System, and refer to the COSO (The Committee of Sponsoring of the Treadway Commission) framework covering aspects of: environmental control approach, risk assessment, control activities, information and communication systems and monitoring.	Pada dasarnya PIEP telah melaksanakan sistem pengendalian internal yang merupakan proses yang terintegrasi dan melekat pada tindakan dan kegiatan yang dilakukan secara terus menerus oleh pimpinan dan seluruh pekerja, guna menjaga keberlangsungan Perusahaan sesuai dengan prinsip GCG dan pemenuhan aspek yang termuat dalam kerangka COSO. Namun sistem pengendalian tersebut belum terbentuk berupa peraturan Direksi yang memuat tentang Pedoman Umum Sistem Pengendalian Internal di lingkungan PIEP. Basically, PIEP has implemented an internal control system which is an integrated process and embedded in actions and activities carried out continuously by the leadership and all employees, in order to maintain the Company's sustainability in accordance with the principles of GCG and fulfillment of aspects contained in the COSO framework. However, the control system has not yet been formed in the form of a Board of Directors regulation which contains General Guidelines for Internal Control Systems within PIEP's environment.

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28	Melakukan evaluasi/penilaian atas efektivitas pengendalian internal pada tingkat entitas dan tingkat operasional/aktivitas oleh auditor eksternal yang tercantum dalam Laporan Auditor Independen atas Kepatuhan terhadap Peraturan Perundang-undangan dan Sistem Pengendalian Internal (PSA 62). Evaluate/assess the effectiveness of internal control at the entity level and operational/activity level by external auditors listed in the Independent Auditor's Report on Compliance with Statutory Regulations and Internal Control Systems (PSA 62).	Perusahaan sudah melaksanakan evaluasi/penilaian atas efektivitas pengendalian internal pada tingkat entitas dan tingkat operasional/aktivitas oleh auditor eksternal yaitu E&Y. Namun Perusahaan tidak melaksanakan audit atas efektifitas pengendalian internal terkait dengan PSA 62. The Company has carried out an evaluation/assessment of the effectiveness of internal control at the entity level and operational/activity level by the external auditor, E&Y. However, the Company did not conduct an audit of the effectiveness of internal control related to PSA 62.
29	Menyampaikan dokumentasi pelaksanaan tindak lanjut hasil audit oleh Direksi kepada Dewan Komisaris secara berkala paling sedikit setiap tiga bulanan. Submit documentation on the implementation of follow-up audit results by the Board of Directors to the Board of Commissioners periodically at least every three months.	Perusahaan telah menyampaikan pelaksanaan tindak lanjut hasil audit oleh Direksi kepada Dewan Komisaris dalam bentuk Laporan Manajemen setiap bulannya. The Company has submitted the follow up of audit results by the Board of Directors to the Board of Commissioners in the form of a Management Report every month.
30	Melaksanakan audit terkait kepatuhan Perusahaan terhadap Peraturan perundang-undangan oleh Auditor Eksternal. Conduct audits related to the Company's compliance with statutory regulations by the External Auditor.	Perusahaan belum melaksanakan Audit kepatuhan Perusahaan terhadap Peraturan Perundang-undangan. The Company has not carried out an audit of the Company's compliance with statutory regulations.
31	Menyusun prosedur/mekanisme penanganan keluhan pelanggan sebagai pedoman dalam mengenai dan menindaklanjuti keluhan yang disampaikan oleh pelanggan. Develop procedures/mechanisms for handling customer complaints as a guide in regarding and following up on complaints submitted by customers.	Perusahaan telah memiliki mekanisme penanganan keluhan pelanggan melalui piepcc@pertamina.com. The company has a mechanism for handling customer complaints through piepcc@pertamina.com
32	Melaksanakan survei kepuasan pelanggan secara berkala serta melakukan *monitoring* tindaklanjut hasil survei tersebut. Carry out regular customer satisfaction surveys and monitor the follow-up of the survey results.	Pelanggan PIEP adalah PT Pertamina (Persero). Terkait kepuasan pelayanan kepada PT Pertamina (Persero) dibahas dalam rapat-rapat yang diselenggarakan oleh PIEP dan PT Pertamina (Persero). PIEP customers are PT Pertamina (Persero). Regarding service satisfaction to PT Pertamina (Persero) was discussed in meetings held by PIEP and PT Pertamina (Persero).
33	Memperhatikan batas waktu pembayaran pajak sebagaimana ketentutan yang berlaku, khususnya terkait pembayaran PPN JKPLN Jasa kena pajak Luar Negeri. Pay attention to the deadline for tax payments according to applicable provision, especially in relation to VAT payments for Foreign Taxable Services.	PIEP telah menjalankan kewajiban pajak baik di dalam negeri maupun di luar negeri. PIEP has carried out tax obligations both domestically and overseas.
34	Menyusun kebijakan mengenai metode penilaian untuk mengukur kepuasan pekerja. Develop policies regarding valuation methods to measure employee satisfaction.	PIEP telah melakukan survei *Engagement Theme-O-Meter*. PIEP has conducted an Engagement Theme-O-Meter survey.
35	Melakukan survei kepuasan pekerja secara berkala serta melakukan *monitoring* tindaklanjut terhadap indeks hasil survei tersebut. Conduct regular employee satisfaction surveys and monitor the follow-up towards the survey results index.	PIEP telah melakukan survei *Engagement Theme-O-Meter*. PIEP has conducted an Engagement Theme-O-Meter survey.
36	Menyusun mekanisme/prosedur tindak lanjut atas keluhan *stakeholders*. Develop a follow-up mechanism/procedure for stakeholder complaints.	Perusahaan telah memiliki *Whistleblowing System*. The company has a Whistleblowing System.

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37	Mekanisme penanganan keluhan *stakeholders* dilaksanakan secara konsisten dan efektif. The mechanism for handling stakeholders complaints is carried out consistently and effectively.	Selama tahun 2019, tidak terdapat pengaduan melalui *Whistleblowing System*. Throughout 2019, there were no complaints through the Whistleblowing System.
38	Meningkatkan kinerja Perusahaan sehingga dapat mencapai seluruh target KPI. Improve the Company's Performance so that it can achieve all KPI targets.	Perusahaan telah berhasil meningkatkan pendapatan dan laba tahun berjalan. The Company has succeeded in increasing revenue and profit for the year.
39	Melengkapi muatan dalam Kebijakan pelaksanaan CSR mencakup pada indikator kinerja untuk mengukur keberhasilan pengelolaan CSR. Complete the contents in the CSR policies including the Performance indicators to measure the success of CSR management.	Perusahaan telah memiki TKO CSR. The Company has an Organizational Structure (TKO) of CSR.
40	Setiap anggota Direksi melaporkan daftar kepemilikan sahamnya masing-masing dan melaporkan kepada Sekretaris Perusahaan untuk didokumentasikan ke dalam Daftar Khusus. Each member of the Board of Directors reports a list of their respective shares ownership and reports to the Corporate Secretary to be documented in the Special Register.	Daftar kepemilikan saham masing-masing Direksi telah dilaporkan dalam LHKPN. List of shares ownership of each Board of Directors has been reported in LHKPN.
41	Mendokumentasikan Surat pernyataan Pakta Integritas seluruh Direksi tahun 2018. List of shares ownership of each Board of Directors has been reported in LHKPN.	Direksi telah menandatangani Pakta Integritas diawal jabatan dan pada hal tertentu jika diperlukan. The Board of Directors has signed the Integrity Pact at the beginning of the position and on certain matters if necessary.
42	Menyampaikan laporan bulanan kepada Dewan Komisaris sesuai dengan standar waktu yang telah ditetapkan dalam Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan, yaitu selambat-lambatnya 20 (dua puluh hari) kalender setelah berakhirnya periode bulan yang dilaporkan. Submit monthly reports to the Board of Commissioners in accordance with the standard time set in the Guidelines for the Management of Subsidiaries and Joint Ventures, which is no later than 20 (twenty) calendar days after the end of the reported month period.	Pengelolaan Entitas Anak dibahas melalui Rapat Gabungan Dewan Komisaris bersama Direksi. Management of Subsidiaries is discussed through a Joint Meeting of the Board of Commissioners and the Board of Directors.
43	Menyampaikan laporan bulanan kepada Pemegang Saham yang telah ditandatangani oleh Direksi. Submit monthly reports to Shareholders that have been signed by the Board of Directors.	Direksi telah menyampaikan laporan bulanan kepada Pemegang Saham setiap 1 (satu) bulan sekali. The Board of Directors has submitted a monthly report to the Shareholders once every 1 (one) month.
44	Memberikan informasi terkait laporan manajemen bulanan mapun laporan tahunan Perusahaan kepada PT Pertamina Pedeve Indonesia selaku Pemegang Saham Minoritas sebagai bentuk penerapan prinsip perlakuan yang sama dalam pemberian informasi kepada Pemegang Saham Minoritas. Provide information related to the monthly management report or the Company's annual report to PT Pertamina Pedeve Indonesia as a Minority Shareholder as a form of applying the principle of equal treatment in providing information to the Minority Shareholders.	Perusahaan telah memberikan Laporan Tahunan kepada PT Pertamina Pedeve Indonesia. The company has provided the Annual Report to PT Pertamina Pedeve Indonesia

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45	Menyusun Rencana Rapat Direksi berikut agenda yang akan dibahas dan dimuat dalam RKAP. Prepare a Board of Directors Meeting Plan along with the agenda to be discussed and contained in the RKAP.	Belum dilaksanakan karena RKAP mengikuti format yang ditetapkan oleh PT Pertamina (Persero) di mana dalam format RKAP tersebut tidak ada item Rencana Rapat Direksi berikut agenda yang akan dibahas. Not yet implemented because the RKAP follows the format determined by PT Pertamina (Persero) where in the RKAP format there are no items regarding the Board of Directors' Meeting and the agenda to be discussed
46	Mendokumentasikan dalam setiap risalah rapat Direksi terkait evaluasi terhadap pelaksanaan keputusan hasil rapat sebelumnya sebagaimana yang dilakukan pada rapat Komisaris dan Direksi. Document each minutes of the Board of Directors meetings related to the evaluation towards the implementation of the decisions of the previous meeting results as conducted at the meeting of the Board of Commissioners and Board of Directors.	Telah dilaksanakan pendokumentasian setiap risalah rapat Direksi/Manajemen. Documentation has been carried out for each minutes of the Board of Directors/Management meeting.
47	Mendokumentasikan surat persetujuan Dewan Komisaris atas penunjukan Manager Internal Audit. Document the approval letter of the Board of Commissioners on the appointment of the Internal Audit Manager.	Telah dilaksanakan pendokumentasian persetujuan Dewan Komisaris atas penunjukan Manager Internal Audit. The Board of Commissioners approval on the appointment of the Internal Audit Manager has been documented.
48	Memenuhi kebutuhan tenaga auditor sesuai formasi yang tersedia. Meet the needs of auditors according to available formations.	Perusahaan belum memenuhi kebutuhan tenaga auditor sesuai formasi yang tersedia. The Company has not met the needs of auditors according to the available formations.
49	Fungsi Audit Internal melakukan penilaian atas program jaminan kualitas dan peningkatan fungsi audit internal secara keseluruhan, yaitu *Review* (*assessment*) berkala dilakukan untuk menilai kepatuhan terhadap Charter Audit Internal, standar dan kode etik, efisiensi serta efektivitas dari fungsi audit internal dalam memenuhi kebutuhan dari berbagai *stakeholders*nya. *Assessment* oleh *assessor* independen sekurang-kurangnya dilakukan selama dalam 5 (lima) tahun. The Internal Audit Function assesses the quality assurance program and improves the overall internal audit function, which is a periodic review conducted to assess compliance with the Internal Audit Charter, standards and codes of conduct, efficiency and effectiveness of the internal audit function in meeting the needs of various stakeholders. Assessments by independent assessors are carried out for at least 5 (five) years.	Perusahaan belum melakukan penilaian atas program jaminan kualitas dan peningkatan fungsi audit internal secara keseluruhan, yaitu review (*assessment*) berkala oleh assessor independen sekurang-kurangnya dilakukan selama dalam 5 (lima) tahun. The Company has not yet assessed the quality assurance program and improved the overall internal audit function, namely periodic reviews (assessments) by independent assessors for at least 5 (five) years.
50	Pimpinan *Stakeholder Relation & Communication* yang menjalankan Sekretaris Perusahaan Pengalaman professional dan kompetensi yang dimiliki mencakup namun tidak terbatas pada hukum, pasar modal dan manajemen keuangan. Leader of the Stakeholders Relations & Communication who runs the Corporate Secretary with the professional experience and competencies owned include but are not limited to laws, capital markets and financial management.	Fungsi Sekretaris Perusahaan dijalankan oleh VP *Legal & Relation*. VP *Legal & Relation* telah mengikuti pelatihan di bidang komunikasi, *financial planning*, Bisnis dan lainnya. The Corporate Secretary function is carried out by the VP of Legal & Relations. VP of Legal & Relations has attended training in the fields of communication, financial planning, business and others.

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51	*Stakeholder Relation & Communication* yang menjalankan fungsi Sekretaris Perusahaan dalam struktur organisasi di bawah Direktur Utama, diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris. Stakeholder Relations & Communication which carries out the Corporate Secretary function in the organizational structure under the President Director, was appointed and dismissed by the President Director based on the Company's internal mechanism with the approval of the Board of Commissioners.	Saat ini fungsi Sekretaris Perusahaan dijalankan oleh VP *Legal & Relation* dalam struktur organisasi berada di bawah Direktur Utama. At present, the Corporate Secretary function is carried out by the VP of Legal & Relations in the organizational structure under the President Director.
52	*Stakeholder Relation & Communication* yang menjalankan fungsi Sekretaris Perusahaan menjalankan pelaksanaan dan pendokumentasian RUPS dan Rapat Direksi, di mana: a. *Stakeholder Relation & Communication* yang menjalankan fungsi Sekretaris Perusahaan membuat, memelihara dan menyimpan Daftar Pemegang Saham. b. *Stakeholder Relation & Communication* yang menjalankan fungsi Sekretaris Perusahaan membuat, memelihara dan menyimpan Daftar Khusus. c. *Stakeholder Relation & Communication* yang menjalankan fungsi Sekretaris Perusahaan memnbuat, memelihara dan menyimpan Risalah Rapat Direksi. • Risalah rapat Direksi mencantumkan jalannya rapat/ dinamika rapat. • Evaluasi atas pelaksanaan atau tindak lanjut keputusan rapat sebelumnya dimuat dalam form tindak lanjut keputusan risalah rapat Direksi sebagai lampiran dari Risalah Rapat. • Risalah Rapat Direksi memuat keputusan rapat sebelumnya. Stakeholder Relations & Communication that carries out the Corporate Secretary function carries out the implementation and documentation of the GMS and the Board of DIrectors' Meetings, where: a. Stakeholder Relations & Communication that carries out the Corporate Secretary function creates, maintains and keeps the Register of Shareholders b. Stakeholder Relations & Communication that carries out the Corporate Secretary function creates, maintains and keeps the Special Register c. Stakeholder Relations & Communication that carries out the Corporate Secretary function creates, maintains and keeps the Minutes of Board of Directors Meetings. • Minutes of the Board of Directors Meetings list the flow/ dynamics of the meeting. • Evaluation on the implementation or follow up of the previous meeting's decision is contained in the form of follow-ups on minutes of meeting of the Board of Directors as an appendix to the Minutes of Meeting. • Minutes of the Board of Directors meetings contains the decisions of the previous meeting.	Telah dijalankan fungsi Sekretaris Perusahaan dalam pelaksanaan dan pendokumentasian RUPS dan Rapat Direksi. The Corporate Secretary function has been carried out in the implementation and documentation of the GMS and Board of Directors' Meetings.

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No.	**Rekomendasi** Recommendations	**Tindak Lanjut** Follow-Ups
53	*Stakeholder Relation & Communication* yang menjalankan fungsi Sekretaris Perusahaan menyelenggarakan program pengenalan baru bagi anggota Direksi dan/atau anggota Dewan Komisaris yang baru diangkat. a. Terdapat rencana kerja mengenai program pengenalan Perusahaan kepada anggota Direksi dan anggota Dewan Komisaris yang baru diangkat. b. Program pengenalan meliputi: • Pelaksanaan prinsip-prinsip GCG. • Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya. • Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal. • Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan. The Stakeholders Relations & Communication that carries out the Corporate Secretary function carries out the implementation and documentation of the GMS and the Board of DIrectors' Meetings. a. There is a work plan regarding the Company's orientation program for newly appointed members of the Board of Directors and Board of Commissioners. b. The orientation program includes: - Implementation of GCG principles. - Description of the Company relating to the objectives, nature and scope of activities, financial and operating Performance, short-term and long-term business plan strategies, competitive position, risks and other strategic issues. - Information relating to delegated authority, internal and external audit. - Information about the duties and responsibilities of the Board of Commissioners and Board of Directors as well as matters that are prohibited..	Program pengenalan baru bagi anggota Direksi dan/atau anggota Dewan Komisaris yang baru telah dijalankan oleh VP *Legal & Relation*. The new orientation program for new members of the Board of Directors and/or Board of Commissioners has been run by the VP of Legal & Relations.
54	Terkait prosedur pemanggilan: Surat undangan RUPS mencantumkan pemberitahuan bahwa bahan yang akan dibicarakan dalam RUPS tersedia di kantor Perusahaan sejak tanggal dilakukan pemanggilan RUPS sampai dengan tanggal RUPS diadakan. Regarding the notice procedure: The GMS invitation letter includes notification that the material to be discussed at the GMS is available at the Company's office from the date of GMS notice until the date of the GMS is held.	Surat undangan RUPS telah mencantumkan pemberitahuan bahwa bahan yang akan dibicarakan dalam RUPS serta tersedia di Perusahaan. The invitation letter to the GMS has included a notification that the material to be discussed at the GMS was available at the Company.

GOOD CORPORATE GOVERNANCE ASSESSMENT

GOOD CORPORATE GOVERNANCE ASSESSMENT

No.	Rekomendasi Recommendations	Tindak Lanjut Follow-Ups
55	Terkait ketepatan waktu atas Pelaksanaan RUPS; a. RUPS/Keputusan Pemilik Modal untuk pengesahan/ Persetujuan RJPP dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan. b. RUPS/Keputusan Pemegang Saham untuk pengesahan RKAP dilaksankana paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan sesuai Anggaran Dasar. Related to the timeliness of the GMS; a. GMS/Capital Owner Resolutions for RJPP Ratification/ Approval shall be carried out no later than 60 (sixty) days after receipt of the complete RJPP draft or before the next RJPP period runs. b. GMS/Shareholders' Decree to ratify the RKAP is carried out no later than 30 (thirty) days after the current fiscal year in accordance with the Articles of Association.	Penetapan waktu atas pelaksanaan RUPS Perusahaan ditetapkan oleh PT Pertamina (Persero) melalui fungsi SJV. The timetable for the implementation of the Company's General Meeting of Shareholders is determined by PT Pertamina (Persero) through the SJV function.
ASPEK V **PENGUNGKAPAN INFORMASI DAN TRANSPARANSI** ASPECT V. DISCLOSURE OF INFORMATION AND TRANSPARENCY		
1	Website Perusahaan mempublikasikan kebijakan, antara lain: a. Kebijakan Tata Kelola Perusahaan yang Baik (GCG *Code*) b. *Board Manual* The Company's website publishes policies, including: a. GCG Code b. Board Manual	Perusahaan sedang dalam proses pemutakhiran *website* untuk memasukkan Kebijakan Tata Kelola Perusahaan (*Code of Corporate Governance*) dan *Board Manual*. The Company is in the process of updating the website to include the Code of Corporate Governance and the Board Manual.
2	Bagian Informasi Praktik Tata Kelola Perusahaan memuat informasi antara lain: • Komite Manajemen Risiko mencakup antara lain: (1) nama, jabatan dan riwayat hidup singkat anggota Komite Pemantau Risiko; (2) Independensi anggota Komite Pemantau Risiko; (3) uraian tugas dan tanggung jawab atau pengungkapan jika tidak terdapat Komite Manajemen Risiko. • Uraian mengenai aktivitas berkaitan dengan tanggung jawab sosial Perusahaan terutama mengenai Komitmen Perusahaan terhadap perlindungan konsumen tentang biaya yang telah dikeluarkan. • Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial Perusahaan terutama aktivitas lingkungan, tentang biaya yang telah dikeluarkan. The Corporate Governance Practice Information section contains information including: • The Risk Management Committee includes, among others: (1) name, position and brief biography of members of the Risk Monitoring Committee; (2) Independence of members of the Risk Monitoring Committee; (3) description of duties and responsibilities or disclosures if there is no Risk Management Committee. • Description of activities relating to corporate social responsibility, especially regarding the Company's commitment to consumer protection regarding costs incurred. • Description of the activities and costs incurred relating to corporate social responsibility, especially environmental activities, about the costs incurred.	Perusahaan telah memuat informasi terkait: • Komite Pemantau Manajemen Risiko mencakup antara lain: (1) nama, jabatan dan riwayat hidup singkat anggota Komite Pemantau Manajemen Risiko; (2) Independensi anggota Komite Pemantau Risiko; (3) uraian tugas dan tanggung jawab atau pengungkapan jika tidak terdapat Pemantau Manajemen Risiko. • Uraian mengenai aktivitas berkaitan dengan tanggung jawab sosial Perusahaan terutama mengenai Komitmen Perusahaan terhadap perlindungan konsumen tentang biaya yang telah dikeluarkan. • Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial Perusahaan terutama aktivitas lingkungan, tentang biaya yang telah dikeluarkan. The Company has contained information regarding: • The Risk Management Committee includes, among others: (1) name, position and brief biography of members of the Risk Monitoring Committee; (2) Independence of members of the Risk Monitoring Committee; (3) description of duties and responsibilities or disclosures if there is no Risk Management Committee. • Description of activities relating to corporate social responsibility, especially regarding the Company's commitment to consumer protection regarding costs incurred. • Description of the activities and costs incurred relating to corporate social responsibility, especially environmental activities, about the costs incurred.

GOOD CORPORATE GOVERNANCE ASSESSMENT

GOOD CORPORATE GOVERNANCE ASSESSMENT

No.	**Rekomendasi** Recommendations	**Tindak Lanjut** Follow-Ups
3	Perusahaan mengikuti Kompetisi *Annual Report* Award (ARA) The Company participates in the Annual Report Award (ARA) Competition	Perusahaan belum mengikuti kompetisi ARA dikarenakan fokus pada kompetisi internal yaitu *Annual* Pertamina *Subsidiary Award*. The Company has not yet participated in the ARA competition because it focuses on internal competition, namely the Annual Pertamina Subsidiary Award.
4	Perusahaan mengikuti kompetisi dan meraih juara *Annual Report* Award (ARA) The Company participates and wins the Annual Report Award (ARA)	Perusahaan belum mengikuti kompetisi ARA dikarenakan fokus pada kompetisi internal yaitu *Annual* Pertamina *Subsidiary Award*. The Company has not yet participated in the ARA competition because it focuses on internal competition, namely the Annual Pertamina Subsidiary Award.
5	Perusahaan mengikuti dan meraih penghargaan lain di bidang *Corporate Social Responsibility* (CSR) The Company participates and receives other awards in the field of Corporate Social Responsibility (CSR)	Perusahaan belum mengikuti dan meraih penghargaan lain di bidang *Corporate Social Responsibility* (CSR) dikarenakan kegiatan CSR dipublikasikan dalam *Annual Report*. The Company has not participated in and won other awards in the field of Corporate Social Responsibility (CSR) because CSR activities are published in the Annual Report.
6	Perusahaan mengikuti dan memperoleh penghargaan lain di bidang publikasi dan keterbukaan informasi. The Company participates and receives other awards in the field of publication and disclosure of information.	Perusahaan telah mengikuti kompetisi internal yaitu *Annual* Pertamina *Subsidiary Award*. The Company has participated in an internal competition, the Annual Pertamina Subsidiary Award.

ACTIVE CONTRIBUTIONS TO WHERE WE COME FROM

Kontribusi Aktif
pada Tempat Kami Berawal

CORPORATE SOCIAL RESPONSIBILITY

Tanggung Jawab Sosial Perusahaan

We never forget Home. Going the distance and giving back to local communities in Indonesia.

Kami tak pernah melupakan Rumah. Menempuh jarak dan memberikan kembali pada komunitas lokal di Indonesia.

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

Dalam menjalankan usaha di bidang energi, PT Pertamina Internasional Eksplorasi dan Produksi(PIEP) berpedoman pada pelaksanaan proses bisnis yang berkelanjutan. Hal ini dicapai melalui pendekatan pertumbuhan laba Perusahaan (*profit*) yang harus sejalan dengan upaya menjaga lingkungan sekitar (*planet*), serta menjaga keseimbangan kehidupan sosial (*people*). Oleh karena itu, tanggung jawab sosial Perusahaan atau *Corporate Social Responsibility*(CSR) sangatlah penting bagi Perusahaan demi mewujudkan usaha yang berkelanjutan.

In conducting business in the energy sector, PT Pertamina Internasional Eksplorasi dan Produksi (PIEP) is guided by the implementation of sustainable business processes. This is achieved through the corporate profit growth (profit) approach which must be in line with efforts to safeguard the surrounding environment (planet), and maintain the social life balance (people). Therefore, Corporate Social Responsibility (CSR) is very important for the Company in realizing a sustainable business.

KOMITMEN TANGGUNG JAWAB SOSIAL

Pelaksanaan program CSR ini sejalan dengan komitmen Perusahaan untuk membangun kualitas kehidupan yang lebih baik, sejalan dengan proses bisnis yang etis. Komitmen ini merupakan komitmen jangka panjang Perusahaan, serta sebagai bentuk tanggung jawab Perusahaan terhadap masyarakat dan lingkungan.

Program-program CSR dilaksanakan secara konsisten setiap tahun melalui penyediaan anggaran dan perencanaan yang sistematis. Tujuannya agar masyarakat dan lingkungan dapat merasakan manfaat yang sebesar-besarnya, serta menghadirkan citra positif dan memperkokoh dukungan masyarakat terhadap Perusahaan dalam menjalankan bisnis industri minyak dan gas. Dengan demikian, Perusahaan dapat meningkatkan fokus dan kinerja dalam menjalankan dan mewujudkan usaha yang berkelanjutan.

Komitmen PIEP dalam pelaksanaan CSR diwujudkan dengan Organisasi dan pengorganisasian inisiatif tanggung jawab sosial Perusahaan yang disajikan pada bagan di bawah ini:

SOCIAL RESPONSIBILITY COMMITMENT

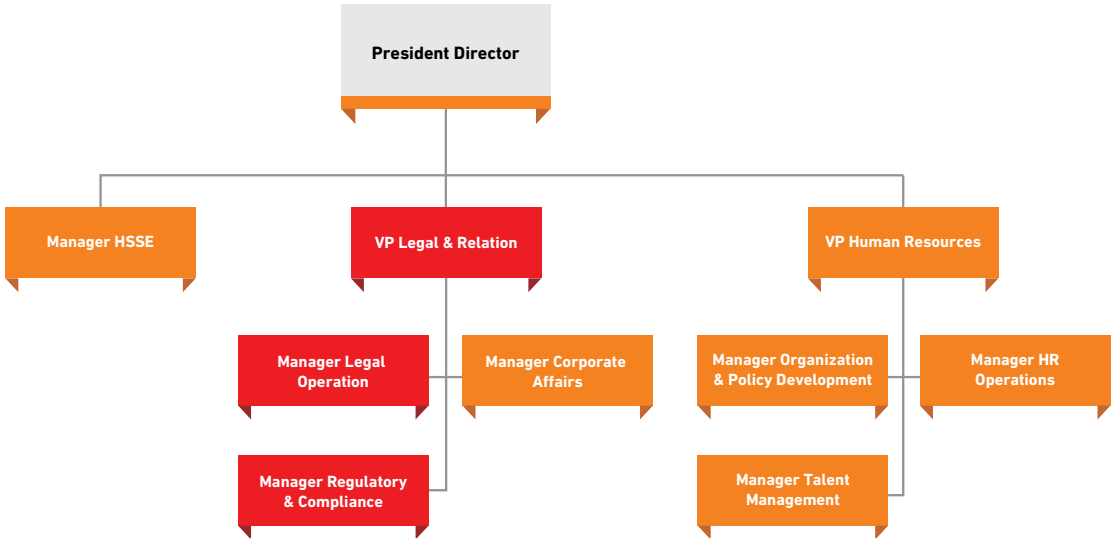
The implementation of the CSR program is in line with the Company's commitment to build a better quality of life, in line with ethical business processes. This commitment is the Company's long-term commitment, as well as a manifestation of the Company's responsibility towards society and the environment.

CSR programs are carried out consistently every year through the provision of systematic budgeting and planning. The objective is that the community and the environment can reap as much benefit as possible, and demonstrate a positive image and strengthen community's support for the Company in conducting business in the oil and gas industry. Thus, the Company can increase focus and Performance in carrying out and realizing sustainable business.

PIEP's commitment in implementing CSR is realized by the organization and organization of corporate social responsibility initiatives presented in the chart below:

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE



Pelaksana Executor	Keterangan Information	
Manager HSSE	Penanggung Jawab CSR bidang HSSE	Responsible for HSSE CSR
Corporate Affairs Manager	Penanggung Jawab CSR Lingkungan Hidup, CSR Kemasyarakatan	Responsible for Environmental CSR, Social CSR
VP Human Resources	Penanggung Jawab CSR bidang Hak Asasi Manusia dan CSR Ketenagakerjaan	Responsible for CSR in the field of Human Rights and CSR Employment
VP Legal & Relation	Penanggung Jawab CSR bidang Operasi yang Adil	Responsible for CSR in the field of Fair Operation

Struktur organisasi telah dilengkapi dengan berbagai kebijakan terkait yang masing-masing akan dijelaskan di tiap-tiap *core subject* CSR dalam bagian ini.

The organizational structure has been supplemented by various related policies, each of which will be explained in each of the core CSR subjects in this section.

METODE DAN LINGKUP *DUE DILIGENT* TERHADAP DAMPAK SOSIAL, EKONOMI DAN LINGKUNGAN DARI AKTIVITAS PERUSAHAAN

Dalam rangka mencegah terjadinya dampak negatif dari keputusan dan kegiatan Perusahaan, maka PIEP telah memiliki berbagai kebijakan, mekanisme pemantauan dan mekanisme penanganan keluhan. Metode dan lingkup *due diligent* disajikan sebagai berikut:

METHODS AND SCOPE OF DUE DILIGENT TOWARDS SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPACTS OF THE COMPANY'S ACTIVITIES

In order to prevent negative impacts from the Company's decisions and activities, PIEP has various policies, monitoring mechanisms and complaints handling mechanisms. The methods and scope of due diligence are presented as follows:

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

Core Subject	**Lingkup** Scope	**Kebijakan** Policy	**Mekanisme Pemantauan** Monitoring Mechanism	**Mekanisme Penanganan Keluhan** Complaints Handling Mechanism
Hak Asasi Manusia Human rights	Membina hubungan industrial antara Pekerja dengan Perusahaan Fostering industrial relations between Employees and companies	Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan Law No. 13 Year 2003 concerning Manpower	Survei Kepuasan Pekerja Employees Satisfaction Survey	Servicedesk HR PIEP servicedesk.hrpiep@pertamina.com
Operasi Yang Adil Fair Operation	Pencegahan *fraud*, *Whistleblowing System* (WBS), larangan gratifikasi serta pencegahan benturan kepentingan Fraud prevention, Whistleblowing System (WBS), prohibition of gratification and prevention of conflicts of interest	TKO Pengelolaan *Whistleblowing System* (WBS), Pedoman gratifikasi, penolakan, penerimaan, pemberian hadiah, cinderamata dan hiburan TKO Management of Whistleblowing System (WBS), Guidelines for gratuity, rejection, acceptance, gift giving, souvenirs and entertainment	*Assessment* GCG untuk sebagai penilaian dalam pelaksanaan operasi yang adil yang dilakukan pihak independen yaitu PT Multi Utama Indojasa-MUC Consulting Group GCG assessment as an assessment in the implementation of fair operations conducted by an independent party namely PT Multi Utama Indojasa-MUC Consulting Group.	Email: wbs.piep@pertamina.com
Lingkungan Hidup Living environment	Efisiensi kegiatan operasional kantor Efficiency of office operational activities	Peraturan Pemerintah Nomor 47 tahun 2012 Tentang Tanggung Jawab Sosial dan Lingkungan Perusahaan Terbatas Government Regulation No. 47 Year 2012 Concerning Limited Company Social and Environmental Responsibility		Servicedesk HR PIEP servicedesk.hrpiep@pertamina.com
Ketenagakerjaan, Kesehatan dan Keselamatan Kerja Employment, Health and Work Safety	Kesetaraan *gender* dan kesempatan kerja, pemberian fasilitas kesehatan dan keselamatan kerja Gender equality and employment opportunities, provision of occupational health and safety facilities	Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan Law No. 13 Year 2003 on Employment	Survei Kepuasan Pekerja Employee Satisfaction Survey	Servicedesk HR PIEP servicedesk.hrpiep@pertamina.com
Tanggung Jawab Konsumen Customer Responsibility	*Customer day*	Undang-Undang Republik Indonesia Nomor 8 Tahun 1999 tentang Perlindungan Konsumen Law of the Republic of Indonesia No 8 Year 1999 concerning Customer Protection	Sertifikasi Quality and Quantity Quality and Quantity Certification	Servicedesk HR PIEP servicedesk.hrpiep@pertamina.com
Pengembangan Sosial Kemasyarakatan Community Social Development	Pengembangan kemasyarakatan khususnya dalam pelestarian budaya Community development, especially in cultural preservation	Tata Kerja Organisasi Pedoman Kegiatan CSR PIEP No. B-001/PN2230/2017-S0 Organizational Work Procedures PIEP CSR Activity No. B-001/PN2230/2017-S0	Laporan CSR PIEP PIEP CSR Report	Servicedesk HR PIEP servicedesk.hrpiep@pertamina.com

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

STAKEHOLDER PENTING YANG TERDAMPAK ATAU BERPENGARUH PADA DAMPAK DARI KEGIATAN PERUSAHAAN

PIEP mengidentifikasi pemangku kepentingannya berdasarkan kepentingan dan hubungannya dengan Perusahaan, yakni Pelanggan, Pemegang Saham dan Investor, Pekerja, Pemerintah, Mitra Kerja, Media Massa, Masyarakat dan Asosiasi. Berdasarkan hasil identifikasi tersebut, keterlibatan Pemangku Kepentingan PIEP dapat dilihat pada tabel berikut:

IMPORTANT STAKEHOLDERS THAT ARE IMPACTED OR AFFECTING ON THE IMPACT OF THE COMPANY'S ACTIVITIES

PIEP identifies the stakeholders based on their interests and relationships with the Company, namely Customers, Shareholders and investors, Employee, Government, business partners, mass media, the community and associations. Based on the identification results, the involvement of PIEP Stakeholders can be seen in the following table:

Pemangku Kepentingan Stakeholders	**Topik Utama yang Diajukan** Proposed Topics
Pemegang Saham Shareholder	Dividen/pengembangan usaha/tata kelola/manajemen Dividends/business development/governance/management
Pelanggan Eksternal External Customers	Hubungan Komersial Commercial relations
Pekerja Employee	Ketenagakerjaan/Kesejahteraan/Kesehatan Employment/Welfare/Health
Mitra Kerja Business Partner	Hubungan komersial Commercial relationship

ISU-ISU PENTING SOSIAL, EKONOMI DAN LINGKUNGAN PENTING TERKAIT DAMPAK KEGIATAN PERUSAHAAN

Dalam memaparkan isu-isu, data dan informasi terkini yang relevan dengan hak para Pemangku Kepentingan, PIEP melakukan *Focus Group Discussion* serta *Stakeholder mapping* kepada para pemangku kepentingan/mitra kerja. Adapun isu-isu penting pendidikan, sosial, budaya, ekonomi dan lingkungan adalah sebagai berikut:

1. Kepatuhan lingkungan
2. Kesehatan, Keselamatan, Keamanan Kerja dan Lindung Lingkungan (HSSE)
3. Pendidikan dan pelatihan
4. Kepuasan Pekerja
5. Masyarakat

SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPORTANT ISSUES RELATED TO THE IMPACT OF COMPANY ACTIVITIES

In presenting current issues, data and information relevant to the rights of the Stakeholders, PIEP conducts Focus Group Discussion as well as stakeholder mapping to stakeholders/ business partners. The important issues of education, social, cultural, economic and environmental issues are as follows:

1. Environmental compliance
2. Health, Safety, Security and Environment (HSSE)
3. Education and training
4. Employee Satisfaction
5. Society

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

LINGKUP TANGGUNG JAWAB SOSIAL PERUSAHAAN

Lingkup tanggung jawab sosial PIEP adalah sebagai berikut:

1. Tata Kelola Tanggung Jawab Sosial
2. Hak Asasi Manusia
3. Ketenagakerjaan
4. Lingkungan Hidup
5. Operasi Yang Adil
6. Pemenuhan Kepentingan Pelanggan
7. Kemasyarakatan

Lingkup tanggung jawab sosial dilaksanakan baik di Perusahan maupun Entitas Anak Perusahaan.

Lingkup tanggung jawab sosial yang merupakan kewajiban adalah memenuhi peraturan perundang-undangan terkait di antaranya disajikan sebagai berikut:

SCOPE OF CORPORATE SOCIAL RESPONSIBILITY

The scope of PIEP's social responsibility is as follows:

1. Governance of Social Responsibility
2. Human Rights
3. Employment
4. Environment
5. Fair Operation
6. Fulfillment of Customer Interests
7. Society

The scope of social responsibility is implemented both in the Company and Subsidiary Entities.

The scope of social responsibility which is an obligation is to meet the relevant laws and regulations, including the following:

Core Subject	**Peraturan Terkait** Related Regulations	
Hak Asasi Manusia	Undang-Undang Republik Indonesia Nomor 39 Tahun 1999 tentang Hak Asasi Manusia.	Law of the Republic of Indonesia No. 39 Year 1999 concerning Human Rights.
Operasi Yang Adil	Undang-Undang Republik Indonesia Nomor 20 Tahun 2001 Tentang Perubahan Atas Undang-Undang Nomor 31 Tahun 1999 Tentang Pemberantasan Tindak Pidana Korupsi.	Law of the Republic of Indonesia No. 20 Year 2001 concerning Amendment to Law No. 31 Year 1999 concerning Eradication of Corruption.
Lingkungan Hidup	Peraturan Pemerintah Nomor 47 tahun 2012 Tentang Tanggung Jawab Sosial dan Lingkungan Perusahaan Terbatas.	Government Regulation No. 47 Year 2012 Concerning Limited Corporate Social and Environmental Responsibility.
Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja	1. Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja. 2. Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan. 3. Undang-Undang Nomor 36 Tahun 2009 tentang Kesehatan. 4. Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja.	1. Law No. 1 Year 1970 concerning Work Safety. 2. Law No. 13 Year 2003 concerning Manpower. 3. Law No. 36 Year 2009 concerning Health. 4. Government Regulation No. 50 Year 2012 concerning the Implementation of Occupational Safety and Health Management Systems.
Konsumen	Undang-Undang Republik Indonesia Nomor 8 Tahun 1999 tentang Perlindungan Konsumen.	Law of the Republic of Indonesia No. 8 Year 1999 concerning Customer Protection.
Pengembangan Sosial dan Kemasyarakatan	Pasal 1 Nomor 3 Undang-Undang Nomor 40 Tahun 2007 tentang Perusahaan Terbatas mengenai CSR(*Corporate Social Responsibility*).	Article 1 No. 3 of Law No. 40 Year 2007 concerning Limited Liability Companies regarding CSR(Corporate Social Responsibility).

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

PIEP juga menerapkan kebijakan lingkungan dalam kegiatan operasionalnya di Algeria. Berikut Peraturan-peraturan di Algeria terkait lingkungan hidup:

PIEP also applies environmental policies in its operations in Algeria. The following regulations in Algeria related to the environment:

Planning & Environmental Impact Assessment			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Authorisation for factories, workshops, sites and installations, which may present a danger or inconvenience to the neighbourhood, public health and safety, to nature and the environment, and the conservation of sites and monuments	Law No 83-03	Ministry in charge of Environment/ Wali/President of the Local Assembly (APC-Assemblée Populaire Communale)	S, E, P
Authorisation for classified installations following an environmental impact study	Law No 03-10/Decree No 07-145	Ministry in charge of Environment	S, E, P, A

Land Use Planning			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Authorisation for development in tourist zones	Ordinance No 66-62 Law No 03-03	Ministry in charge of Tourism	S, E, P
Planning authorization for the construction and operation of specific classes of buildings	Decree No 76-34	Wali	S, E, P
Authorisation for the reopening of an industrial site shut for over a year	Decree No 76-34	Wali	P
Construction permits for all construction relating to industrial installations, the production of liquid or gaseous hydrocarbons and their transport, and the treatment and discharge of waste-water and industrial wastes	Law No 82-02	President of the APC	P
Construction permit for industrial works outside urban areas	Decree No 85-211	Ministry in charge of Urbanism, Construction and Habitat/President of the APC	P
Authorization for any modification to land within national parks and nature reserves	Decree No 87-143	Ministry in charge of Nature Protection/Wali	P
Construction permit for the construction of transport and production pipelines	Decree No 88-35	Ministry of Energy and Mines	P
Operation authorisation for all classified establishment	Decree No 06-198	Wali	P

Habitats/Eco Systems			
Permit Title	***Legal Base***	***Competent Authority***	***Stage of lifecycle***
Hunting permit-one per person, per hunting season	Law No 82-10	Ministry in charge of Hunting/Wali	S, E, P, A
Authorisation for deforestation activities	Law No 84-12	Ministry in charge of Forests	S, E, P
Authorisation for construction, works and mineral extraction activities to be carried out within forests	Law No 84-12/Decree No 01-87	Ministry in charge of Forests	S, E, P, A

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

Cultural Heritage			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Authorisation for: • any relocation or destruction of objects of national historical, artistic or archaeological interest and, • for degradation of all or part of a site or classified monument	Ordinance No 67-281	Ministry in charge of Arts	S, E, P, A

Hydrocarbon Development			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Mining titles prior to prospecting, research and exploitation activities.	Law No 86-14	Ministry in charge of Hydrocarbons	S, E, P, A
Authorisation for start-up of installation of LPG distribution	Circular No 0609	Ministry in charge of Energy	P
Exploration permits or H-permits for E&P activities.	Decree No 88-34	Ministry in charge of Hydrocarbons	S, E, P
Permit for the construction of oil or gas pipelines	Decree No 88-35	Wali/Ministry in charge of Hydrocarbons	P
Authorisation to prospect for hydrocarbon	Executive Decree No 07-294	ALNAFT	S, E

Transport			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Authorisation for the transport of hazardous materials such as compressed and liquefied gas	Decree No 90-79	Ministry in charge of Transport	S, E, P, A

Air Quality			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Exceptional authorization for flaring of associated gas	Decree No 94-43	Ministry in charge of Hydrocarbons	P

Water Resource Management/Pollution Prevention			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Authorisation or leasing arrangement for the abstraction and use of water.	Law No 83-17		S, E, P, A
Authorisation for the disposal of waste-water from any source into domestic sewage *systems*	Law No 83-17		S, E, P, A
Approval for sampling and discharging from industrial installations	Law No 83-03	Ministry in charge of Environment	E, P, A
Authorisation for spillage, dumping and incineration at sea	Law No 83-03	Ministry in charge of Environment	S, E, P, A
Derogation for the use of fresh water for injection	Decree No 94-43	Ministry in charge of Hydrocarbons/ Ministry responsible for Hydraulics	E, P

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

Waste Management			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Authorisation for dumping of polluting substances from terrestrial or marine industrial installations	Ordinance No 76-80	Ministry of Merchant Marine/Ministry of Industry and Energy	S, E, P, A
Authorisation for disposal of waste-water from any other source into the domestic sewage system and for effluent discharge	Law No 83-17		S, E, P, A
Authorisation for the dumping of wastes	Decree No 88-228/ Decree No 93-160	Ministry in charge of Environment	S, E, P, A
Authorisation for the use of used oils as fuel	Decree No 93-162	Ministry in charge of Environment	S, E, P, A
Authorisation for the incineration of used oils	Decree No 93-162	Ministry in charge of Environment	S, E, P, A
Approval for the recycling of waste oils	Decree No 93-162	Ministry in charge of Environment/ Ministry of Energy and Trade	S, E, P, A
Authorisation to transport hazardous waste	Decree No 01-19	Ministry in charge of Environment/ Ministry in charge of Transport	S, E, P, A

Hazardous substances			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Prior declaration for the import or manufacture of potentially dangerous chemical and radioactive substances	Law No 83-03	Ministry in charge of Environment	S, E, P, A

Decommissioning & Abandonment			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Authorisation for temporary abandonment for longer than three months and for definitive abandonment	Decree No 94-43	Ministry in charge of Hydrocarbons	A

Health & Safety			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Authorisation for works taking place in establishments open to the public outside the remit of the construction permit	Decree No 76-36	Commission of Prevention and Civil Protection of the Wilaya President of the APC	S, E, P, A
Authorisation for all activities involving intermittent emission of ionising radiation or defined radioactive elements	Decree No 86-132	High Commission for Research	E, P, A
Accreditation for all activities carried out within establishments which involve continuous emissions of ionising radiation or defined radioactive elements	Decree No 86-132	High Commission for Research	E, P
Permit for use of explosives	Decree No 90-198	Service in charge of Mines/Wali	S, A
Verification Certificate for equipment for hydraulic pressure testing	Decree No 90-245	Ministry in charge of Hydrocarbons	S, E, P, A
Certification of Conformity for imported steam pressure equipment (to be stamped by the Algerian embassy in the country of origin)	Decree No 90-246	Ministry in charge of Hydrocarbons	P
Authorisation for Projects for above ground pipelines	Safety regulations of Sept 91	Ministry in charge of Hydrocarbons	P

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

Health & Safety			
Permit Title	**Legal Base**	**Competent Authority**	**Stage of lifecycle**
Endorsement to proceed to on-site tests for carriers by pipeline	Safety regulations of Oct 91	Approved safety organisation	P
Declaration of those working areas where employees are highly exposed to professional risks	Interministerial Order (09/06/1997)	Organism of social security territorially competent Health and social protection direction of the local Wilaya.	S,E,P,A
Authorisation to circulate after a MOT inspection	Executive Decree No 98-300	Ministry in charge of Transport	S, E, P, A

STRATEGI DAN PROGRAM KERJA DALAM MENANGANI ISU-ISU SOSIAL, EKONOMI DAN LINGKUNGAN DALAM UPAYA *STAKEHOLDERS ENGAGEMENT* DAN MENINGKATKAN *VALUE* UNTUK *STAKEHOLDER* DAN *SHAREHOLDER*

Strategi dan program kerja tanggung jawab sosial untuk tiap-tiap *core subject* tanggung jawab sosial disampaikan sebagai berikut:

STRATEGY AND WORK PROGRAMS IN MANAGING SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES IN STAKEHOLDERS ENGAGEMENT EFFORTS AND INCREASING VALUE FOR STAKEHOLDERS AND SHAREHOLDERS

Strategies and work programs for social responsibility for each core subject of social responsibility are as follows:

Core Subject	**Strategi** Strategy	**Program Kerja** Work Program
Hak Asasi Manusia Human Rights	Menekankan pada pemenuhan hak asasi manusia terkait ketenagakerjaan, dan pemangku kepentingan lainnya. Emphasizing the fulfillment of human rights related to employment, and other stakeholders.	1. Penanganan keluhan Pekerja. 2. Pelatihan dan pengembangan kompetensi Pekerja. 3. Program-program lainnya yang relevan. 1. Handling employee complaints. 2. Training and developing employee competencies. 3. Other relevant programs.
Operasi Yang Adil Fair Operation	Menekankan tidak terdapatnya konflik kepentingan dalam setiap keputusan bisnis, melakukan persaingan bisnis yang sehat dan penerapan WBS dan *Code of Conduct* secara efektif. Emphasizing the absence of conflict of interest in any business decision, conduct fair business competition and effectively implement WBS and Code of Conduct.	1. Sosialialisasi berbagai pedoman-pedoman GCG seperti Kebijakan Gratifikasi, WBS, dan *Code of Conduct*. 2. Pengelolaan Gratifikasi, WBS, dan *Code of Conduct*. 3. Penandatangan Pakta Integritas oleh Dewan Komisaris, Direksi dan seluruh Pekerja. 4. Program-program lainnya yang relevan. 1. Socialization of various GCG guidelines such as Gratuity Policy, WBS, and Code of Conduct. 2. Management of Gratuities, WBS, and Code of Conduct. 3. Signing of the Integrity Pact by the Board of Commissioners, Directors and all employees. 4. Other relevant programs

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

Core Subject	**Strategi** Strategy	**Program Kerja** Work Program
Lingkungan Hidup Living environment	Menekankan pada program efisiensi energi dan perbaikan/peningkatan kualitas lingkungan hidup. Emphasizing on energy efficiency programs and the improvement/enhancement of the environment.	1. Program Penyediaan Tumbler untuk semua pekerja PIEP. 2. Program efisiensi energy dalam operasional kantor. 3. Program Penggunaan Syntetic Oil Based Mud (SOBM) dalam operasi pengeboran di Aljazair. 4. Program pengurangan Volume Pembakaran Gas. 5. Program Pengolahan Limbah. 6. Program-program lainnya yang relevan. 1. Tumbler Provision Program for all PIEP employees. 2. Energy efficiency programs in office operations. 3. Program on the Use of Syntetic Oil Based Mud (SOBM) in Algeria drilling operations. 4. Gas Combustion Volume reduction program. 5. Waste Management Program. 6. Other relevant programs.
Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja Employment, Health and Safety	Menekankan pada strategi pemenuhan hak-hak Pekerja, seperti kesetaraan *gender* dan kesempatan kerja serta memberikan fasilitas kesehatan yang memadai. Emphasizing on strategies for fulfilling employee rights, such as gender equality and employment opportunities and providing adequate health facilities.	1. Program kesetaraan *gender* dan kesempatan kerja. 2. Program kesetaraan dalam pendidikan dan pengembangan Pekerja. 3. Program-program lainnya yang relevan. 1. Gender equality programs and employment opportunities. 2. Equality program in employee education and development. 3. Other relevant programs.
Konsumen Customer	Menekankan pada strategi kepuasan pelanggan. Emphasizing on customer satisfaction strategy.	1. Program transparasi terhadap informasi produk. 2. Program-program lainnya yang relevan. 1. Transparency program for product information. 2. Other relevant programs.
Pengembangan Sosial dan Kemasyarakatan Social and Community Development	Menekankan pada strategi tanggung jawab sosial terkait pengembangan masyarakat khususnya dalam pelestarian budaya. Emphasizing on social responsibility strategies related to community development, especially in cultural preservation.	1. Program Sekolah Tari Tradisional Cirebon dan Revitalisasi Keraton. 2. Program Festival Budaya Tunjukkan Indonesiamu. 3. Program PIEP Bina Perajin Tenun Baduy. 4. Program-program lainnya yang relevan. 1. Cirebon Traditional Dance School Program and Palace Revitalization. 2. The Culture Festival Tunjukkan Indonesiamu Program. 3. Piep Bina Baduy Weaving Crafters Program. 4. Other relevant programs.

Selain strategi dan program kerja, PIEP mengidentifikasi pemangku kepentingannya dalam menangani isu-isu sosial, ekonomi dalam upaya *stakeholders engagement* dan meningkatkan *value* untuk *stakeholder* dan *shareholder*. Keterlibatan Pemangku Kepentingan PIEP dapat dilihat pada tabel berikut:

In addition to strategies and work programs, PIEP identifies its stakeholders in handling social, economic issues in the effort of stakeholder engagement and increasing value for stakeholders and shareholders. The involvement of PIEP stakeholders can be seen in the following table:

TATA KELOLA TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY GOVERNANCE

Pemangku Kepentingan Stakeholders	**Metode Pelibatan** Method of Engagement	**Frekuensi** Frequency
Pemegang saham Shareholders	Rapat Umum Pemegang Saham General Meeting of Shareholders	Minimal 1 (satu) kali dalam 1 (satu) tahun At least 1 (one) time in 1 (one) year
Pelanggan Customer	Pertemuan langsung dengan Pelanggan Face-to-face meetings with customers	Sesuai dengan kebutuhan As needed
Pekerja Employee	*Town Hall Meeting*	Minimal 1 (satu) tahun sekali At least once a year
	Sharing Knowledge	Minimal 1 (satu) bulan sekali At least once a year
Mitra Kerja Business Partner	*Vendor Day*	Minimal 1 (satu) pertemuan dalam1 (satu) tahun At least 1 (one) time in 1 (one) year

PROGRAM YANG MELEBIHI TANGGUNG JAWAB MINIMAL

Berdasarkan program-program kerja yang telah dijelaskan, beberapa program kerja yang melebihi tanggung jawab minimal di antaranya adalah:

1. Pengurangan Penggunaan Plastik (Minuman Dalam Kemasan) Melalui Penggunaan *Tumblr*.
2. Program Penggunaan *Synthetic Oil Based Mud* (SOBM) dalam operasi pengeboran di Aljazair.
3. Program Sekolah Tari Tradisional Cirebon dan Revitalisasi Keraton.
4. Program Festival Budaya Tunjukkan Indonesiamu.
5. Program PIEP Bina Perajin Tenun Baduy.

PROGRAMS THAT EXCEED MINIMUM RESPONSIBILITIES

Based on the work programs that have been described, several work programs that exceed the minimum responsibilities include:

1. Reduction of the Use of Plastic (Bottled Drink) through the Tumblr use.
2. Use of Syntetic Oil Based Mud (SOBM) Program in drilling operations in Algeria.
3. Cirebon Traditional Dance School Program and Palace Revitalization.
4. Tunjukkan Indonesiamu Culture Festival Program.
5. PIEP Program to Build Baduy Weaving Crafters.

PEMBIAYAAN DAN ANGGARAN TANGGUNG JAWAB SOSIAL

Selama tahun 2019 PIEP telah melaksanakan Program CSR dengan biaya yang dikeluarkan untuk Program binaan, budaya, mitra kerja dan masyarakat sebesar Rp613.904.225. Sedangkan untuk pembiayaan tanggung jawab sosial di luar Program Kemitraan dan Bina Lingkungan melekat pada tiap-tiap kegiatan operasional yang terkait.

FINANCING AND BUDGET OF SOCIAL RESPONSIBILITY

During 2019 PIEP has implemented a CSR Program with costs incurred for the fostered, cultural, business partners and community programs of Rp613.904.225. Whereas the financing of social responsibility outside the Partnership and Community Development Program is inherent in each of the related operational activities.

TANGGUNG JAWAB SOSIAL TERKAIT HAK ASASI MANUSIA

SOCIAL RESPONSIBILITIES RELATED TO HUMAN RIGHTS

KOMITMEN DAN KEBIJAKAN

PIEP memiliki komitmen penuh terhadap penegakan Hak Asasi Manusia(HAM). Meliputi pencegahan tindakan diskriminasi, kebebasan berserikat, pengaturan waktu kerja, izin meninggalkan Pekerjaan. Kebijakan pengelolaan hak asasi manusia berlandaskan peraturan dan perundangan yang berlaku yaitu:

a. Undang-undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan,

b. Undang-undang Nomor 2 Tahun 2004 tentang Penyelesaian Perselisihan Hubungan Industrial.

COMMITMENT AND POLICY

PIEP has a full commitment to the enforcement of Human Rights (HR). include prevention of acts of discrimination, freedom of association, work time arrangements, permission to leave work. Human rights management policies based on the applicable laws and regulations, namely:

a. Act No. 13 Year 2003 on Employment,

b. Law No. 2 Year 2004 on Industrial Relations Dispute Resolution.

LINGKUP TANGGUNG JAWAB SOSIAL BIDANG HAK ASASI MANUSIA

Dalam rumusan terhadap hak asasi manusia didasari dalam pengelolaan hubungan industrial dimulai dari dengan ruang lingkup yakni hubungan kerja meliputi pengakuan para Pekerja, jaminan para Pekerja, Pengembangan kompetensi, waktu kerja, keluh kesah, serta penilaian kepuasan.

SCOPE OF SOCIAL RESPONSIBILITIES IN HUMAN RIGHTS

In the formulation of human rights based on the management of industrial relations starting with the scope of the work relationship includes the recognition of employees, employee guarantees, competency development, working time, complaints, and satisfaction assessment.

RENCANA KEGIATAN TANGGUNG JAWAB SOSIAL BIDANG HAK ASASI MANUSIA

PIEP menargetkan untuk senantiasa menjalankan prinsip-prinsip hak asasi manusia. Hal ini ditujukan untuk membina hubungan industrial secara proporsional serta menciptakan hubungan yang sinergis, antara Pekerja dengan Perusahaan. Selain itu, kegiatan tanggung jawab terkait dengan hak asasi manusia diharapkan akan membawa dampak positif bagi peningkatan produktivitas dan kinerja PIEP, sehingga pada akhirnya dapat membawa pengaruh kepada peningkatan kesejahteraan Pekerja sesuai dengan harapan.

SOCIAL RESPONSIBILITY ACTIVITY PLAN FOR HUMAN RIGHTS

PIEP aims to always implement the principles of human rights. This is aimed at fostering industrial relations in a proportional manner and creating a synergistic relationship between employees and companies. In addition, responsibility activities related to human rights are expected to have a positive impact on improving the productivity and performance of PIEP, so that in the end it can have an effect on improving the welfare of employees in line with expectations.

PELAKSANAAN INISIATIF TANGGUNG JAWAB SOSIAL BIDANG HAK ASASI MANUSIA

Kegiatan-kegiatan dalam tanggung jawab sosial Perusahaan terkait hak asasi manusia meliputi:

IMPLEMENTATION OF SOCIAL RESPONSIBILITIES INITIATIVE IN HUMAN RIGHTS :

Activities in corporate social responsibility related to human rights include:

TANGGUNG JAWAB SOSIAL TERKAIT HAK ASASI MANUSIA

SOCIAL RESPONSIBILITIES RELATED TO HUMAN RIGHTS

a. Perusahaan(PIEP) menjamin hak kebebasan berserikat sesuai dengan peraturan perundang-undangan yang berlaku. Pengakuan dan Jaminan tersebut yaitu bahwa Perusahaan telah mengakui Serikat Pekerja adalah organisasi Pekerja yang didirikan secara sah yang mewakili anggotanya untuk melakukan koordinasi, konsultasi dan perundingan dengan manajemen mengenai hubungan kerja.

b. Waktu Kerja, Cuti dan Izin Meninggalkan Pekerjaan.
PIEP telah menetapkan waktu kerja, cuti dan izin meninggalkan Pekerjaan dengan memperhatikan prinsip-prinsip hak asasi manusia yang diatur dalam kebijakan TKO No. B-013/PN4000/2017-S0 tentang Waktu Kerja dan istirahat tahunan Pekerja PWTT.

c. Pengembangan Kompetensi
Pengembangan komptensi adalah tugas dan tanggung jawab Perusahaan yang dilakukan sesuai dengan kebijakan dan ketentuan Induk Perusahaan yaitu PT Pertamina (Persero).

Untuk terus menjaga keunggulan SDM, PIEP melaksanakan program-program pengembangan kompetensi yang dapat diikuti oleh seluruh Pekerja. Program dilaksanakan melalui serangkaian kegiatan pendidikan dan pelatihan(*training*) yang bertujuan untuk mempersiapkan Pekerja agar mampu menghadapi tantangan dan perubahan serta mengembangkan kompetensi baik yang terkait langsung maupun tidak langsung terhadap strategi bisnis dan operasional. Hal ini sejalan dengan terus berkembangnya kegiatan usaha dan portofolio bisnis Perusahaan. Komitmen Perusahaan dalam menjaga keunggulan SDM diwujudkan melalui pelaksanaan program-program pengembangan termasuk namun tidak terbatas pada Kursus dan/atau Pelatihan dan Sertifikasi.

a. The Company (PIEP) guarantees the right to freedom of association in accordance with applicable laws and regulations. Recognition and Guarantee is that the Company has recognized a Employees Union is a employees organization legally established that represents its members to coordinate, consult and negotiate with management regarding employment relations.

b. Working Time, Leave and Permission to Leave Work.
PIEP has set the work hours, leave and permission to leave work by paying attention to the human rights principles set out in TKO policy No. B-013/PN4000/2017-S0 concerning Work Hours and annual leave of PWTT employees.

c. Competency Development
Competency development is the duty and responsibility of the Company which is carried out in accordance with the policies and regulations of the Holding Company, namely PT Pertamina (Persero).

To continue to maintain HR excellence, PIEP implements competency development programs that can be followed by all employees. The program is implemented through a series of education and training activities aimed at preparing employees to be able to face challenges and changes and develop competencies both directly and indirectly related to business and operational strategies. This is in line with the continued development of the Company's business activities and business portfolio. The Company's commitment in maintaining HR excellence is realized through the implementation of development programs including but not limited to Courses and/or Training and Certification.

TANGGUNG JAWAB SOSIAL TERKAIT HAK ASASI MANUSIA

SOCIAL RESPONSIBILITIES RELATED TO HUMAN RIGHTS

CAPAIAN DAN PENGHARGAAN INISIATIF TANGGUNG JAWAB SOSIAL BIDANG HAK ASASI MANUSIA

Dengan menerapkan prinsip-prinsip HAM, PIEP dapat meningkatkan keharmonisan dalam kegiatan operasional Perusahaan. Selain itu, para pekerja akan merasa nyaman berada di lingkungan Perusahaan. Hal ini berdampak pada meningkatnya survei *Employee Engagement*. Hasil Survei *Employee Engagement* tahun 2019 berada pada nilai 4,02 dari 5. Hal tersebut menunjukkan bahwa para Pekerja PIEP merasa cukup nyaman, termotivasi, dan bersemangat untuk bekerja di Perusahaan sehingga tidak adanya risiko tingginya *turnover* Pekerja. Pada tahun 2019, PIEP belum mendapatkan penghargaan terkait hak asasi manusia.

ACHIEVEMENTS AND INITIATIVE AWARDS OF SOCIAL RESPONSIBILITIES OF HUMAN RIGHTS

By applying the principles of human rights, PIEP can improve harmony in company operations. In addition, employees will feel comfortable in the company environment. This has an impact on increasing the Employee Engagement survey. The Employee Engagement Survey in 2019 results is 4.02 out of 5. This shows that PIEP employees feel comfortable, motivated, and enthusiastic to work in the Company so there is no risk of high employee turnover. In 2019, PIEP has not received awards related to human rights.

TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

SOCIAL RESPONSIBILITIES RELATED TO FAIR OPERATIONS

KOMITMEN DAN KEBIJAKAN

Salah satu komitmen PIEP dalam membangun budaya *Good Corporate Governance* (GCG) adalah dengan melakukan kepatuhan pada Kode Etik Bisnis. PIEP memiliki berbagai kebijakan yang mengatur dilaksanakannya operasi yang adil diantaranya:

a. TKO Pengelolaan *Whistleblowing System* (WBS) Nomor A-003/PN5000/2016-S0.
b. Pedoman gratifikasi, penolakan, penerimaan, pemberian hadiah,cinderamata dan hiburan Nomor A-002/PN5000/2016-S0.
c. Kebijakan Pengelolaan CSR Nomor B-001/PN2230/2017-S0.
d. Pedoman Pengadaan barang dan Jasa A04-001/PN2200/2020-S9.
e. Pakta Integritas PT Pertamina Internasional Eksplorasi dan Produksi.

COMMITMENT AND POLICY

One of PIEP's commitments in building a culture of Good Corporate Governance (GCG) is to adhere to the Code of Business Ethics. PIEP has various policies that regulate the implementation of fair operations including:

a. TKO Management of Whistleblowing System (WBS) Number A-003/PN5000/2016-S0.
b. Guidelines for gratification, rejection, acceptance, gift giving, souvenirs and entertainment Number A-002/PN5000/2016-S0.
c. CSR Management Policy Number B-001/PN2230/2017-S0.
d. Guidelines for Procurement of goods and services A04-001/PN2200/2020-S9.
e. PT Pertamina Internasional Eksplorasi dan Produksi Integrity Pact.

LINGKUP TANGGUNG JAWAB SOSIAL BIDANG OPERASI YANG ADIL

Lingkup kegiatan operasi yang adil antara lain meliputi Pengelolaan CSR yang adil, pencegahan *fraud*, *Whistleblowing System* (WBS), larangan gratifikasi/penerimaan hadiah/cinderamata dan hiburan, dan sosial, serta pencegahan benturan kepentingan.

SCOPE OF SOCIAL RESPONSIBILITY FOR FAIR OPERATIONS

The scope of fair operating activities includes, among others, fair CSR management, fraud prevention, Whistleblowing System (WBS), prohibition of gratification/receipt of gifts/souvenirs and entertainment, and social, as well as prevention of conflicts of interest.

RENCANA KEGIATAN TANGGUNG JAWAB SOSIAL BIDANG OPERASI YANG ADIL

PIEP senantiasa berusaha menjalankan kegiatan bisnis dengan sistem operasi yang adil. PIEP menargetkan seluruh Pekerja PIEP untuk berperilaku baik dalam melaksanakan segala aktivitas Perusahaan serta menciptakan suasana kerja yang sehat, adil, tanggung jawab dan menghindari *conflict of interest* dengan para *stakeholder* Perusahaan. Hal ini diharapkan dapat meminimalisasi peluang terjadinya penyimpangan dan dapat membangun reputasi Perusahaan

SOCIAL RESPONSIBILITY ACTIVITY PLAN FOR FAIR OPERATIONS

PIEP always tries to operate business activities with a fair operating system. PIEP targets all PIEP Employees to behave properly in carrying out all activities of the Company and create a healthy, fair, responsible work atmosphere and avoid conflicts of interest with the Company's stakeholders. This is expected to minimize the opportunity for irregularities and to build a good company reputation. Therefore, PIEP always strives to enforce the activities of the Responsibility policies

TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

SOCIAL RESPONSIBILITIES RELATED TO FAIR OPERATIONS

yang baik. Oleh karena itu, PIEP senantiasa berupaya menegakkan kebijakan-kebijakan kegiatan Tanggung jawab terkait dengan operasi yang adil sehingga bisa meningkatkan nilai para pemangku kepentingan Perusahaan, selanjutnya akan memberikan dampak pada peningkatan nilai Perusahaan.

related to fair operations so as to increase the value of the Company's stakeholders, which in turn will have an impact on increasing the value of the Company.

PELAKSANAAN INISIATIF TANGGUNG JAWAB SOSIAL BIDANG OPERASI YANG ADIL

IMPLEMENTATION OF SOCIAL RESPONSIBILITIES INITIATIVE FOR FAIR OPERATIONS

PELAKSANAAN PENCEGAHAN *FRAUD*

Fraud adalah tindakan kecurangan, korupsi, pencurian, pelanggaran kebijakan dan peraturan Perusahaan, benturan kepentingan, penyuapan atau gratifikasi, penggelapan, penipuan, maupun pemerasan di lingkungan Perusahaan. Sebagai bagian dari semangat untuk menciptakan BUMN Bersih, Perusahaan melakukan pendekatan preventif dan kuratif untuk mencegah terjadinya *fraud*. Pendekatan *preventive* dilakukan melalui sosialisasi dan *reminder* tentang Kode Etik Bisnis yang harus dilakukan seluruh Pekerja PIEP dalam kegiatan anti korupsi.

IMPLEMENTATION OF FRAUD PREVENTION

Fraud is an act of fraudulence, corruption, theft, violation of Company policies and regulations, conflicts of interest, bribery or gratuity, embezzlement, fraud, or extortion within the Company. As part of the spirit to create Clean SOEs, the Company takes a preventive and curative approach to prevent fraud. The preventive approach is carried out through socialization and reminder of the Code of Business Ethics that must be carried out by all PIEP Employees in anti-corruption activities.

WHISTLEBLOWING SYSTEM (WBS)

Whistleblowing System diperkenalkan sejak tahun 2016 dengan adanya TKO WBS No. A-003/PN5000/2016-S0 untuk memperkuat pelaksanaan GCG yang memberikan jalan bagi seluruh Pekerja PIEP dan Pemangku Kepentingan lainnya untuk melaporkan indikasi pelanggaran terhadap Kode Etik Bisnis maupun *fraud*, berdasarkan bukti-bukti yang dapat dipertanggungjawabkan serta dengan niat baik. Untuk menjaga independensi, WBS dikelola oleh Fungsi *Compliance* yang bertugas menerima dan mengawasi pengaduan baik internal dan eksternal sehingga PIEP menjadi perusahan yang bersih dari kecurangan.

WHISTLEBLOWING SYSTEM (WBS)

The Whistleblowing System was introduced in 2016 with the TKO WBS No. A-003/PN5000/2016-S0 to strengthen the implementation of GCG that provides a way for all PIEP Employees and other Stakeholders to report indications of violations of the Code of Business Ethics and fraud, based on evidence that can be accounted for and in good faith. To maintain independence, WBS is managed by the Compliance Function in charge of receiving and overseeing complaints both internal and external so that PIEP becomes a company that is free of fraud.

TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

SOCIAL RESPONSIBILITIES RELATED TO FAIR OPERATIONS

LARANGAN GRATIFIKASI/PENERIMAAN HADIAH/ CINDERAMATA DAN HIBURAN

Larangan Gratifikasi pada Perusahaan sudah tertuang pada pedoman gratifikasi PIEP No. A-002/PN5000/2016-S0 di mana Pekerja PIEP dilarang untuk menerima atau meminta secara langsung atau tidak langsung hadiah/cenderamata dan/atau hiburan dari setiap pihak yang tidak memiliki hubungan bisnis atau pesaing di lingkungan PIEP, yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk mempengaruhi pihak untuk melakukan dan/atau tidak melakukan suatu hal yang berkaitan dengan kedudukan/jabatan. Apabila Pekerja PIEP ditawarkan/diberikan Hadiah/Cenderamata dan/atau Hiburan yang tidak sesuai dengan ketentuan yang diatur dalam Pedoman Pengendalian Gratifikasi wajib melakukan penolakan dengan cara santun terhadap tawaran/pemberian, dengan memberikan penjelasan terhadap kebijakan dan aturan ini kepada Pihak yang bersangkutan.

PROHIBITION OF GRATIFICATION/ACCEPTANCE OF GIFTS/SOUVENIRS AND ENTERTAINMENT

Prohibition of Gratification in the Company has been stated in the PIEP gratification guidelines No. A-002/PN5000/2016-S0 where PIEP Employees are prohibited from receiving or requesting directly or indirectly gifts/souvenirs and/or entertainment from any party that does not have a business relationship or competitor in the PIEP environment, which aims to obtain information, or something that is not justified by the provisions of the applicable law, or to influence a party to do and/or not do something related to position. If a PIEP Employees is offered/given a Gift/Souvenir and/or Entertainment that is not in accordance with the provisions stipulated in the Gratification Control Guidelines shall be obliged to politely reject the offer/gift, by providing an explanation of these policies and rules to the Party concerned.

PENCEGAHAN BENTURAN KEPENTINGAN

Benturan kepentingan terjadi atau mungkin terjadi pada Pekerja PIEP yang memiliki hubungan keluarga atau pertemanan dengan kompetitor, *vendor*, atau rekan kerja. Dalam menghadapi adanya benturan kepentingan maka setiap Pekerja PIEP dilarang untuk:

1. Terlibat dalam pengembalian keputusan atau mencoba mempengaruhi keputusan PIEP dalam proses pengadaan untuk kepentingan Perusahaan yang dimiliki keluarga atau teman, atau Perusahaan di mana keluarga atau teman adalah pejabat pengambil keputusan.
2. Berupaya selalu menghindari segala bentuk keterlibatan keluarga dalam hubungan bisnis untuk menghindari konflik kepentingan. Segala bentuk transaksi yang dilakukan dengan keterlibatan yang harus dihindari dan didiskusikan terlebih dahulu dengan atasan langsung, atasan tidak langsung maupun Pemimpin Unit.

PREVENTION OF CONFLICTS OF INTEREST

Conflicts of interest occur or may occur to PIEP Employees who have family or friendship relations with competitors, vendors, or coemployees. In the face of a conflict of interest, every PIEP Worker is prohibited from:

1. Engage in decision-making or trying to influence the PIEP decisions in the procurement process for the benefit of the Company owned by family or friends, or company where family or friends is the official decision makers.
2. Try to always avoid all forms of family involvement in business relationships to avoid conflicts of interest. All forms of transactions carried out with involvement must be avoided and discussed in advance with direct superiors, indirect superiors or Unit Leaders.

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3. Perusahaan senantiasa melakukan sosialisasi kepada *vendor* terkait dengan operasi yang adil yang telah dituangkan dalam pedoman pengadaan barang dan jasa serta vendor yang telah bekerja sama dengan PIEP wajib mengisi pakta integritas demi terjaminnya vendor dari praktik *conflict of interest* didalam lingkungan PIEP.

3. The company continues to disseminate information to vendors related to fair operations as outlined in the procurement guidelines for goods and services as well as vendors who have worked with PIEP must complete an integrity pact to ensure vendors from conflict of interest practices within the PIEP environment.

CAPAIAN DAN PENGHARGAAN INISIATIF TANGGUNG JAWAB SOSIAL BIDANG OPERASI YANG ADIL

Sampai dengan Desember 2019, PIEP belum memiliki sertifikasi dan penghargaan terkait operasi yang adil. Namun demikian, Perusahaan telah berhasil menerapkan operasi yang adil dengan dicapainya skor GCG di tahun 2019 sebesar 85,139 dengan predikat "Baik".

ACHIEVEMENTS AND INITIATIVE AWARDS OF SOCIAL RESPONSIBILITIES FOR FAIR OPERATIONS

As of December 2019, PIEP did not have certification and awards regarding fair operations. However, the Company has successfully implemented a fair operation with the achievement of the GCG score in 2019 of 85,139 with the title "Good".

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CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT

KOMITMEN DAN KEBIJAKAN

Sebagai Perusahaan yang bergerak di industri minyak, gas bumi dan energi, PIEP menyadari bahwa kegiatan operasional yang dilakukan dapat berpengaruh terhadap lingkungan. Untuk itu Perusahaan berkomitmen untuk menjaga, mempertahankan, serta melestarikan lingkungan hidup. Komitmen ini tertuang dalam Keputusan Direksi PIEP.

Di samping itu, Perusahaan juga menerapkan kebijakan antara lain dengan mengefisiensikan kegiatan operasional di lingkungan kantor, melalui efisiensi penggunaan listrik, air, dan kertas. Kebijakan ini sejalan dengan kampanye yang terus menerus dilakukan dalam upaya meningkatkan kesadaran dan kepedulian seluruh Pekerja terhadap lingkungan.

Dalam proses bisnisnya di luar negeri, PIEP turut serta dalam upaya mengurangi pencemaran limbah serta menjaga lingkungan sekitar tetap aman dan terkontrol. Salah satunya yaitu kepatuhan PIEP terhadap peraturan yang berlaku di Wilayah MLN Algeria.

COMMITMENT AND POLICY

As a company engaged in the oil, natural gas and energy industries, PIEP is aware that the operational activities carried out can affect the environment. For this reason, the Company is committed to protecting, maintaining and preserving the environment. This commitment is stated in the Decree of the PIEP Directors.

In addition, the Company also implemented policies, among others, by streamlining operational activities in the office environment, through the efficient use of electricity, water and paper. This policy is in line with the ongoing campaign in an effort to increase awareness and concern for all Employees on the environment.

In its overseas business processes, PIEP participates in efforts to reduce waste pollution and keep the surrounding environment safe and controlled. One of them is PIEP compliance with regulations in Algeria's MLN Region.

DAMPAK DAN RISIKO LINGKUNGAN TERKAIT DENGAN PERUSAHAAN

Perusahaan dalam kegiatan operasionalnya secara langsung maupun tidak langsung terdapat limbah yang dihasilkan dan dibuang ke lingkungan. Limbah lumpur bor merupakan campuran dari lumpur bor dan limbah pengeboran lainnya seperti *cuttings* yang mengandung hidrokarbon, zat berbahaya, maupun garam barium atau klorida. Oleh karena itu, limbahnya harus dikelola dengan baik. Penggunaan lumpur bor menerapkan *circulating system* yang lumpumya dapat digunakan lagi setelah melewati proses pengolahan.

Risiko tanggung jawab lingkungan di perkantoran adalah Perusahaan menghasilkan beberapa limbah yang dibuang ke lingkungan yaitu sampah kertas dan sampah plastik seperti sampah botol minum. Efek dari sampah plastik inilah yang tidak bisa di urai/diolah oleh alam berjuta-juta tahun

ENVIRONMENTAL IMPACT AND RISK RELATED TO THE COMPANY

Companies in its operational activities directly or indirectly have waste generated and discharged into the environment. Drilling mud waste is a mixture of drill mud and other drilling wastes such as cuttings that contain hydrocarbons, hazardous substances, or barium salts or chlorides. Therefore, the waste must be managed properly. The use of drill mud applies a circulating system which can be used again after passing through the processing process.

The risk of environmental responsibility in offices is that the company generates some waste that is discharged into the environment, namely paper and plastic waste such as drinking bottles. The effects of this plastic waste cannot be broken down/processed by nature for millions of years.

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lamanya. Oleh karena itu PIEP berupaya untuk mengurangi pencemaran limbah itu semua sehingga PIEP turut menjaga lingkungan dari efek sampah plastik.

Therefore PIEP strives to reduce waste management so that PIEP helps protect the environment from the effects of plastic waste.

RENCANA KEGIATAN

Rencana Kegiatan CSR Lingkungan di Lingkungan Kantor PIEP. Langkah nyata yang dilakukan Perusahaan salah satunya dengan mengefisiensikan kegiatan operasional di lingkungan kantor, melalui efisiensi penggunaan plastik, listrik, air, dan kertas. Kebijakan ini sejalan dengan kampanye yang terus menerus dilakukan dalam upaya meningkatkan kesadaran dan kepedulian seluruh Pekerja terhadap lingkungan.

ACTIVITY PLAN

Planned Environmental CSR Activities in the PIEP Office Environment. One of the concrete steps taken by the Company is to streamline operational activities in the office environment, through the efficient use of plastic, electricity, water and paper. This policy is in line with the ongoing campaign in an effort to increase awareness and concern for all Employees on the environment.

KEGIATAN PROGRAM LINGKUNGAN HIDUP

Program-program terkait lingkungan hidup yang dilaksanakan Perusahaan berlandaskan pada sistem perundangan dan peraturan berlaku, serta sesuai dengan *best practice* yang ada. Hal ini bertujuan untuk mengeliminasi konflik lingkungan dan sosial di sekitar Perusahaan. PIEP menerapkan program terkait lingkungan hidup bertajuk *Green Office*, yang bertujuan untuk menciptakan lingkungan kerja yang ramah lingkungan. Beberapa program yang telah dilaksanakan antara lain:

1. **Pengurangan Penggunaan Plastik (Minuman Dalam Kemasan) Melalui Penggunaan *Tumblr***

   Melalui program ini di wajibkan semua Pekerja untuk mengurangi penggunaan botol plastik dengan diberikannya botol/*tumblr* ke semua Pekerja PIEP dan melakukan penghentian pembelian air kemasan botol plastik. Sehingga penggunaan botol plastik yang sulit diurai oleh alam bisa menurun drastis di lingkungan PIEP dan Perusahaan turut berkontribusi dalam menjaga lingkungan.

2. **Program hemat kertas**

   Melalui program ini, segala bentuk komunikasi antar unit kerja di PIEP dilakukan melalui surat elektronik (*e-mail*). Dengan memaksimalkan penggunaan *e-mail*,

LIVING ENVIRONMENTAL PROGRAM ACTIVITIES

The programs related to the environment carried out by the Company are based on the prevailing legal system and regulations, and in accordance with existing best practices. This aims to eliminate environmental and social conflicts around the Company.PIEP implements programs related to the environment titled Green Office, which aims to create an environmentally friendly work environment. Some of the programs that have been implemented include:

1. **Reduction of the Use of Plastic (bottled water) through the Use of Tumblr**

   Through this program all Employees are required to reduce the use of plastic bottles by giving bottles/tumblr to all PIEP Employees and stopping the purchase of bottled plastic water. So that the use of plastic bottles that are difficult to decompose by nature can decrease dramatically in the environment of PIEP and the company also contributes to protecting the environment.

2. **Paper saving program**

   Through this program, all forms of communication between work units in PIEP are carried out by e-mail. By maximizing the use of e-mail, paper usage can be

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maka penggunaan kertas dapat diminimalisir. Selain itu komunikasi via *e-mail* diharapkan akan mendukung terciptanya budaya *paperless*.

3. **Pengunaan kertas bekas atau mencetak bolak-balik.**

   Melalui program ini diharapkan penggunaan kertas untuk mencetak dapat dikurangi. Langkah mencetak dalam lembaran lembaran kertas hanya dilakukan jika hal tersebut merupakan sesuatu yang sudah final. Untuk hal-hal yang masih bersifat draft, pencetakan dilakukan dengan menggunakan print bolak-balik.

4. **Penghematan listrik serta hemat air.**

   Melalui sosialisasi dan anjuran, Perusahaan mengkampanyekan penghematan listrik dan air dengan sosialisasi dan anjuran untuk mematikan lampu dan listrik apabila tidak digunakan. Begitu juga dengan penggunaan air, agar dapat digunakan seperlunya sesuai kebutuhan. Selain itu, secara berkala dilakukan pengecekan instalasi air sehingga apabila terjadi kebocoran dapat segera di atasi.

minimized. Besides communication via e-mail is expected to support the creation of a paperless culture.

3. **Using used paper or printing on both sides.**

   Through this program it is expected that the use of paper for printing can be reduced. The step of printing on sheets of paper is only done if it is final. For things that are still draft, printing is done by using double-sided printing.

4. **Electricity savings and water saving.**

   Through socialization and advice, the Company campaigns for savings in electricity and water by means of socialization and advice to turn off lights and electricity when not in use. Likewise with the use of water, so that it can be used as needed. In addition, water installations are regularly checked so that in the event of a leak, it can be immediately addressed.

PENGGUNAAN *SYNTHETIC OIL BASED* MUD (SF-05)

Syntetic Oil Based Mud (SOBM) digunakan sebagai pengganti *Conventional Oil Based Mud* (OBM) pada operasi Pengeboran di Aljazair. Sampai saat ini, lumpur bor yang digunakan di Aljazair adalah OBM. OBM digunakan di Aljazair berdasarkan kesesuaian dengan karakteristik sumur di sana. Pemakaian lumpur bor tentunya akan menghasilkan limbah. Limbah lumpur bor merupakan campuran dari lumpur bor dan limbah pengeboran lainnya seperti *cuttings* yang mengandung hidrokarbon, zat berbahaya, maupun garam barium atau klorida. Oleh karena itu, limbahnya harus dikelola dengan baik. Penggunaan lumpur bor menerapkan *circulating System* yang lumpurya dapat digunakan lagi setelah melewati proses pengolahan.

Lumpur bor yang digunakan di Aljazair adalah OBM, diketahui bahwa OBM memiliki dampak buruk, khususnya bagi lingkungan. Oleh karena itu, Algerian *authority* meminta Pertamina mengganti lumpur bor dengan *Water Based Mud*

USE OF SYNTHETIC OIL BASED MUD (SF-05)

Syntetic Oil Based Mud (SOBM) is used as a substitute for Conventional Oil Based Mud (OBM) in Drilling operations in Algeria. Until now, the drill mud used in Algeria is the OBM. OBM is used in Algeria based on its compatibility with the characteristics of the wells there. The use of drill mud will certainly produce waste. Drilling mud waste is a mixture of drill mud and other drilling wastes such as cuttings that contain hydrocarbons, hazardous substances, or barium salts or chlorides. Therefore, the waste must be managed properly. The use of drill mud applies a circulating system which can be used again after passing through the processing process.

The drill mud used in Algeria is OBM, it is known that OBM has a bad impact, especially on the environment. Therefore, the Algerian authority asked Pertamina to replace the drilling mud with a Water Based Mud (WBM). This cannot be fulfilled

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(WBM). Hal tersebut tidak dapat dipenuhi karena karakteristik dari sumur migas di Aljazair tidak cocok jika menggunakan WBM. Lalu, PT Pertamina (Persero) mengusulkan untuk menggunakan SOBM ramah lingkungan dari produk mereka yaitu SF-05.

because the characteristics of oil and gas wells in Algeria are not suitable if using WBM. Then, Pertamina proposes to use environmentally friendly SOBM from their product, namely SF-05.

Pada Periode 2019, PT Pertamina (Persero) telah melakukan ekspor perdana SF-05 ke Aljazair sebanyak 4.000 barel. SF-05 diekspor dari Pertamina MOR VI Balikpapan. SF-05 telah digunakan pada 5 sumur Pertamina, yaitu di sumur BRJ-00 I, MLC-00 I, PDE-00 I, SKR- 001, dan TTA-001. Dalam menggunakan lumpur bor, tidak bisa disamakan pada semua sumur. Lumpur bor yang digunakan harus disesuaikan dengan karakteristik sumur. SF-05 digunakan pada 5 (lima) sumur yang membutuhkan lumpur bor.

In the period 2019, PT Pertamina (Persero) has carried out the first export of SF-05 to Algeria totaling 4,000 barrels. SF-05 is exported from Pertamina MOR VI Balikpapan. SF-05 has been used in 5 Pertamina wells, namely in BRJ-00 I, MLC-00 I, PDE-00 I, SKR-001, and TTA-001 wells. In using drill mud, it cannot be equated to all wells. The drilling mud used must be adjusted to the characteristics of the well. SF-05 is used in 5 (five) wells that require drill mud.

Dari kelima data sumur tersebut, dapat disimpulkan bahwa SF-05 cocok digunakan pada sumur bor yang membutuhkan lumpur bor yang memiliki massa jenis dengan SG 1.03 sampai 2.35, kekentalan 27-141 cPs, PV 7-107 cPs, YP 13-53 lbs/100ft2, gel strength 7-40 100lbs/ft2, OWR 70/30-95/5, dan sulm 230-412°F. Beberapa karakteristik lumpur bor yang dibutuhkan salah satu sumur bor di Aljazair (12 ¼" hole section), yaitu PV 15-25 cPs, YP 14-18 lbs/I 00ft2, OWR 70/30-80/20 (*Drilling* Engineer, 2019). Jika dibandingkan, ini menunjukkan bahwa karakteristik lumpur bor yang dibutuhkan oleh sumur di Aljazair masuk ke dalam rentang karakteristik dari 5 (lima) sumur PT Pertamina (Persero) tersebut. Hal itu mengartikan bahwa SF-05 kemungkinan akan cocok juga untuk dipakai di sumur bor Aljazair.

From the five wells data, it can be concluded that SF-05 is suitable for use in boreholes that require drill mud which have a density of SG 1.03 to 2.35, thickness 27-141 cPs, PV 7-107 cPs, YP 13-53 lbs/100ft2, gel strength 7-40 100lbs/ft2, OWR 70/30-95/5, and sulm 230-412 ° F. Some of the characteristics of drilling mud needed by one of the boreholes in Algeria (12 ¼ "hole section), namely PV 15-25 cPs, YP 14-18 lbs/I 00ft2, OWR 70/30-80/20 (Drilling Engineer, 2019) When compared, this shows that the characteristics of drill mud needed by wells in Algeria fall into the characteristic range of the 5 (five) PT Pertamina (Persero) wells, which means that SF-05 is likely to be suitable for use in wellbore wells Algeria.

SF-05 berhasil digunakan pada kelima sumur tersebut dan hasilnya baik. SF-05 dapat mengatasi masalah yang terkait dengan keberadaan batu lempung yang reaktif, tekanan yang tinggi hingga 9900 psi di ke dalaman 3000 m, dan suhu tinggi hingga 390°F di sumur MLC-00I. Masalah-masalah tersebut juga terjadi pada sumur bor di Aljazair. Dengan menggunakan SF-05, sumur bor yang terbentuk kondisinya baik sehingga tidak perlu *reaming* (memperbaiki kondisi lubang sumur bor dengan mata bor) dan juga memperkecil *Non Productive Time* (NPT) sehingga dapat meminimalisasi waktu dan biaya rig, serta pengeboran dapat dilakukan hingga mencapai

SF-05 was successfully used on all five wells and the results were good. SF-05 can overcome problems related to the presence of reactive clay stones, high pressure up to 9900 psi at a depth of 3000 m, and high temperatures up to 390 ° F in the MLC-00I well. These problems also occur in boreholes in Algeria. By using SF-05, well-drilled wells are formed so that there is no need to reaming (improve the condition of the boreholes with a drill bit) and also minimize Non-Productive Time (NPT) so as to minimize rig time and cost, and drilling can be carried out to reach depths 3800m. This is what strengthens the reason for the use of SF-05 and the most

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ke dalaman 3800m. Inilah yang memperkuat alasan penggunaan SF-05 dan yang paling penting adalah SF-05 ramah lingkungan. Selain itu, penggantian OBM dengan SF-05 juga dapat meningkatkan pemenuhan terhadap ketentuan lingkungan pada EIA yang berlaku di aset Aljazair, yaitu MLN *In-field drilling* EIA. Salah satunya pemenuhan terhadap prinsip-prinsip Law 03-10.

important is the environment-friendly SF-05. In addition, the replacement of the OBM with the SF-05 can also increase compliance with environmental provisions in the EIA that apply to Algerian assets, namely MLN In-field Drilling EIA. One of them is the fulfillment of the principles of Law 03-10.

Mud Recycling System di Aljazair

Mud recycling system di Aljazair

Selain itu, telah dilakukan *assessment* oleh Haliburton berbasis ISO 9001 QMS *Surveilance* dengan basil Level A, yaitu *Well-Developed* dan telah mendapatkan Hak Paten (Energia-news, 2018). PT Pertamina (Persero) juga telah menerima sertifikat TKDN dari Kementerian Perindustrian dalam hal meningkatkan penggunaan produk dalam negeri untuk pengadaan barang/jasa Pemerintah.

In addition, an assessment has been conducted by Haliburton based on ISO 9001 QMS Surveillance with Level A results, which are Well-Developed and have obtained Patent Rights (Energia-news, 2018). PT Pertamina (Persero) has also received TKDN certificates from the Ministry of Industry in terms of increasing the use of domestic products for the procurement of government goods/services.

Berdasarkan prinsip *Law* 03-10 dalam MLN *In-field drilling* EIA, penggantian conventional OBM di Aljazair dengan SOBM (SF-05) dapat memenuhi prinsip substitusi proses yaitu mengganti bahan dengan yang lebih ramah lingkungan.

Based on Law 03-10 principles in MLN In-field Drilling EIA, the replacement of conventional OBM in Algeria with SOBM (SF-05) can fulfill the principle of process substitution, namely replacing materials with more environmentally friendly ones.

Penggunaan lumpur bor SF-05 termasuk upaya menerapkan produksi bersih dengan melakukan substitusi bahan, optimalisasi proses, dan desain produk baru. Dalam substitusi bahan, PT Pertamina (Persero) mengganti lumpur bor dari OBM yang terbuat dari diesel oil yang sudah dapat diketahui bahwa itu berbahaya bagi lingkungan dengan lumpur bor yang lebih ramah lingkungan, yaitu SF-05. Kinerja SF-05 sudah dibuktikan sangat baik dalam penggunaannya di 5 sumur PT Pertamina (Persero) yang menyebabkan tidak perlu *reaming* dan memperkecil NPT

The use of the SF-05 drill mud includes efforts to implement clean production by substituting materials, optimizing processes and designing new products. In material substitution, Pertamina replaced drill mud from OBM made from diesel oil which was already known to be dangerous for the environment with a more environmentally friendly drill mud, namely SF-05. SF-05 performance has been proven to be very good in its use in 5 Pertamina wells which causes no need to reaming and minimizing NPT so that the process is optimal. In the design of new products, PT Pertamina

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sehingga proses optimal. Dalam desain produk baru, PT Pertamina (Persero) membuat SF-05 dari gas oil yang merupakan fraksi alas dari basil ekstraksi minyak bumi tetapi proses pembuatannya telah dimodifikasi sehingga kandungannya lebih tidak berbahaya dari OBM.

(Persero) made SF-05 from gas oil which is the base fraction of the extraction oil but the manufacturing process has been modified so that the content is less dangerous than OBM.

Ketentuan lingkungan yang harus dipatuhi pada *Environmental Impact Assessment* (EIA) yang berlaku di Aljazair dalam rangka penggantian lumpur bor, yaitu berdasarkan MLN *In-field drilling Environmental Impact Assessment* (EIA). Penggunaan SF-05 dapat meningkatkan *compliance* atau pemenuhan PT Pertamina (Persero) terhadap prinsip Law 03-10 dalam MLN *In-field drilling* EIA. Terutama dalam melakukan substitusi lumpur bor dari OBM menjadi SOBM bernama SF-05 sehingga proses lebih tidak berbabaya bagi manusia dan lingkungan hidup. PT Pertamina (Persero) juga menerapkan prinsip kehati-hatian (*precautionary principle*) dalam mengambil keputusan untuk mengganti lumpur bor. Tidak hanya itu, penggantian lumpur bor ini juga dapat memenuhi prinsip perlindungan lingkungan dan melakukan tindakan koreksi untuk meminimalisasi dampak lingkungan.

Environmental provisions that must be adhered to in the Environmental Impact Assessment (EIA) in Algeria for the purpose of replacing drill mud, which is based on the MLN In-field Drilling Environmental Impact Assessment (EIA). The use of SF-05 can improve Pertamina's compliance with Law 03-10 principles in the EIA In-field Drilling MLN. Especially in making the substitution of drill mud from OBM to SOBM named SF-05 so that the process is less dangerous for humans and the environment. PT Pertamina (Persero) also applies the precautionary principle in making decisions to replace drill mud. Not only that, the replacement of drill mud can also meet the principles of environmental protection and take corrective actions to minimize environmental impacts.

PENGURANGAN VOLUME PEMBAKARAN GAS

PIEP selalu berusaha menjaga lingkungan sekitar operasional bisnisnya. Untuk itu, Perusahaan berusaha untuk mengurangi volume pembakaran gas. Berikut adalah langkah-langkah yang diambil untuk mengurangi volume pembakaran:

a. Pembentukan rencana antisipasi untuk mengoptimalkan efisiensi operasi.
b. Peralatan dirawat dengan baik dan digunakan dengan baik untuk mengoptimalkan efisiensi mesin.
c. Pengukuran kuantitas gas secara terus-menerus yang diarahkan ke suar (kontinu).
d. Pemantauan berkala kualitas udara sekitar dari lokasi.

REDUCTION OF GAS FLARING VOLUME

PIEP always tries to protect the environment around its business operations. For this reason, the Company strives to reduce the volume of gas flaring. Following are the steps taken to reduce the combustion volume:

a. Establishment of anticipatory plans to optimize operating efficiency.
b. Equipment is well cared for and used properly to optimize engine efficiency.
c. Measurement of the quantity of gas continuously directed to a flare (continuous).
d. Periodic monitoring of ambient air quality from the location.

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CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT

PENGELOLAAN LIMBAH *(WASTE MANAGEMENT ACTION)*

Perusahaan berkomitmen untuk tetap menjaga kelestarian lingkungan dengan program pengelolaan limbah yang bertujuan untuk mengelola limbah yang dihasilkan dari operasional Perusahaan terutama limbah berbahaya. Metode yang dilakukan untuk pengelolaan limbah antara lain, Pengurangan/penghapusan sumber, penggunaan kembali, daur ulang, pembuangan dengan perawatan, serta penyimpanan limbah yang aman. Dalam pengelolaannya Perusahaan membuat Kode Warna Pemisahan Bahan-bahan limbah yang dihasilkan dan dipisahkan menurut beberapa klasifikasi sebagai berikut:

WASTE MANAGEMENT ACTION

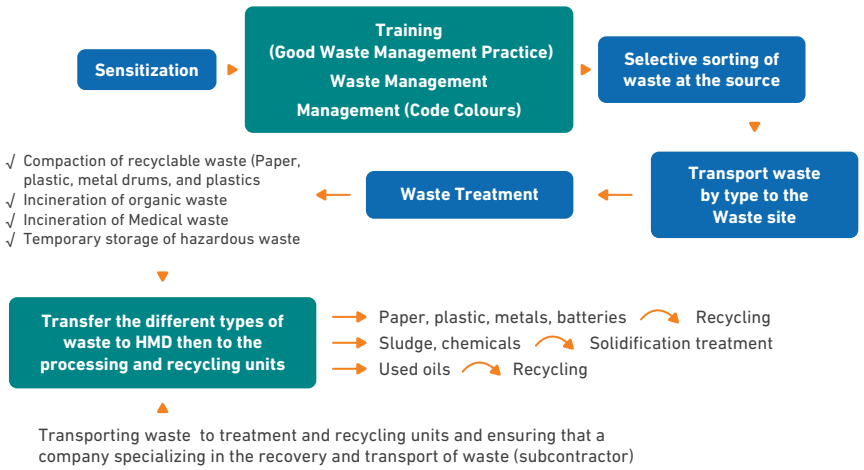
The company is committed to maintaining environmental sustainability with a waste management program that aims to manage the waste generated from the Company's operations, especially hazardous waste. The methods used for waste management include, reduction/removal of sources, reuse, recycling, disposal with care, and safe storage of waste. In its management the Company makes a Color Code Separation of waste materials produced and separated according to the following classifications:

WASTE SEGREGATION COLOUR CODES

Waste Type	Container Colour	Destination
Paper	Yellow	Recycle
Plastic	Blue	Recycle
Oraganic/General	Green	Incineration
Glass	Red	Recycle
Metal	Black	Recycle
Batteries	Orange	Recycle
Wood	Brown	Recycle

Berikut adalah Alur *Waste Management Action Plan* di wilayah kerja PIEP:

Following is the PIEP Waste Management Action Plan Flow in the Work Area:



TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT

PENGOLAHAN LIMBAH BERBAHAYA (LIMBAH B3)

Dalam proses produksi dari kegiatan operasional Perusahaan terdapat limbah yang dihasilkan pada akhir produksi, salah satunya yaitu Limbah dengan kategori berbahaya atau Limbah B3. Limbah tersebut akan disimpan dalam wadah yang telah disediakan. Limbah B3 yang dihasilkan akan dicatat dalam daftar yang harus memuat indikasi hukum (jumlah, sifat identifikasi, asal, cara penarikan, tanggal produksi dan pembuangan limbah). Dalam kasus hilangnya atau kehilangan residu berbahaya, Perusahaan harus mengikuti indikasi rencana darurat dan melaporkannya ke pihak berwenang.

HAZARDOUS WASTE TREATMENT (B3 WASTE)

In the production process of the Company's operational activities there is waste generated at the end of production, one of which is hazardous waste or B3 waste. The waste will be stored in a container that has been provided. The B3 waste produced will be recorded in a list which must contain legal indications (amount, nature of identification, origin, method of withdrawal, date of production and disposal of waste). In the case of loss or loss of hazardous residues, the Company must follow indications of an emergency plan and report it to the authorities.

PENGELOLAAN LIMBAH CAIR INDUSTRI

Pengelolaan Limbah Cair dari hasil proses produksi dilakukan beberapa tahapan dan disesuaikan juga dengan kebijakan peraturan setempat sehingga pengelolaannya sebagai berikut:

1. Semua air yang dihasilkan dari proses dan setelah perawatan diarahkan ke dua kolam penguapan. Proses ini dilengkapi dengan *geo-membran* dan dirancang sesuai dengan standar nasional (di MLN, Perusahaan tidak memiliki debit langsung di alam, semua air bersirkulasi dalam saluran tertutup).
2. Air yang dihasilkan dari saluran tertutup didekantasi pada tingkat separator dan air *desalting* dari minyak mentah diolah dengan sistem pemisahan pelat yang diikuti oleh unit flotasi udara yang diinduksi. Hal ini dilakukan sesuai dengan peraturan nasional, khususnya Dekrit 06-141 yang mendefinisikan nilai batas untuk pembuangan limbah cair industri.

Perusahaan juga memiliki unit pengelolaan air limbah yaitu Sistem *Sewage*. Sistem *Sewage* dapat menampung hingga 350-500 orang. Sistem pembuangan limbah ini menggunakan sistem pengelolaan limbah *Aerobe and An-Aerobe*.

MANAGEMENT OF INDUSTRIAL LIQUID WASTE

Liquid Waste Management from the results of the production process is carried out several stages and also adjusted to local regulatory policies so that the management is as follows:

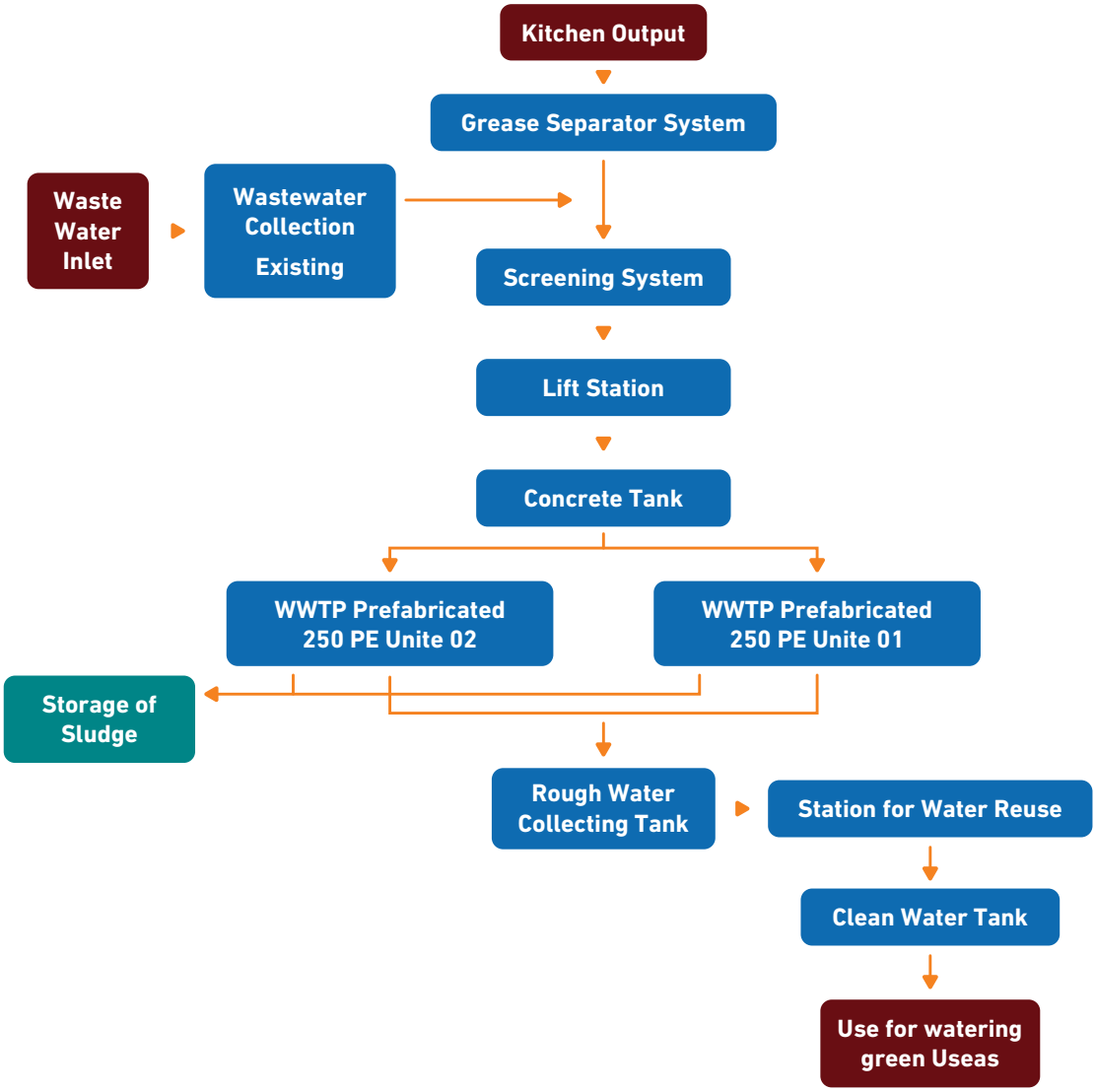
1. All water produced from the process and after treatment is directed to two evaporation ponds. This process is equipped with a geo-membrane and is designed according to national standards (in MLN, the company does not have direct discharge in nature, all water circulates in a closed channel).
2. Water produced from closed channels is decanted at the separator level and desalting water from crude oil is treated with a plate separation system followed by an induced air flotation unit. This is done in accordance with national regulations, specifically Decree 06-141 which defines the boundary value for the disposal of industrial liquid waste.

The company also has a wastewater management unit, the Sewage System. The Sewage system can accommodate up to 350-500 people. This waste disposal system uses the Aerobe and An-Aerobe waste management system.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT

WASTE WATER TREATMENT UNIT



TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT

PEMENUHAN REGULASI LINGKUNGAN

Pemenuhan regulasi kebijakan lingkungan untuk PAEP yang meliputi:

1. *Planning & Environmental Impact Assessment*

   Kebijakan tersebut antara lain:

   - Law No 83-03:
     Authorisation for factories, workshops, sites and installations, which may present a danger or inconvenience to the neighbourhood, public health and safety, to nature and the environment, and the conservation of sites and monuments.
   - Law No 03-10/Decree No 07-145:
     Authorisation for classified installations following an environmental impact study.

2. *Land Use Planning*

   Kebijakan tersebut antara lain:

   - Ordinance No 66-62 Law No 03-03:
     Authorisation for development in tourist zones
   - Decree No 76-34:
     Planning authorization for the construction and operation of specific classes of buildings
   - Decree No 76-34:
     Authorisation for the reopening of an industrial site shut for over a year
   - Law No 82-02:
     Construction permits for all construction relating to industrial installations, the production of liquid or gaseous hydrocarbons and their transport, and the treatment and discharge of waste-water and industrial wastes
   - Decree No 85-211:
     Construction permit for industrial works outside urban areas

ENVIRONMENTAL REGULATORY COMPLIANCE

Environmental Regulatory compliance for PAEP that includes:

1. Planning & Environmental Impact Assessment

   The policies include:

   - Law No 83-03:
     Authorisation for factories, workshops, sites and installations, which may present a danger or inconvenience to the neighbourhood, public health and safety, to nature and the environment, and the conservation of sites and monuments.
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TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES
RELATED TO THE ENVIRONMENT

- Decree No 87-143:
  Authorization for any modification to land within national parks and nature reserves
- Decree No 88-35:
  Construction permit for the construction of transport and production pipelines
- Decree No 06-198:
  Operation authorisation for all classified establishment

3. *Habitats/Eco Systems*

   Kebijakan tersebut antara lain:

   - Law No 82-10:
     Hunting permit-one per person, per hunting season
   - Law No 84-12:
     Authorisation for deforestation activities
   - Law No 84-12/Decree No 01-87:
     Authorisation for construction, works and mineral extraction activities to be carried out within forests

4. *Cultural Heritage*

   Kebijakan tersebut antara lain:

   - Ordinance No 67-281
     Authorisation for:
     - *any relocation or destruction of objects of national historical, artistic or archaeological interest and,*
     - *for degradation of all or part of a site or classified monument*

5. *Hydrocarbon Development*

   Kebijakan tersebut antara lain:

   - Law No 86-14:
     Mining titles prior to prospecting, research and exploitation activities.
   - Circular No 0609:
     Authorisation for start-up of installation of LPG distribution.

- Decree No 87-143 :
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TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT

- Decree No 88-34:
  Exploration permits or H-permits for E&P activities.
- Decree No 88-35:
  Permit for the construction of oil or gas pipelines.
- Executive Decree No 07-294:
  Authorisation to prospect for hydrocarbon.

6. *Transport*

   Kebijakan tersebut antara lain:

   - Decree No 90-79:
     Authorisation for the transport of hazardous materials such as compressed and liquefied gas.

7. *Air Quality*

   Kebijakan tersebut antara lain:

   - Decree No 94-43:
     Exceptional authorization for flaring of associated gas

8. *Water Resource Management/Pollution Prevention*

   Kebijakan tersebut antara lain:

   - Law No 83-17:
     Authorisation or leasing arrangement for the abstraction and use of water.
   - Law No 83-17:
     Authorisation for the disposal of waste-water from any source into domestic sewage systems
   - Law No 83-03:
     Approval for sampling and discharging from industrial installations
   - Law No 83-03:
     Authorisation for spillage, dumping and incineration at sea
   - Decree No 94-43:
     Derogation for the use of fresh water for injection

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TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES
RELATED TO THE ENVIRONMENT

9. *Waste Management*

Kebijakan tersebut antara lain:

- Ordinance No 76-80:
  Authorisation for dumping of polluting substances from terrestrial or marine industrial installations
- Law No 83-17:
  Authorisation for disposal of waste-water from any other source into the domestic sewage system and for effluent discharge
- Decree No 88-228/Decree No 93-160:
  Authorisation for the dumping of wastes
- Decree No 93-162:
  Authorisation for the use of used oils as fuel
- Decree No 93-162:
  Authorisation for the incineration of used oils
- Decree No 93-162:
  Approval for the recycling of waste oils
- Decree No 01-19:
  Authorisation to transport hazardous waste

10. *Hazardous substances*

Kebijakan tersebut antara lain:

- Law No 83-03:
  Prior declaration for the import or manufacture of potentially dangerous chemical and radioactive substances

11. *Decommissioning & Abandonment*

Kebijakan tersebut antara lain:

- Decree No 94-43:
  Authorisation for temporary abandonment for longer than three months and for definitive abandonment

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TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT

12. *Health & Safety*

Kebijakan tersebut antara lain:

- Decree No 76-36:
  Authorisation for works taking place in establishments open to the public outside the remit of the construction permit
- Decree No 86-132:
  Authorisation for all activities involving intermittent emission of ionising radiation or defined radioactive elements
- Decree No 86-132:
  Accreditation for all activities carried out within establishments which involve continuous emissions of ionising radiation or defined radioactive elements
- Decree No 90-198:
  Permit for use of explosives
- Decree No 90-245:
  Verification Certificate for equipment for hydraulic pressure testing
- Decree No 90-246:
  Certification of Conformity for imported steam pressure equipment (to be stamped by the Algerian embassy in the country of origin)
- Safety regulations of Sept 91:
  Authorisation for projects for above ground pipelines
- Safety regulations of Oct 91:
  Endorsement to proceed to on-site tests for carriers by pipeline
- Interministerial Order (09/06/1997):
  Declaration of those working areas where employees are highly exposed to professional risks
- Executive Decree No 98-300:
  Authorisation to circulate after a MOT inspection

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TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT

SALURAN PENGADUAN TANGGUNG JAWAB SOSIAL TERKAIT LINGKUNGAN HIDUP

Sebagai bentuk tanggung jawab Perusahaan yang berkaitan dengan lingkungan hidup, PIEP memberikan kemudahan bagi masyarakat untuk menyampaikan saran atau keluhan. Saran dan keluhan tersebut dapat disampaikan melalui email ke piepcc@pertamina.com.

COMPLAINTS CHANNEL OF SOCIAL RESPONSIBILITIES RELATED TO ENVIRONMWENT

As a form of corporate responsibility related to the environment, PIEP provide convenience for the public to submit suggestions or complaints. Suggestions and complaints can be submitted via email to piepcc@pertamina.com.

CAPAIAN DAMPAK KUANTITATIF KEGIATAN TANGGUNG JAWAB SOSIAL LINGKUNGAN HIDUP

Setelah adanya program penghentian untuk pembelian air kemasan botol plastik, PIEP beralih ke pembelian air galon. Sehingga Data Kuantitatif bisa didapat dari program ini adalah adanya pengurangan jumlah pengeluaran anggaran air pada 2019. Saat masih menggunakan air kemasan botol plastik Tahun 2018 dengan pengeluaran Rp36.360.000 dan pengeluaran 2019 untuk pembelian air galon yaitu Rp29.286.400. Data tersebut menunjukkan bahwa dari segi pengeluaran pembelian air galon lebih efisien dibanding dengan pembelian air kemasan botol plastik.

QUANTITATIVE IMPACT ACHIEVEMENTS OF THE ENVIRONMENT SOCIAL RESPONSIBILITY ACTIVITIES

After the termination program for purchasing plastic bottled water, PIEP switched to purchase gallon water. The Quantitative Data that can be obtained from this program is a reduction for expenditure in 2019. While still using plastic bottled water in 2018 with an expenditure of Rp36,360,000 and spending in 2019 on gallon water purchases of Rp29,286,400. The data shows that in terms of expenditure on gallon water purchase is more efficient than the purchase of bottled plastic water.

Tabel Penghematan Energi dan Air
Energy and Water Saving Table

(dalam ribuan AS$)
(in US$Thousands)

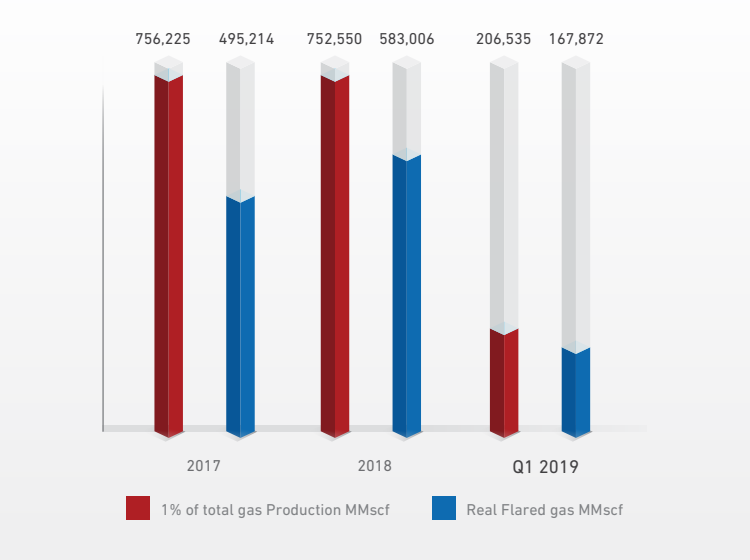
Keterangan Desciption	2019	2018
Biaya penggunaan material Cost of material use	1.385	1.723
Total Aset Total Assets	6.049.259	5.838.790
Rasio Biaya Biaya penggunaan material terhadap Total Aset Rasio Biaya Biaya penggunaan material terhadap Total Aset	**1:0,000228954**	**1:0,000295095**

Dengan pelaksanaan program pengurangan volume pembakaran gas, secara signifikan PIEP berhasil menurunkan Gas Flaring yang dapat dilihat dalam grafik berikut:

With the implementation of the gas flaring volume reduction program, PIEP significantly succeeded in reducing Gas Flaring, which can be seen in the following graph:

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO THE ENVIRONMENT



SERTIFIKASI DI BIDANG LINGKUNGAN

Sampai dengan 31 Desember 2019, PIEP belum memiliki sertifikasi di bidang lingkungan. Namun dalam melakukan kegiatan-kegiatannya Perusahaan senantiasa memperhatikan aspek kelestarian lingkungan.

ENVIRONMENTAL CERTIFICATION

As of 31 December 2019, PIEP had yet to have certification in the field of environment. However, in carrying out its activities, the Company always pays attention to aspects of environmental sustainability.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

KOMITMEN DAN KEBIJAKAN

Kinerja kesehatan dan keselamatan kerjanya (K3) sangat mempengaruhi Keberlangsungan bisnis Perusahaan. Oleh karenanya, Perusahaan menempatkan aspek kesehatan dan keselamatan kerja sebagai aspek utama dalam setiap kegiatan operasional. Hal ini merupakan komitmen untuk memitigasi maupun meminimalisasi risiko terjadinya kecelakaan, penyakit ataupun absensi kerja yang dapat terjadi pada Pekerja, pelanggan, mitra kerja ataupun pemangku kepentingan lainnya. Landasan dasar Perusahaan dalam pengelolaan kesehatan dan keselamatan kerja adalah Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja, Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan, Undang-Undang Nomor 36 Tahun 2009 tentang Kesehatan, Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja, dan *Occupational Health & Safety Assessment Systems* (OHSAS) 18001: 2007 dan ISO 45001: 2018.

COMMITMENTS AND POLICIES

Occupational health and safety (K3) performance greatly affects the Company's business sustainability. Therefore, the Company places occupational health and safety aspects as the main aspects in every operational activity. This is a commitment to mitigate and minimize the risk of accidents, illness or work absences that can occur to employees, customers, business partners or other stakeholders. The basic foundation of the Company in the management of Occupational Health and Safety is Law No. 1 of 1970 concerning Occupational Health and Safety, Law No. 13 of 2003 concerning manpower, Law No. 36 of 2009 concerning Health, Government Regulation No. 50 of 2012 concerning Application of the Occupational Safety and Health Management System, and Occupational Health & Safety Assessment Systems (OHSAS) 18001: 2007 and ISO 45001: 2018.

PERTAMINA INTERNASIONAL EP

KEBIJAKAN HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE) PERTAMINA INTERNASIONAL EP

PT. Pertamina Internasional EP beserta Anak Perusahaannya berkomitmen melaksanakan kegiatan operasi secara aman, nyaman dan berwawasan lingkungan dengan menerapkan standar tinggi terhadap aspek HSSE untuk menjadi perusahaan kelas dunia dengan keunggulan HSSE.

Untuk memenuhi hal tersebut, Dewan Direksi dan seluruh insan Pertamina Internasional EP, berkomitmen:

1. Mengutamakan aspek HSSE Perusahaan dalam pengelolaan bisnis perusahaan;
2. Mematuhi perundang-undangan HSSE serta menggunakan teknologi tepat guna sesuai standar internasional;
3. Menerapkan proses manajemen risiko melalui proses identifikasi, evaluasi, pengendalian, dan pemantauan risiko hingga serendah mungkin untuk mencegah terjadinya insiden pada personil, aset, informasi dan lingkungan;
4. Menjadikan HSSE sebagai budaya perusahaan dengan menerapkan HSSE *Golden Rules*, dan melakukan intervensi terhadap kondisi maupun tindakan yang dinilai tidak aman;
5. Memastikan pemahaman dan implementasi *Corporate Life Saving Rules* (CLSR) pada pekerja dan mitra kerja;
6. Meningkatkan kompetensi dan memastikan pekerja serta mitra kerja dalam kondisi yang sehat agar dapat melaksanakan pekerjaan secara benar, aman dan berwawasan lingkungan;
7. Melaporkan seluruh insiden secara transparan dan melakukan investigasi untuk mencegah terjadinya insiden serupa;
8. Menjadikan kinerja HSSE dalam penilaian dan penghargaan terhadap seluruh pekerja;
9. Menerapkan manajemen krisis, tanggap darurat, dan organisasi keberlangsungan bisnis yang efektif untuk memastikan perusahaan dapat merespon dan pulih dari insiden yang bisa mempengaruhi kelangsungan bisnis perusahaan;
10. Meminimalkan dampak dan resiko operasi pada manusia dan lingkungan, dengan pengelolaan keselamatan proses serta kehandalan fasilitas yang bisa memberikan dampak positif kepada pemangku kepentingan.

Semua manajemen lini dan pengawas akan menunjukkan kepemimpinan HSSE dengan memberikan contoh dan bertanggung jawab untuk memastikan bahwa kebijakan HSSE ini diterapkan di tempat kerjanya.

Jakarta, 30 Januari 2019
President Director

Denie S. Tampubolon

www.pertamina.com

PERTAMINA INTERNASIONAL EP

DRUGS AND ALCOHOL POLICY

PT. Pertamina Internasional Eksplorasi dan Produksi berkomitmen untuk menyediakan lingkungan kerja yang aman dan sehat.

PT. Pertamina Internasional Eksplorasi dan Produksi mengakui bahwa penyalahgunaan obat-obatan terlarang dan penyalahgunaan alkohol akan mengganggu kemampuan individu pekerjaan dengan aman. Adalah kebijakan perusahaan untuk melindungi pekerjanya, aset perusahaan, komunitas dan lingkungan dimana ia beroperasi, dari bahaya yang timbul akibat penyalahgunaan obat-obatan terlarang atau alkohol di tempat kerja.

Karenanya, distribusi ilegal, penjualan, kepemilikan, konsumsi, atau berada di bawah pengaruh obat-obatan terlarang atau alkohol ketika berada di lokasi perusahaan adalah DILARANG.

PT. Pertamina Internasional Eksplorasi dan Produksi akan melakukan tes spesifik dan acak untuk memastikan kesesuaian dengan kebijakan ini. Setiap orang yang ditemukan melanggar kebijakan ini akan tunduk pada disiplin sesuai dengan kontrak kerja mereka. Pihak yang berwajib dapat diberitahu, sebagaimana mestinya, ketika ada kecurigaan kearah aktivitas kriminal.

PT. Pertamina Internasional Eksplorasi dan Produksi tidak ingin mengganggu kehidupan pribadi pekerjanya, tetapi mengakui bahwa keterlibatan pekerja dengan obat-obatan terlarang di luar pekerjaan akan berdampak pada tempat kerja. Oleh karena itu, perusahaan berhak untuk mengambil tindakan disipliner yang tepat untuk penggunaan, penjualan, distribusi obatan-obatan terlarang saat berada di luar lokasi perusahaan.
Semua pekerja, mitra kerja, kontraktor dan semua yang beraktifitas di lingkungan PT. Pertamina Internasional Eksplorasi dan Produksi agar mematuhi dan menerapkan kebijakan ini secara konsisten.

Salam dan selamat bekerja.

President Director

Denie S. Tampubolon

www.pertamina.com

PERTAMINA INTERNASIONAL EP

Leadership Behaviours
Which Reduce Injuries

1. Speed time with your team members and help themidentify the problems,before they arise.
2. Don't turn a blind eye to safety, even when you are running behind your schedule and under pressure.
3. Regulary discuss ways to improve safety.
4. Make sure to praise and reward safety behaviour.
5. Welcome and listen, when your employees report safety problems and incidents.
6. Educate your employees on the importance of safety.
7. Provide constructive feedback for unsafe behaviours.
8. Be fair and don't allow double standards.
9. Often visit your workplace and observe your employees safe behaviours.
10. Engage your employees in solving safety problems.
11. Continully encourage employees to work safety.
12. Talk about your bellets on the importance of safety.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

Berbagai program dilaksanakan untuk menjamin terlaksananya komitmen Perusahaan dalam menjaga kesehatan dan keselamatan Pekerja. Selain itu, Perusahaan juga meluncurkan sejumlah program sehubungan dengan peningkatan kualitas dan profesionalisme Pekerja. Hal ini didukung dengan pelaksanaan evaluasi kinerja yang dilakukan secara periodik guna menentukan jenjang karir serta remunerasi. Apresiasi diberikan dalam bentuk promosi kepada mereka yang memperoleh hasil evaluasi kinerja bagus, sehingga Pekerja akan merasakan dampak langsung yakni peningkatan kesejahteraan.

Various programs are conducted to ensure the implementation of the Company's commitment to maintaining employee health and safety. In addition, the Company also launched a number of programs related to improving the quality and professionalism of employees. This is supported by the performance evaluation carried out periodically to determine career paths and remuneration. Appreciation is given in the form of promotions to those who get good performance evaluation results, so employees will feel the direct impact of improving welfare.

PIEP menerapkan sistem Kesehatan Keselamatan Keamanan Kerja dan Lindung Lingkungan/*Health, Safety, Security and Environment* (HSSE) berstandar internasional. PIEP senantiasa menyesuaikan prosedur HSSE untuk memenuhi persyaratan HSSE di masing-masing negara tempat asetnya beroperasi. Penanganan HSSE di PIEP terdiri dari proses identifikasi risiko, langkah-langkah mitigasi risiko, dan prosedur penanganan setelah kejadian. Pada tahun 2015, identifikasi risiko pada keamanan telah dilakukan. Hasil identifikasi tersebut adalah Irak sebagai *Very High Risk Country* dan status Aljazair sebagai *High Risk Country*. Sistem mitigasi dan penanganan kecelakaan kerja HSSE PIEP terdiri dari tiga rangkap, yaitu IMT (*Incident Management Team*) yaitu tim pengelola HSSE di lapangan, BST (*Business Supporting Team*) yaitu tim pengelola HSSE di negara tempat aset PIEP berada, dan CMT (*Crisis Management Team*) yaitu tim pengelola HSSE di kantor *holding* di Jakarta.

PIEP applies the Health, Safety, Security and Environment (HSSE) system with international standards. PIEP constantly adjusts HSSE procedures to meet the HSSE requirements in each country where its assets operate. Handling of HSSE in PIEP consists of a risk identification process, risk mitigation measures, and post-event handling procedures. In 2015, identification of risks to security was carried out. The identification results were Iraq as a Very High Risk Country and Algeria's status as a High Risk Country. Mitigation systems and the handling of workplace accidents of PIEP HSSE consists of three sets, namely IMT (Incident Management Team) is the team manager of HSSE in the field, BST (Business Supporting Team) is the team manager of HSSE in the country where the PIEP assets located, and CMT (Crisis Management Team) namely the HSSE management team at the holding office in Jakarta.

Seluruh kebijakan pengelolaan ketenagakerjaan PIEP dibuat berlandaskan pada peraturan dan perundangan yang berlaku, antara lain:

- Undang-undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan.
- Undang-undang Nomor 2 Tahun 2004 tentang Penyelesaian Perselisihan Hubungan Industrial.
- Undang-undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja.

All PIEP employment management policies are based on the applicable laws and regulations, including:

- Law Number 13 Year 2003 regarding Manpower.
- Law Number 2 Year 2004 regarding Settlement of Industrial Relations Disputes.
- Law Number 1 Year 1970 regarding Occupational Safety.

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Perusahaan berkomitmen untuk senantiasa mengikuti ketentuan perundang-undangan tersebut, termasuk menjamin aspek keberagaman dan penghargaan terhadap hak asasi setiap Pekerja. Untuk itu, Perusahaan telah menerbitkan peraturan-peraturan antara lain:

a. TKO_B-13_PN4000_2017_S9 Revisi ke-1 tentang Waktu Kerja dan Istirahat PWTT.
b. TKO_B-12_PN4000_2017_S9 tentang Pemberian Sanksi Perusahaan Dalam Bentuk PHK atau Demosi.
c. TKO_B-18_PN4000_2018_S9 tentang *Monitoring* Kepuasan Pekerja.

PIEP telah mengatur beberapa kebijakan terkait ketenagakerjaan, kesehatan dan keselamatan kerja antara lain:

a. Kebijakan Pengembangan Pekerja PIEP.
b. Kebijakan Pemeliharaan dan Pelayanan Kesehatan bagi Pekerja.
c. Kebijakan Program Pensiun.
d. Kebijakan Penghasilan Pekerja.

Perusahaan juga melakukan *review* terhadap seluruh regulasi terkait isu-isu penting bidang ketenagakerjaan.

The company is always committed to adhere to the statutory provisions, including guaranteeing aspects of diversity and respect towards the human rights of every employee. For this reason, the company has issued regulations, among others:

a. TKO_B-13_PN4000_2017_S9 Revisions 1 on PWTT Working and Rest Time.
b. TKO_B-12_PN4000_2017_S9 on the Granting of Company Sanctions in the Form of Layoffs or Demotions.
c. TKO_B-18_PN4000_2018_S9 on Monitoring Employee Satisfaction.

PIEP has set some policies related to employment, occupational health and safety, among others:

a. PIEP Employment Development Policy.
b. Health Care and Services for Employment Policy.
c. Pension Plan Policy.
d. Employment Income Policy.

The company also reviews all regulations related to important employment issues.

LINGKUP DAN PERUMUSAN TERHADAP KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

Lingkup kegiatan ketenagakerjaan, kesehatan dan keselamatan kerja antara lain meliputi program ketenagakerjaan (kesetaraan *gender* dan kesempatan kerja, penggunaan tenaga kerja lokal, kesetaraan kesempatan pengembangan kompetensi, remunerasi, kebebasan berserikat serta program pensiun), program pengelolaan kesehatan kerja serta program keselamatan kerja.

SCOPE AND FORMULATION OF EMPLOYMENT, HEALTH AND SAFETY

The scope of employment, health and safety activities includes the employment program (gender equality and employment opportunities, use of local employment, equality of competency development opportunities, remuneration, freedom of association and pension programs), occupational health management programs and work safety programs.

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CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

RENCANA KEGIATAN

PIEP berupaya untuk menjadi Perusahaan yang taat azas dan selalu menaati setiap peraturan perundang-undangan termasuk di bidang ketenagakerjaan sehingga dapat menurunkan dampak operasional Perusahaan pada ketenagakerjaan. PIEP berupaya untuk menciptakan kondisi yang kondusif dalam kegiatan Perusahaan sehingga Perusahaan berusaha untuk meminimalisir risiko-risiko (*zero fatality*) pada kegiatan operasional di lingkungan kerja.

Dalam hal ketenagakerjaan PIEP memberikan komitmen dan perhatian yang tinggi dalam hal kesetaraan *gender* dan kesempatan kerja, pelatihan kerja untuk meningkatkan profesionalisme pekerja, sehingga memberikan dampak positif bagi Pekerja maupun Perusahaan. Perusahaan senantiasa mempertimbangkan risiko terkait bidang ketenagakerjaan, baik risiko bagi Perusahaan maupun *Stakeholder*. Risiko yang dipertimbangkan antara lain *turnover* Pekerja yang akan mengganggu kegiatan operasional Perusahaan. Ekspektasi Pekerja terkait dengan kompensasi, kebebasan menyampaikan pendapat dan kenyamanan kerja menjadi bahan pertimbangan dalam perencanaan kegiatan bidang ketenagakerjaan. Dalam melakukan perencanaan kegiatan bidang ketenagakerjaan, Perusahaan telah melakukan *due diligence* terhadap tanggung jawab sosial Perusahaan dengan memperhatikan data-data terkait *turnover* dan kepuasan Pekerja. Perencanaan dilakukan dengan menggunakan pendekatan survei kebutuhan Pekerja yaitu survei *engagement*, kepuasan Pekerja dan survei sejenis terkait ketenagakerjaan.

ACTIVITY PLAN

PIEP strives to be a company that adheres to the principles and always complies with all laws and regulations including in the field of employment to reduce the impact of the Company's operations on employment. PIEP strives to create conditions that are conducive to the Company's activities so that the Company strives to minimize risks (zero fatality) in operational activities in the work environment.

In terms of employment, PIEP provides high commitment and attention in terms of gender equality and employment opportunities, job training to improve worker professionalism, to have a positive impact on both employees and the Company. The company always considers risks related to employment, both risks for the company and stakeholders. Risks considered include employee turnover that will disrupt the Company's operations. Employee expectations related to compensation, freedom of expression and work convenience are taken into consideration in planning employment activities. In planning employment activities, the Company has carried out due diligence on corporate social responsibility by taking into account data related to employee turnover and satisfaction. Planning is done using the employee needs survey approach, which is an engagement survey, employee satisfaction and similar surveys related to employment.

KEGIATAN TANGGUNG JAWAB SOSIAL BIDANG KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

Perusahaan mendorong pada seluruh Pekerja dan jajaran manajemen yang berwenang dalam pengambilan keputusan untuk memiliki komitmen dalam menjalankan kegiatan CSR bidang ketenagakerjaan, kesehatan dan keselamatan kerja. Perusahaan memiliki mekanisme pelaporan hasil kegiatan pelaksanaan CSR bidang ketenagakerjaan, kesehatan dan

SOCIAL RESPONSIBILITY ACTIVITIES ON EMPLOYMENT, HEALTH AND SAFETY

The company encourages all employees and management who have the authority to make decisions to have a commitment in carrying out CSR activities in the fields of employment, health and safety. The company has a mechanism for reporting the results of the implementation of CSR in the field of employment, health and safety which

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keselamatan kerja yang merupakan salah satu bagian dari Laporan Manajemen. Laporan Manajemen senantiasa di*review* oleh Direksi dan Dewan Komisaris. Seluruh Pekerja, jajaran manajemen terlibat secara aktif dalam pelaksanaan kegiatan CSR bidang ketenagakerjaan, kesehatan dan keselamatan kerja. Pelaksanaan kebijakan Perusahaan terkait bidang ketenagakerjaan dapat dijelaskan sebagai berikut:

is one part of the Management Report. Management reports are always reviewed by the Board of Directors and Board of Commissioners. All employees and the management are actively involved in carrying out CSR activities in the fields of employment, health and safety. The implementation of Company policies related to employment can be explained as follows:

KEGIATAN KETENAGAKERJAAN

KESETARAAN *GENDER* DAN KESEMPATAN KERJA

PIEP berkomitmen untuk memberikan kesempatan kerja yang sama bagi semua orang, baik pria atau wanita tanpa memandang perbedaan etnik agama, ras, *gender* ataupun kondisi fisik untuk mengikuti rekrutmen pekerja. Pengangkatan calon pekerja di lingkungan PIEP didasarkan atas hasil seleksi, evaluasi pada masa percobaan dan orientasi pekerja. PIEP juga menetapkan waktu kerja yang fleksibel bagi Pekerja wanita, seperti memberikan cuti untuk Pekerja wanita yang melahirkan atau keguguran dan fasilitas ibu menyusui.

PENGGUNAAN TENAGA KERJA LOKAL

PIEP senantiasa taat dengan aturan hukum yang ada pada Negara tempat operasional perusahaan dengan melakukan proses rekrutmen yang mengedepankan asas-asas keterbukaan, kewajaran dan kompetensi yang dimiliki oleh kandidat dengan memperhatikan ketersediaan tenaga kerja lokal yang ada di setiap Negara tempat beroperasi perusahaan demi menjaga hubungan baik dengan Negara tempat operasional Perusahaan dan mematuhi hukum-hukum yang berlaku di Negara tersebut.

Penempatan Pekerja di wilayah operasi luar negeri merupakan investasi peningkatan kapabilitas pekerja PT Pertamina (Persero) menangani tantangan operasi internasional. PT Pertamina (Persero) mempekerjakan 33 pekerja lokal di Algeria dan 2 pekerja lokal di Malaysia ditambah 10 ekspatriat serta lebih dari 150 secondee bekerja di lapangan yang dioperasikan PT Pertamina (Persero).

EMPLOYMENT ACTIVITIES

GENDER EQUALITY AND EMPLOYMENT

PIEP is committed to providing equal employment opportunities for all men and women regardless of ethnicity, religion, race, gender or physical conditions to participate in worker recruitment. The appointment of prospective employees in the PIEP environment is based on the results of selection, evaluation on probation and orientation of employees. PIEP also establishes flexible work hours for female employees, such as providing leave for female employees who give birth or miscarriage and nursing mother's facilities.

THE EMPLOYMENT OF LOCAL EMPLOYMENT

PIEP always obeyed the rules of law existing in the Country where the company's operations by conducting the recruitment process that puts the principles of transparency, fairness and competency of candidates by taking into account the availability of local employment that exists in every country in which the company operate in order to maintain good relations with The country where the Company operates and complies with the laws in applied.

Placement of Employees in overseas operations is an investment in increasing the capability of PT Pertamina (Persero) employees to handle the challenges of international operations. PT Pertamina (Persero) employs 33 local employees in Algeria and 2 local employees in Malaysia plus 10 expatriates and more than 150 secondees work in the field operated by PT Pertamina (Persero).

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KESETARAAN KESEMPATAN PENGEMBANGAN KOMPETENSI

Dengan beragamnya latar belakang SDM yang dimilikinya, PIEP juga memberikan kesempatan yang sama bagi seluruh Pekerjanya untuk dapat kesempatan dalam pengembangan kompetensi sehingga semua Pekerja dapat menghasilan Pekerja yang bisa berpotensi dan memberikan kinerja terbaiknya bagi Perusahaan. PIEP juga memiliki komitmen untuk senantiasa memberikan perlakuan yang adil bagi seluruh Pekerja sesuai dengan pencapaian kinerja dan kontribusinya bagi Perusahaan. Hal ini dimungkinkan dengan standar pencapaian kinerja yang transparan, sehingga setiap individu dapat memahami apa yang harus dilakukan demi mencapai tujuan organisasi serta bisa mengukur penghargaan yang akan diterima oleh mereka jika kinerja tersebut terpenuhi. Dengan demikian, seluruh Pekerja dapat bekerja dalam lingkungan yang kondusif dan dapat memberikan kinerja terbaiknya demi mendukung tercapainya Perusahaan berkinerja tinggi.

EQUALITY OF COMPETENCE DEVELOPMENT

With a diverse background of its human resources, PIEP also provide equal opportunities for all employees to be able to develop competency opportunities so that it can generates potential employees and provide the best performance for the Company. PIEP also has a commitment to always providing fair treatment for all employees in accordance with the achievement of performance and contribution to the Company. This is made possible by transparent performance achievement standards, so that each individual can understand what must be done in order to achieve organizational goals and can measure the rewards that will be received by them if the Performance is met. Thus, all employees can work in a conducive environment and can provide the best performance to support the achievement of high-performance companies.

REMUNERASI

Kebijakan dan program remunerasi Perusahaan mengacu pada filosofi dan strategi bisnis di Perusahaan dengan ketentuan sesuai dengan peraturan perundang-undangan yang berlaku di Indonesia. Kebijakan dan program remunerasi dikelola berdasarkan prinsip *internal equity* lingkungan PIEP secara khusus dan di lingkungan Pertamina secara umum, *externally competitive* di industri sejenis, *cost effectiveness, cost efficiency* dan *afforfable* bersifat *accountable, auditable,* dan menganut azas *Good Corporate Governance*. Kebijakan dimaksud diatur dalam Peraturan Perusahaan PT Pertamina Internasional Eksplorasi dan Produksi yang berlaku.

REMUNERATION

The Company's remuneration policies and programs refer to the philosophy and business strategy of the Company with the provisions in accordance with the laws and regulations applied in Indonesia. Remuneration policies and programs are managed based on the principle of internal equity in PIEP's environment specifically and in Pertamina's environment in general, externally competitive in similar industries, cost effectiveness, cost efficiency and affordable are accountable, auditable, and adheres to the principle of Good Corporate Governance. The said policy is regulated in the applicable PT Pertamina International Exploration and Production Company Regulations.

Tabel Rasio Gaji Tertinggi dan Terendah
Highest and Lowest Salary Ratio Table

Uraian Description	**Rasio** Ratio
Gaji Pekerja tertinggi dan terendah Highest and lowest employee salary	16,93
Gaji Direksi tertinggi dan terendah Highest and lowest Directors salary	1,18
Gaji Komisaris tertinggi dan terendah Highest and lowest Commissioner salary	1,11
Gaji Direksi tertinggi dan Pekerja Tertinggi Highest Directors and Highest Employees salary	2,26

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KEBEBASAN BERSERIKAT

Lingkungan PIEP saat ini belum ada serikat Pekerja, namun secara umum pada intinya sesuai aturan undang-undang ketenagakerjaan, PIEP juga menjamin hak dan kebebasan Pekerja untuk berserikat. Dan saat ini serikat Pekerja hanya ada di Perusahaan induk yaitu PT Pertamina (Persero).

PROGRAM PENSIUN

PIEP berkomitmen untuk selalu memberikan kesejahteraan bagi para pekerjanya. Perusahaan memastikan agar para Pekerja Perusahaan sejahtera ketika memasuki masa pensiun melalui program pensiun. Program pensiun Perusahaan diselenggarakan dengan berlandaskan pada ketentuan perundang-undangan serta sebagai wujud apresiasi PIEP atas kontribusi dan kinerja Pekerja selama bekerja di Perusahaan.

MEKANISME PENGADUAN MASALAH KETENAGAKERJAAN

Secara umum mekanisme keluhan diatur dalam Peraturan Perusahaan PT Pertamina Internasional Eksplorasi dan Produksi yang berlaku. Untuk menghindari timbulnya persepsi yang salah pada Pekerja dan/atau timbulnya keluhan-keluhan yang tidak semestinya, Perusahaan telah menyelenggarakan kegiatannya dengan aturan-aturan yang tertulis dalam bentuk Pedoman/Tata Kerja Organisasi/Tata Kerja Individu.

KEGIATAN PEMBERIAN FASILITAS KESEHATAN

Perusahaan menyelenggarakan jaminan pemeliharaan kesehatan bagi Pekerja dan keluarga secara komprehensif meliputi peningkatan kesehatan (promotif), pencegahan penyakit (preventif), penyembuhan penyakit (kuratif), pemulihan kesehatan (rehabilititif) serta perlindungan (protektif).

Jaminan pelayanan kesehatan oleh Perusahaan melalui penerapan sistem *Managed Care* yang menyelenggarakan pelayanan kesehatan dengan mengintegrasikan pembiayaan dan mutu dan kendali biaya dengan meningkatkan profesionalisme, kelayakan dan efisiensi biaya.

PIEP menjamin para pekerja yang akan ditugaskan keluar negeri dalam kondisi kesehatan yang baik. Untuk itu, sebelum

UNION FREEDOM

The current PIEP environment does not yet have a union, but in general, in accordance with the provisions of the manpower law, PIEP also guarantees employees rights and freedom of association. In addition, at present the union is only in the holding company, PT Pertamina (Persero).

PENSION PROGRAMS

PIEP committed to providing welfare for employees. The Company ensures that the Company's Employees prosper when they retire through the pension program. The Company's pension program is organized based on statutory provisions and is a form of PIEP's appreciation for the Worker's contribution and performance while working for the Company.

EMPLOYMENT COMPLAINTS MECHANISM

In general the complaint mechanism is regulated in the applicable PT Pertamina International Exploration and Production Company Regulations. To avoid the emergence of wrong perceptions of employees and/or the emergence of complaints that are not appropriate, the Company has conducted its activities with the rules written in the form of Guidelines/Organizational Work/Individual Work.

HEALTH FACILITIES ACTIVITIES

The company organizes comprehensive health care guarantees for employees and families, including health promotion (promotive), prevention of disease (preventive), cure of disease (curative), recovery of health (rehabilitative) and protection (protective).

Assurance of health services by companies through the implementation of a Managed Care system that organizes health services by integrating financing and quality and cost control by increasing professionalism, feasibility and cost efficiency.

PIEP guarantees that employees who assigned abroad are in good health. For this reason, before carrying out business

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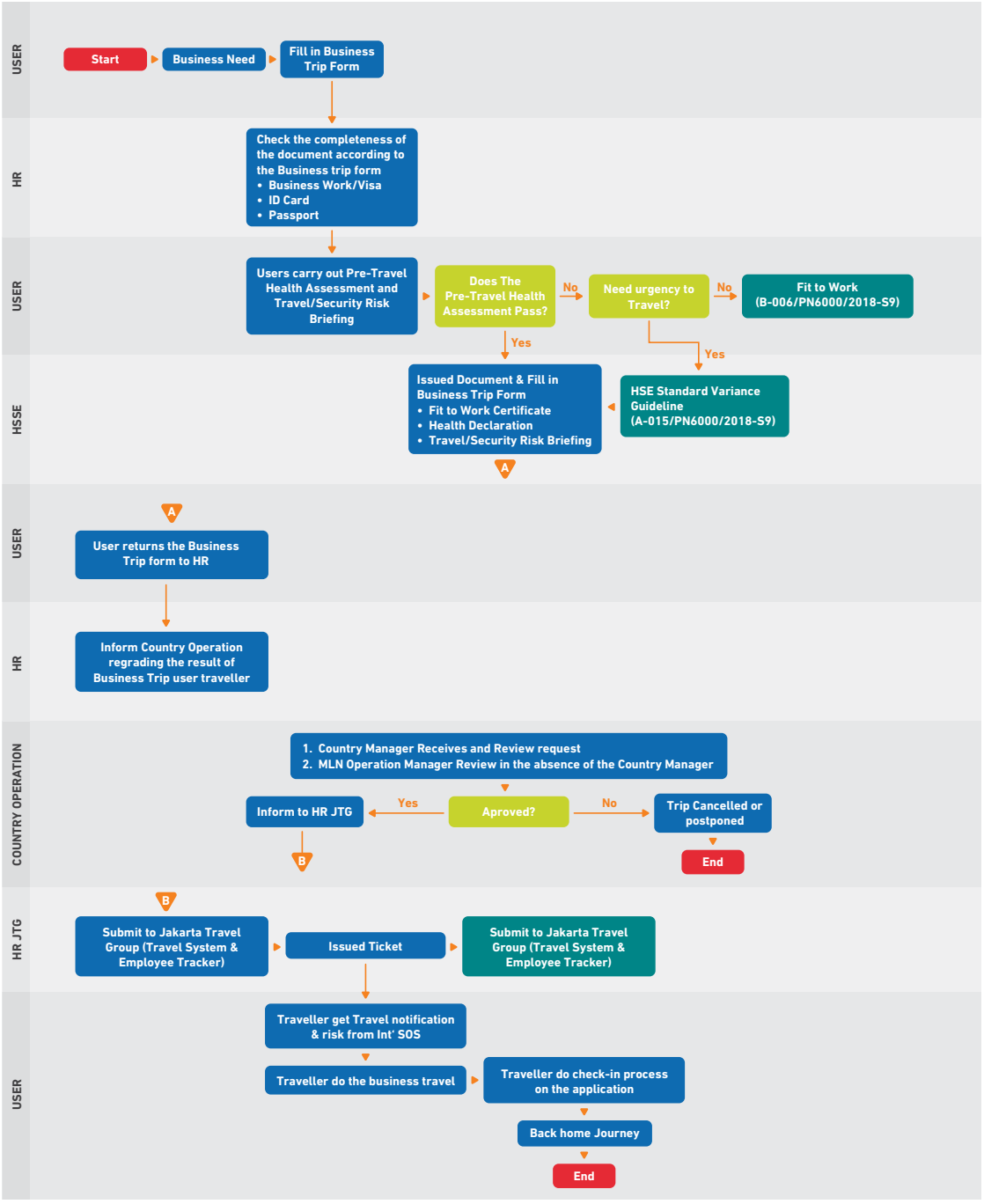
melaksanakan perjalanan dinas, pekerja akan mengikuti serangkaian test kesehatan *(medical check up)*. PIEP bekerja sama dengan International SOS dalam proses *medical check up* pekerja. Berikut adalah alur *medical check up* pekerja:

trip, employees will take a series of medical tests (medical check-ups). PIEP cooperates with International SOS in the process of medical check-up of employees. Following is the flow of medical checkup for employees:

TRAVEL RISK MANAGEMENT



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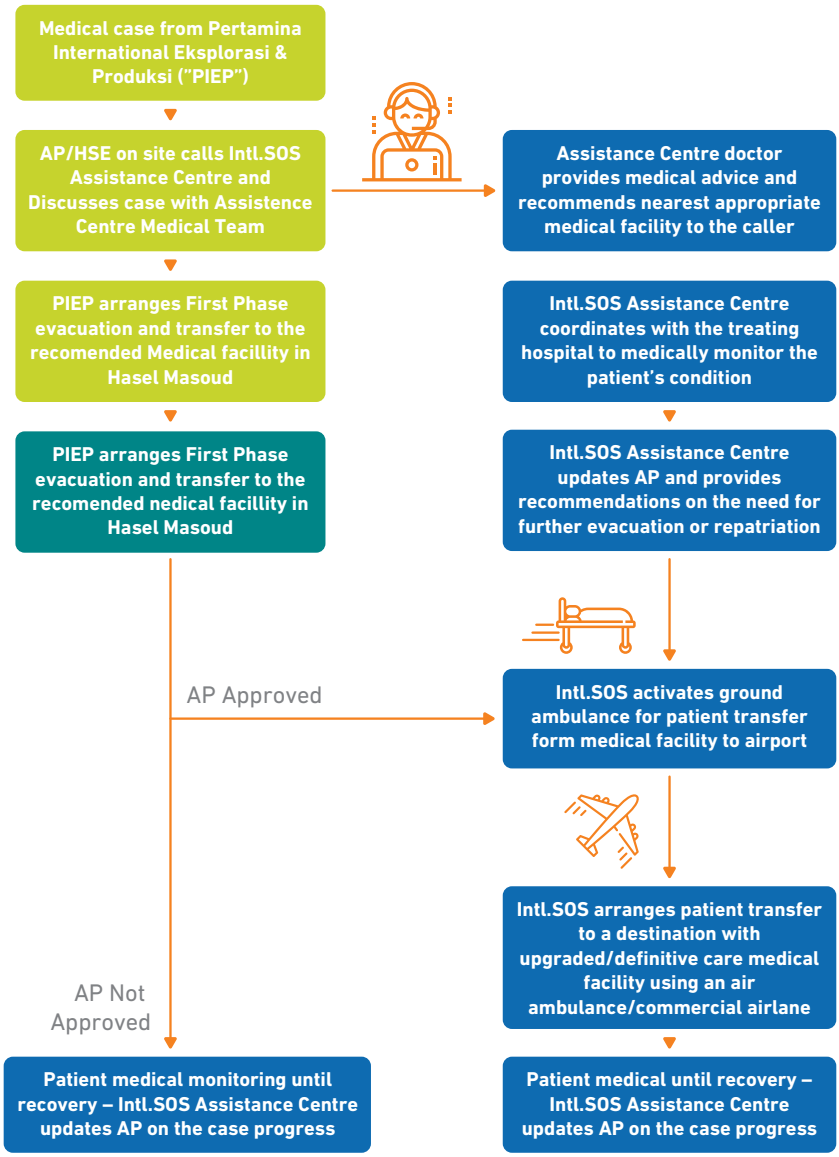
MEDICAL EVACUATION RESPONSE FLOW -Algiers



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BAPOR

PIEP telah menyelenggarakan berbagai kegiatan BAPOR untuk memelihara dan menjaga kesehatan pekerja. Selain itu, kegiatan ini bertujuan untuk meningkatkan kebersamaan diantara pekerja.

1. BAPOR LARI

Kegiatan ini secara umum dibentuk untuk mendukung pembentukan mental dan kepribadian pekerja sekaligus untuk memelihara serta meningkatkan kesehatan, kebugaran, sportivitas, disiplin pekerja. Tujuan kegiatan ini yaitu untuk merangkul pekerja yang memiliki hobi lari sehingga mereka dapat menyalurkan minatnya dengan harapan akan meningkatkan motivasi, koordinasi dan semangat dalam bekerja. Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. Mengikuti *event* Khusus dengan katagori 5K, 10K antara lain:
   - Garmin Run
   - Asosiasi Perguruan Tinggi (Aperti)
   - Pertamina Eco Run

b. Lari Koemploymentasi dengan Fungsi *Upstream Business Dev* (UBD) PT Pertamina (Persero).

c. Lari Koemploymentasi dengan Fungsi *Finance* PIEP dalam Program CCA (*Culture Change Agent*).

d. Lari Wisata ke Kebon Raya Bogor.

BAPOR

PIEP has organized various BAPOR activities to maintain and protect the health of employees. In addition, this activity aims to increase togetherness among employees.

1. RUN BAPOR

This activity is generally formed to support the mental and personality formation of employees as well as to maintain and improve health, fitness, sportsmanship, worker discipline. The purpose of this activity is to embrace employees who have a hobby of running so that they can channel their interests in the hope that it will increase motivation, coordination and enthusiasm for work. During 2019, the activities that have been carried out are:

a. Following special events with the category 5K, 10K include:
   - Garmin Run
   - The Association of Universities (aperti)
   - Pertamina Eco Run

b. Running Colemploymentation with the Upstream Business Dev (UBD) Function of PT Pertamina (Persero).

c. Running Colemploymentation with the PIEP Finance Function in the CCA (Culture Change Agent) Program.

d. Running Tour to Kebon Raya Bogor.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

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2. BAPOR SENAM DAN AEROBIC

Cabang olahraga senam aerobik adalah suatu sistem latihan fisik yang bertujuan untuk meningkatkan efisiensi pemasukan oksigen di dalam jaringan tubuh. Maksud dan tujuan pembentukan cabang olahraga Senam Aerobik di lingkungan PIEP adalah dapat menyehatkan tubuh, terutama sangat baik untuk kesehatan jantung dan paru-paru. Selain itu juga dapat menyeimbangkan antara fungsi emosi dan kognitif yang bisa membuat Pekerja dapat bekerja lebih produktif dalam mengejar prestasi didalam dan diluar pekerjaan. Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. *Body Workout*
b. Senam Aerobic dalam rangka Program Budaya "Friday Fresh".

Kegiatan BAPOR pada cabang olahraga ini telah mendapatkan berbagai prestasi antara lain:

a. PIEP mengikutsertakan 3 (tiga) tim dalam lomba Aerobic HUT PT Pertamina (Persero) pada tanggal 6 Desember 2019 dan 1 tim masuk dalam Final.
b. PIEP mendapatkan Juara 1 kostum terbaik dalam lomba Aerobic HUT PT Pertamina (Persero).

2. GYMNASTICS AND AEROBIC BAPOR

Aerobics is a physical exercise system that aims to increase the efficiency of oxygen intake in body tissues. The purpose and objective of establishing Aerobic Gymnastics in the PIEP environment is to nourish the body, especially very good for heart and lung health. It also can balance between emotional and cognitive functions that can make employees able to work more productively in pursuit of achievement inside and outside of work. During 2019, the activities that have been carried out are:

a. Body workout
b. Aerobic Gymnastics in the framework of the "Friday Fresh" Cultural Program.

BAPOR's activities in this sport have gained various achievements including:

a. PIEP sent 3 (three) teams in PT Pertamina (Persero) 's Aerobic Anniversary competition on December 6, 2019 and 1 team entered the Final.
b. PIEP won 1st place in the best costume in PT Pertamina (Persero) 's Aerobic Anniversary competition.

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3. BAPOR FUTSAL

Kegiatan ini dilaksanakan sebagai wadah penyaluran bakat dan ajang silaturahmi penggemar futsal di PIEP. Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. Latihan rutin Futsal setiap Senin jam 5-6 sore.

b. Turnamen Piala Dirut Elnusa.

c. Turnamen antar Fungsi PIEP.

3. FUTSAL BAPOR

This activity was carried out as a forum for channeling talent and the gathering of futsal fans at PIEP. During 2019, the activities that have been carried out are:

a. Regular futsal training every Monday at 5-6 in the afternoon.

b. Elnusa CEO Cup Tournament.

c. Tournament between PIEP function.

4. BAPOR TENIS LAPANGAN

Cabang olahraga tenis lapangan secara umum dibentuk untuk mendukung pembentukan mental dan kepribadian pekerja sekaligus untuk memelihara serta meningkatkan kesehatan, kebugaran, sportivitas, dan disiplin pekerja serta sebagai sarana untuk mempererat keakraban antar pekerja, sehingga diharapkan dapat mendukung kelancaran aktivitas pekerjaan secara tidak langsung. Selain itu, kegiatan ini juga bertujuan untuk memfasilitasi pekerja PIEP yang memiliki hobi bermain tenis lapangan atau memiliki ketertarikan untuk bermain tenis lapangan sehingga dapat berlatih secara regular setiap minggu dengan dibimbing oleh pelatih yang memiliki latar belakang yang memadai. Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. Latihan regular setiap hari Kamis sore dari pukul 17.00 sampai dengan 19.00.

b. *Mini tournament/games*.

4. FIELD TENNIS BAPOR

In general, the field tennis sports is formed to support the mental and personality formation of employees as well as to maintain and improve the health, fitness, sportsmanship and discipline of employees and as a means to strengthen intimacy between employees, so it is expected to support the smooth running of work activities indirectly. In addition, this activity also aims to facilitate PIEP employees who have a hobby of playing tennis or have an interest in playing tennis so that they can practice regularly every week under the guidance of a coach who has an adequate background. During 2019, the activities that have been carried out are:

a. Regular training every Thursday afternoon from 17:00 to 19:00.

b. Mini tournament/games.

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5. BAPOR *DIVING*

Kegiatan ini dilaksanakan untuk meningkatkan level kondisi kesehatan jasmani dan rohani para pekerja PIEP agar tetap selalu sehat dan semangat bekerja. Dengan olahraga *diving*, tubuh akan menjadi lebih sehat dengan berenang saat *diving*. Selain itu, *diving* juga bisa bisa me-*release stress*/membuat jiwa menjadi lebih tenang dengan melihat dan menikmati keindahan hewan dan terumbu karang bawah laut. Tujuan dilaksanakan kegiatan ini yaitu untuk membantu memfasilitasi para pekerja PIEP untuk mendapatkan *license*/sertifikat *diving*, karena syarat utama melakukan *diving* adalah dengan memiliki *license diving*. Kegiatan ini juga bertujuan untuk membantu/memfasilitasi para pekerja PIEP untuk melaksanakan *fundiving* di beberapa tempat di Indonesia. Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. Pengambilan sertifikat *diving batch* I (11 orang).
b. Pengambilan sertifikat *diving batch* II (7 orang).
c. Proklamasi *dive* (pengibaran bendera merah putih *under water*).
d. *Seawreck dive* (eksplore bangkai kapal yang sudah puluhan tahun tenggelam).

5. DIVING BAPOR

This activity was carried out to improve the level of physical and spiritual health conditions of PIEP employees to keep them healthy and enthusiastic about working. With diving, the body will become healthier by swimming while diving. In addition, diving can also release stress/make the soul more calm by seeing and enjoying the beauty of animals and underwater coral reefs. The purpose of this activity is to help facilitate PIEP employees to get a diving license/certificate, because the main requirement for diving is to have a diving license. This activity also aims to help/facilitate PIEP employees to carry out fundiving in several places in Indonesia. During 2019, the activities that have been carried out are:

a. Diving certificate retrieval batch I (11).
b Diving certificate retrieval batch II (7).
c. Proclamation dive (raising the red and white flag under water).
d. Seawreck dive (exploration of shipwrecks that have sunk for decades).

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6. BAPOR MENEMBAK

Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. Latihan rutin Selasa dan Kamis.
b. Ujian Keanggotaan *Eagle Shooting Club*.
c. 6 (enam) kali lomba: Kopassus, Perbakin, CJC, Sintong P. Cup, Velox, Polairud.

6. SHOOTING BAPOR

During 2019, the activities that have been carried out are:

a. Regular practice on Tuesday and Thursday.
b. Eagle Shooting Club Membership Test.
c. 6 (six) times contest: Kopassus, Perbakin, CJC, Sintong P. Cup, Velox, Polairud.

7. BAPOR BERSEPEDA DAN MOTOR

Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. Sepeda rutin Selasa dan Jum'at di Gelora Bung Karno.
b. Gowes *Heritage* Cirebon.
c. Gowes Bareng Pertabike dalam rangka HUT PT Pertamina (Persero) ke-62.
d. Riding ke acara Sunatan Massal BDI.
e. Riding ke duren warso, Bogor.

7. CYCLING AND MOTORBIKE BAPOR

During 2019, the activities that have been carried out are:

a. Routine bikes on Tuesday and Friday at Bung Karno Stadium.
b. Gowes Heritage Cirebon.
c. Gowes Bareng Pertabike in celebrating the 62nd anniversary of PT Pertamina (Persero).
d. Riding to the BDI Mass Circumcision event.
e. Riding to duren warso, Bogor.

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8. BAPOR TENIS MEJA

Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. Latihan rutin Jum'at.
b. *Sparring* dengan PT Pertamina (Persero) International Shipping.
c. Turnamen Elnusa En-lympic 2019.

9. BAPOR BADMINTON

Selama tahun 2019, kegiatan yang telah dilaksanakan adalah:

a. Latihan rutin Senin.
b. Turnamen Elnusa En-lympic 2019.

8. TABLE TENNIS BAPOR

During 2019, the activities that have been carried out are:

a. Routine training on Friday
b. Sparring with PT Pertamina (Persero) International Shipping.
c. Elnusa En-lympic Tournament 2019.

9. BADMINTON BAPOR

During 2019, the activities that have been carried out are:

a. Routine training on Monday.
b. Elnusa En-lympic Tournament 2019.

KEGIATAN KESELAMATAN KERJA

PIEP memiliki tanggung jawab untuk menjamin keselamatan Pekerja sesuai yang dimandatkan oleh Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja. Kegiatan operasional pengeboran memiliki risiko kecelakaan yang sangat tinggi, sehingga upaya untuk mengantisipasi dan meminimalkan risiko tersebut harus diterapkan secara serius.

WORK SAFETY ACTIVITIES

PIEP has the responsibility to guarantee the safety of employees in accordance with what is mandated by Law No. 1 Year 1970 concerning Work Safety. Drilling operations have a very high risk of accidents, so efforts to anticipate and minimize these risks must implemented seriously.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

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Penanganan aspek HSSE di Perusahaan dilaksanakan oleh Komite HSSE (HSSE *Committee*) yang berada di *level Business* unit di unit operasi Aljazair, di Lapangan MLN. Komite HSSE terdiri dari perwakilan Pekerja dan perwakilan manajemen yang ditunjuk, serta dipimpin oleh Manajer Operasional Lapangan MLN.

Handling of HSSE aspects in the Company held by the HSSE Committee at the business unit level in the Algerian operating unit, in the MLN Field. The HSSE Committee is composed of worker representatives and management representatives appointed, and are led by the MLN Field Operations Manager.

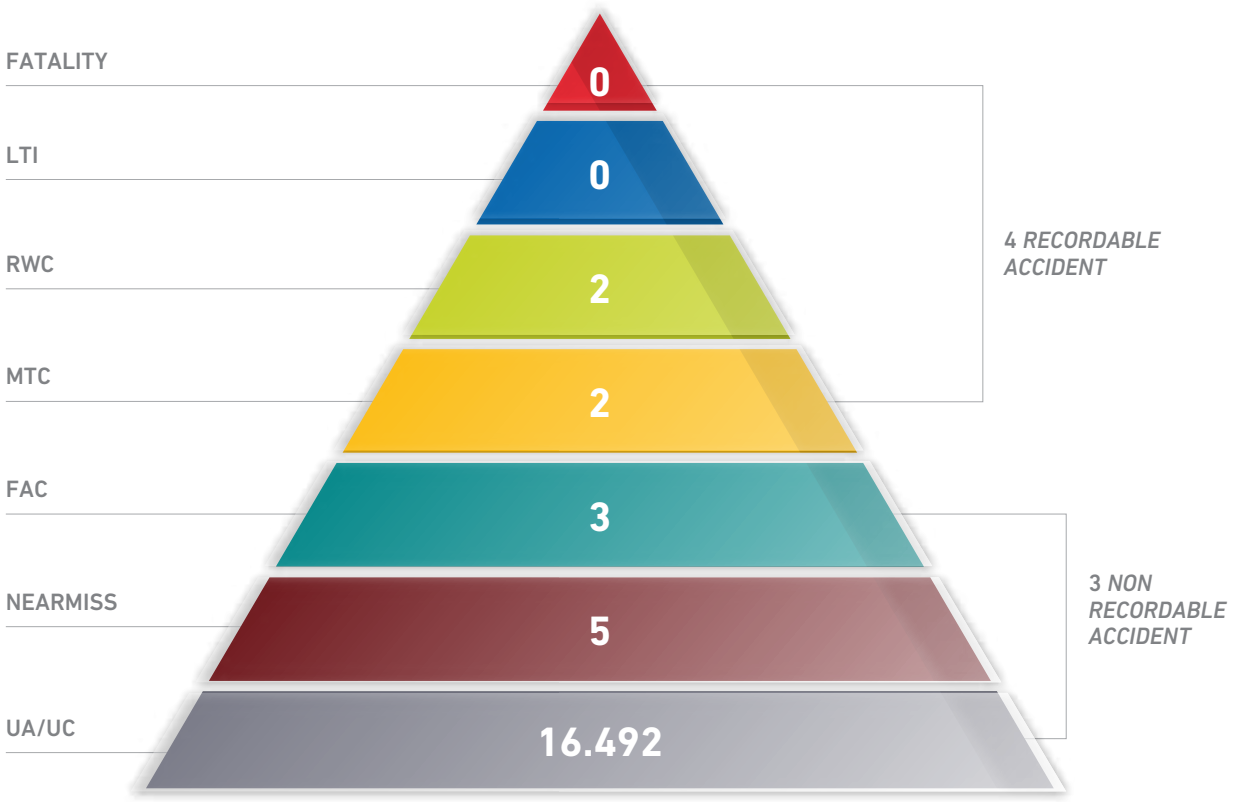
Pentingnya aspek HSSE ini sejalan dengan kampanye yang terus dilaksanakan oleh Perusahaan. Hasilnya dapat dilihat melalui peningkatan kesadaran Pekerja dan seluruh personil di *Business unit* tentang pentingnya pelaporan kecelakaan. Pada tahun 2019, jumlah jam kerja tercatat 7.634.806, mengalami kenaikan dari tahun 2018 yang tercatat sebesar 4.607.154. PIEP bisa mempertahankan jam kerja tanpa kecelakaan sejak tahun 2012 (7 tahun). Sampai dengan tahun 2019, PIEP telah mencatat jumlah jam kerja tanpa kecelakaaan sebesar 20.513.203 jam. Kenaikan tersebut dipengaruhi oleh adanya proyek *Phase* 4 *Development* (P4D). HSE *Performance* tahun 2019 secara lengkap dapat dilihat pada *Statistical Safety Performance* yang diwakili oleh indikator sebagai berikut:

The importance of this HSSE aspect is in line with the ongoing campaigns by the Company. The results can be seen through increased awareness of employees and all personnel in the business unit about the importance of accident reporting. In 2019, the number of working hours was 7,634,806, an increase from 2018 that was recorded at 4,607,154. PIEP can maintain working hours without accidents since 2012 (7 years). Up to 2019, PIEP has recorded the working hours without accidents number of 20,513,203 hours. The increase was influenced by the Phase 4 Development (P4D) project. The complete HSE Performance of 2019 can be seen in Statistical Safety Performance as represented by the following indicators:

No	Indikator Indicator	Tahun Year	
		2019	2018
1	*Total Man Hours Worked*	7.634.806	4.607.154
2	*Number of Fatalities*	0	0
3	*Number of Lost Time Accident*	0	0
4	*Number of Restricted Work Case*	2	1
5	*Number of Medical Treatment Case*	2	1
6	*Number of First Aid*	3	4
7	*Number of Near Miss Accident*	5	8
8	*Number of Lost Time Incident Rate (LTIR)*	0	0
9	*Number of Total Recordable Injury Rate (TRIR)*	0.52	0.43
10	*TRIR Tolerance*	1.58	1.76

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY



***Piramida Recordable Incident* (YTD)**

Keterangan:

UA (*Unsafe Act*):
Partisipasi aktif dari pekerja untuk melaporkan tindakan/ perilaku yang tidak aman.

UC (*Unsafe Condition*):
Partisipasi aktif dari pekerja untuk melaporkan kondisi yang tidak aman di tempat kerja.

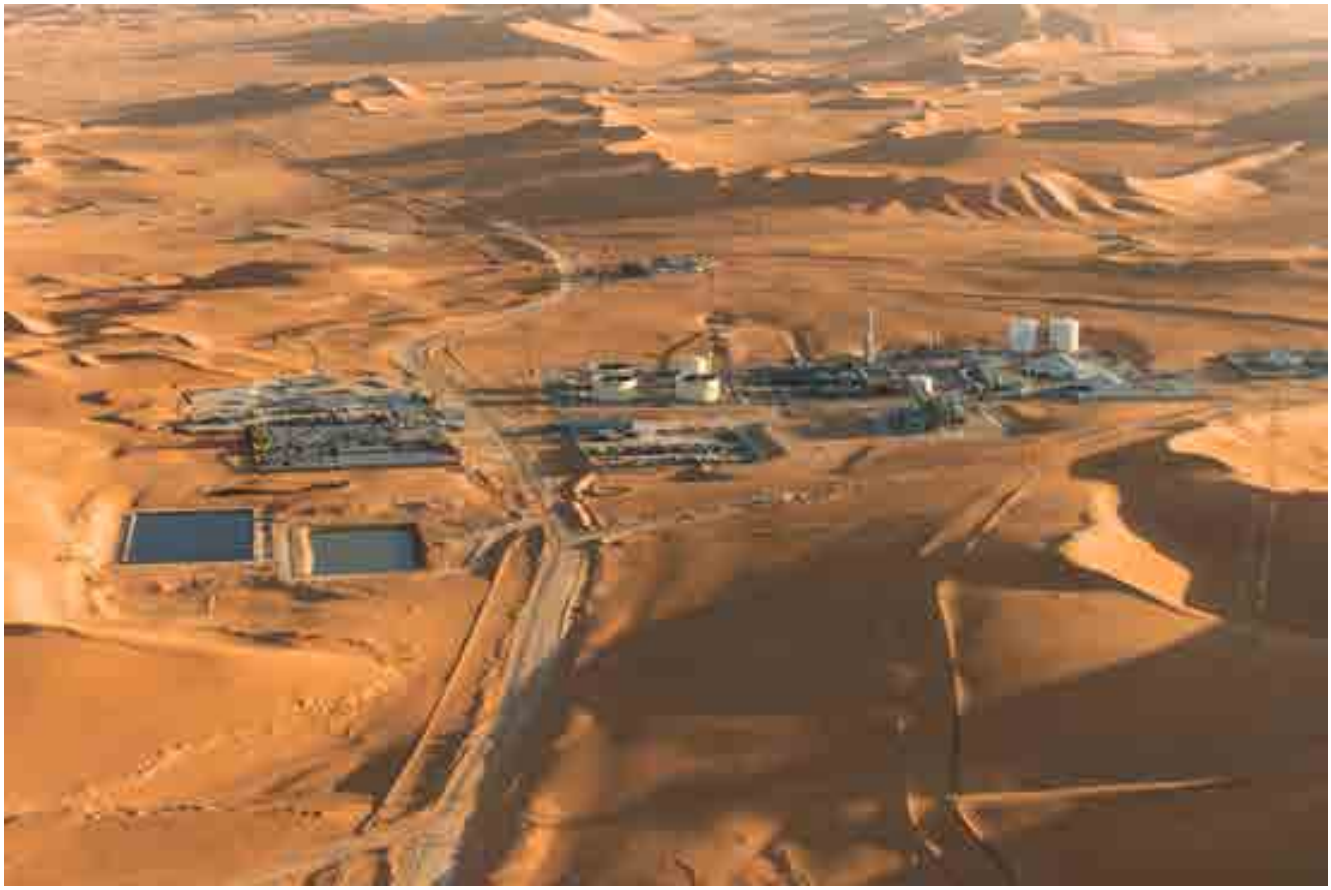
Description:

UA (Unsafe Act):
Active participation of employees to report unsafe actions/ behaviors.

UC (Unsafe Condition):
Active participation of employees to report unsafe conditions at work.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY



TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

Kategori *Incident/Condition* Incident Category/Condition	**Tahun** Year				
	Januari January	**Februari** February	**Maret** March	**April** April	**Mei** May
Safe Man Hours*	705,226	614,800	567,501	731,229	557,398
Total Man Hours*	705,226	614,800	567,501	731,229	557,398
NoA	0	0	0	0	0
HiPo	0	0	0	0	0
Fatality	0	0	0	0	0
Lost Time Incident	0	0	0	0	0
Restricted Work Case	0	0	0	0	0
Medical Treatment Case	0	0	0	1	0
First Aid	1	0	0	0	0
Near Miss	0	0	0	0	0
Unsafe Act/Condition	1137	1260	1202	1423	1356
Unplanned Oil Spill 1-15 Bbls	0	0	0	0	0
Gas (hydrocarbon) leak/release	0	0	0	0	0
Fire/Explosion related to Process	0	0	0	0	0
Property Damage related to Process	0	0	0	0	0
Property Damage non related to Process	1	2	3	5	0
Motor Vehicle Incident	0	0	0	0	1
Security Incident	0	0	0	0	0
Leading Indicator Rate	**Leading Indicator Rate**				
Management Walkthrough*	2	1	1	2	0
HSE Training*	124	163	156	112	555
HSE Meeting*	4	4	4	4	4
Emergency Drill*	1	1	1	0	0
Lagging Indicator Rate					
TRIR	0.00	0.00	0.00	0.38	0.31
LTIR	0.00	0.00	0.00	0.00	0.00
HiPo Rate	0.00	0.00	0.00	0.00	0.00
Fatality Rate	0.00	0.00	0.00	0.00	0.00

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

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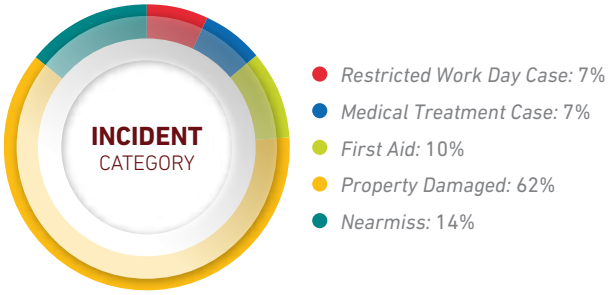
Tahun Year							TOTAL YTD
Juni June	**Juli** July	**Agustus** August	**September** September	**Oktober** October	**November** November	**Desember** December	
443,730	883,232	540,704	708,487	626,948	671,764	583,787	7,634,806
443,730	883,232	540,704	708,487	626,948	671,764	583,787	7,634,806
0	0	0	0	0	0	0	-
0	0	0	0	0	0	0	-
0	0	0	0	0	0	0	-
0	0	0	0	0	0	0	-
2	0	0	0	0	0	0	2
0	0	1	0	0	0	0	2
0	0	0	1	1	0	0	3
0	4	0	0	0	0	1	5
1492	1428	1508	1495	1355	1394	1442	16,492
0	0	0	0	0	0	0	-
0	0	0	0	1	0	0	1
0	0	0	0	0	0	0	-
0	0	0	0	0	0	0	-
1	3	0	1	1	1	0	18
2	2	0	0	1	0	0	6
0	0	0	0	0	0	0	-
Leading Indicator Rate							
0	2	0	1	1	1	1	12
80	784	124	1341	959	540	783	5,721
4	4	4	4	4	4	4	48
2	0	0	1	1	0	0	7
Lagging Indicator Rate							
0.83	0.67	0.79	0.70	0.63	0.57	0.52	0.52
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY



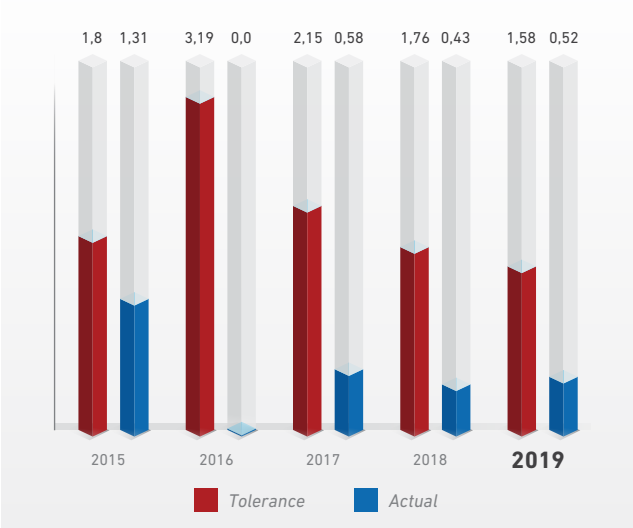
Seiring bertumbuhnya Perusahaan yang ditandai dengan penambahan jumlah Entitas Anak dan total jam kerja, risiko insiden kerja menjadi lebih tinggi. Untuk meminimalisasi hal tersebut, PIEP menerapkan sistem keselamatan kerja. Melalui upaya ini, Perusahaan dapat mencapai TRIR sebesar 0,52 pada tahun 2019, lebih rendah dari ambang batas maksimal sebesar 1,58. Ambang batas dan capaian insiden kecelakaan kerja di PIEP dapat dilihat pada tabel berikut:

Along with the Company growth, which was marked with increasing number of subsidiaries and total man-hours, the risk of work incident gets higher. To minimize this, PIEP applies a work safety system. Through this effort, the Company reached TRIR score of 0.52 in 2019, lower than the maximum threshold at 1.58. The thresholds and achievements of work incidents in PIEP can be seen in the following table:

TRIR	2019	2018	2017	2016	2015
Tolerance	1.58	1.76	2.15	3.19	1.8
Actual	0.52	0.43	0.58	0.00	1.31

TRIR *Comparison*

(*Actual & Tolerance*) from 2015 to 2019)



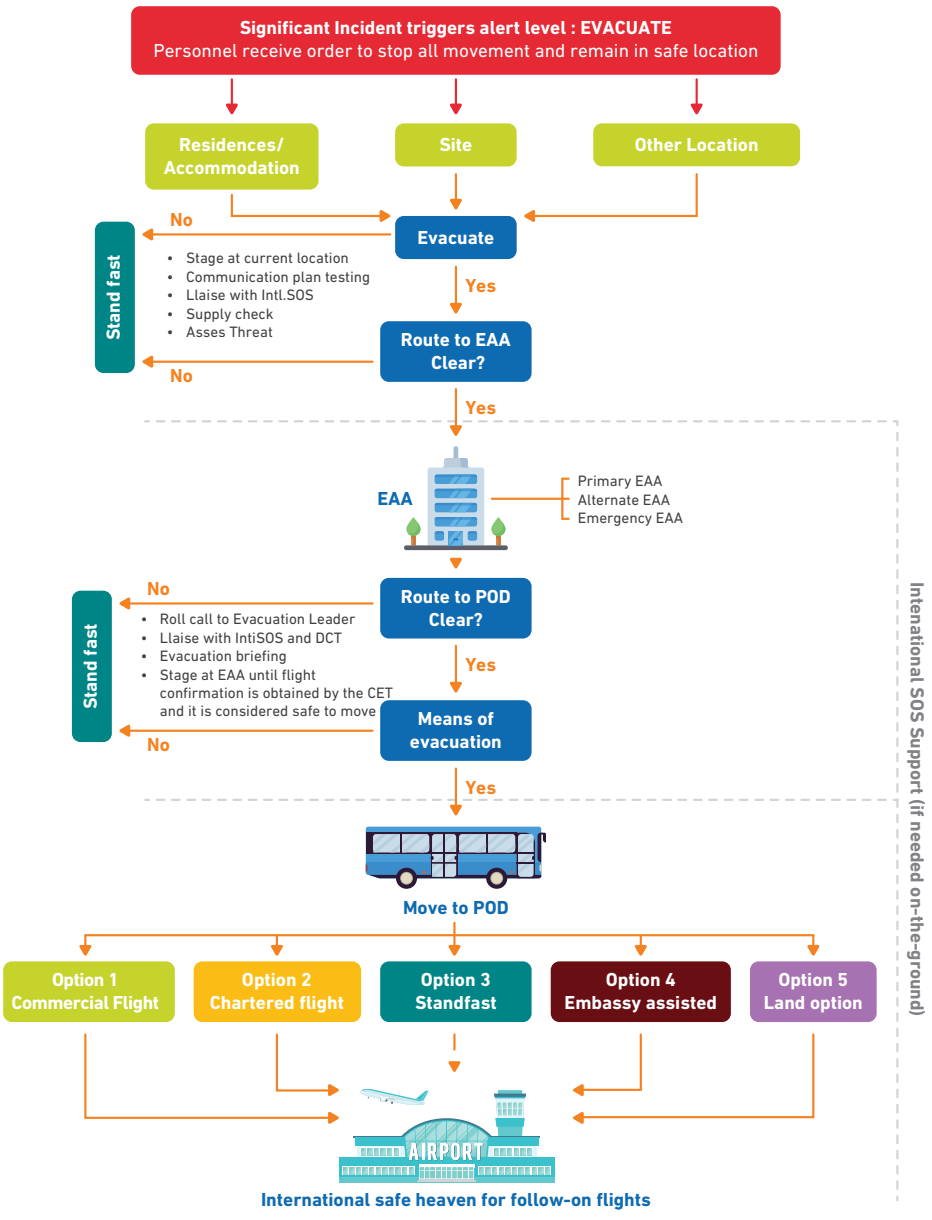
TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

Dalam operasional Perusahaan di Aljazair, PIEP bekerja sama dengan International SOS untuk memastikan keselamatan kerja para pekerjanya. Demi keselamatan kerja, para pekerja diharuskan untuk mengikuti aturan yang diberlakukan Perusahaan. Perusahaan telah menerapkan *Security Evacuation Response* untuk setiap insiden yang terjadi selama operasional. Berikut adalah alur dari *Security Evacuation Response*:

In the company's operations in Algeria, PIEP works closely with International SOS to ensure the work safety of its employees. For the sake of work safety, employees are required to follow the rules imposed by the company. The company has implemented a Security Evacuation Response for every incident that occurs during operations. Following is the flow of the Security Evacuation Response:

SECURITY EVACUATION RESPONSE FLOW



TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

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HSSE PROGRAM 2019

1. Implementasi Program HSSE di Seluruh Area Operasi/Anak Perusahaan.

   Program ini merupakan komitmen PIEP dalam memastikan *zero fatality* dan kinerja HSSE ekselen di setiap area operasi/anak Perusahaan. Upaya ini dilakukan dengan:

   a. Melaksanakan dan mengembangkan program kerja HSSE operasi yang mengacu pada rencana dan target Perusahaan, sistem manajemen, persyaratan rekanan serta perundangundangan yang berlaku.

   b. Melakukan kampanye HSSE, induksi, pelatihan kompetensi dan program pendukung HSSE lainnya.

   c. Memonitor dan memastikan implementasi HSSE *asset* operasi telah sesuai dengan standar manajemen HSSE PIEP.

   d. Menjalankan, mengawasi, mengkoordinasikan serta menyiapkan sarana dan prasarana serta SDM yang dibutuhkan untuk menunjang implementasi program kerja HSSE.

2. *Cascading* Arahan Direktur Hulu PT Pertamina (Persero)

   Sebagai bagian dari grup Entitas Anak Hulu, PIEP mengikuti arahan yang ditetapkan oleh PT Pertamina (Persero). Pada tahun 2019, PIEP melakukan *cascading* arahan Direktur Hulu PT Pertamina (Persero) untuk semua level, dari level manajemen, Pekerja, mitra kerja maupun *project support*.

3. Kampanye dan Evaluasi Budaya HSSE

   Dalam mensosialisasikan program dan informasi terkait HSSE, PIEP memiliki HSSE *Digital Broadcast*, HSSE Media *Printing, Safety Alert* dan *teaser* yang menjadi bagian dari program kampanye rutin sepanjang tahun.

4. Manajemen Pelaporan Kinerja HSSE

   PIEP mengembangkan sistem pemantauan kinerja Area Operasi/Anak Perusahaan secara terintegrasi. Pada sistem

2019 HSSE PROGRAM

1. Implementation of the HSSE Program in All Operating Areas/Subsidiaries.

   This program is a commitment of PIEP in ensuring zero fatality and excellent HSSE Performance in every area of operations/subsidiaries. This work is done by:

   a. Implement and develop a operating HSSE work program that refers to the company's plans and targets, management systems, partner requirements and applicable laws.

   b. Conduct HSSE campaigns, induction, competency training and other HSSE support programs.

   c. Monitor and ensure the implementation of HSSE operating assets are in accordance with PIEP HSSE management standards.

   d. Carry out, supervise, coordinate and prepare the facilities and infrastructure and human resources needed to support the implementation of the HSSE work program.

2. Cascading Director's Direction for Pertamina Upstream

   As part of the Upstream Subsidiary group, PIEP follows the directions set by PT Pertamina (Persero). In 2019, PIEP conducted a cascading of Pertamina Upstream Director directives for all levels, from management, employee, business partner and project support levels.

3. HSSE Culture Campaign and Evaluation

   In disseminating programs and information related to HSSE, PIEP has HSSE Digital Broadcast, HSSE Media Printing, Safety Alerts and teasers that are part of routine campaign programs throughout the year.

4. Management of HSSE Performance Reporting

   PIEP develops an integrated operational Area/Subsidiary's Performance monitoring system. In this system the

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ini kinerja HSSE PIEP dan anak Perusahaan telah dapat dipantau dengan baik melalui *dashboard* kinerja HSSE.

5. Penerapan Sistem Manajemen Keselamatan Kerja Kontraktor (CSMS).

   Sistem ini merupakan standar wajib untuk dipenuhi mitra kerja PIEP dengan risiko Pekerjaan pada level medium-tinggi. Melalui sistem ini, PIEP melakukan penilaian dan perbaikan kinerja K3 mitra kerja sebelum memulai Pekerjaan. Hal ini untuk memastikan bahwa mitra kerja layak untuk melakukan Pekerjaan dan mendukung tercapainya target kinerja HSSE PIEP.

6. Pelatihan Kompetensi HSSE

   PIEP menyelenggarakan pelatihan kepada seluruh Pekerja untuk mendukung penerapan HSSE. Topik pelatihan wajib yang diikuti Pekerja antara lain *basic safety training* dan *basic first aid*. Pelatihan mandatori lainnya adalah manajemen HSSE berbasis ISO 9001, ISO 14001 serta OHSAS 18001 level manajemen dan personel operasi.

7. Manajemen Tanggap Darurat dan Krisis secara Terintegrasi.

   PIEP mengintegrasikan seluruh fungsi terkait dalam penanggulangan keadaan darurat dan krisis HSSE sebagai bentuk tanggap darurat untuk mempercepat proses penanganan dengan berpusatkan di *Crisis Management Center* yang terdiri dari BST Room dan CMT Room.

8. Pelayanan Kesehatan dan Penanganan Evakuasi Medis.

   PIEP menjalin kerja sama dengan klinik eksternal ISOS untuk menyediakan pelayanan medis dan penanganan evakuasi medis untuk seluruh Pekerja PIEP dan di seluruh Area Operasi/Anak Perusahaan. Untuk pemantauan pelaksanaan pemeriksaan kesehatan Pekerja secara rutin dokter OH-IH bekerjasama dengan dokter HR.

performance of PIEP HSSE and its subsidiaries has been well monitored through the HSSE performance dashboard

5. Implementation of Contractor Safety Management System (CSMS).

   This system is a mandatory standard to be fulfilled by PIEP partners with medium-high occupational risks. Through this system, PIEP conducts an assessment and improvement of K3 work partner Performance before starting work. This is to ensure that the work partners are fit to do the work and support the achievement of the PIEP HSSE performance targets.

6. HSSE Competency Training

   PIEP provides training to all employees to support the implementation of HSSE. The topic of compulsory training attended by employees includes basic safety training and basic first aid. Other mandatory training is HSSE management based on ISO 9001, ISO 14001 and OHSAS 18001 level of management and operations personnel.

7. Integrated Emergency and Crisis Response Management.

   PIEP integrates all related functions in emergency response and HSSE crisis as a form of emergency response to speed up the handling process by centering on the Crisis Management Center which consists of BST Room and CMT Room.

8. Health Services and Medical Evacuation Handling.

   PIEP cooperates with ISOS external clinics to provide medical services and medical evacuation treatment for all PIEP employees and in all Operating Areas/Subsidiaries. To monitor the implementation of employee health checks OH-IH doctors colemploymentate with HR doctors regularly.

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9. Pemeriksaan Kesehatan Rutin dan Berkala.

PIEP berkomitmen menerapkan *medical check-up* (MCU) rutin untuk meminimalkan risiko kecelakaan kerja akibat faktor kesehatan. Program ini juga di monitor secara langsung tindak lanjutnya oleh dokter OH-IH dan dokter HR PIEP dan dilakukan pemantauan kesehatan terhadap personel yang membutuhkan. Program ini merupakan komitmen PIEP yang tercantum dalam Peraturan Perusahaan untuk senantiasa memeriksakan kesehatan para Pekerjanya dan meminimalisasi risiko kecelakaan kerja akibat faktor kesehatan.

9. Routine and Periodic Health Checks.

PIEP is committed to implementing routine medical check-ups (MCU) to minimize the risk of workplace accidents due to health factors. The program is also monitored directly by the follow-up doctor OH-IH and HR PIEP doctor and health monitoring of personnel in need. This program is a PIEP commitment stated in the Company Regulations to always check the health of its employees and minimize the risk of work accidents due to health factors.

10. *Travel Tracker Sistem*

PIEP berkomitmen menjaga keselamatan dan keamanan seluruh Pekerja yang melakukan perjalanan dinas, khususnya ke Area Operasi/Anak Perusahaan di mancanegara. Program ini berupa aplikasi digital yang bisa di *download* pada *mobile phone* dan berfungsi untuk mengawasi keberadaan Pekerja, monitor resiko serta memberikan bantuan informasi *emergency* Pekerja saat perjalanan dinas.

10. Travel Tracker Sistem

PIEP is committed to safeguarding the safety and security of all employees on business travel, particularly to the Operations Area/Subsidiaries in foreign countries. This program is in the form of a digital application that can be downloaded on a mobile phone and serves to oversee the whereabouts of employees, monitor risks and provide information on employees emergency information on business travel.

11. Standarisasi Manajemen HSSE Anak Perusahaan

PIEP menyelaraskan standar HSSE di seluruh Area Operasi/Anak Perusahaan guna meningkatkan implementasi standar HSSE yang terkonsolidasi. Upaya ini diimplementasikan dengan melaksanakan audit baik secara prosedur maupun implementasinya di Area Operasi/Anak Perusahaan. Pelaksanaan audit ini dilakukan secara rutin setiap tahunnya.

11. Standardization of HSSE Management of Subsidiaries

PIEP aligns HSSE standards in all Operating Areas/Subsidiaries to improve the implementation of consolidated HSSE standards. This effort was implemented by carrying out audits both procedures and their implementation in the Operations/Subsidiaries Area. This audit is carried out routinely every year.

12. Audit Sistem Manajemen Terintegrasi

PIEP mengadopsi SUPREME dan *Integrated Management System* (IMS) yang terdiri dari ISO 9001:2018 dan ISO 14001:2015 serta OHSAS 18001:2007 dalam melakukan standarisasi manajemen terintegrasi. Pada tahun ini, PIEP telah melaksanakan audit terhadap tiga standar tersebut yang dilaksanakan oleh tim internal dan eksternal pada pertengahan tahun 2019. Tujuan audit ini adalah untuk meningkatkan kepatuhan dan penaatan standar HSSE.

12. Integrated Management Audit System

PIEP adopted SUPREME and Integrated Management System (IMS) which consisted of ISO 9001: 2018 and ISO 14001: 2015 and OHSAS 18001: 2007 in standardizing integrated management. This year, PIEP conducted an audit of the three standards carried out by internal and external teams in mid-2019. The purpose of this audit is to improve compliance and compliance with HSSE standards.

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13. PEDULI *Card*/*Unsafe Act Unsafe Condition* (UAUC)

Program ini merupakan pemberian kewenangan kepada Pekerja, mitra kerja, pelanggan, maupun tamu untuk melakukan pengamatan dan pemberhentian aktivitas kerja apabila menemukan kondisi atau tindakan tidak aman dalam suatu pekerjaan yang sedang berlangsung. Bentuk implementasinya adalah dengan menyediakan kartu pengamatan kerja (PEDULI Card) untuk setiap individu yang berkunjung ke lingkungan kerja PIEP. Untuk memudahkan sosialisasi program maka program ini diberi nama Kartu PEDULI (PEngamatan dan Upaya meLIndungi kondisi tetap aman), yang disesuaikan dengan lokasi, akses jaringan dan tingkat risiko masing-masing lokasi. Pelaporan pengamatan dilakukan secara *online* sedangkan pelaporan menggunakan kartu digunakan bila pekerja tidak memiliki akses *online*.

13. PEDULI Card/Unsafe Act Unsafe Condition (UAUC)

This program is giving authority to employees, business partners, customers, and guests to observe and terminate work activities if they find unsafe conditions or actions in an ongoing work. The form of implementation is to provide a work observation card (PEDULI Card) for each individual who visits the PIEP work environment. To facilitate the socialization of the program, this program is named PEDULI Card "(PEngamatan Dan Upaya meLIndungi kondisi tetap aman)", which is adjusted to the location, network access and risk level of each location. Observation reporting is done online while card reporting is used if employees do not have online access.

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HSSE PIEP CORPORATE LIVE SAVING RULES

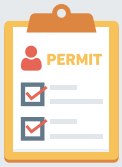
01. TOOLS & EQUIPMENT

Make sure equipment and supplies in good condition, well maintained and in accordance with the work being done.

02. SAFE ZONE POSITION

Make sure you are working in a safe position and area

03. PERMIT TO WORK



Every job is obliged to have a work permit in accordance with risk

04. ISOLATION

Make sure the energy already isolated before doing the work, with the rules log out tag out and dischange out

05. CONFINED SPACE

Make sure you have authorization and a valid work permit before entering into confined space

06. LIFTING OPERATION

Make sure lifting operation is done with planning, supervised and carried out by competent personnel

07. FIT TO WORK

Make sure you meet the medical requirements and fit to work

08. WORKING AT HEIGHT

Make sure fall preventive tools is available while working at height

09. PERSONAL FLOATING DEVICE

Make sure the floating device is used while working in the area that has potential of drowning risk

10. SYSTEM OVERRIDE

Make sure you have permission and authorization before bypassing or disabling safety critical equipment

11. ASSET INTEGRITY

Make sure the facility has inspect, testing and maintenance in accordance with the procedures and regulations

12. GROUND DISTURBANCE EXCAVATION WORK

Make sure fall preventive tools is available while working at height

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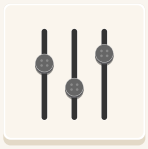
HSE GOLDEN RULES

Setiap Pekerja wajib mengenakan Alat Pelindung Diri (APD) yang sesuai saat bekerja.

Each worker must wear the appropriate Personal Protective Equipment (PPE) while working

Setiap Pekerja berisiko tinggi harus mendapatkan izin kerja

Any kind of high-risk work must require a work permit



Kalibrasi dan sertifikasi harus selalu digunakan pada setiap peralatan yang akan digunakan untuk Pekerjaan berisiko tinggi

Calibration and certification must always be carried out on any equipment that will be used for high-risk work

Prosedur dan program kerja harus dipatuhi dan dijalankan oleh Pekerja

Work procedures and programs must be obeyed and carried out by employees

Sanksi tegas terhadap Pekerja yang mengkonsumsi miras dan narkoba saat bekerja

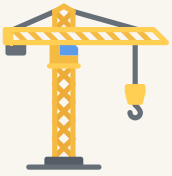
There are strict sanctions for employees who consume alcohol and drugs while working

Setiap peralatan atau sistem yang menyimpan energi harus sudah dipastikan isolasi energinya

Any Equipment or system that stores energy must be ensured that its energy has been properly isolated

Setiap perubahan, prosedur dan proses kerja harus dicatat dalam manajemen perubahan

Each change as well as work procedure and program must be recorded in the management of change



Setiap operasi pengangkatan harus memenuhi ketentuan persyaratan keselamatan pengangkatan yang di tetapkan

Each lifting operation must meet the stipulated safety requirements

Pekerja berkewajiban mematuhi standar keselamatan transportasi yang berlaku

Workers are obliged to comply with applicable transportation safety standards

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SALURAN PENGADUAN TANGGUNG JAWAB SOSIAL BIDANG KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

Dalam pelaksanaan tanggung jawab sosial terkait ketenagakerjaan, kesehatan dan keselamatan kerja, PIEP menyediakan saluran pengaduan bagi para pekerja untuk dapat menyampaikan keluh kesah atau saran. Apabila pekerja mengalami keluhan dapat menghubungi *Servicedesk* HR PIEP servicedesk.hrpiep@pertamina.com.

PIEP merupakan Perusahaan yang memiliki Entitas Anak di luar negeri. Untuk itu, selain di Indonesia PIEP juga menyediakan saluran pengaduan untuk para pekerja di luar negeri. Selain keluh kesah pekerja, PIEP juga menyediakan saluran pengaduan untuk para Pekerja yang mendapat kecelakaan kerja maupun sakit dalam bekerja. Berikut adalah informasi kontak yang dapat dihubungi pekerja termasuk pekerja di luar negeri:

SOCIAL RESPONSIBILITY COMPLAIN CHANNEL ON EMPLOYMENT, HEALTH AND SAFETY

In the implementation of social responsibility related to Employment, health and safety, PIEP provides a complaints channel for employees to be able to submit complaints or suggestions. If the worker has a complaint, they can contact Servicedesk HR PIEP servicedesk.hrpiep@pertamina.com.

PIEP is a company that has overseas subsidiaries. For this reason, besides in Indonesia PIEP also provides complaints channels for overseas employees. In addition to employee complaints, PIEP also provides complaints channels for Employees who have work accidents or are sick at work. The following are contact information that employees can contact, including overseas employees:

International SOS Assistance Centre	
International SOS Paris Assistance Centre Tel: +33 155 633 155 E-mail: Paris@internationalsos.com	**International SOS Geneva Assistance Centre** Tel: +41 22 785 6464 E-mail: Geneva@internationalsos.com
International SOS Dubai Assistance Centre Tel: +971 4 601 8777 E-mail: Dubai@internationalsos.com	**International SOS JakartaAssistance Centre** Tel: +62 750 6001 E-mail: Jakarta@internationalsos.com

Authorised Personnel (AP) -05AYSC085965 Comprehensive Service Membership (Low to Medium Risk)	
AP1-Deddy Syam (General Manager Algeria) Tel: +62 0811 126 200 E-mail: deddy.syam@pertamina.com mlngeneralmanager@pertamina.com	**AP1-Achmad Jamaludin Perdana (General Manager Algeria)** Tel: +62 812 2368 4622 E-mail: achmad.jamaludin@pertamina.com mlngeneralmanager@pertamina.com
AP2-Edwil Suzandi (Country Manager) Tel: +62 812 1123 443 E-mail: edwil.suzandi@pertamina.com	**AP3 -Ganda Putra Simatupang (HSE Manager)** Tel: +62 811 782 76 E-mail: ganda.simatupang@pertamina.com

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CORPORATE SOCIAL RESPONSIBILITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

Authorised Personnel (AP) -05AYSC094738 Comprehensive Service Membership (High Risk)	
AP1-Syamsu Yudha (Country Manager) Tel: +62 811 2409 602 E-mail: syamsu.yudha@pertamina.com	**AP2-Ganda Putra Simatupang (HSE Manager)** Tel: +62 811 782 768 E-mail: ganda.simatupang@pertamina.com

Authorised Personnel (AP) -Malaysia	
AP1-Geodi Naim (Country Manager) Tel: +62 855 9950 007 E-mail: Geodi.Naim@pertamina.com	**AP2-Ganda Putra Simatupang (HSE Manager)** Tel: +62 811 782 768 E-mail: ganda.simatupang@pertamina.com

Medical Facility	
Basra, Iraq	**Basra Clinic, Al Majal Business Park-North Rumaila (International SOS Clinic)** Tel: +964 7823219381
	Al Moosawi Private Hospital Tel: +964 7704939583
	Al Mowasat Al Ahli Hospital Tel: +964 7704926292
Hassi Masoud, Algiers	**International SOS Clinic Algeria** Tel: +213 2974 9421
Algiers, Algiers	**Hopital Central de l'Armee (Military Hospital)** Tel: +213(0)21 54 54 54
	Clinique Reefak El Feth Tel: +213(0)21 38 88 22
	Clinique El Hilal Tel: +213024 932 929/999
	Clinique Al Azhar Tel: +21323 29 02 88

DAMPAK KUANTITATIF KEGIATAN KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

Perusahaan rutin melaksanakan survei kepuasan Pekerja tiap tahunnya. Pada tahun 2019 survei tersebut menunjukan tingkat kepuasan Pekerja sebesar 4,02 dari 5. Survei menggunakan skala likert yang mengukur baik tanggapan positif ataupun negatif terhadap suatu pernyataan, range skala 1-5 dengan keterangan 1 (satu) sangat tidak setuju, hingga 5 (lima) sangat setuju. Berdasarkan hasil survei

QUANTITATIVE IMPACT OF EMPLOYMENT, HEALTH AND SAFETY ACTIVITIES

The company routinely carries out employee satisfaction surveys every year. In 2019 the survey showed a level of employee satisfaction of 4.02 out of 5. The survey used a Likert scale that measured both positive and negative responses to a statement, a scale range of 1-5 with information 1 (one) strongly disagree, up to 5 (five) strongly agree. Based on the results of employee satisfaction surveys it can be said that PIEP employees are

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kepuasan Pekerja dapat dikatakan bahwa Pekerja PIEP loyal terhadap Perusahaan. Hal ini sejalan dengan adanya tingkat kesejahteraan, peluang, dan lingkungan kerja yang mendukung.

PIEP telah menjamin kesehatan para pekerjanya, sehingga memberikan dampak pada peningkatan pruduktivitas pekerja yaitu sebesar 105,00% di tahun 2019. Dengan adanya lingkungan kerja yang aman dan nyaman memberikan dampak pada angka *turnover* karyawan PIEP pada tahun 2019. Di tahun 2019, angka *turnover* karyawan PIEP sebesar 0 (nol) dikarenakan pergerakan pekerja hanya terkait pelaksanaan mutasi pekerja perbantuan. Hal ini menunjukan rendahnya risiko ketenagakerjaan yang dihadapi oleh Perusahaan. PIEP telah menerapkan sistem Kesehatan Keselamatan Keamanan Kerja dan Lindung Lingkungan/*Health, Safety, Security and Environment* (HSSE) berstandar internasional. PIEP juga menyesuaikan prosedur HSSE untuk memenuhi persyaratan HSSE di masing-masing negara tempat asetnya beroperasi. Oleh karena itu, sepanjang tahun 2019, PIEP berhasil mencatat tidak adanya kecelakaan kerja (*Zero accident*).

loyal to the Company. This is in line with the level of welfare, opportunities, and a supportive work environment.

PIEP has guaranteed the health of its employees, so that it has an impact on increasing worker productivity by 105.00% in 2019. With a safe and comfortable work environment there is an impact on PIEP employee turnover in 2019. In 2019, employee turnover PIEP of 0 (zero) due to the movement of employees is only related to the implementation of assistance of worker mutations. This shows the low employment risks faced by the Company. PIEP has implemented a system of Health, Safety, Security and Environment (HSSE) with international standards. PIEP also adjusts HSSE procedures to meet HSSE requirements in each country where its assets operate. Therefore, throughout 2019, PIEP managed to record the absence of work accidents (Zero accident).

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN TANGGUNG JAWAB KEPADA KONSUMEN

CORPORATE SOCIAL RESPONSIBILITY RELATED TO CUSTOMER RESPONSIBILITIES

KOMITMEN DAN KEBIJAKAN

PIEP berkomitmen untuk melaksanakan tanggung jawab sosial Perusahaan kepada konsumen dengan memberikan kualitas produk yang baik. Perusahaan juga melakukan pendekatan dengan konsumen melalui rapat-rapat untuk memberikan informasi terkait produk yang dihasilkan. Setiap produk mendapatkan sertifikasi *Quality and Quantity* dari pihak independen.

COMMITMENT AND POLICY

PIEP is committed to carrying out corporate social responsibility to customers by providing good quality products. The company also approaches customers through meetings to provide information related to the products produced. Each product gets a Quality and Quantity certification from an independent party.

RENCANA KEGIATAN TANGGUNG JAWAB SOSIAL KEPADA KONSUMEN

PIEP mentargetkan untuk melakukan berbagai program utama komersial seperti: pemilihan skema komersialisasi yang paling optimal, penyelarasan jadwal *lifting* dengan jadwal kebutuhan *buyer*, peningkatan keakurasian waktu penjualan, *commercial stakeholders engagement,* serta *capability building* pekerja di bidang komersial.

SOCIAL RESPONSIBILITY ACTIVITIES PLAN TO CUSTOMERS

PIEP aims to conduct a variety of key commercial programs such as: choosing the most optimal commercialization scheme, aligning the lifting schedule with the customer's schedule, increasing sales time accuracy, commercial stakeholders engagement, and capability building for employees in the commercial sector.

KEGIATAN TANGGUNG JAWAB SOSIAL KEPADA KONSUMEN

Dalam kegiatan tanggung jawab sosial kepada konsumen, Perusahaan melakukan Sertifikasi *Quality and Quantity*. Sertifikasi ini dilakukan oleh pihak independent surveyor yaitu SGS *Oil Gas and Chemical*. Selain melakukan sertifikasi, Perusahaan juga mengadakan rapat-rapat dengan PT Pertamina (Persero) selaku pembeli. Rapat-rapat ini, membahas mengenai produk-produk, kebutuhan PT Pertamina (Persero) serta kualitas produk.

SOCIAL RESPONSIBILITY ACTIVITIES TO CUSTOMERS

In its social responsibility activities to customers, the Company carries out Quality and Quantity Certification. This certification was carried out by an independent surveyor, namely SGS Oil Gas and Chemical. In addition to conducting certification, the Company also holds meetings with PT Pertamina (Persero) as the customers. These meetings discussed products, the needs of PT Pertamina (Persero) and product quality.

MEKANISME PENANGANAN KELUHAN

Oleh karena konsumen terbesar PIEP adalah PT Pertamina (Persero), maka mekanisme penanganan keluhan diselenggarakan melalui rapat-rapat antara PIEP dengan PT Pertamina (Persero).

COMPLAINTS HANDLING MECHANISM

Since PIEP's largest customer is PT Pertamina (Persero), the complaints handling mechanism is held through meetings between PIEP and PT Pertamina (Persero).

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN TANGGUNG JAWAB KEPADA KONSUMEN

CORPORATE SOCIAL RESPONSIBILITY
RELATED TO CUSTOMER RESPONSIBILITIES

DAMPAK KEGIATAN

Pelaksanaan tanggung jawab sosial terkait konsumen memberikan dampak positif bagi Perusahaan. Hal ini dilihat dari adanya peningkatan penjualan dan pendapatan usaha. Pendapatan usaha tahun 2019 mencapai AS$1.224.972 ribu, meningkat 2,80% atau AS$28.425 ribu dibandingkan dengan tahun 2018 yang mencapai AS$1.191.597 ribu.

ACTIVITIES IMPACT

The implementation of social responsibility related to customers has a positive impact on the company. This can be seen from an increase in sales and operating revenues. Operating revenues in 2019 reached US$1,224,972 thousand, an increase of 2.80% or US$28,425 thousand compared to 2018 which reached US$1,191,597 thousand.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT DENGAN PENGEMBANGAN SOSIAL KEMASYARAKATAN

CORPORATE SOCIAL RESPONSIBILITIES RELATED TO COMMUNITY SOCIAL DEVELOPMENT

KEBIJAKAN DAN KEBIJAKAN

PIEP sebagai anak Perusahaan PT Pertamina (Persero) yang beroperasi di luar negeri tetap memiliki keinginan untuk mengembangkan kebudayaan di Indonesia. Sebagai realisasinya, PIEP melaksanakan pengembangan kebudayaan antara lain di Keraton Kasepuhan Cirebon. PIEP juga berperan aktif dalam "Pertamina Mengajar" yang sejalan dengan program PT Pertamina (Persero) dalam hal ini PIEP fokus pada kampanye/Pendidikan hemat energi.

Survei *Brand* menunjukkan rendahnya tingkat pengetahuan masyarakat Indonesia khususnya di daerah. Hal ini membuat PIEP merasa perlu untuk memberikan sentuhan langsung kepada masyarakat di daerah dengan secara aktif melestarikan dan mengembangkan kebudayaan tradisional.

Kewajiban PIEP untuk melaksanakan CSR sesuai dengan:

1. Pasal 1 Nomor 3 Undang-Undang Nomor 40 Tahun 2007 tentang Perusahaan Terbatas mengenai CSR (*Corporate Social Responsibility*).
2. Pelaksanaan PKBL BUMN (Peraturan Menteri Badan Usaha Milik Negara Nomor PER-02/MBU/7/2017 tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara).
3. TKO Pedoman Kegiatan CSR PIEP No. B-001/PN2230/2017-S0

PIEP berkomitmen untuk melaksanakan tanggung jawab sosial terkait kemasyarakatan dengan tujuan untuk melestarikan kebudayaan lokal hingga dapat diperkenalkan lebih luas secara nasional maupun internasional. Kegiatan tersebut antara lain, memberdayakan kembali keraton-keraton yang kurang dikenal oleh masyarakat di Indonesia dengan mengadakan sekolah gratis di dalam keraton guna meningkatkan pendapatan keraton. Selain itu, PIEP juga

POLICY AND POLICY

PIEP as a subsidiary of PT Pertamina (Persero) which operating abroad still has the desire to develop the culture in Indonesia. As a realization, PIEP carried out cultural development, among others, in the Kasepuhan Palace in Cirebon. PIEP also plays an active role in "Pertamina Mengajar" which is in line with the PT Pertamina (Persero) program, in this case PIEP focuses on energy saving campaigns/education.

Brand survey shows the low level of knowledge of Indonesian people, especially in the regions. This makes PIEP feel the need to give a direct touch to the people in the area by actively preserving and developing traditional culture.

Obligations of PIEP to implement CSR in accordance with:

1. Article 1 No. 3 of Law No. 40 Year 2007 concerning Limited Liability Companies regarding CSR (Corporate Social Responsibility).
2. Implementation of PKBL BUMN (Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/7/2017 concerning the Second Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/07/2015 concerning the Partnership Program and the Environmental Development Program of the State Owned Enterprises).
3. TKO PIEP CSR Activity Guide No. B-001/PN2230/2017-S0

PIEP is committed to carrying out social responsibilities related to society with the aim of preserving local culture so that it can be introduced more widely nationally and internationally. These activities include, among other things, empowering the palaces that are less well known by the people in Indonesia by organizing free schools within the palace in order to increase palace income. In addition, PIEP also preserves traditional dances and fosters a love for

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melestarikan tarian-tarian tradisional dan menumbuhkan rasa cinta terhadap tradisional dengan memperkenalkan Budaya tersebut ke semua kalangan dari anak-anak hingga dewasa.

the traditional by introducing the Culture to all circles from children to adults.

INFORMASI ISU SOSIAL

Negara Indonesia adalah negara yang kaya akan kebudayaan dari mulai tarian, musik, adat, bahasa, dan lain sebagainya. Bangsa kita juga memiliki lebih dari 700 bahasa daerah, 33 pakaian adat dan ratusan tarian adat. Keragaman budaya di Indonesia adalah sesuatu yang harus kita syukuri dan lestarikan. Dengan keanekaragaman kebudayaannya, Indonesia dapat dikatakan mempunyai keunggulan dibandingkan negara lainnya. Seperti diketahui bahwa pada zaman sekarang masyarakat Indonesia sudah banyak terpapar oleh budaya barat dan yang berkembang saat ini banyaknya mayoritas orang yang sudah mulai mengabaikan bahkan melupakan kebudayaan bangsa seperti halnya tarian tradisional. Tak sedikit anak muda yang lebih senang menarikan tarian modern dari pada tarian tradisional. Dari waktu kewaktu, tarian tradisional sudah mulai tertutupi oleh adanya tarian modern meskipun tidak semua, tarian tradisional kini sudah tidak dilirik lagi, bahkan Anak-anak hingga kaum muda kini sudah lebih mengenal tarian modern daripada tarian tradisional.

INFORMATION ON SOCIAL ISSUES

The Indonesia is a rich country in culture from dance, music, customs, languages, and so on. Our nation also has more than 700 regional languages, 33 traditional clothes and hundreds of traditional dances. Cultural diversity in Indonesia is something we should be grateful for and preserve. With its cultural diversity, Indonesia can be said to have advantages over other countries. As it is known that in this day and age the Indonesian people have been exposed to a lot of western culture and what is developing today is the majority of people who have begun to ignore or even forget the national culture as well as traditional dance. Not a few young people who prefer to dance to modern dances than traditional dances. From time to time, traditional dances have begun to be covered by the existence of modern dances though not all, traditional dances are now no longer glimpsed, even Children to young people are now more familiar with modern dance than traditional dance.

Jika kita cermati bersama, tari-tarian tradisional ini memiliki daya tarik bagi wisatawan manca negara. Kurangnya kesadaran masyarakat akan kecintaan kepada tari-tarian tradisional membuat perlahan demi perlahan eksistensinya berkurang atau bahkan punah tak dapat di nikmati lagi, apalagi yang berkembang akhir-akhir ini seluruh generasi muda kita terpapar arus globalisasi dengan munculnya tari-tarian modern dari berbagai negara. Hal ini membuat para generasi muda lebih tertarik untuk mempelajarinya. Pada akhirnya, para generasi muda lebih tertarik pada pertunjukan budaya luar negeri daripada pertunjukkan seni kebudayaan Indonesia. Oleh karena itu PIEP melalui program CSR berupaya dalam menahan serta melestarikan dari hilangnya kebudayaan seni tari Indonesia melalui program sekolah tari tradisional dan acara budaya Indonesia.

If we look together, these traditional dances have an attraction for foreign tourists. The lack of public awareness of the love of traditional dances makes it slowly diminish or even become extinct even more inexistible, especially since our young generation has been exposed to globalization by the emergence of modern dances from various countries. This makes the younger generation more interested in learning it. In the end, young people are more interested in foreign cultural Performance than Indonesian cultural arts Performance. Therefore PIEP through its CSR program seeks to restrain and preserve the loss of Indonesian culture dance through traditional dance school programs and Indonesian cultural events.

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LINGKUP DAN PERUMUSAN CSR

Sebagai upaya pelestarian budaya Indonesia dan di dukung dengan konsep umum perumusan CSR 3P *Planet*, *People* dan *Profit*. PIEP membuat program CSR bertemakan Pertamina Budaya yang bekerja sama dengan organisasi Belantara Budaya Indonesia yaitu memberdayakan kembali sekolah tari yang hampir tutup di Kasepuhan Cirebon dengan membuat Sekolah tari gratis bagi masyarakat Cirebon dan Program Budaya Indonesia dengan menampilkan dan memperkenalkan tarian budaya-budaya tradisional Indonesia ke masyarakat umum.

SCOPE AND FORMULATION OF CSR

As an effort to preserve Indonesian culture and supported by the CSR general concept of 3P Planet, People and Profit formulation. PIEP created a CSR program with the theme of Pertamina Budaya in colemployment with the Indonesian Cultural Belantara organization to empower dance schools that are almost closed in Kasepuhan Cirebon by creating a free traditional dance school for the people of Cirebon and the Indonesian Culture Program by displaying and introducing traditional Indonesian cultural dances to the community.

RENCANA KEGIATAN TANGGUNG JAWAB SOSIAL BIDANG PENGEMBANGAN SOSIAL KEMASYARAKATAN

Pelaksanaan CSR di bidang kemasayarakatan dengan tema budaya ini telah di tetapkan manajemen melalui Program tahunan Fungsi Corporate Affairs dan menjadi penilaian di dalam KPI (*Key Performance Indicator*) pada kebijakan Perusahaan.

PIEP juga telah melakukan *due diligence* terhadap tanggung jawab sosial Perusahaan terkait pengembangan masyarakat dengan melakukan *monitoring* dan tindak lanjut kegiatan khususnya Program Kemitraan dengan Sekolah tari Kasepuhan Cirebon bersama Belantara Budaya Indonesia. *Monitoring* dan laporan dilakukan setiap minggu dalam bulan selama 1 (satu) tahun. Hasil *monitoring* dan laporan dijadikan dasar dalam menilai efektivitas pelaksanaan program dan dalam merencanakan kegiatan CSR selanjutnya.

Perencanaan dilakukan dengan menggunakan pendekatan survei kebutuhan masyarakat dan hasil *monitoring* kegiatan CSR. Dengan menggunakan pendekatan tersebut, kegiatan CSR terkait pengembangan kemasyarakatan diharapkan akan tepat sasaran secara langsung atau tidak langsung aktivitas dan keputusan Perusahaan pada CSR terkait pengembangan kemasyarakatan khususnya dalam pelestarian budaya.

SOCIAL RESPONSIBILITY ACTIVITIES PLAN FOR COMMUNITY SOCIAL DEVELOPMENT

The implementation of CSR in the field of community based on this cultural theme has been determined by the management through the Annual Program of Corporate Affairs Functions and has been assessed in the KPI (Key Performance Indicator) on company policy.

PIEP has also carried out due diligence on corporate social responsibility related to community development by monitoring and following up on activities specifically the Partnership Program with the Kasepuhan Cirebon dance school with Belantara Budaya Indonesia. Monitoring and reports are carried out every week in the month for 1 (one) year. The results of monitoring and reports are used as a basis for evaluating the effectiveness of program implementation and in planning for further CSR activities.

Planning is done using a community needs survey approach and the results of monitoring CSR activities. By using this approach, CSR activities related to community development are expected to be right on target directly or indirectly the company's activities and decisions on CSR related to community development, especially in cultural preservation.

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RISIKO SOSIAL YANG DIKELOLA PERUSAHAAN

Sebagai eksistensi PIEP bahwa meskipun wilayah operasional berada di luar negeri namun PIEP tetap ikut berkontribusi dalam pelestarian budaya Indonesia melalui pengenalan dan sosialisasi kepada masyarakat sekitar seperti perlombaan-perlombaan ketangkasan dan keceriaan saat memperingati hari kemerdekaan Indonesia dilapangan MLN Aljazair.

Dalam hal mengelola risiko sosial terutama dilokasi operasi Aljazair, PIEP melakukan program pendekatan-pendekatan sosial sebagai berikut:

- *Safety and culture induction* untuk pekerja atau tamu yang akan pertama kali berkunjung untuk menghindar gesekan sosial akibat perbedaan budaya.
- Program bantuan peralatan kerja dan peralatan penunjang keberlangsungan kegiatan-kegiatan sosial di wilayah Hassi Messaoud sebagai pengenalan keberadaan Pertamina di wilayah Aljazair.
- Menerima mahasiswa yang magang dilokasi kerja MLN untuk periode tertentu.
- Melakukan pengembangan kompetensi kepada pekerja local dengan *training* dan rotasi pekerjaan.

SOCIAL RISK MANAGED BY THE COMPANY

As the existence of PIEP, even though the operational area is overseas, PIEP still contributes to the preservation of Indonesian culture through the introduction and socialization to the surrounding communities such as competitions of agility and excitement while celebrating Indonesia's independence day in the MLN field of Algeria.

In terms of managing social risks especially in the Algerian operations location, PIEP carries out the following social approaches programs:

- Safety and culture induction for employees or guests who will first visit to avoid social friction due to cultural differences.
- Work equipment assistance program and supporting equipment for the continuation of social activities in the Hassi Messaoud region as an introduction to Pertamina's presence in the Algerian region.
- Accept students who are interned in the MLN work location for a certain period.
- Develop competency for local employees with training and job rotation.

KEGIATAN TANGGUNG JAWAB SOSIAL BIDANG PENGEMBANGAN SOSIAL KEMASYARAKATAN

Sesuai dengan amanah dari Induk Perusahaan yaitu PT Pertamina (Persero) bahwa PIEP sebagai anak Perusahaan ditugaskan dalam pelaksanaan CSR di bidang pelestarian budaya. Sehingga PIEP melaksanakan kegiatan CSR fokus pada seni dan budaya yaitu:

SOCIAL RESPONSIBILITY ACTIVITIES IN SOCIAL COMMUNITY DEVELOPMENT

In accordance with the mandate of the Parent Company namely PT Pertamina (Persero) that PIEP as a subsidiary is assigned to implement CSR in the field of cultural preservation. So that PIEP carries out CSR activities focused on art and culture, namely:

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SEKOLAH TARI TRADISIONAL CIREBON DAN REVITALISASI KERATON

CIREBON TRADITIONAL DANCE SCHOOL AND THE REVITALIZATION OF THE PALACE

CSR Pertamina Budaya dengan Program Sekolah tari tradisional dan revitalisasi keraton kasepuhan Cirebon dilaksanakan sebagai wujud kepedulian PT Pertamina Internasional Eksplorasi dan Produksi terhadap keberlangsungan seni tari tradisional Cirebon. Melestarikan budaya khas Cirebon, khususnya seni tari topeng Cirebon yang sudah melegenda dan diwariskan turun-temurun sejak masa Kesultanan Cirebon dipimpin Sunan Gunung Djati. Seni Tari Topeng bukan hanya sebagai hiburan dan seni semata, tetapi memiliki nilai-nilai kehidupan yang sangat relevan dengan konteks kehidupan berbangsa dan bernegara saat ini. Dalam tarian tersebut terkandung nilai-nilai kepemimpinan, kebijaksanaan dan kasih sayang. Tarian ini juga menggambarkan perjalanan hidup manusia sejak dilahirkan hingga menginjak dewasa. Sekolah tari ini dilaksanakan setiap 1 kali perminggu dan setiap lapisan masyarakat

Pertamina Culture CSR with the traditional dance school program and revitalization of the Kasepuhan Cirebon Palace was carried out as a form of PT Pertamina International Exploration and Production concern for the continuation of Cirebon traditional dance. Preserving the unique culture of Cirebon, especially the Cirebon mask dance art which has been legendary and passed down through the generations since the Cirebon Sultanate led by Sunan Gunung Djati. Mask dance is not only as entertainment and art, but it has life values that are very relevant to the current context of national and country life. In the dance contained the values of leadership, wisdom and compassion. This dance also describes the journey of human life from birth to adulthood. This dance school is held once a week and every level of society especially young people can register to learn this dance. The existence of this program has an impact on the

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terutama kalangan muda bisa mendaftar untuk belajar tarian ini. Dengan adanya Program ini memberikan dampak bagi masyarakat Cirebon untuk mampu meningkatkan potensi kemandirian, dan mampu memperkenalkan dan mengajarkan budaya seni tari tradisonal Cirebon kepada generasi muda dibuktikan sebelum adanya program CSR ini sekolah tari tradisional sudah hampir tutup dikarenakan kurang peminat dan setelah program sekolah tari gratis dimulai sekolah tari sudah semakin ramai dan pada jumlah siswa tari semakin banyak di mana per desember 2019 sebanyak 57 Anak. Sekaligus program ini mampu memberdayakan Keraton Kasepuhan Cirebon sebagai Pusat Budaya masyarakat Cirebon.

people of Cirebon to be able to increase the potential for independence, and to be able to introduce and teach Cirebon traditional dance culture to the younger generation, proven before the existence of this CSR program, traditional dance schools are almost closed due to lack of interest and after the free traditional dance school program begins dance schools are increasingly crowded and the number of dance students is increasing where as of December 2019 as many as 57 children. At the same time this program is able to empower the Kasepuhan Cirebon Palace as the Cultural Center of the Cirebon people.

FESTIVAL BUDAYA TUNJUKKAN INDONESIAMU

Tunjukkan Indonesiamu merupakan program CSR kampanye budaya yang diselenggarakan oleh PIEP bekerja sama dengan Yayasan Belantara Budaya Indonesia. Program Festival budaya ini dilaksanakan dengan tema yang diangkat adalah Bhinneka Tunggal Ika. PIEP membuat program CSR ini untuk menunjukkan kepeduliannya terhadap pelestarian budaya terutama melestarikan tari tradisional. Sejak tahun 2018, PIEP secara terus menerus bergandengan melakukan kampanye pelestarian Budaya Indonesia yang melibatkan masyarakat Indonesia secara lebih luas.

TUNJUKKAN INDONESIAMU CULTURE FESTIVAL

Tunjukkan Indonesiamu is a CSR cultural campaign program organized by PIEP in colemployment with the Yayasan Belantara Budaya Indonesia. This cultural festival program is carried out with the theme raised is Unity in Diversity. PIEP created this CSR program to show its concern for cultural preservation especially in preserving traditional dance. Since 2018, PIEP has been continuously colemployment to carry out a campaign to preserve Indonesian culture which involves the wider Indonesian community.

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Rangkaian acara Tunjukkan Indonesiamu terdiri dari *talkshow* terkait wastra Indonesia dan peragaan busana dari desainer lokal Indonesia, seperti Dhara *Clothing*, Kampung Mode, beserta demo make-up dari *Beauty Queen* by Mustika Ratu yang diselenggarakan pada 2 Agustus 2019. Selain itu, acara ini juga menampilkan UKM produk Indonesia, seperti Kreasi Masyarakat baduy, Kriti-Nays Ethnic-Nadi, Laku Clothing, Minyak Balur Kutus-kutus serta dimeriahkan oleh beragam penampilan musik dan tari tradisional Indonesia hingga perlombaan permainan tradisional khas kemerdekaan sejak tanggal 2-4 Agustus 2019 di Atrium F3, fX Sudirman Jakarta.

Acara puncak diselenggarakan pada 4 Agustus 2019 dengan menampilkan flashmob 2000 penari tradisional, pementasan tari dan kirab penari tradisional. Acara ini dibuka secara simbolik dengan membuka payung Geulis Tasikmalaya bertuliskan Indonesia hasil kerja sama dengan Festival Payung Indonesia dan juga menampilkan 100 penari Kabasaran Minahasa.

Tunjukkan Indonesiamu program series consists of talk shows related to Indonesian literature and fashion shows from local Indonesian designers, such as Dhara Clothing, Kampung Mode, along with a make-up demo from Beauty Queen by Mustika Ratu which was held on August 2, 2019. In addition, this event also featured Indonesian SME products, such as Baduy Community Creation, Kriti-Nays Ethnic-Nadi, Laku Clothing, Balur Kutus-Kutu Oil and enlivened by a variety of traditional Indonesian music and dance performance to traditional traditional games of independence from 2-4 August 2019 at Atrium F3, fX Sudirman Jakarta.

The main event was held on August 4, 2019 by presenting a flashmob of 2000 traditional dancers, a dance performance and a traditional dancer parade. The event was opened symbolically by opening the umbrella of Geulis Tasikmalaya that INDONESIA written in colemploymentation with the Indonesian Umbrella Festival and also featured 100 Kabasaran Minahasa dancers.

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Peran berbagai pihak untuk turut mensukseskan acara ini sangat besar, PIEP memiliki misi untuk melestarikan kebudayaan nasional khususnya tarian-tarian tradisional dan keraton-keraton di Indonesia serta memperkenalkan kekayaan nusantara hingga ke mancanegara.

The role of various parties to contribute to the success of this event is very large, PIEP has a mission to preserve national culture, especially traditional dances and palaces in Indonesia and introduce the archipelago richness to foreign countries.

Oleh karena itu program *Corporate Social Responsibility* (CSR) PIEP berfokus pada aspek budaya yakni Pertamina Budaya yang dilandasi pada kesadaran penuh bahwa budaya sebagai identitas bangsa Indonesia. Dengan adanya kegiatan ini, dampak bagi masyarakat Indonesia yaitu dapat terus mencintai kebudayaannya sendiri dan bersemangat pada persatuan dan keberagaman didalam Bhineka Tunggal Ika.

Therefore PIEP's Corporate Social Responsibility (CSR) program focuses on cultural aspects, namely Pertamina Culture which is based on full awareness that culture is the identity of the Indonesian people. With this activity, the impact for the people of Indonesia is to be able to continue to love their own culture and be passionate about unity and diversity within the Bhineka Tunggal Ika.

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PIEP BINA PERAJIN TENUN BADUY

PIEP BADUY WEAVING CRAFTERS ASSISTANCE

PIEP menyelenggarakan program *Corporate Social Responsibility* (CSR) dengan menyerahkan sepuluh set alat tenun kepada para perajin tenun Baduy di Desa Kanekes, Kabupaten Lebak, Banten. CSR di Baduy ini merupakan program jangka panjang Perusahaan yang bertujuan untuk mengembangkan potensi masyarakat sekitar. Dengan adanya program tersebut, kedua belah pihak berharap masyarakat Baduy semakin kreatif dan mandiri, terutama dalam memajukan industri kerajinan lokal. Perusahaan tak hanya memberikan alat tenun, namun juga akan membeli hasil tenun sebagai bukti konkret Perusahaan dalam pembinaan terhadap masyarakat Baduy. Selain itu, hasil tenun tersebut rencananya akan dijadikan suvenir eksklusif Perusahaan.

PIEP organized a Corporate Social Responsibility (CSR) program by handing ten sets of looms to Baduy weavers in Kanekes Village, Lebak Regency, Banten. CSR in Baduy is a long-term company program that aims to develop the potential of the surrounding community. With this program, both parties expect the Baduy community to be more creative and independent, especially in advancing the local handicraft industry. The company will not only provide looms, but will also buy weaving products as concrete evidence of the company in developing the Baduy community. In addition, the result of weaving will be the exclusive souvenir of the company.

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KEGIATAN CSR BUKA BERSAMA DAN SANTUNAN ANAK YATIM 2019

PIEP telah menyelenggarakan acara Buka Puasa Bersama yang diikuti oleh seluruh Pekerja PIEP. Acara tersebut juga dihadiri oleh jajaran manajemen PIEP beserta Dewan Komiasaris dan Direksi PIEP. Acara Buka Puasa Bersama ini mengusung tema gurun dan padang pasir. Latar belakang acara tersebut ditujukan untuk menyemangati rekan-rekan PIEP yang bertugas di Aljazair, di mana mereka harus menjalankan ibadah puasa dan merayakan hari raya Idul Fitri tanpa keluarga.

BREAKING THE FAST TOGETHER AND DONATIONS FOR ORPHANS IN 2019 CSR ACTIVITIES

PIEP has organized a Break Fasting Event which was participated by all PIEP Employees. The program was also attended by the PIEP management and the Board of Commissioners and the PIEP Board of Directors. The Break Fasting Event with the theme of the desert. The background of the event was intended to encourage PIEP colleagues who served in Algeria, where they had to fast and celebrate Eid al-Fitr without family.

Acara tersebut juga diisi oleh tausiyah dari ustadz dan buka puasa bersama, PIEP juga memberikan santunan kepada anak-anak yatim yang berada di sekitar kantor PIEP. Di samping itu, PIEP juga menyerahkan bantuan uang tunai kepada Yayasan Assalam Ulil Amri dan Forum Peduli Solidaritas Bangsa sebagai bentuk kepedulian terhadap lingkungan dan masyarakat dalam program *Corporate Social Responsibility* (CSR) Perusahaan.

The program was also filled by tausiyah from Ustadz and breaking the fast together, PIEP also provided donation to orphans around the PIEP office. In addition, PIEP also handed over cash assistance to the Assalam Ulil Amri Foundation and Forum Peduli Solidaritas Bangsa as a form of awareness of the environment and society in the Company's Corporate Social Responsibility (CSR) program.

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BIAYA YANG DIKELUARKAN

Biaya Kegiatan untuk Program Festival Budaya Tunjukkan Indonesiamu, Sekolah Tari Tradisional Cirebon dan Santunan Anak Yatim adalah sebesar Rp564.473.000.

COST INCURRED

Activity Costs for Tunjukkan Indonesia Mu Culture Festival Program, Cirebon Traditional Dance School and Donation to Orphans amounted to Rp.564,473,000

SALURAN PENGADUAN TANGGUNG JAWAB SOSIAL BIDANG PENGEMBANGAN SOSIAL KEMASYARAKATAN

PIEP menyediakan saluran pengaduan bagi masyarakat yang ingin menyampaikan saran atau keluhan atas program-program yang diberikan oleh Perusahaan. Masyarakat dapat menghubungi Perusahaan melalui surat elektronik di alamat piepcc@pertamina.com.

SOCIAL RESPONSIBILITY COMPLAINS CHANNEL FOR SOCIAL COMMUNITY DEVELOPMENT

PIEP provides a complaints channel for people who want to submit suggestions or complaints about the programs provided by the Company. The public can contact the company by electronic mail piepcc@pertamina.com.

DAMPAK KEGIATAN TANGGUNG JAWAB SOSIAL BIDANG PENGEMBANGAN SOSIAL KEMASYARAKATAN

Kegiatan tanggung jawab sosial terkait pengembangan kemasyarakatan telah memberikan dampak kepada kesadaran masyarakat dalam pelestarian budaya Indonesia. Selain pelestarian budaya untuk masyarakat setempat, kegiatan ini juga dapat mengenalkan budaya Indonesia sampai keluar negeri. Selain itu, kegiatan ini juga memberikan dampak yang positif bagi masyarakat yaitu semakin berkembangnya potensi masyarakat sehingga masyarakat tersebut lebih kreatif dan mandiri.

IMPACT OF SOCIAL RESPONSIBILITY ACTIVITIES TO SOCIAL COMMUNITY DEVELOPMENT

Social responsibility activities related to community development have had an impact on public awareness in preserving Indonesian culture. In addition to cultural preservation for the local community, this activity can also introduce Indonesian culture to foreign countries. In addition, this activity also has a positive impact on the community, namely the developing community potential so that the community is more creative and independent.

FINANCIAL REPORT

Laporan Keuangan

PT Pertamina Internasional Eksplorasi Dan Produksi dan entitas anaknya/*and its subsidiaries*

Laporan keuangan konsolidasian tanggal 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut beserta laporan auditor independen/
Consolidated financial statements as of December 31, 2019 and for the year then ended with independent auditors' report

SURAT PERNYATAAN DIREKSI TENTANG/
DIRECTORS' STATEMENT REGARDING

TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN UNTUK TANGGAL 31 DESEMBER 2019 DAN 2018 SERTA UNTUK TAHUN YANG BERAKHIR PADA TANGGAL-TANGGAL 31 DESEMBER 2019 DAN 2018

THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2019 AND 2018 AND FOR THE YEARS ENDED DECEMBER 31, 2019 AND 2018

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Atas nama Direksi, kami yang bertanda tangan di bawah ini:

Nama	:	Denie S. Tampubolon
Alamat Kantor	:	Jl. Jend. Gatot Subroto Kav. 32-34, Jakarta 12950
Telepon	:	021-29110835
Jabatan	:	Direktur Utama
Nama	:	Aris Mulya Azof
Alamat Kantor	:	Jl. Jend. Gatot Subroto Kav. 32-34, Jakarta 12950
Telepon	:	021-29110835
Jabatan	:	Direktur Keuangan dan Komersial

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Pertamina Internasional Eksplorasi dan Produksi dan entitas anaknya (Grup);
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;
   b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material; dan
4. Kami bertanggung jawab atas sistem pengendalian internal Grup.

Demikian pernyataan ini dibuat dengan sebenarnya.

On behalf of the Board of Directors, We, the undersigned:

Name	:	*Denie S. Tampubolon*
Office Address	:	*Jl. Jend. Gatot Subroto Kav. 32-34, Jakarta 12950*
Telephone	:	*021-29110835*
Position	:	*President Director*
Name	:	*Aris Mulya Azof*
Office Address	:	*Jl. Jend. Gatot Subroto Kav. 32-34, Jakarta 12950*
Telephone	:	*021-29110835*
Position	:	*Finance and Commercial Director*

declare that:

1. *We are responsible for the preparation and presentation of the consolidated financial statements of PT Pertamina Internasional Eksplorasi dan Produksi and its subsidiaries (the Group);*
2. *The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. *a. All information has been fully and correctly disclosed in the Group's consolidated financial statements;*
   b. The Group's consolidated financial statements do not contain false material information or facts, nor do they omit material information or facts; and
4. *We are responsible for the Group's internal control systems.*

This statement is confirmed to the best of my knowledge and belief.

Jakarta, 16 April 2020 / *April 16, 2020*

Atas nama dan mewakili Direksi

Denie S. Tampubolon
Direktur Utama/*President Director*

For and on behalf of the Board of Directors

Aris Mulya Azof
Direktur Keuangan dan Komersial/
Finance and Commercial Director

The original consolidated financial statements included herein are in the Indonesian language.

**PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2019 DAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN**

***PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2019 AND
FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT***

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The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 00975/2.1032/AU.1/02/0702-5/1/IV/2020

Pemegang Saham, Dewan Komisaris dan Direksi
PT Pertamina Internasional Eksplorasi dan Produksi

Kami telah mengaudit laporan keuangan konsolidasian PT Pertamina Internasional Eksplorasi dan Produksi dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2019, serta laporan laba-rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan

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.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

Independent Auditors' Report

Report No. 00975/2.1032/AU.1/02/0702-5/1/IV/2020

The Shareholders and the Boards of Commissioners and Directors
PT Pertamina Internasional Eksplorasi dan Produksi

We have audited the accompanying consolidated financial statements of PT Pertamina Internasional Eksplorasi dan Produksi and its subsidiaries, which comprise the consolidated statement of financial position as of December 31, 2019, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

Purwantono, Sungkoro & Surja
Registered Public Accountants KAP No. 603/KM.1/2015
A member firm of Ernst & Young Global Limited

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The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00975/2.1032/AU.1/02/0702-5/1/IV/2020 (lanjutan)

Tanggung jawab auditor (lanjutan)

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Pertamina Internasional Eksplorasi dan Produksi dan entitas anaknya tanggal 31 Desember 2019, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Hal lain

Audit kami atas laporan keuangan konsolidasian PT Pertamina Internasional Eksplorasi dan Produksi dan entitas anaknya tanggal 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut terlampir, dilaksanakan dengan tujuan untuk merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan.

Independent Auditors' Report (continued)

Report No. 00975/2.1032/AU.1/02/0702-5/1/IV/2020 (continued)

Auditors' responsibility (continued)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Pertamina Internasional Eksplorasi dan Produksi and its subsidiaries as of December 31, 2019, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Other matter

Our audit of the accompanying consolidated financial statements of PT Pertamina Internasional Eksplorasi dan Produksi and its subsidiaries as of December 31, 2019 and for the year then ended was performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole.

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The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00975/2.1032/AU.1/02/0702-5/1/IV/2020 (lanjutan)

Hal lain (lanjutan)

Informasi keuangan PT Pertamina Internasional Eksplorasi dan Produksi (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2019, 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 suatu informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian terlampir yang diharuskan menurut Standar Akuntasi 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 terlampir. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian terlampir 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 terlampir secara keseluruhan.

Independent Auditors' Report (continued)

Report No. 00975/2.1032/AU.1/02/0702-5/1/IV/2020 (continued)

Other matter (continued)

The accompanying financial information of PT Pertamina Internasional Eksplorasi dan Produksi (parent entity), which comprises the statement of financial position as of December 31, 2019, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information (collectively referred to as the "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purpose 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 the 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 audits 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 taken as a whole.

Purwantono, Sungkoro & Surja

Widya Arijanti
Registrasi Akuntan Publik No. AP.0702/*Public Accountant Registration No. AP.0702*

16 April 2020/*April 16, 2020*

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 1/1 *Schedule*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	Catatan/ *Notes*	2019	2018	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	6,27a	739.642	870.218	*Cash and cash equivalents*
Investasi jangka pendek		323	366	*Short-term investments*
Piutang usaha				*Trade receivables*
Pihak berelasi	7,27b	673.455	470.361	*Related parties*
Pihak ketiga	7	261.423	146.199	*Third parties*
Piutang lain-lain				*Other receivables*
Pihak berelasi	8,27c	2.602	2.248	*Related parties*
Pihak ketiga	8	21.539	31.825	*Third parties*
Persediaan	9	45.639	52.070	*Inventories*
Pajak dibayar di muka	26a	45.766	35.434	*Prepaid taxes*
Beban dibayar di muka dan uang muka	10	16.790	46.688	*Prepayments and advances*
Aset lancar lainnya	11	95.154	67.582	*Other current assets*
Jumlah Aset Lancar		1.902.333	1.722.991	*Total Current Assets*
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Aset pajak tangguhan	26e	-	505	*Deferred tax assets*
Investasi jangka panjang	12	1.677.953	1.735.071	*Long-term investments*
Aset minyak dan gas bumi	13	2.353.236	2.277.537	*Oil and gas properties*
Aset tidak lancar lainnya	14	115.738	102.686	*Other non-current assets*
Jumlah Aset Tidak Lancar		4.146.927	4.115.799	*Total Non-Current Assets*
JUMLAH ASET		**6.049.260**	**5.838.790**	***TOTAL ASSETS***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 1/2 *Schedule*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	Catatan/ *Notes*	2019	2018	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha				*Trade payables*
Pihak berelasi	27e	55.406	7.747	*Related parties*
Pihak ketiga	15	131.101	131.956	*Third parties*
Utang pajak	26b	48.631	59.387	*Taxes payable*
Beban yang masih harus dibayar	16	67.896	99.209	*Accrued expenses*
Utang lain-lain				*Other payables*
Pihak berelasi	27f	204.275	168.070	*Related parties*
Pihak ketiga	17	117.098	117.703	*Third parties*
Pinjaman jangka panjang - bagian lancar				*Long-term loan - current portion*
Pihak berelasi	27g	106.029	-	*Related parties*
Pihak ketiga	19	151.679	113	*Third parties*
Jumlah Liabilitas Jangka Pendek		882.115	584.185	*Total Current Liabilities*
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Kewajiban pajak tangguhan - neto	26e	453.658	436.733	*Deferred tax liabilities - net*
Liabilitas imbalan kerja karyawan		1.927	1.421	*Employee benefits liabilities*
Provisi untuk biaya pembongkaran dan restorasi	18	160.413	112.083	*Provision for decommissioning and site restoration costs*
Pinjaman jangka panjang - dikurangi bagian lancar				*Long-term loan - net of current portion*
Pihak berelasi	27g	-	106.029	*Related parties*
Pihak ketiga	19	448.519	595.737	*Third parties*
Jumlah Liabilitas Jangka Panjang		1.064.517	1.252.003	*Total Non-Current Liabilities*
JUMLAH LIABILITAS		**1.946.632**	**1.836.188**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				*Equity attributable to owners of the parent entity*
Modal saham				*Share capital*
Modal dasar - 158.776.352 saham biasa; nilai nominal Rp1.000.000 (nilai penuh) per saham; Ditempatkan dan disetor - 51.428.227 saham biasa;	20	3.900.597	3.900.597	*Authorized - 158,776,352 ordinary shares; at par value of Rp1,000,000 (full amount) per share; Issued and paid-up capital - 51,428,227 shares*
Tambahan modal disetor		(309.723)	(309.723)	*Additional paid-in capital*
Komponen ekuitas lainnya		(37.491)	(32.705)	*Other equity components*
Saldo laba		209.135	111.139	*Retained earnings*
		3.762.518	3.669.308	
Kepentingan non-pengendali		340.110	333.294	***Non-controlling interest***
JUMLAH EKUITAS		**4.102.628**	**4.002.602**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**6.049.260**	**5.838.790**	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 2 *Schedule*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	Catatan/ *Notes*	2019	2018	
PENDAPATAN USAHA	21	1.224.972	1.191.597	***REVENUES***
Beban produksi	22	(867.310)	(747.916)	*Production costs*
LABA KOTOR		**357.662**	**443.681**	***GROSS PROFIT***
Beban umum dan administrasi	23	(70.489)	(45.712)	*General and administrative expenses*
Pendapatan keuangan		9.562	10.919	*Finance income*
Beban lain-lain, neto	24	(13.038)	(3.014)	*Other expense, net*
Beban keuangan	25	(30.974)	(43.530)	*Finance costs*
Penurunan nilai investasi di blok minyak dan gas bumi	12a,13	(35.184)	(163.919)	*Provision for impairment of investment in oil and gas blocks*
Bagian atas laba neto entitas asosiasi	12b	58.748	30.585	*Share in net profit of associates*
LABA SEBELUM PAJAK PENGHASILAN		**276.287**	**229.010**	***PROFIT BEFORE INCOME TAX***
Beban pajak penghasilan - neto	26c	(170.381)	(249.243)	*Income tax expense - net*
LABA/(RUGI) TAHUN BERJALAN		**105.906**	**(20.233)**	***PROFIT/(LOSS) FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak direklasifikasi ke laba rugi dalam periode berikutnya, neto setelah pajak				***Item not to be reclassified to profit or loss in subsequent periods, net of tax***
Bagian atas penghasilan komprehensif lainnya entitas asosiasi		(1.408)	783	*Share in other comprehensive income of associate*
Nilai kini pada derivatif lindung nilai tingkat bunga		(4.919)	1.680	*Fair value of interest rate hedging derivaties*
Pengukuran kembali atas liabilitas imbalan pasti neto		(54)	46	*Remeasurement of net defined benefit liability*
(RUGI)/PENGHASILAN KOMPREHENSIF LAIN, NETO SETELAH PAJAK		**(6.381)**	**2.509**	***OTHER COMPREHENSIVE (LOSS)/INCOME, NET OF TAX***
JUMLAH PENGHASILAN/(RUGI) KOMPREHENSIF TAHUN BERJALAN		**99.525**	**(17.724)**	***TOTAL COMPREHENSIVE INCOME/ (LOSS) FOR THE YEAR***
Laba/(rugi) tahun berjalan yang dapat diatribusikan kepada:				***Profit/(loss) for the year attributable to:***
Pemilik entitas induk		97.996	(39.713)	*Owners of the parent*
Kepentingan non-pengendali		7.910	19.480	*Non-controlling interest*
Jumlah		**105.906**	**(20.233)**	***Total***
Jumlah penghasilan/(rugi) komprehensif tahun berjalan yang dapat diatribusikan kepada:				***Total comprehensive income/(loss) for the year attributable to:***
Pemilik entitas induk		93.431	(37.878)	*Owners of the parent*
Kepentingan non-pengendali		6.094	20.154	*Non-controlling interest*
Jumlah		**99.525**	**(17.724)**	***Total***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 3 *Schedule*

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Uang muka setoran saham/ *Advance for shares subscription*	Komponen ekuitas lainnya/ *Other equity components*	Saldo laba/ *Retained earnings*	Jumlah/*Total*	Kepentingan non-pengendali/ *Non-controlling interest*	Jumlah ekuitas/ *Total equity*	
Saldo 1 Januari 2018		**3.019.071**	**(307.650)**	**879.453**	**(35.856)**	**150.852**	**3.705.870**	**281.262**	**3.987.132**	***Balance as of January 1, 2018***
Rugi tahun berjalan		-	-	-	-	(39.713)	(39.713)	19.480	(20.233)	*Loss for the year*
Penghasilan komprehensif lain		-	-	-	1.835	-	1.835	674	2.509	*Other comprehensive income*
Total penghasilan komprehensif tahun berjalan		3.019.071	(307.650)	879.453	(34.021)	111.139	3.667.992	301.416	3.969.408	*Total comprehensive income for the year*
Kapitalisasi uang muka setoran modal	20	881.526	(2.073)	(879.453)	-	-	-	-	-	*Capitalization of advance for share issuance*
Selisih transaksi ekuitas dengan pihak non-pengendali		-	-	-	-	-	-	32.243	32.243	*Difference in value of equity transactions with non-controlling interests*
Selisih transaksi perubahan ekuitas entitas anak		-	-	-	1.316	-	1.316	(365)	951	*Differences in changes on equity transaction of subsidiary*
Saldo 31 Desember 2018		**3.900.597**	**(309.723)**	**-**	**(32.705)**	**111.139**	**3.669.308**	**333.294**	**4.002.602**	***Balance as of December 31, 2018***
Laba tahun berjalan		-	-	-	-	97.996	97.996	7.910	105.906	*Profit for the year*
Rugi komprehensif lain		-	-	-	(4.565)	-	(4.565)	(1.816)	(6.381)	*Other comprehensive loss*
Total penghasilan komprehensif tahun berjalan		3.900.597	(309.723)	-	(37.270)	209.135	3.762.739	339.388	4.102.127	*Total comprehensive income for the year*
Selisih transaksi perubahan ekuitas entitas anak		-	-	-	(221)	-	(221)	722	501	*Differences in changes on equity transaction of subsidiary*
Saldo 31 Desember 2019		**3.900.597**	**(309.723)**	**-**	**(37.491)**	**209.135**	**3.762.518**	**340.110**	**4.102.628**	***Balance as of December 31, 2019***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 4 *Schedule*

LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL
31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	2019	2018	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pelanggan	619.897	841.465	*Cash receipts from customers*
Penerimaan kas dari pihak berelasi	317.071	403.688	*Cash receipts from related parties*
Pembayaran kas kepada pemasok	(549.109)	(602.599)	*Cash payments to suppliers*
Pembayaran tantiem	-	(541)	*Cash payments for tantiem*
Pembayaran kas kepada pekerja	(81.018)	(82.304)	*Cash payments to employees*
Penerimaan pendapatan bunga	5.002	4.118	*Receipts of interest income*
Pembayaran kas untuk aktivitas operasi lainnya	(4.748)	(5.956)	*Cash payments for other operating activities*
Pembayaran kas untuk pajak penghasilan	(91.962)	(120.000)	*Cash payments for income tax*
Kas neto yang diperoleh dari aktivitas operasi	**215.133**	**437.871**	***Net cash provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penambahan aset	(29.446)	(111.116)	*Additions of fixed assets*
Pembayaran kas untuk investasi saham	(12.835)	(880)	*Cash payments for investments in shares*
Penerimaan dividen	11.943	12.583	*Receipts of dividend*
Penerimaan/(pembayaran) kas untuk aktivitas investasi lainnya	3.174	(36.163)	*Cash receipts/(payments) for other investment activities*
Penempatan pada dana yang dibatasi penggunaannya	-	(20.934)	*Placement in restricted funds*
Kas neto yang digunakan untuk aktivitas investasi	**(27.164)**	**(156.510)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penambahan aset minyak dan gas bumi	(290.049)	(106.686)	*Additions of oil and gas properties*
Pembayaran dividen	(2.443)	-	*Payment of dividend*
Pembayaran beban keuangan	(25.107)	(21.760)	*Payment of finance costs*
Penerimaan/(pembayaran) kas dari aktivitas pendanaan lainnya	374	(1.178)	*Cash receipts/(payments) from other financing activities*
Kas neto yang digunakan untuk aktivitas pendanaan	**(317.225)**	**(129.624)**	***Net cash used in financing activities***
(PENURUNAN)/KENAIKAN NETO KAS DAN SETARA KAS	**(129.256)**	**151.737**	***NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS***
Efek perubahan nilai kurs pada kas dan setara kas	(1.320)	(346)	*Effect of exchange rate changes on cash and cash equivalents*
Saldo kas dan setara kas pada awal tahun	870.218	718.827	*Cash and cash equivalents at beginning of the year*
SALDO KAS DAN SETARA KAS PADA AKHIR TAHUN	**739.642**	**870.218**	***CASH AND CASH EQUIVALENTS AT END OF THE YEAR***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/1 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

1. UMUM

a. PT Pertamina Internasional Eksplorasi dan Produksi ("Perusahaan")

i. Profil perusahaan

PT Pertamina Internasional Eksplorasi dan Produksi ("Perusahaan") didirikan sesuai dengan Akta Notaris Lenny Janis Ishak, S.H., No. 18 tanggal 18 November 2013. Akta pendirian Perusahaan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia melalui surat No. AHU-59673.AH.01.01. tahun 2013 tanggal 19 November 2013.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan terakhir atas Anggaran Dasar Perusahaan dilakukan berdasarkan Akta Notaris Marianne Vincentia Hamdani, S.H., No. 10 tanggal 11 Mei 2018 berhubungan dengan penambahan modal PT Pertamina (Persero) ("Pertamina") kepada Perusahaan. Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-AH.01.02-0189828 Tahun 2018 tertanggal 12 Mei 2018.

Sesuai Anggaran Dasar, Perusahaan dapat menjalankan aktivitas-aktivitas sebagai berikut:

a. Menjalankan kegiatan usaha minyak, gas bumi, dan energi lainnya
b. Melakukan penyertaan saham dan *participating interest* pada kegiatan minyak dan gas bumi di luar negeri
c. Mengelola dan menjalankan aktivitas usaha lain yang menunjang kegiatan usaha tersebut di atas

1. GENERAL

a. PT Pertamina Internasional Eksplorasi dan Produksi (the "Company")

i. Company's profile

PT Pertamina Internasional Eksplorasi dan Produksi (the "Company") was established by Notarial Deed of Lenny Janis Ishak, S.H., No. 18 dated November 18, 2013. The Company's deed of establishment was approved by the Minister of Law and Human Rights through letter No. AHU-59673.AH.01.01. year 2013 dated November 19, 2013.

The Company's Articles of Association have been amended several times. The latest amendment made to the Articles of Association of the Company is based on Notarial Deed of Marianne Vincentia Hamdani, S.H., No. 10 dated May 11, 2018 related to the additional paid in capital from PT Pertamina (Persero) ("Pertamina") to the Company. The amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-AH.01.02-0189828 Year 2018 dated May 12, 2018.

In accordance with its Articles of Association, the Company conducts the following activities:

a. Operates in the crude oil, natural gas and other energy businesses
b. Invests in shares and participating interests in foreign oil and gas operations
c. Manages and conducts other related business activities that support the above-mentioned activities

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/2 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

1. UMUM (lanjutan)

a. PT Pertamina Internasional Eksplorasi dan Produksi ("Perusahaan") (lanjutan)

ii. Dewan Komisaris dan Direksi Perusahaan

Susunan Dewan Komisaris Perusahaan pada tanggal 31 Desember 2019 sebagai berikut:

Komisaris Utama	Heru Setiawan	*President Commissioner*
Komisaris	Harya Adityawarman[1]	*Commissioner*
Komisaris	Jumali[2]	*Commissioner*

1 Efektif sejak tanggal 27 Agustus 2019
2 Efektif sejak tanggal 1 November 2019

1 Effective since August 27, 2019
2 Effective since November 1, 2019

Susunan Dewan Komisaris Perusahaan pada tanggal 31 Desember 2018 sebagai berikut:

The composition of the Board of Commissioners of the Company as of December 31, 2018 was as follows:

Komisaris Utama	Heru Setiawan	*President Commissioner*
Komisaris	Tanudji D	*Commissioner*
Komisaris	Charles P. Siallagan	*Commissioner*
Komisaris	Satry Nugraha	*Commissioner*

Susunan Direksi Perusahaan pada tanggal 31 Desember 2019 sebagai berikut:

The composition of the Board of Directors of the Company as of December 31, 2019 was as follows:

Presiden Direktur	Denie S. Tampubolon	*President Director*
Direktur Keuangan dan Komersial	Aris Mulya Azof	*Finance and Commercial Director*
Direktur Eksplorasi dan Produksi	Noor Syarifuddin[3]	*Exploration and Production Director*

3 Efektif sejak tanggal 2 September 2019

3 Effective since September 2, 2019

Susunan Direksi Perusahaan pada tanggal 31 Desember 2018 sebagai berikut:

The compositions of the Board of Directors of the Company as of December 31, 2018 was as follows:

Presiden Direktur	Denie S. Tampubolon	*President Director*
Direktur Keuangan dan Komersial	Aris Mulya Azof	*Finance and Commercial Director*
Direktur Eksplorasi dan Produksi	Djoko N. Imanhardjo	*Exploration and Production Director*

iii. Domisili perusahaan

Kantor pusat Perusahaan beralamat di Gedung Patra Jasa Office Tower, Lantai 12, Jl. Jendral Gatot Subroto Kav 32 - 34, Kuningan Timur, Setiabudi, Jakarta Selatan.

***1. GENERAL** (continued)*

***a. PT Pertamina Internasional Eksplorasi dan Produksi (the "Company")** (continued)*

ii. The Company's Board of Commissioners and Board of Directors

The composition of the Board of Commissioners of the Company as of December 31, 2019 was as follows:

iii. The Company's domicile

The principal address of the Company's head office is at Patra Jasa Office Tower Building, 12th floor, Jl. Jendral Gatot Subroto Kav 32 - 34, Kuningan Timur, Setiabudi, South Jakarta.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/3 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
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(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in thousands of US dollars, unless otherwise stated)

1. UMUM (lanjutan)

a. PT Pertamina Internasional Eksplorasi dan Produksi ("Perusahaan") (lanjutan)

iv. Jumlah karyawan

Pada tanggal-tanggal 31 Desember 2019 dan 31 Desember 2018, Grup memiliki masing-masing sebanyak 823 dan 715 orang karyawan tetap (tidak diaudit).

b. Entitas Anak dan Asosiasi

i. Entitas Anak

Pada tanggal-tanggal 31 Desember 2019 dan 31 Desember 2018, Grup memiliki pengendalian secara langsung pada entitas anak sebagai berikut:

Entitas anak/ *Subsidiaries*	Aktivitas bisnis/ *Business activities*	Tanggal pendirian atau akuisisi/ *Date of establishment or acquisition*	Persentase kepemilikan/ *Percentage of ownership*		Jumlah aset sebelum eliminasi/ *Total assets before elimination*	
			2019	2018	2019	2018
PT Pertamina Irak Eksplorasi Produksi (PIREP)	Eksplorasi dan produksi minyak/*Oil exploration and production*	22/10/2013	100,00%	100,00%	502.088	527.701
PT Pertamina Algeria Eksplorasi Produksi (PAEP)	Eksplorasi dan produksi minyak dan gas/*Oil and gas exploration and production*	21/08/2014	100,00%	100,00%	1.247.141	1.174.369
PT Pertamina Malaysia Eksplorasi Produksi (PMEP)	Eksplorasi dan produksi minyak dan gas/*Oil and gas exploration and production*	29/09/2014	100,00%	100,00%	1.467.920	1.398.555
Etablissments Maurel et Prom (M&P)	Eksplorasi dan produksi minyak dan gas, jasa pengeboran/*Oil and gas exploration and production, drilling services*	25/01/2017	71,29%	70,75%	2.846.226	2.753.575

Pada tanggal 5 November 2018 M&P menandatangani perjanjian dengan Rockover Energy Limited ("Rockover") untuk memperoleh hak atas deferred payments yang dimiliki oleh Rockover dengan pembayaran dalam bentuk tunai sebesar AS$10,75 juta (jumlah penuh) dan penerbitan saham M&P sebanyak 5.373.209 lembar saham.

***1. GENERAL** (continued)*

***a. PT Pertamina Internasional Eksplorasi dan Produksi (the "Company")** (continued)*

iv. Number of employees

As of December 31, 2019 and December 31, 2018, the Group has 823 and 715 permanent employees, respectively (unaudited).

b. Subsidiaries and Associate

i. Subsidiaries

As of December 31, 2019 and December 31, 2018, the Group has direct control of the following subsidiaries:

On November 5, 2018 M&P entered into an agreement with Rockover Energy Limited ("Rockover") to acquire the deferred payments owned by Rockover for a consideration of US$10.75 million (full amount) to be paid in cash and issuance of 5,373,209 new M&P shares.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/4 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in thousands of US dollars, unless otherwise stated)

1. UMUM (lanjutan)

b. Entitas Anak dan Asosiasi (lanjutan)

i. Entitas Anak (lanjutan)

Pada tanggal 12 Desember 2018, rapat umum pemegang saham luar biasa M&P menyetujui pemberian wewenang kepada Direksi untuk peningkatan modal sehubungan dengan transaksi dengan Rockover. Pada tanggal 14 Desember 2018, Direksi melaksanakan wewenang tersebut dengan memutuskan untuk melakukan penambahan modal dengan jumlah nominal sebesar €4.137.371 (nilai penuh) melalui penerbitan 5.373.209 saham baru dengan nilai nominal sebesar €0,77 (nilai penuh) per lembar saham dan nilai setoran modal sebesar €5,182 (nilai penuh) per lembar saham. Setelah pelaksanaan penambahan modal terebut, Rockover memiliki modal saham M&P sebesar 2,68% dan mengakibatkan terdilusinya kepemilikan Perusahaan di M&P dari 72,65% menjadi 70,75%.

ii. Entitas Asosiasi

Entitas asosiasi pada 31 Desember 2019 dengan kepemilikan tidak langsung adalah sebagai berikut:

***1. General** (continued)*

***b. Subsidiaries and Associate** (continued)*

***i. Subsidiaries** (continued)*

On December 12, 2018, the extraordinary general meeting of M&P shareholders approved the delegation of authority relating to the capital increase for the purpose of transaction with Rockover to the Board of Directors. On December 14, 2018, the Board of Directors of M&P implemented this delegation of authority and decided to carry out the capital increase for a total nominal amount of €4,137,371 (full amount) through issuance of 5,373,209 new shares with a par value of €0.77 each and a unit subscription price of €5.182 each. Pursuant to the completion of the capital increase, Rockover holds 2.68% of M&P's share capital and resulted to the dilution of the Company's percentage of ownership in M&P from 72.65% to 70.75%.

ii. Associates

The indirectly owned associates as of December 31, 2019 are as follows:

Entitas asosiasi/ *Associates*	Persentase kepemilikan efektif/*Effective percentage of ownership*	Kegiatan usaha/ *Nature of business*
Seplat Petroleum Development Company Plc, ("Seplat") Nigeria	20,46%	Eksplorasi dan produksi minyak dan gas/ *Oil and gas exploration and production*
Maurel & Prom Colombia B.V.	50,00%	Eksplorasi minyak dan gas/ *Oil and gas exploration*
Petroregional del Lago Mixed Company	32,00%	Eksplorasi dan produksi minyak dan gas/ *Oil and gas exploration and production*
Deep Well Oil and Gas, Inc.	19,67%	Eksplorasi minyak dan gas/ *Oil and gas exploration*

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**PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES***

Lampiran 5/5 *Schedule*

**CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2019**
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

***NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2019***
(Expressed in thousands of US dollars, unless otherwise stated)

2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI / *2. OIL AND GAS CONTRACT ARRANGEMENTS*

a. Kontrak Jasa Teknik ("KJT") / *a. Technical Service Contract ("TSC")*

Pada tanggal 31 Desember 2019 dan 31 Desember 2018, PIREP memiliki *participating interest* pada KJT di luar negeri sebagai berikut:

As of December 31, 2019 and December 31, 2018, the TSC participating interest held by PIREP was as follows:

Mitra usaha/ *Partners*	Wilayah kerja/ *Working area*	Negara/ *Country*	Tanggal efektif kontrak/ *Effective date of contract*	Tanggal mulai produksi/ *Date of commencement of production*	Persentase kepemilikan/ *Percentage of participation*	Produksi/ *Production*	Periode kontrak/ *Contract period*
ExxonMobil Iraq Limited, Itochu Oil Exploration (Iraq) B.V., PetroChina International Iraq FZE, Oil Exploration Group of Iraqi Ministry of Oil (South Oil Group)	Blok/*Block* West Qurna-1	Irak/*Iraq*	25/01/2010	25/01/2010	10%	Minyak/*Oil*	35 tahun/ *years*

KJT dibuat oleh kontraktor KJT dengan South Oil Group sebagai perwakilan Pemerintah Irak untuk jangka waktu kontrak 35 tahun dan dapat diperpanjang sesuai dengan peraturan yang berlaku.

The TSC entered into by the TSC contractors with the South Oil Group acting on behalf of the Government of Iraq for a period of 35 years and may be extended in accordance with applicable regulations.

Atas operasi minyak bumi, kontraktor KJT berhak atas imbalan jasa dan imbalan tambahan lainnya. Imbalan jasa terdiri dari imbalan remunerasi dan imbalan atas pengembalian biaya operasi minyak. Imbalan tambahan lainnya berupa pengembalian biaya selain dari biaya operasi minyak.

For the petroleum operation, the TSC contractors are entitled to service fees and supplementary fees. Service fees consist of a remuneration fee and recovered petroleum costs. The supplementary fees also include any recovered costs other than petroleum costs.

- **Wilayah kerja**

  Wilayah kerja KJT adalah blok West Qurna-1 di Irak, dimana kontraktor KJT dapat melaksanakan kegiatan operasi minyak bumi.

- ***Working area***

  The TSC working area is the West Qurna-1 oil field area in Iraq in which the TSC contractors may conduct oil operations.

- **Imbalan remunerasi**

  Imbalan remunerasi dihitung secara triwulanan dan merupakan imbalan jasa atas jumlah kenaikan produksi minyak bumi melebihi paduk produksi yang telah ditentukan secara triwulanan.

  Kontraktor KJT dikenai pajak atas imbalan remunerasi dari kegiatan KJT berdasarkan bagian mereka atas hasil produksi minyak bumi sebesar 35%.

- ***Remuneration fee***

  The remuneration fee is determined quarterly and represents the service fee for total incremental production of oil exceeding a certain level of baseline production for each quarter.

  The TSC contractors are subject to tax on the remuneration and supplementary fee from their TSC operations, based on their share of equity oil production, at a rate of 35%.

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PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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Lampiran 5/6 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
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(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

a. Kontrak Jasa Teknik ("KJT") (lanjutan)

- **Pengembalian biaya operasi**

  Pengembalian biaya operasi tiap tahun terdiri dari:

  i. Biaya kegiatan operasi minyak dan kegiatan tambahan tahun berjalan
  ii. Biaya kegiatan operasi minyak dan kegiatan tambahan tahun-tahun sebelumnya yang belum memperoleh penggantian.

- **Harga minyak mentah**

  Bagian kontraktor KJT atas produksi minyak mentah dinilai dengan harga minyak yang diterbitkan oleh State Organization for Marketing of Oil ("SOMO") - Iraq Oil Marketing Company.

- **Hak milik atas persediaan dan perlengkapan, dan peralatan**

  Persediaan, perlengkapan, dan peralatan yang dibeli oleh kontraktor KJT untuk kegiatan operasi minyak bumi menjadi milik Pemerintah Irak, namun demikian, kontraktor KJT mempunyai hak untuk menggunakan persediaan, perlengkapan, dan peralatan tersebut sesuai dengan tujuan dan batasan pada KJT.

b. Kontrak Bagi Hasil ("KBH")

i. Malaysia

Kontrak bagi hasil dibuat oleh mitra usaha dengan Pemerintah Malaysia melalui National Oil Company Petroliam National Berhad ("Petronas") untuk jangka waktu kontrak antara 27-38 tahun dari tanggal efektif disetujuinya KBH. KBH tidak menyebutkan dapat atau tidaknya periode tersebut diperpanjang.

2. OIL AND GAS CONTRACT ARRANGEMENTS *(continued)*

a. Technical Service Contract ("TSC") *(continued)*

- ***Cost recovery***

  Annual cost recovery comprises:

  i. Current year petroleum and supplementary costs
  ii. Unrecovered prior years' petroleum and supplementary costs.

- ***Crude oil prices***

  The TSC contractors' crude oil production is priced at oil prices as declared by the State Organization for Marketing of Oil ("SOMO") - Iraq Oil Marketing Company.

- ***Ownership of materials and supplies, and equipment***

  Materials, supplies, and equipment acquired by the TSC contractors for oil operations belong to the Government of Iraq, however, the TSC contractors have the right to utilise such materials, supplies, and equipment for the purpose and term of the TSC.

b. Production Sharing Contracts ("PSC")

i. Malaysia

The PSC entered into by partners with the National Oil Company Petroliam National Berhad ("Petronas") acting on behalf of the Government of Malaysia, are for a period of 27-38 years from the date of execution of the PSC. The PSC are silent on whether the terms can be extended.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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Lampiran 5/7 *Schedule*

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2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

b. Kontrak Bagi Hasil ("KBH") (lanjutan)

i. Malaysia (lanjutan)

- **Wilayah kerja**

Wilayah kerja KBH adalah wilayah dimana mitra usaha dapat melaksanakan kegiatan operasi minyak dan gas bumi. Mitra usaha tidak diperbolehkan melakukan kegiatan minyak dan gas bumi di luar wilayah kerja. PMEP memiliki wilayah kerja di Blok H, Blok K, Blok SK 309, Blok SK 311 dan Blok SK 314A di Malaysia.

***2. OIL AND GAS CONTRACT ARRANGEMENTS** (continued)*

***b. Production Sharing Contracts ("PSC")** (continued)*

***i. Malaysia** (continued)*

- ***Working areas***

The PSC working areas are designated areas in which the partners may conduct oil and gas operations. The partners are not allowed to conduct any oil and natural gas operations outside of the working areas. PMEP has working areas in Block H, Block K, Block SK 309, Block SK 311 and Block SK 314A in Malaysia.

Nama blok/ *Name of block*	Mitra Usaha/ *JV Partners*	Operator/ *Operator*	Tanggal mulai efektif kontrak/ *Effective date of-contract*	Tanggal produksi/ *Date of commence-ment of production*	Persentase kepemilikan PMEP/ *PMEP's percentage of participation*	Produksi/ *Production*	Periode kontrak/ *Contract period*
Blok/*Block* H	PTTEP HK Offshore Limited, Petronas Carigali Sdn. Bhd.	PTTEP HK Offshore Limited	19/03/2007	Tahap pengembangan/ *Development stage*	Rotan 24% Others 18%	Gas bumi/*Natural Gas*	38 tahun/ *years*
Blok/*Block* K	PTTEP HK Offshore Limited, Petronas Carigali Sdn. Bhd.	PTTEP HK Offshore Limited	27/01/1999	2007	24%	Minyak dan gas bumi/*Oil and natural gas*	38 tahun/ *years*
Blok/*Block* SK 309	PTTEP HK Offshore Limited, Petronas Carigali Sdn. Bhd.	PTTEP HK Offshore Limited	27/01/1999	2003	25,5%	Minyak, gas bumi dan kondensat/*Oil, natural gas and condensate*	29 tahun/ *years*
Blok/*Block* SK 311	PTTEP HK Offshore Limited, Petronas Carigali Sdn. Bhd.	PTTEP HK Offshore Limited	27/01/1999	2007	25,5%	Minyak, gas bumi dan kondensat/*Oil, natural gas and condensate*	29 tahun/ *years*
Blok/*Block* SK 314A	PTTEP HK Offshore Limited, Petronas Carigali Sdn. Bhd.	PTTEP HK Offshore Limited	07/05/2013	Tahap eksplorasi/ *Exploration stage*	25,5%	-	27 tahun/ *years*

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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Lampiran 5/8 *Schedule*

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2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

b. Kontrak Bagi Hasil ("KBH") (lanjutan)

i. Malaysia (lanjutan)

- **Bagi hasil produksi minyak mentah dan gas bumi**

Pembagian hasil produksi minyak dan gas bumi dihitung per kuartal, yang merupakan jumlah *lifting* minyak dan gas bumi setiap periode yang berakhir pada tanggal 31 Maret, 30 Juni, 30 September dan 31 Desember setelah dikurangi royalti, penggantian biaya dan investasi.

Para mitra usaha dikenai pajak atas pendapatan kena pajak dari kegiatan KBH yang dihitung secara tidak langsung berdasarkan hasil produksi minyak dan gas bumi, yaitu setelah dikurangi royalti, penggantian biaya dan investasi. Tarif *petroleum income tax* adalah 38%.

- **Pendanaan dan penggantian biaya**

Para mitra usaha diwajibkan untuk sepenuhnya membiayai biaya investasi selama tahap eksplorasi, dan juga:

i. investasi untuk eksploitasi;
ii. biaya operasional yang terkait dengan eksploitasi lapangan yang ditemukan dan memiliki nilai komersial;
iii. biaya transportasi ke pelabuhan pemuatan untuk seluruh produksi.

Terdapat pembatasan untuk penggantian biaya yang berhubungan dengan pelaksanaan *petroleum operation* sebesar 50% hingga 75% dari produksi per kuartal bidang tersebut setelah dikurangi jumlah royalti.

2. OIL AND GAS CONTRACT ARRANGEMENTS *(continued)*

b. Production Sharing Contracts ("PSC") *(continued)*

i. Malaysia *(continued)*

- ***Crude oil and natural gas production sharing***

Sharing of oil and natural gas production is determined quarterly, based on the total liftings of oil and natural gas in each period ended at March 31, at June 30, at September 30 and at December 31 after deducted by royalties, reimbursement of expenses and investments.

The partners are subject to tax on their taxable income from their PSC operations which is calculated indirectly based on oil and natural gas production, after deducted by royalty, reimbursement of expenses and investments. The petroleum income tax rate is 38%.

- ***Financing and reimbursement of expenses***

The partners are required to wholly finance the investment costs during the exploration phase, and also:

i. the investment for exploitation;
ii. the operating costs related to the exploitation of any field which is discovered and is commercially viable;
iii. the transportation costs to the loading port for the whole of production.

There is a limitation to the reimbursement of expenses for the petroleum operations, which ranges from 50% to 75% of the production, after the deduction of royalty.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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Lampiran 5/9 *Schedule*

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2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

b. Kontrak Bagi Hasil ("KBH") (lanjutan)

i. Malaysia (lanjutan)

- **Harga minyak mentah**

  Bagian mitra usaha atas produksi minyak mentah dinilai berdasarkan harga jual rata-rata tertimbang per kuartal yang dicapai oleh para mitra usaha dalam kegiatan komersial ekspor normal di pasar internasional. Penilaian harga tersebut juga dipengaruhi oleh *the Malaysian Crude Oil official selling price*.

- ***In-kind royalty***

  Pemerintah Malaysia berhak untuk menerima royalti sebesar 10% sebagaimana diatur dalam *Petroleum Development Act*, 1974, dari jumlah produksi minyak dan gas bumi setiap kuartalnya, sebelum dikurangi dengan pengembalian biaya operasi dan investasi.

- **Pembayaran tambahan**

  Apabila nilai minyak mentah aktual melebihi harga dasar yang ditentukan berdasarkan KBH, mitra usaha berkewajiban untuk melakukan pembayaran tunai tambahan kepada Petronas atas setiap kiloliter porsi para mitra usaha untuk laba minyak pada bulan tersebut.

- **Hak milik atas barang persediaan, perlengkapan dan peralatan**

  Persediaan, perlengkapan dan peralatan yang dibeli oleh para mitra usaha untuk kegiatan operasi minyak dan gas bumi merupakan milik Pemerintah, akan tetapi, para mitra usaha memiliki hak untuk menggunakan persediaan, perlengkapan dan peralatan tersebut sampai dengan masa kontrak berakhir.

2. OIL AND GAS CONTRACT ARRANGEMENTS *(continued)*

b. Production Sharing Contracts ("PSC") *(continued)*

i. Malaysia *(continued)*

- ***Crude oil prices***

  The partners' share of crude oil production is valued based on the quarterly weighted average of sales prices achieved by the JV Partners in normal commercial operations for export on the international market. Price determination is also impacted by the Malaysian Crude Oil official selling price.

- ***In-kind royalty***

  The Malaysian Government is entitled to receive a royalty of 10% as provided by the Petroleum Development Act, 1974, from the total production volume of oil and natural gas each quarter, before any deduction for recovery of operating costs and investment.

- ***Supplemental payment***

  Where the actual value of crude oil exceeds the base price, determined under the PSC, the partners are required to make an additional cash payment to Petronas for every kiloliter of the partners' portion of profit oil for the month.

- ***Ownership of materials, supplies and equipment***

  Materials, supplies and equipments acquired by the partners for oil and gas operations belong to the Government, however, the PSC partners have the full right to utilise such materials, supplies and equipments until the end of the contract period.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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Lampiran 5/10 *Schedule*

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2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

b. Kontrak Bagi Hasil ("KBH") (lanjutan)

i. Malaysia (lanjutan)

- **Perjanjian unitisasi**

Struktur minyak dapat melampar di beberapa blok. Oleh karena itu, para mitra usaha membuat perjanjian unitisasi untuk berbagi biaya aktivitas eksplorasi, pengembangan, dan ekstraksi. Berikut ini adalah perjanjian unitisasi yang dilakukan oleh PMEP pada 31 Desember 2019:

***2. OIL AND GAS CONTRACT ARRANGEMENTS** (continued)*

***b. Production Sharing Contracts ("PSC")** (continued)*

***i. Malaysia** (continued)*

- ***Unitization agreement***

Oil structures may extend over several blocks. As a result, partners enter into unitization agreements to share the costs of exploration, development, and extraction activities. The following are the unitization agreements entered into by PMEP as of December 31, 2019:

Para pihak/ *Parties*	Operator/ *Operator*	Unit lapangan/ *Unit field*	Persentase kepemilikan PMEP/ *PMEP's percentage of participation*	Tanggal efektif kontrak/ *Effective date of contract*	Tanggal mulai produksi/ *Date of commencement of production*	Produksi/ *Production*	Periode kontrak/ *Contract period*
Shell, Conoco Phillips Sabah Ltd, Petronas Carigali Sdn.Bhd., PTTEP Sabah Oil Limited, PMEP	Sabah Shell Petroleum Company Limited	Gumusut Kakap Field	2,73%	20/09/2004	18/11/2012	Minyak dan gas bumi/*Oil and natural gas*	Tidak disebutkan/ *Not specified*
Shell, Conoco Phillips Sabah Ltd, Petronas Carigali, PTTEP Sabah Oil Limited, PMEP	PTTEP Sabah Oil Limited	Siakap North Petai Field	9,6%	01/01/2007	28/02/2014	Minyak dan gas bumi/*Oil and natural gas*	Tidak disebutkan/ *Not specified*

ii. Aljazair

KBH dibuat oleh Kontraktor KBH dengan Pemerintah Aljazair melalui Perusahaan Minyak Nasional Aljazair - Sonatrach ("Sonatrach") untuk jangka waktu kontrak 25 tahun sejak diterbitkannya Lisensi Eksploitasi. Periode tersebut dapat diperpanjang sesuai dengan peraturan yang berlaku.

- **Wilayah kerja**

Wilayah kerja KBH adalah wilayah dimana Kontraktor KBH dapat melaksanakan kegiatan operasi minyak dan gas bumi (*contractual perimeter*). Di luar wilayah tersebut (*adjacent free surface*), mitra usaha tidak diperbolehkan melakukan kegiatan minyak dan gas bumi. Wilayah kerja KBH ini adalah Blok 405a di Aljazair.

ii. Algeria

The PSC is entered by the PSC Contractors with The Algerian National Oil Company - Sonatrach ("Sonatrach") on behalf of the Algerian Government is for a period of 25 years from the issue of the Exploitation License. The period may be extended in accordance with applicable regulations.

- ***Working area***

The PSC working area is a designated area in which the PSC Contractors may conduct oil and gas operations (contractual perimeter). Outside of the working area (adjacent free surface), the partners are not allowed to conduct any oil and gas operations. The PSC working area is Block 405a in Algeria.

Nama *JV*/ *Name of JV*	Mitra Usaha/ *JV Partners*	Operator/ *Operator*	Tanggal Efektif Kontrak/ *Effective Date of Contract*	Tanggal Mulai Produksi/ *Date of Commencement of Production*	Persentase Kepemilikan Perusahaan/ *the Company's Percentage of Participation*	Produksi/ *Production*	Periode Kontrak/ *Contract Period*
Menzel Lejmat North (MLN)	Talisman (Algeria) B.V.	PAEP	2000	2003	65%	Minyak/*Oil*	25 tahun/*years*

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PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

b. Kontrak Bagi Hasil ("KBH") (lanjutan)

ii. Aljazair (lanjutan)

- **Bagi hasil produksi minyak mentah dan gas bumi**

Pembagian hasil produksi minyak mentah dan gas bumi dihitung secara tahunan, yang merupakan jumlah *lifting* minyak dan gas bumi setiap periode yang berakhir pada tanggal 31 Desember setelah dikurangi royalti, penggantian biaya dan biaya investasi.

Mitra usaha dikenai pajak atas pendapatan kena pajak dari kegiatan KBH yang dihitung secara tidak langsung berdasarkan hasil produksi minyak mentah dan gas bumi (*production for remuneration*), yaitu setelah dikurangi royalti, penggantian biaya dan biaya investasi, dikalikan dengan tarif remunerasi neto (disajikan dalam persentase) yang diterima oleh mitra usaha. Besaran tarif remunerasi neto dihitung secara progresif berdasarkan jumlah produksi per harinya (*barrels per day*).

Total bagian mitra usaha atas produksi minyak mentah dan gas bumi tidak boleh melebihi batas 49% dari jumlah produksi minyak mentah dan gas bumi.

- **Pendanaan dan penggantian biaya**

(a) Pendanaan

Mitra usaha diwajibkan untuk membiayai seluruh biaya investasi selama tahap eksplorasi, dan juga:

- Investasi untuk eksploitasi;
- Biaya operasional yang terkait dengan eksploitasi lapangan yang ditemukan dan memiliki nilai komersial;
- Biaya transportasi ke pelabuhan muat untuk seluruh produksi.

2. OIL AND GAS CONTRACT ARRANGEMENTS *(continued)*

b. Production Sharing Contract ("PSC") *(continued)*

ii. Algeria *(continued)*

- ***Crude oil and natural gas production sharing***

Sharing of crude oil and natural gas production is determined annually, based on the total liftings of crude oil and natural gas in each period ended December 31, after deducted by royalties, reimbursement of expenses and investment costs.

The partners are subject to tax on their taxable income from their PSC operations which is calculated indirectly based on crude oil and gas production (production for remuneration), after deducted by royalties, reimbursement of expenses and investment costs, multiplied by the net remuneration tariff (expressed as a percentage) received by the partners. The remuneration tariff is calculated progressively based on production volume per day (barrels per day).

The total partners' shares of the crude oil and natural gas production shall not exceed 49% of aggregate production volume of crude oil and natural gas.

- ***Financing and reimbursement of expense***

(a) Financing

The Partners are required to wholly finance the investment costs during the exploration phase, and also:

- *The investment for exploitation;*
- *The operating costs related to the exploitation of any field which is discovered and is commercially viable;*
- *The transportation costs to the loading port for all the production.*

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Lampiran 5/12 *Schedule*

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2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

b. Kontrak Bagi Hasil ("KBH") (lanjutan)

ii. Aljazair (lanjutan)

- **Pendanaan dan penggantian biaya** (lanjutan)

(a) Pendanaan (lanjutan)

Sonatrach akan membayar royalti pada seluruh jumlah produksi dari lapangan hidrokarbon yang ditemukan dan memiliki nilai komersial.

(b) Penggantian biaya

Seluruh biaya yang berhubungan dengan pelaksanaan Operasi Petroleum akan diganti maksimal seratus persen (100%) dari produksi tahunan bidang tersebut setelah dikurangi jumlah hidrokarbon yang merupakan royalti yang harus dibayar oleh Sonatrach.

Hidrokarbon setelah dikurangi yang dimaksudkan untuk pembayaran royalti merupakan *"Production for reimbursement"*.

- **Harga minyak mentah dan gas bumi**

Bagian mitra usaha atas produksi minyak mentah dinilai berdasarkan harga jual rata-rata tertimbang per bulan yang dicapai oleh Sonatrach dalam kegiatan komersial ekspor normal di pasar internasional. Penentuan harga tersebut juga dipengaruhi oleh *Atlantic Sweet Crude Index.*

- ***In-kind royalty***

Pemerintah Aljazair berhak untuk menerima royalti sebesar 12,5%, sebagaimana diatur oleh *Algerian Law* No. 86-14 tanggal 19 Agustus 1986, dari jumlah produksi minyak dan gas bumi setiap tahunnya, sebelum dikurangi dengan pengembalian biaya operasi dan biaya investasi.

2. OIL AND GAS CONTRACT ARRANGEMENTS *(continued)*

b. Production Sharing Contract ("PSC") *(continued)*

ii. Algeria *(continued)*

- ***Financing and reimbursement of expense*** *(continued)*

(a) Financing *(continued)*

Sonatrach is responsible for paying royalty amounts on the total production of hydrocarbons from fields which are discovered and are commercially viable.

(b) Reimbursement of expenses

All expenses related to carrying out Petroleum Operations will be reimbursed out of a maximum of one hundred percent (100%) of the annual production of each field, after deduction of the quantity of hydrocarbons which constitute the royalty payable to Sonatrach.

The hydrocarbons after deducted by the payment of the royalty constitute the "Production for reimbursement".

- ***Crude oil and natural gas prices***

The partners' share of crude oil production is valued based on the monthly weighted average of sales prices achieved by Sonatrach in the course of normal commercial operations for exports in the international market. The determination of that price is influenced by the Atlantic Sweet Crude Index.

- ***In-kind royalty***

The Government of Algeria is entitled to receive a royalty of 12.5%, as provided by the Algerian Law No. 86-14 of August 19, 1986, from the total production volume of oil and gas each year, before any deduction for recovery of operating costs and investment costs.

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Lampiran 5/13 *Schedule*

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2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

b. Kontrak Bagi Hasil ("KBH") (lanjutan)

ii. Aljazair (lanjutan)

- ***Windfall profits tax***

Windfall profits tax diperkenalkan oleh Pemerintah Aljazair di bawah Hukum Keuangan tahun 2006, berdasarkan pada penerapan suatu formula tertentu yang ditentukan berdasarkan beberapa parameter, termasuk diantaranya *Atlantic Sweet Crude Index, Dated Brent price* dan lainnya.

- **Hak milik atas barang persediaan, perlengkapan dan peralatan**

Persediaan, perlengkapan dan peralatan yang dibeli oleh mitra usaha untuk kegiatan operasi minyak dan gas bumi merupakan milik Pemerintah, akan tetapi, mitra usaha memiliki hak untuk menggunakan persediaan, perlengkapan dan peralatan tersebut sampai dengan masa kontrak berakhir.

- **Perjanjian unitisasi**

Berikut ini adalah perjanjian unitisasi yang dilakukan oleh Perusahaan dan mitra usaha KBH pada 31 Desember 2019:

2. OIL AND GAS CONTRACT ARRANGEMENTS *(continued)*

b. Production Sharing Contract ("PSC") *(continued)*

ii. Algeria *(continued)*

- ***Windfall profits tax***

A windfall profits tax was introduced by the Algerian Government under the 2006 Financial Law, based on the application of a formula determined on the basis of several parameters, including the Atlantic Sweet Crude Index, Dated Brent price and others.

- ***Ownership of materials, supplies and equipments***

Materials, supplies and equipment acquired by the partners for oil and gas operations belongs to the Government, however, the PSC partners have the full right to utilize such materials, supplies and equipment until the end of the contract period.

- ***Unitization agreements***

The following are the unitization agreements entered by the Company and its PSC partners as of December 31, 2019:

Para pihak/*Parties*	Operator/ *Operator*	Unit lapangan/ *Unit field*	Persentase kepemilikan Perusahaan/ *The Company's percentage of participation*	Tanggal efektif perjanjian/ *Effectve date of agreement*	Tanggal mulai produksi/Date of *Commencement of production*	Produksi/ *Production*	Periode perjanjian/ *Agreement period*
Talisman (Algeria) B.V., Sonatrach, Anadarko, Eni, Maersk, Cepsa, Perusahaan/*the Company*.	Organization Ourhoud (Sonatrach, Cepsa)	Ourhoud	3,56%	Desember/ *December* 1997	2002	Minyak/*Oil*	25 tahun/*years*
Talisman (Algeria) B.V., Sonatrach, Anadarko, Eni, Maersk, Perusahaan/the Company.	Gropment Berkine (Sonatrach, Anadarko)	EMK	16,90%	Maret/*March* 2007	2013	Minyak, kondensat dan Liquefied Petroleum Gas (LPG)/ *Oil, condensate and Liquefied Petroleum Gas (LPG)*	25 tahun/years

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2. KESEPAKATAN KONTRAK MINYAK DAN GAS BUMI (lanjutan)

b. Kontrak Bagi Hasil ("KBH") (lanjutan)

iii. Tanzania, Gabon, Venezuela, Nigeria dan Angola

Grup, melalui anak perusahaannya, M&P, memiliki perjanjian kerja sama sebagai berikut:

2. OIL AND GAS CONTRACT ARRANGEMENTS *(continued)*

b. Production Sharing Contract ("PSC") *(continued)*

iii. Tanzania, Gabon, Venezuela, Nigeria and Angola

The Group, through its subsidiary, M&P, participates in the following production sharing contract:

Nama *JV/ Name of JV*	**Mitra Usaha/ *JV Partners***	**Wilayah Kerja/ *Working Area***	**Negara/ *Country***	**Tanggal Efektif Kontrak/ *Effective Date of Contract***	**Tanggal Mulai Produksi/ *Date of Commencement of Production***	**Persentase Kepemilikan/ *Percentage of Participation***	**Produksi/ *Production***	**Periode Kontrak/ *Contract Period***
Mnazi Bay Exploration & Mnazi Bay Development/ Production	M&P (Operator); Wentworth; TPDC	Mnazi Bay	Tanzania	Oktober/ *October* 2006	Agustus/ *August* 2015	60,075% & 48,06%	Gas	2031 dan dapat diperpanjang sampai dengan 2051/*2031 and can be extended up to 2051*
Ezanga Production	M&P (Operator); The Gabonese Republic; Tullow	Ezanga	Gabon	1 Januari/ *January* 2014	2007	80%	Minyak/*Oil*	2034 dan dapat diperpanjang sampai dengan 2054/*2034 and can be extended up to 2054*
-	Sonangol Pesquisa e Producao (Sonangol P&P), China Sonangol, Eni, Somoil, NIS dan INA	Blok 3/05, Blok 3/05A	Angola	28 September/ *September* 2005	1980	20%	Minyak/*Oil*	2025
Petroregional del Lago Mixed Company	Petroleos de Venezuela S.A. & PDVSA Social	Urdaneta West Field	Venezuela	2006	1974	32%	Minyak /*Oil*	2026
Seplat Petroleum Development Company Plc	Seplat (Operator); NPDC	OML 4, 38, 41	Nigeria	Juni/ *June* 1989	Juli/*July* 2010	45%	Minyak dan Gas/*Oil and Gas*	Oktober/ *October* 2038
	Pillar Oil (Operator); Seplat	OPL 283	Nigeria	2009	Mei/*May* 2012	40%	Minyak/*Oil*	Oktober/ *October* 2028
	Seplat & NNPC (Joint Operators)	OML 53	Nigeria	1997	1978	40%	Minyak/*Oil*	Juni/ *June* 2027
	Seplat & Belema Oil (Joint Operators); NNPC	OML 55	Nigeria	1997	Februari/ *February* 2017	n/a*)	Minyak/*Oil*	Juni/ *June* 2027

*) Berdasarkan risalah rapat Komite Manajemen tanggal 15 September 2016, Perusahaan setuju untuk menghentikan kontrak tersebut/*Based on minutes of Management Committee Meeting dated September 15, 2016, the Company has agreed to terminate the contract.*

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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Lampiran 5/15 *Schedule*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING

Laporan keuangan konsolidasian Grup telah diselesaikan dan disetujui untuk diterbitkan oleh Direksi Perusahaan pada tanggal 16 April 2020.

Kebijakan akuntansi dan pelaporan keuangan yang diterapkan oleh Grup sesuai dengan standar akuntasi keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan ("PSAK"). Kebijakan akuntansi diterapkan secara konsisten dalam penyusunan laporan keuangan konsolidasian untuk tanggal 31 Desember 2019 dan 2018 oleh Grup.

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian telah disusun berdasarkan konsep akrual dan dasar pengukuran dengan menggunakan harga historis, kecuali beberapa akun tertentu yang dicatat berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi akun tersebut.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengklasifikasikan arus kas menjadi kegiatan operasi, investasi dan pendanaan.

Laporan keuangan konsolidasian disajikan dalam ribuan dolar Amerika Serikat (AS$ atau dolar AS), mata uang fungsional dan penyajian Grup, kecuali dinyatakan lain.

Untuk memberikan pemahaman yang lebih baik atas kinerja keuangan Grup, karena sifat dan jumlahnya yang signifikan, beberapa pos pendapatan dan beban disajikan secara terpisah.

Penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area dimana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 4.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Group's consolidated financial statements were completed and authorized for issuance by the Company's Directors on April 16, 2020.

The accounting and financial reporting policies adopted by the Group are in accordance with financial accounting standards in Indonesia, which are based on Indonesian Statements of Financial Accounting Standards ("SFAS"). The accounting policies were applied consistently in the preparation of the consolidated financial statements as of December 31, 2019 and 2018 by the Group.

a. Basis of consolidated financial statements preparation

The consolidated financial statements have been prepared on the accrual basis and the measurement basis used is historical cost, except for certain accounts which requires different measurement as disclosed on each account accounting policies.

The consolidated statements of cash flows are prepared based on the direct method by classifying the cash flows on the basis of operating, investing and financing activities.

The consolidated financial statements are presented in thousands of United States dollars (US$ or US dollars), which is also the Group's functional currency, unless otherwise stated.

In order to provide further understanding of the financial performance of the Group, due to the significance of their nature or amount, several items of income or expense have been shown separately.

The preparation of financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

The original consolidated financial statements included herein are in the Indonesian language.

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Lampiran 5/16 *Schedule*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi dan pengungkapan

i. Penerapan dari standar dan interpretasi baru/revisi berikut, tidak menimbulkan perubahan besar terhadap kebijakan akuntansi Grup dan efek material terhadap laporan keuangan konsolidasian

Standar baru, revisi terhadap standar yang telah ada dan interpretasi berikut ini, telah diterbitkan dan wajib untuk diterapkan untuk pertama kali untuk tahun buku Grup yang dimulai pada atau setelah tanggal 1 Januari 2019 atau periode setelahnya. Grup telah mengadopsinya tetapi tidak ada dampak signifikan terhadap bisnis Grup saat ini.

- ISAK 33: Transaksi valuta asing dan imbalan di muka, yang mengklarifikasi penggunaan tanggal transaksi untuk menentukan kurs yang digunakan saat pengakuan awal dari aset, beban, atau pendapatan terkait pada saat entitas menerima atau membayar imbalan di muka dalam valuta asing.

- ISAK 34: Ketidakpastian dalam Perlakuan Pajak Penghasilan yang merupakan interpretasi atas PSAK 46: Pajak Penghasilan yang bertujuan untuk mengklarifikasi dan memberikan panduan dalam merefleksikan ketidakpastian perlakuan pajak penghasilan dalam laporan keuangan.

- Amandemen PSAK 24: Imbalan Kerja. Amandemen, Kurtailmen atau Penyelesaian Program.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

b. Changes in accounting policies and disclosures

i. The adoption of these new/revised standards and interpretations did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported in the consolidated financial statements

The following new standards, amendments to existing standards and interpretations have been published and are mandatory for the first-time adoption for the Group's financial year beginning on January 1, 2019 or later periods. The Group has adopted them, but they have no significant impact to the Group's current business.

- *IFAS 33: Foreign currency transaction and advance consideration, which clarify the use of the transaction date to determine the exchange rate used in the initial recognition of the related asset, expense, or income at the time the entity as received or paid advance consideration in the foreign currency.*

- *IFAS 34: Uncertainty in the Treatment of Income Tax which is an interpretation of SFAS 46: Income Tax which aims to clarify and provide guidance in addressing uncertainty in income tax treatment in financial statements.*

- *Amendment to SFAS 24: Employee Benefits. Plan Amendment, Curtailment or Settlement.*

The original consolidated financial statements included herein are in the Indonesian language.

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Lampiran 5/17 *Schedule*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

i. Penerapan dari standar dan interpretasi baru/revisi berikut, tidak menimbulkan perubahan besar terhadap kebijakan akuntansi Grup dan efek material terhadap laporan keuangan konsolidasian (lanjutan)

- Amandemen PSAK 46: Pajak Penghasilan tentang Pengakuan Aset Pajak Tangguhan untuk Rugi yang Belum Direalisasi. Pajak Penghasilan yang menegaskan mengenai konsekuensi pajak penghasilan atas dividen (sebagai mana didefinisikan dalam PSAK 71: Instrumen Keuangan) timbul ketika entitas mengakui liabilitas untuk membayar dividen.

- PSAK 66: Pengaturan Bersama yang mengklarifikasi bahwa pihak yang berpartisipasi dalam, tetapi tidak memiliki pengendalian bersama atas, suatu operasi bersama dapat memperoleh pengendalian bersama atas operasi bersama dalam hal aktivitas operasi bersama merupakan suatu bisnis (sebagaimana didefinisikan dalam PSAK 22: Kombinasi Bisnis). Dalam kasus demikian, kepentingan yang dimiliki sebelumnya dalam operasi bersama tidak diukur kembali.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

b. Changes in accounting policies and disclosures *(continued)*

i. The adoption of these new/revised standards and interpretations did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported in the consolidated financial statements *(continued)*

- *Amandement to SFAS 46: Income Taxes on the Recognition of Deferred Tax Assets for Unrealized Loses. Income tax which confirms the consequences of income tax on dividends (as defined in SFAS 71: Financial Instruments) arises when an entity recognizes a liability to pay dividends.*

- *SFAS 66: Joint Arrangement which clarifies that the parties participating in, but do not have joint control over, a joint operation can obtain joint control over joint operations in the event that joint operations activities are a business (as defined in SFAS 22: Business Combination). In such cases, previously held interests in joint operations are not remeasured.*

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Lampiran 5/18 *Schedule*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

ii. Standar baru, revisi dan interpretasi yang telah diterbitkan, namun belum berlaku efektif

Berikut ini adalah beberapa standar akuntansi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") yang dipandang relevan terhadap pelaporan keuangan Grup namun belum berlaku efektif untuk laporan keuangan konsolidasian 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut:

- PSAK 71: Dewan Standar Akuntansi Keuangan telah mengesahkan PSAK 71 "Instrumen keuangan" yang secara efektif akan menggantikan PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran". PSAK 71 membahas klasifikasi, pengukuran dan penghentian pengakuan dari aset dan liabilitas keuangan, memperkenalkan aturan baru untuk akuntansi lindung nilai dan model penurunan nilai baru untuk aset keuangan. PSAK 71 berlaku efektif sejak 1 Januari 2020 dimana penerapan dini diperkenankan. Selain untuk akuntansi lindung nilai, penerapan standar ini harus dilakukan secara retrospektif dengan penyajian kembali informasi komparatif tidak diwajibkan.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***b. Changes in accounting policies and disclosures** (continued)*

ii. New standards, amendments and interpretations issued but not yet effective

The following are several accounting standards issued by the Indonesian Financial Accounting Standards Board ("DSAK") that are considered relevant to the financial reporting of the Group but not yet effective for consolidated financial statements as of December 31, 2019 and for the year then ended:

- *SFAS 71: The Financial Accounting Standards Board has adopted SFAS 71 "Financial instruments" which will effectively replace SFAS 55 "Financial Instruments: Recognition and Measurement". SFAS 71 discusses the classification, measurement and derecognition of financial assets and liabilities, introducing new rules for hedge accounting and new impairment models for financial assets. SFAS 71 is effective since January 1, 2020 where early adoption is permitted. In addition to hedge accounting, the application of this standard must be done retrospectively with restatement of comparative information is not required.*

The original consolidated financial statements included herein are in the Indonesian language.

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Lampiran 5/19 *Schedule*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

ii. Standar baru, revisi dan interpretasi yang telah diterbitkan, namun belum berlaku efektif (lanjutan)

Terkait dengan penurunan nilai untuk aset keuangan yang dimiliki oleh Grup, model penurunan nilai di dalam PSAK 71 mensyaratkan pengakuan atas provisi penurunan nilai berdasarkan kerugian kredit espektasian dibandingkan kerugian aktual kredit di dalam PSAK 55. Hal ini berlaku untuk aset keuangan diklasifikasi dalam biaya amortisasi, instrumen utang diukur pada nilai wajar melalui penghasilan komprehensif lainnya, kontrak aset dalam PSAK 72 “Pendapatan dari Kontrak Pelanggan”, piutang sewa, komitmen pinjaman dan kontrak garansi keuangan tertentu. Grup masih dalam proses melakukan perhitungan dampak penyesuaian atas penurunan nilai. Kuantum atau besaran atas tambahan nilai penurunan nilai yang perlu dibukukan oleh Grup masih belum dapat ditentukan karena membutuhkan informasi yang mencukupi pada tanggal adopsi PSAK 71 di 1 Januari 2020.

Standar baru juga memperluas persyaratan pengungkapan dan perubahan penyajian. Hal ini diharapkan mengubah sifat dan batasan dari pengungkapan Grup tentang instrumen keuangan terutama pada tahun penerapan standar baru.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***b. Changes in accounting policies and disclosure** (continued)*

***ii. New standards, amendments and interpretations issued but not yet effective** (continued)*

Regarding impairment for financial assets held by the Group, the impairment model in SFAS 71 requires recognition of the provision for impairment based on expected loan losses compared to actual credit losses in SFAS 55. This applies to financial assets classified as amortization costs, instruments debt is measured at fair value through other comprehensive income, asset contracts in SFAS 72 "Revenues from Customer Contracts", lease receivables, loan commitments and certain financial guarantee contracts. The Group is still in the process of calculating the effects of adjustments for impairment. The quantum or amount of additional impairment needed to be recorded by the Group cannot be determined yet because it requires sufficient information on the adoption date of SFAS 71 on January 1, 2020.

The new standard also expands disclosure requirements and changes in presentation. This is expected to change the nature and limits of the Group's disclosure of financial instruments, especially in the year of the adoption of new standards.

The original consolidated financial statements included herein are in the Indonesian language.

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Lampiran 5/20 *Schedule*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

ii. Standar baru, revisi dan interpretasi yang telah diterbitkan, namun belum berlaku efektif (lanjutan)

- PSAK 72: merupakan standar baru yang memberikan kerangka kerja yang komprehensif terkait dengan penentuan bagaimana pendapatan harus diakui, waktu pengakuan pendapatan, serta jumlah yang harus diakui oleh Grup. Standar ini memperkenalkan model tunggal yang digunakan dalam pencatatan pendapatan dengan pelanggan, disebut dengan model lima langkah (Identifikasi Kontrak dengan Pelanggan, Identifikasi Kewajiban Pelaksanaan, Menentukan Harga Transaksi, Alokasi Harga Transaksi, dan Pengakuan Pendapatan), yang harus diterapkan di seluruh kontrak dengan pelanggan. Standar ini juga memperkenalkan beberapa konsep baru seperti perlakuan akuntansi terkait kontrak modifikasi dan kapitalisasi biaya-biaya yang terkait dengan kontrak dengan pelanggan.

  PSAK 72 secara efektif akan menggantikan seluruh standar terkait dengan pendapatan yang berlaku saat ini; yaitu PSAK 23 "Pendapatan", PSAK 34 "Kontrak kontruksi", PSAK 44 "Akuntansi aktivitas pengembangan *real estate*", dan ISAK 10 "Program loyalitas pelanggan". PSAK 72 akan berlaku efektif sejak tanggal 1 Januari 2020 dengan penerapan dini diperkenankan.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***b. Changes in accounting policies and disclosure** (continued)*

***ii. New standards, amendments and interpretations issued but not yet effective** (continued)*

- *SFAS 72: is a new standard that provides a comprehensive framework related to determining how revenue must be recognized, the timing of revenue recognition, and the amount that must be recognized by the Group. This standard introduces a single model used in recording revenue with customers, called the five-step model (Identification of Contracts with Customers, Identification of Implementation Obligations, Determining Transaction Prices, Transaction Price Allocations, and Revenue Recognition), which must be applied in all contracts with customers. This standard also introduces several new concepts such as accounting treatment related to contract modifications and capitalisation of costs associated with contracts with customers.*

  SFAS 72 will effectively replace all standards relating to current income; namely SFAS 23 "Revenue", SFAS 34 "Contract construction", SFAS 44 "Accounting for real estate development activities", and ISAK 10 "Customer loyalty program". SFAS 72 will be effective as of January 1, 2020 with early application permitted.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

ii. Standar baru, revisi dan interpretasi yang telah diterbitkan, namun belum berlaku efektif (lanjutan)

Terdapat dua alternatif metode yang dapat digunakan Grup dalam proses transisi PSAK 72. Metode yang pertama, standar diperkenankan secara retrospektif pada kontrak dengan pelanggan yang terdapat pada setiap periode yang disajikan dalam laporan keuangan. Metode yang kedua, Grup diperkenakan untuk menggunakan metode restrospektif modifikasian dimana PSAK 72 hanya akan diterapkan pada transaksi setelah 1 Januari 2020 dimana dampak kumulatif atas penerapan awal akan dibukukan sebagai penyesuaian saldo laba awal (atas komponen ekuitas lainnya, yang sesuai) per 1 Januari 2020.

Dalam tahap ini, Kuantum atau besaran dampak penyesuaian yang harus dibukukan oleh Grup masih belum dapat ditentukan. Grup akan melakukan peninjauan yang lebih mendalam atas dampaknya terhadap periode dua belas bulan ke depan.

- PSAK 73: memberikan model yang komprehensif dalam mengidentifikasi kontrak sewa serta perlakuan akuntansi atas transaksi sewa baik sebagai *lessee* ataupun *lessor*. PSAK 73 mengutamakan pentingnya pengendalian dalam identifikasi kontrak sewa dimana faktor yang membedakan kontrak sewa dan kontrak jasa tergantung pada pihak mana yang memiliki pengendalian atas aset identifikasian. Apabila pelanggan yang memiliki pengendalian atas aset identifikasian, kontrak tersebut memenuhi definisi sewa dalam PSAK 73.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

b. Changes in accounting policies and disclosure *(continued)*

ii. New standards, amendments and interpretations issued but not yet effective *(continued)*

There are two alternative methods that the Group can use in the transition process of SFAS 72. The first method, the standard is allowed retrospectively on contracts with customers that exist in each period presented in the financial statements. The second method, the Group is permitted to use a retrospective modification method where SFAS 72 will only be applied to transactions after January 1, 2020 where the cumulative impact on initial adoption will be recorded as an adjustment to the initial profit balance (for other equity components, as appropriate) as of January 1, 2020.

At this stage, the Quantum or the magnitude of the impact of the adjustments that the Group must book is still undetermined. The Group will conduct a more in-depth review of its impact on the next twelve-month period.

- *SFAS 73: provides a comprehensive model for identifying lease contracts as well as accounting treatment of rental transactions as lessees or lessors. SFAS 73 emphasizes the importance of control in the identification of rental contracts where the factors that differentiate rental contracts and service contracts depend on which party has control over the identification assets. If the customer has control over the identification assets, the contract meets the rental definition in SFAS 73.*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

ii. Standar baru, revisi dan interpretasi yang telah diterbitkan, namun belum berlaku efektif (lanjutan)

PSAK 73 secara efektif akan menggantikan beberapa standar dan interpretasi, yaitu: PSAK 30 "Sewa", ISAK 8 "Penentuan apakah suatu perjanjian mengandung suatu sewa", ISAK 23 "Sewa operasi-insentif", ISAK 24 "Evaluasi substansi beberapa transaksi yang melibatkan suatu bentuk legal sewa", dan ISAK 25 "Hak atas tanah". PSAK 73 akan berlaku efektif sejak tanggal 1 Januari 2020. Penerapan dini atas PSAK 73 diperkenankan selama Grup menerapkan PSAK 72 "Pendapatan dari kontrak dengan pelanggan" pada atau sebelum tanggal penerapan awal PSAK 73.

Penerapan PSAK 73 akan berdampak pada hampir seluruh sewa yang diakui di laporan posisi keuangan, dimana standar ini menghapuskan perbedaan antara sewa operasi dan pembiayaan. Beban sewa operasi dalam PSAK 73, akan dikapitalisasi sebagai aset (atau hak guna atas barang yang disewakan) dan liabilitas keuangan yang menggambarkan komitmen pembayaran sewa di masa depan setelah mempertimbangkan dampak diskonto dan panduan praktis yang akan digunakan oleh Grup. Pengecualian atas perlakuan tersebut hanya terdapat pada sewa jangka pendek dan aset yang bernilai rendah. *Lessee* diharuskan untuk mengakui dan menyajikan secara terpisah biaya bunga yang muncul dari kewajiban sewa dengan biaya depresiasi dari hak guna atas barang yang disewakan.

Perlakuan akuntansi untuk *lessor* tidak akan berbeda secara signifikan.

Dalam tahap ini, Kuantum atau besaran dampak penyesuaian yang harus dibukukan oleh Grup masih belum dapat ditentukan. Grup akan melakukan peninjauan yang lebih mendalam atas dampaknya terhadap periode dua belas bulan ke depan.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***b. Changes in accounting policies and disclosure** (continued)*

***ii. New standards, amendments and interpretations issued but not yet effective** (continued)*

SFAS 73 will effectively replace several standards and interpretations, namely: SFAS 30 "Leases", ISAK 8 "Determination of whether an agreement contains a lease", ISAK 23 "Operating-incentive leases", ISAK 24 "Evaluation of the substance of several transactions involving a legal form of lease", and ISAK 25 "Land rights". SFAS 73 will be effective as of January 1, 2020. Early application of SFAS 73 is permitted as long as the Group applies SFAS 72 "Revenue from contracts with customers" on or before the date of SFAS 73's initial adoption.

The adoption of SFAS 73 will have an impact on almost all leases recognized in the statement of financial position, where this standard eliminates the difference between operating leases and financing. Operating lease costs in SFAS 73, will be capitalised as assets (or use rights for leased goods) and financial liabilities that reflect future rental payment commitments after considering the impact of discounts and practical guidelines to be used by the Group. Exceptions to this treatment are only for short-term leases and low-value assets. The lessee is required to recognize and present separately the interest expense arising from the lease obligation with the depreciation expense of the leasehold rights.

The accounting treatment for the lessor will not differ significantly.

At this stage, the Quantum or the magnitude of the impact of the adjustments that the Group must book is still undetermined. The Group will conduct a more in-depth review of its impact on the next twelve-month period.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi dan pengungkapan *(lanjutan)*

ii. Standar baru, revisi dan interpretasi yang telah diterbitkan, namun belum berlaku efektif (lanjutan)

- Amendemen PSAK 71: Instrumen Keuangan tentang Fitur Percepatan Pelunasan dengan Kompensasi Negatif yang mengatur bahwa aset keuangan dengan fitur percepatan pelunasan yang dapat menghasilkan kompensasi negatif memenuhi kualifikasi sebagai arus kas kontraktual yang berasal semata dari pembayaran pokok dan bunga.

- Amandemen PSAK 1: Penyajian Laporan Keuangan dan PSAK 25: Kebijakan Akuntansi, Perubahan estimasi akuntansi dan kesalahan yang mengklarifikasi definisi materi dengan tujuan menyelaraskan definisi yang digunakan dalam kerangka kerja konseptual dan beberapa PSAK terkait.

Grup sedang mengevaluasi standar akuntansi tersebut dan belum menentukan dampaknya terhadap laporan keuangan konsolidasian.

c. Prinsip konsolidasi

Laporan keuangan konsolidasian terdiri dari laporan keuangan Perusahaan dan entitas anaknya ("Grup") seperti dijelaskan pada Catatan 1b.

Entitas anak adalah entitas yang dikendalikan oleh Perusahaan. Perusahaan memiliki pengendalian atas entitas ketika Perusahaan terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi imbal hasil variabel tersebut melalui kekuasaan yang dimiliki atas entitas.

Perusahaan menilai kembali apakah masih mengendalikan *investee* jika fakta dan keadaan mengindikasikan bahwa terdapat perubahan dalam satu atau lebih dari tiga elemen pengendalian. Konsolidasi atas entitas anak dimulai sejak tanggal Perusahaan memperoleh pengendalian atas Entitas Anak dan berakhir ketika Perusahaan kehilangan pengendalian atas entitas anak.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***b. Changes in accounting policies and disclosure** (continued)*

***ii. New standards, amendments and interpretations issued but not yet effective** (continued)*

- *Amendments to SFAS 71: Financial Instruments concerning the Accelerated Features of Repayment with Negative Compensation which regulates that financial assets with an accelerated repayment feature that can produce negative compensation meet the qualifications as contractual cash flows originating solely from principal and interest payments.*

- *Amendment of SFAS 1: Presentation of Financial Statements and SFAS 25: Accounting Policies, Changes in accounting estimates and errors which clarifies the definition of material with the aim of harmonizing the definition used in the conceptual framework and some relevant SFAS.*

The Group is presently evaluating and has not yet determined the effects of these accounting standards on its consolidated financial statements.

c. Principles of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries ("Group") as described in Note 1b.

Subsidiaries are entities controlled by the Company. The Company controls an entity when the Company is exposed or has rights to variable returns from its involvement with the entity and the ability to affect those returns through its power over the entity.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Company obtains control over the Subsidiary and ceases when the Company loses control of the subsidiary.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

c. Prinsip konsolidasi (lanjutan)

Perubahan dalam bagian kepemilikan Perusahaan pada Entitas Anak yang tidak mengakibatkan hilangnya pengendalian Perusahaan pada entitas anak dicatat sebagai transaksi ekuitas.

Ketika Perusahaan kehilangan pengendalian pada Entitas Anak, maka Perusahaan menghentikan pengakuan aset (termasuk *goodwill*), liabilitas, Kepentingan Nonpengendali ("KNP") dan komponen ekuitas lainnya serta mengakui keuntungan atau kerugian terkait dengan hilangnya pengendalian. Saldo investasi yang masih dimiliki diakui pada nilai wajarnya.

Laporan keuangan konsolidasian disusun dengan menggunakan kebijakan akuntansi yang sama untuk transaksi dan peristiwa lain dalam keadaan yang serupa. Jika anggota Grup menggunakan kebijakan akuntansi yang berbeda untuk transaksi dan peristiwa dalam keadaan yang serupa, maka penyesuaian dilakukan atas laporan keuangannya dalam penyusunan laporan keuangan konsolidasian.

Seluruh saldo akun dan transaksi yang signifikan antara Perusahaan dengan Entitas Anak telah dieliminasi untuk mencerminkan posisi keuangan dan hasil dari operasi Grup sebagai satu kesatuan bisnis.

KNP merupakan bagian atas laba atau rugi dan aset neto dari Entitas Anak yang diatribusikan kepada kepemilikan atas ekuitas yang secara langsung atau tidak langsung tidak dimiliki oleh Perusahaan, yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan sebagai ekuitas pada laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik entitas induk.

Laba rugi dan setiap komponen dari penghasilan komprehensif lain ("*OCI*") diatribusikan kepada pemilik entitas Induk dari Grup dan KNP, meskipun hal tersebut mengakibatkan KNP memiliki saldo defisit.

Perusahaan mengklasifikasikan investasi pada Maurel et Prom SA sebagai investasi jangka panjang.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***c. Principles of consolidation** (continued)*

A change in the ownership interest of a Subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Company losses control over a Subsidiary, it derecognizes the related assets (including goodwill), liabilities, non-controlling interest ("NCI") and other components of equity while any resulting gain or loss is recognized in profit or loss. Any investment retained is recognized at fair value.

The consolidated financial statements have been prepared using the same accounting policies for transactions and other events in similar circumstances. If a member of the Group uses accounting policies other than those adopted for transactions and events in similar circumstances, appropriate adjustments are made to its financial statements in preparing the consolidated financial statements.

All intercompany accounts and transactions between the Company and its Subsidiaries have been eliminated to reflect the financial position and the results of operations of the Group as one business entity.

NCI represents the portion of the profit or loss and net assets of the Subsidiaries attributable to equity interests that are not owned directly or indirectly by the Company, which are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to the equity holders of the parent company.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the NCI, even if this results in the NCI having a deficit balance.

The Company classified its investments in Maurel et Prom SA as long-term investment.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

d. Kombinasi Bisnis

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari suatu akuisisi diukur dari nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi pada nilai wajar atau pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan dicatat dalam "Beban Penjualan, Umum dan Administrasi".

Ketika Grup melakukan akuisisi atas sebuah bisnis, Grup mengklasifikasikan dan menentukan aset keuangan dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lainnya yang ada pada tanggal akuisisi. Hal ini termasuk pemisahan atas derivatif yang melekat pada kontrak utama oleh pihak yang diakuisisi.

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, pihak pengakuisisi mengukur kembali kepemilikan atas ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi berdasarkan nilai wajar pada tanggal akuisisi dan mengakui keuntungan atau kerugian yang terjadi dalam laba rugi.

Imbalan kontinjensi yang akan dibayarkan oleh pihak pengakuisisi diakui pada nilai wajar pada tanggal akuisisi. Perubahan nilai wajar atas imbalan kontinjensi setelah tanggal akuisisi yang diklasifikasikan sebagai aset atau liabilitas, akan diakui dalam laporan laba rugi atau sebagai pendapatan komprehensif lain sesuai dengan PSAK No. 55 (Revisi 2014). Jika diklasifikasikan sebagai ekuitas, imbalan kontinjensinya tidak diukur kembali sampai penyelesaian terakhir dalam ekuitas.

Pada tanggal akuisisi, pertama kali *goodwill* diukur pada harga perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dibayarkan dan jumlah yang diakui untuk KNP dibandingkan dengan jumlah dari aset teridentifikasi dan liabilitas yang diperoleh. Jika imbalan tersebut kurang dari nilai wajar aset neto Entitas Anak yang diakuisisi, selisih tersebut diakui dalam laporan laba rugi.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

d. Business Combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any NCI in the acquiree. For each business combination, the acquirer measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction costs incurred are directly expensed and included in "Selling, General and Administrative Expenses".

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date and any resulting gain or loss is recognized in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognized in accordance with PSAK No. 55 (Revised 2014) either in profit or loss or as other comprehensive income. If the contingent consideration is classified as equity, it should not be remeasured until it is finally settled within equity.

At acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net 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.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

d. Kombinasi Bisnis (lanjutan)

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai, jika ada. Untuk tujuan uji penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis dialokasikan sejak tanggal akuisisi kepada setiap unit penghasil kas ("UPK") dari Grup yang diharapkan akan memperoleh manfaat dari kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang mengakuisisi dialokasikan kepada UPK tersebut.

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu dalam UPK tersebut dilepas, maka *goodwill* yang terasosiasi dengan operasi yang dilepas tersebut dimasukkan dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan operasi. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dilepas dan porsi UPK yang ditahan.

Sesuai dengan ketentuan dalam PSAK No. 22 (Revisi 2015), apabila proses akuntansi awal untuk kombinasi bisnis belum selesai pada akhir periode pelaporan pada saat kombinasi terjadi, Grup melaporkan jumlah sementara untuk pos-pos yang proses akuntansinya belum selesai dalam laporan keuangan konsolidasian. Selama periode pengukuran, Grup menyesuaikan secara retrospektif jumlah sementara yang diakui pada tanggal akuisisi untuk mencerminkan informasi baru yang diperoleh tentang fakta dan keadaan yang ada pada tanggal akuisisi dan, jika diketahui telah berdampak pada pengukuran jumlah yang diakui pada tanggal tersebut.

e. Transaksi-transaksi pihak berelasi

Grup melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7: Pengungkapan Pihak-Pihak Berelasi. Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***d. Business Combinations** (continued)*

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 is allocated from the acquisition date to each of the Group's cash-generating units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquirer are assigned to those CGUs.

Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

In accordance with the provision of PSAK No. 22 (Revised 2015), if the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group shall report in its consolidated financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, the Group shall retrospectively adjust the provisional amounts recognized at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognized as of that date.

e. Related party transactions

The Group enters into transactions with related parties as defined in SFAS 7: Related Party Disclosures. All significant transactions and balances with related parties are disclosed in the notes to the consolidated financial statements.

The original consolidated financial statements included herein are in the Indonesian language.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

f. Kas dan setara kas

Kas dan setara kas termasuk kas, bank dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang sejak tanggal penempatan yang tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

Untuk tujuan laporan arus kas, kas dan setara kas disajikan setelah dikurangi cerukan.

Kas dan setara kas yang dibatasi penggunaannya yang akan digunakan untuk membayar liabilitas yang akan jatuh tempo dalam waktu satu tahun disajikan sebagai kas yang dibatasi penggunaannya dan disajikan sebagai bagian dari aset lancar. Kas dan setara kas yang dibatasi penggunaannya untuk membayar liabilitas yang akan jatuh tempo dalam waktu lebih dari satu tahun dari tanggal laporan posisi keuangan konsolidasian disajikan dalam asset lain-lain dan disajikan sebagai bagian dari aset tidak lancar.

g. Instrumen keuangan

i. Aset keuangan

Pengakuan awal

Aset keuangan diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui laba rugi, pinjaman yang diberikan dan piutang, investasi dimiliki hingga jatuh tempo, aset keuangan tersedia untuk dijual, atau sebagai derivatif yang ditetapkan sebagai instrumen lindung nilai dalam lindung nilai yang efektif. Pengklasifikasian ini tergantung pada hakikat dan tujuan aset keuangan diperoleh dan ditetapkan pada saat pengakuan awal. Tidak terdapat klasifikasi aset keuangan Grup sebagai aset keuangan yang dimiliki hingga jatuh tempo ("HTM").

Aset keuangan pada awalnya diakui pada nilai wajar, dan dalam hal aset keuangan yang tidak diakui pada nilai wajar melalui laba rugi nilai wajar tersebut, ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

f. Cash and cash equivalents

Cash and cash equivalents are cash on hand, cash in banks and time deposits with maturity periods of three months or less at the time of placement and which are not used as collateral or are not restricted.

For the purpose of the statements of cash flows, cash and cash equivalents are presented net of overdrafts.

Cash and cash equivalents which are restricted for repayment of currently maturing obligations are presented as restricted cash under the current assets section. Cash and cash equivalents which are restricted to repay obligations maturing after one year from the date of consolidated statement of financial position is presented as part of other assets under the non-current assets section.

g. Financial instruments

i. Financial assets

Initial recognition

Financial assets are classified as financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments, available-for-sale financial assets, or as derivatives designated as hedging instruments in an effective hedge. The classification depends on the nature and purpose for which the asset was acquired and is determined at the time of initial recognition. The Group has not classified any of its financial assets as held to maturity ("HTM").

Financial assets are recognized initially at fair value, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs are added to the fair value.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Pengukuran setelah pengakuan

Pengukuran setelah pengakuan awal atas aset keuangan bergantung pada klasifikasi sebagai berikut:

- Aset keuangan yang diukur pada nilai wajar melalui laba rugi

  Aset keuangan yang diukur pada nilai wajar melalui laba rugi termasuk aset keuangan untuk diperdagangkan dan aset keuangan yang ditetapkan pada saat pengakuan awal untuk diukur pada nilai wajar melalui laba rugi.

- Pinjaman yang diberikan dan piutang

  Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan, yang tidak mempunyai kuotasi di pasar aktif.

- Aset keuangan tersedia untuk dijual

  Aset keuangan tersedia untuk dijual adalah aset keuangan nonderivatif yang ditetapkan sebagai tersedia untuk dijual atau yang tidak diklasifikasikan dalam dua kategori sebelumnya. Setelah pengukuran awal, aset keuangan tersedia untuk dijual diukur dengan nilai wajar dengan keuntungan atau kerugian yang belum terealisasi diakui dalam ekuitas sampai investasi tersebut dihentikan pengakuannya. Pada saat itu, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas akan direklasifikasi ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai penyesuaian reklasifikasi.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***g. Financial instruments** (continued)*

***i. Financial assets** (continued)*

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

- *Financial assets at fair value through profit or loss*

  Financial assets at fair value through profit or loss include financial assets held for trading and financial assets designated upon initial recognition at fair value through profit or loss.

- *Loans and receivables*

  Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

- *Available-for-sale (AFS) financial assets*

  AFS financial assets are non-derivative financial assets that are designated as available-for-sale or are not classified in any of the two preceding categories. After initial measurement, AFS financial assets are measured at fair value with unrealized gains or losses recognized in equity until the investment is derecognized. At that time, the cumulative gain or loss previously recognized in equity is reclassified to the consolidated statement of profit or loss and other comprehensive income as a reclassification adjustment.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Penghentian pengakuan

Penghentian pengakuan atas suatu aset keuangan, atau, bila dapat diterapkan untuk bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa, terjadi bila:

i hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau

ii Grup telah mengalihkan hak untuk menerima arus kas yang berasal dari aset keuangan tersebut atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut tanpa penundaan yang signifikan kepada pihak ketiga melalui suatu kesepakatan penyerahan dan (a) Grup secara substansial memindahkan seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut, atau (b) Grup secara substansial tidak memindahkan dan tidak memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut, namun telah memindahkan pengendalian atas aset keuangan tersebut.

ii. Liabilitas keuangan

Pengakuan awal

Liabilitas keuangan diklasifikasikan sebagai liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi dan liabilitas keuangan lainnya. Grup menentukan klasifikasi liabilitas keuangan pada saat pengakuan awal.

Liabilitas keuangan pada awalnya diukur pada nilai wajar dan, dalam hal liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi, ditambah biaya transaksi yang dapat diatribusikan secara langsung.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***g. Financial instruments** (continued)*

***i. Financial assets** (continued)*

Derecognition

A financial asset, or where applicable, a part of a financial asset or part of a group of similar financial assets, is derecognized when:

i. the contractual rights to receive cash flows from the asset have expired; or

ii the Group has transferred its rights to receive cash flows from the financial asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement, and either (a) the Group has transferred substantially all the risks and rewards of the financial asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

ii. Financial liabilities

Initial recognition

Financial liabilities are classified as financial liabilities at fair value through profit or loss and other financial liabilities. The Group determines the classification of its financial liabilities at initial recognition.

Financial liabilities are recognized initially at fair value and, in the case of financial liabilities recognized at amortized cost, include directly attributable transaction costs.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

ii. Liabilitas keuangan (lanjutan)

Pengakuan awal (lanjutan)

Liabilitas keuangan Grup yang dikategorikan sebagai liabilitas keuangan lainnya meliputi utang usaha, utang Pemerintah, utang lain-lain, beban yang masih harus dibayar, pinjaman jangka pendek, liabilitas jangka panjang, utang obligasi dan utang jangka panjang lain-lain.

Pengukuran setelah pengakuan awal

Pengukuran liabilitas keuangan tergantung pada klasifikasinya sebagai berikut:

- Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi

  Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi termasuk liabilitas keuangan untuk diperdagangkan dan liabilitas keuangan yang ditetapkan pada saat pengakuan awal untuk diukur pada nilai wajar melalui laba rugi.

  Liabilitas keuangan diklasifikasikan sebagai kelompok diperdagangkan jika mereka diperoleh untuk tujuan dijual atau dibeli kembali dalam waktu dekat. Liabilitas derivatif juga diklasifikasikan sebagai kelompok diperdagangkan kecuali mereka ditetapkan sebagai instrumen lindung nilai efektif.

  Keuntungan atau kerugian atas liabilitas yang dimiliki untuk diperdagangkan diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***g. Financial instruments** (continued)*

***ii. Financial liabilities** (continued)*

Initial recognition (continued)

The Group's financial liabilities which are classified as other financial liabilities include trade payables, due to the Government, other payables, accrued expenses, short-term loans, long-term liabilities, bonds payable and other long-term payables.

Subsequent measurement

The measurement of financial liabilities depends on their classification as follows:

- *Financial liabilities at fair value through profit or loss*

  Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition at fair value through profit or loss.

  Financial liabilities are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivative liabilities are also classified as held for trading unless they are designated as effective hedging instruments.

  Gains or losses on liabilities held for trading are recognized in the consolidated statement of profit or loss and other comprehensive income.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

ii. Liabilitas keuangan (lanjutan)

Pengukuran setelah pengakuan awal (lanjutan)

- Liabilitas keuangan pada biaya perolehan diamortisasi

Setelah pengakuan awal, liabilitas keuangan yang diukur pada biaya perolehan diamortisasi yang dikenakan bunga selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya akrual bunga dicatat secara terpisah dari pokok pinjaman terkait dalam bagian liabilitas lancar. Keuntungan dan kerugian diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian ketika liabilitas dihentikan pengakuannya serta melalui proses amortisasi menggunakan metode SBE.

Penghentian pengakuan

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan awal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***g. Financial instruments** (continued)*

***ii. Financial liabilities** (continued)*

Subsequent measurement (continued)

- *Financial liabilities at amortized cost*

After initial recognition, interest-bearing loans and borrowings are subsequently measured at cost using the EIR method. At the reporting date, the accrued interest is recorded separately from the respective principal loans as part of current liabilities. Gains and losses are recognized in the consolidated statement of profit or loss and other comprehensive income when the liabilities are derecognized as well as through the amortization process using the EIR method.

Derecognition

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the consolidated statement of profit or loss and other comprehensive income.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

ii. Liabilitas keuangan (lanjutan)

Penghentian pengakuan (lanjutan)

Liabilitas keuangan dihentikan pengakuannya pada saat liabilitas tersebut dihentikan atau dibatalkan atau kadaluarsa.

Metode Suku Bunga Efektif (SBE)

Metode SBE adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset keuangan dan mengalokasikan pendapatan bunga selama periode yang relevan.

iii. Saling hapus antar instrumen keuangan

Aset keuangan dan liabilitas keuangan disajikan secara saling hapus dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian, jika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan ada niat untuk menyelesaikan secara neto, atau merealisasikan aset dan menyelesaikan liabilitas secara simultan.

h. Penurunan nilai dari aset keuangan

Pada setiap akhir periode pelaporan, Grup mengevaluasi apakah terdapat bukti objektif bahwa aset keuangan atau kelompok aset keuangan telah mengalami penurunan nilai.

Kriteria yang digunakan Grup untuk menentukan bahwa ada bukti objektif dari suatu penurunan nilai meliputi:

- debitur gagal membayar atau menunggak pembayaran;
- kesulitan keuangan signifikan yang dialami debitur;
- pelanggaran kontrak, seperti terjadinya wanprestasi atau tunggakan pembayaran pokok atau bunga;

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***g. Financial instruments** (continued)*

***ii. Financial liabilities** (continued)*

Derecognition (continued)

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or has expired.

Effective Interest Rate (EIR) method

The EIR method is a method of calculating the amortized cost of a financial asset and of allocating interest income over the relevant period.

iii. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statements of financial position, when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the asset and settle the liability simultaneously.

h. Impairment of financial assets

The Group assesses at the end of each reporting period, whether there is objective evidence that a financial asset or group of financial assets is impaired.

The criteria that the Group uses to determine that there is objective evidence of an impairment loss include:

- *default or delinquency in payments by debtor;*
- *significant financial difficulty of the debtor;*
- *a breach of contract, such as a default or delinquency in interest or principal payments;*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

h. Penurunan nilai dari aset keuangan (lanjutan)

Kriteria yang digunakan Grup untuk menentukan bahwa ada bukti objektif dari suatu penurunan nilai meliputi: (lanjutan)

- pemberi pinjaman dengan alasan ekonomi atau hukum sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, memberikan keringanan kepada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- terdapat kemungkinan besar bahwa debitur akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan; atau
- data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa depan dari kelompok aset keuangan sejak pengakuan awal aset dimaksud, meskipun penurunannya belum dapat diidentifikasi ke aset keuangan secara individual dalam kelompok aset tersebut, termasuk antara lain:
  - memburuknya status pembayaran pihak peminjam dalam kelompok tersebut; dan
  - kondisi ekonomi nasional atau lokal yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

Jika terdapat bukti objektif bahwa kerugian penurunan nilai telah terjadi, maka jumlah kerugian tersebut diukur sebesar selisih nilai tercatat aset dengan nilai kini estimasi arus kas masa depan (tidak termasuk kerugian kredit di masa depan yang belum terjadi) yang didiskonto dengan menggunakan suku bunga efektif awal dari aset tersebut. Nilai tercatat aset tersebut dikurangi, baik secara langsung maupun menggunakan pos provisi. Jumlah kerugian yang terjadi diakui pada laporan laba rugi.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***h. Impairment of financial assets** (continued)*

The criteria that the Group uses to determine that there is objective evidence of an impairment loss include: (continued)

- *the lenders for economic or legal reasons relating to the borrower's financial difficulty, granting to the borrower a concession that the lenders would not otherwise consider;*
- *the probability that the debtor will enter bankruptcy or other financial reorganisation;*
- *the disappearance of an active market for that financial asset because of financial difficulties; or*
- *observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio, including:*
  - *adverse changes in the payment status of borrowers in the portfolio; and*
  - *national or local economic conditions that correlate with defaults on the assets in the portfolio.*

If there is an objective evidence that an impairment loss has occurred, the amount of loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced either directly or through the use of a provision account. The amount of the loss is recognized in the profit or loss.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

h. Penurunan nilai dari aset keuangan (lanjutan)

Jika, pada periode berikutnya, jumlah kerugian penurunan nilai berkurang dan pengurangan tersebut dapat dikaitkan secara objektif dengan peristiwa yang terjadi setelah penurunan nilai diakui (seperti meningkatnya peringkat kredit debitur), maka kerugian penurunan nilai yang sebelumnya diakui akan dipulihkan, baik secara langsung, atau dengan menyesuaikan pos provisinya. Jumlah pemulihan tersebut diakui pada laporan laba rugi dan jumlahnya tidak boleh mengakibatkan nilai tercatat aset keuangan melebihi biaya perolehan diamortisasi pada tanggal pemulihan dilakukan seandainya tidak ada penurunan nilai.

i. Piutang usaha dan piutang lain-lain

Piutang usaha merupakan jumlah tagihan dari pelanggan atas penjualan minyak mentah dan gas bumi dalam kegiatan usaha normal. Piutang lain-lain adalah jumlah piutang pihak ketiga atau pihak berelasi di luar kegiatan usaha. Bila pembayaran diharapkan akan diterima dalam jangka waktu satu periode atau kurang, maka diklasifikasikan sebagai aset lancar. Bila tidak, disajikan sebagai aset tidak lancar.

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif, dikurangi dengan provisi untuk penurunan nilai.

j. Persediaan

Persediaan material seperti suku cadang, bahan kimia dan sebagainya, dicatat berdasarkan nilai yang lebih rendah antara harga perolehan dengan metode rata-rata tertimbang.

Penyisihan penurunan nilai persediaan usang, tidak terpakai dan lambat pergerakannya dilakukan berdasarkan analisis manajemen terhadap kondisi material tersebut pada akhir tahun.

Grup tidak mengakui persediaan minyak mentah dan gas bumi karena persediaan tersebut merupakan milik Pemerintah sampai minyak mentah dan gas bumi tersebut dijual.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***h. Impairment of financial assets** (continued)*

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized (such as an improvement in the debtor's credit rating), the previously recognized impairment loss will be reversed either directly or by adjusting the provision account. The reversal amount is recognized in the profit or loss and the amount cannot exceed what the amortized cost would have been had the impairment not been recognized at the date the impairment was reversed.

i. Trade receivables and other receivables

Trade receivables are amounts due from customers for crude oil and natural gas sales in the ordinary course of business. Other receivables are amounts due from third or related parties for transactions beyond the ordinary course of business. If collection is expected in one period or less, they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognized initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

j. Inventories

Materials such as spare parts, chemicals and others are stated at the lower of weighted average cost.

An allowance for obsolete, unuseable and slow-moving materials is provided based on management's analysis of the condition of such materials at the end of the year.

The Group does not recognize inventories of crude oil and natural gas as such inventories remain the property of the Government until sold.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

k. Biaya dibayar di muka

Biaya dibayar di muka diamortisasi dengan menggunakan metode garis lurus selama periode manfaat masing-masing biaya dibayar di muka.

l. Penyertaan jangka panjang

i. Investasi pada entitas asosiasi

Entitas asosiasi adalah seluruh entitas dimana Grup memiliki pengaruh signifikan namun bukan pengendalian, biasanya melalui kepemilikan hak suara antara 20% dan 50%. Investasi entitas asosiasi dicatat dengan metode ekuitas dan diakui awalnya sebesar harga perolehan. Nilai investasi Grup atas entitas asosiasi termasuk *goodwill* yang diidentifikasi ketika akuisisi, dikurangi akumulasi kerugian penurunan nilai.

Bagian Grup atas laba atau rugi entitas asosiasi paska akuisisi diakui dalam laba rugi dan bagian atas mutasi pendapatan komprehensif lainnya paska akuisisi diakui di dalam penghasilan komprehensif lain.

Keuntungan dan kerugian dilusi yang timbul dari investasi entitas asosiasi diakui dalam laporan laba rugi.

ii. Investasi di blok minyak dan gas bumi

Investasi di blok minyak dan gas pada awalnya dicatat sebesar biaya perolehan, selanjutnya diukur sebesar biaya perolehan dikurangi akumulasi amortisasi dan rugi atas penurunan nilai. Investasi diamortisasi menggunakan metode unit produksi berdasarkan cadangan terbukti sejak dimulainya produksi.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

k. Prepayments

Prepayments are amortized on a straight-line basis over the estimated beneficial periods of the prepayments.

l. Long-term investment

i. Investments in associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting and are initially recognized at cost. The Group's investment in associates includes goodwill identified on acquisition, net of any accumulated impairment loss.

The Group's share of its associates' post-acquisition profits or losses is recognized in the profit or loss, and its share of post-acquisition movements in other comprehensive income is recognized in OCI.

Dilution gains and losses arising from investments in associates are recognized in the profit or loss.

ii. Investments in oil and natural gas blocks

Investments in oil and natural gas blocks are initially recognized at cost, subsequently measured at cost less accumulated amortisation and any impairment loss. The investments are amortised using the unit-of-production method on the basis of proven reserves from the dates of production.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

m. Aset minyak dan gas bumi

i. Aset eksplorasi dan evaluasi

Pengeluaran-pengeluaran sehubungan dengan kegiatan eksplorasi dan evaluasi minyak dan gas dicatat dengan menggunakan metode akuntansi *successful efforts*. Biaya-biaya yang terjadi diakumulasikan berdasarkan lapangan per lapangan atau sumur per sumur.

Biaya geologi dan geofisika dibebankan pada saat terjadi.

Biaya-biaya untuk memperoleh hak eksplorasi dan eksploitasi minyak dan gas bumi dicatat sebagai biaya perolehan aset yang belum terbukti jika cadangan terbukti belum ditemukan, atau sebagai biaya perolehan aset terbukti bila cadangan terbukti telah ditemukan. Biaya perolehan aset terbukti diamortisasi dari tanggal mulai produksi komersial berdasarkan total estimasi cadangan terbukti.

Biaya-biaya pengeboran sumur eksplorasi dan biaya-biaya pengeboran-sumur tes stratigrafi, dikapitalisasi sebagai bagian dari aset dalam penyelesaian - sumur eksplorasi dan evaluasi, di dalam aset minyak dan gas bumi hingga ditentukan apakah sumur tersebut menemukan cadangan terbukti. Jika sumur tersebut tidak menemukan cadangan terbukti, biaya pengeboran sumur yang telah dikapitalisasi akan dibebankan ke dalam laporan laba rugi sebagai beban sumur kering *(dry hole)*.

Aset eksplorasi dan evaluasi direklasifikasi dari aset eksplorasi dan evaluasi ketika prosedur evaluasi telah selesai. Aset eksplorasi dan evaluasi yang cadangannya secara komersial telah terbukti akan direklasifikasi menjadi aset pengembangan. Aset eksplorasi dan evaluasi diuji penurunan nilai sebelum direklasifikasi keluar dari eksplorasi dan evaluasi.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

m. Oil and gas properties

i. Exploration and evaluation assets

Oil and natural gas, exploration and evaluation expenditures are accounted for using the successful efforts method of accounting. Costs are accumulated on a field by field basis or well by well basis.

Geological and geophysical costs are expensed as incurred.

Costs to acquire rights to explore for and produce oil and natural gas are recorded as unproved property acquisition costs for properties where proved reserves have not yet been discovered, or proved property acquisition costs if proved reserves have been discovered. Proved property acquisition costs are amortised from the date of commercial production based on total estimated units of proved reserves.

The costs of drilling exploratory wells and the costs of drilling exploratory-type stratigraphic test wells are capitalized as part of assets under construction - exploratory and evaluation wells, within oil and gas properties pending determination of whether the wells have found proved reserves. If the well has not found proved reserves, the capitalized costs of drilling the well are then charged to profit or loss as a dry hole expense.

Exploration and evaluation assets are reclassified from exploration and evaluation assets when evaluation procedures have been completed. Exploration and evaluation assets for which commercially-viable reserves have been identified are reclassified to development assets. Exploration and evaluation assets are assessed for impairment immediately prior to reclassification out of exploration and evaluation.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

m. Aset minyak dan gas bumi (lanjutan)

ii. Aset pengembangan

Biaya-biaya pengeboran sumur dalam pengembangan termasuk biaya pengeboran sumur pengembangan yang tidak menghasilkan dan sumur pengembangan stratigrafi dikapitalisasi sebagai bagian dari aset dalam penyelesaian sumur pengembangan hingga proses pengeboran selesai. Pada saat pengembangan sumur telah selesai pada lapangan tertentu, maka sumur tersebut akan ditransfer sebagai sumur produksi.

Biaya-biaya sumur ekplorasi yang menghasilkan dan sumur pengembangan (sumur produksi) dideplesikan dengan menggunakan metode unit produksi berdasarkan cadangan terbukti sejak dimulainya produksi komersialnya dari masing-masing lapangan.

iii. Aset produksi

Aset produksi merupakan agregasi aset eksplorasi dan evaluasi dan pengeluaran pengembangan yang berhubungan dengan sumur berproduksi. Aset produksi dideplesikan menggunakan metode unit produksi berdasarkan cadangan terbukti sejak dimulainya produksi komersialnya dari masing-masing lapangan.

iv. Aset minyak dan gas bumi lainnya

Aset minyak dan gas bumi lainnya disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis atau masa KBH, mana yang lebih rendah, sebagai berikut:

	Tahun/*Years*	
Bangunan dan Fasilitas produksi	5 - 10	*Buildings and Production facilities*
Harta bergerak	3 - 10	*Movable assets*

Masa manfaat dan metode penyusutan ditelaah, dan disesuaikan jika diperlukan, setidaknya setiap akhir tahun. Dampak dari setiap revisi diakui pada laba rugi ketika perubahan terjadi.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***m. Oil and gas properties** (continued)*

ii. Development assets

The costs of drilling development wells including the costs of drilling unsuccessful development wells and development-type stratigraphic wells are capitalised as part of assets under construction of development wells until drilling is completed. When the development well is completed in a specific field, it is transferred to production wells.

The costs of successful exploration wells and development wells (production wells) are depleted using a unit-of-production method on the basis of proved reserves, from the date of commercial production of the respective field.

iii. Production assets

Production assets are aggregated exploration and evaluation assets and development expenditures associated with the producing wells. Production assets are depleted using a unit-of-production method on the basis of proved reserves, from the date of commercial production of the respective field.

iv. Other oil and gas assets

Other oil and gas assets are depreciated using the straight-line method over the lesser of their estimated useful lives or the terms of the PSC as follows:

The useful lives and methods of depreciation of assets are reviewed, and adjusted prospectively if appropriate, at a minimum at each financial year-end. The effect of any revisions is recognized in profit or loss when the changes arise.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

m. Aset minyak dan gas bumi (lanjutan)

iv. Aset minyak dan gas bumi lainnya (lanjutan)

Biaya setelah pengakuan awal aset diakui sebagai bagian dari nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya apabila kemungkinan besar Perusahaan akan mendapatkan manfaat ekonomis masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat komponen yang diganti tidak lagi diakui. Biaya perbaikan dan pemeliharaan dibebankan pada laba rugi pada periode dimana biaya tersebut terjadi.

Akumulasi biaya atas pembangunan, instalasi, atau penyelesaian bangunan, pabrik dan fasilitas infrastruktur seperti anjungan dan saluran pipa dikapitalisasi sebagai aset dalam penyelesaian - lain-lain. Biaya ini direklasifikasi ke aset tetap pada saat pembangunan atau instalasi telah selesai. Depresiasi juga mulai dibebankan pada saat tersebut.

v. Hak kepemilikan atas Operasi Unitisasi

Aset bersama adalah aset dimana setiap pihak mempunyai hak dan kepemilikan bersama. Setiap pihak memiliki hak eksklusif untuk mendapatkan bagian dari aset dan manfaat ekonomis yang dihasilkan oleh aset tersebut.

Pada unitisasi, operator dan non-operator mempersatukan aset mereka di dalam satu lapangan produksi untuk membentuk satu unit produksi dan sebagai imbalan menerima kepemilikan di dalam unit tersebut. Dengan demikian, operasi unitisasi adalah perjanjian pengendalian bersama aset. Berdasarkan perjanjian ini, Perusahaan mencatat bagiannya atas pengendalian bersama aset, setiap liabilitas yang terjadi, bagiannya atas liabilitas yang terjadi bersama dengan pihak lain yang berkaitan dengan perjanjian bersama, setiap penghasilan dari penjualan atau penggunaan bagiannya atas output ventura bersama, bersama dengan bagiannya atas beban yang terjadi pada ventura bersama.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***m. Oil and gas properties** (continued)*

***iv. Other oil and gas assets** (continued)*

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amounts of the replaced parts are derecognized. All other repairs and maintenance are charged to profit or loss during the period in which they are incurred.

The accumulated costs of the construction, installation or completion of buildings, plant and infrastructure facilities such as platforms and pipelines are capitalised as assets under construction - others. These costs are reclassified to the fixed asset accounts when the construction or installation is completed. Depreciation is charged from that date.

v. Ownership interest in Unitization operations

A joint asset is an asset to which each party has rights and often has joint ownership. Each party has exclusive rights to a share of the asset and the economic benefits generated from that asset.

In a unitization, all the operating and non-operating participants pool their assets in a producing field to form a single unit and in return receive an undivided interest in that unit. As such, a unitization operation is a jointly controlled asset arrangement. Under this arrangement, the Company records its share of the joint asset, any liabilities it incurs, its share of any liabilities incurred jointly with the other parties relating to the joint arrangement, any revenue from the sale or use of its share of the output of the joint asset and any expenses it incurs in respect of its interest in the joint arrangement.

The original consolidated financial statements included herein are in the Indonesian language.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

m. Aset minyak dan gas bumi (lanjutan)

v. Hak kepemilikan atas Operasi Unitisasi (lanjutan)

Apabila Perusahaan sebagai operator, jika bagian penjualan, pengeluaran biaya, pengeluaran modal dan liabilitas non-operator melebihi permintaan kas yang diterima oleh Perusahaan, maka Perusahaan mengakui piutang kepada non-operator, jika sebaliknya Perusahaan mengakui utang kepada non-operator.

Pada unitisasi, operator dan non-operator mempersatukan aset mereka di dalam satu lapangan produksi untuk membentuk satu unit produksi dan sebagai imbalan menerima kepemilikan di dalam unit tersebut. Dengan demikian, operasi unitisasi adalah perjanjian pengendalian bersama aset. Berdasarkan perjanjian ini, Perusahaan mencatat bagiannya atas pengendalian bersama aset, setiap liabilitas yang terjadi, bagiannya atas liabilitas yang terjadi bersama dengan pihak lain yang berkaitan dengan perjanjian bersama, setiap penghasilan dari penjualan atau penggunaan bagiannya atas output ventura bersama, bersama dengan bagiannya atas beban yang terjadi pada ventura bersama.

Apabila Perusahaan sebagai operator, jika bagian penjualan, pengeluaran biaya, pengeluaran modal dan liabilitas non-operator melebihi permintaan kas yang diterima oleh Perusahaan, maka Perusahaan mengakui piutang kepada non-operator, jika sebaliknya Perusahaan mengakui utang kepada non-operator.

n. Penurunan nilai dari aset non-keuangan

Aset yang memiliki umur manfaat tidak terbatas - sebagai contoh, goodwill atau aset takberwujud yang belum siap digunakan - tidak diamortisasi dan dilakukan pengujian penurunan nilai secara tahunan.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

m. Oil and gas properties *(continued)*

v. Ownership interest in unitization operation *(continued)*

When the Company is the operator, if the non-operator's share of revenues, expenses, capital expenditure and liabilities exceeded the cash calls received by the Company, the Company recognizes receivables from the non-operator, otherwise the Company recognizes payables due to the non-operator.

In a unitization, all the operating and non-operating participants pool their assets in a producing field to form a single unit and in return receive an undivided interest in that unit. As such, a unitization operation is a jointly controlled asset arrangement. Under this arrangement, the Company records its share of the joint asset, any liabilities it incurs, its share of any liabilities incurred jointly with the other parties relating to the joint arrangement, any revenue from the sale or use of its share of the output of the joint asset and any expenses it incurs in respect of its interest in the joint arrangement.

When the Company is the operator, if the non-operator's share of revenues, expenses, capital expenditure and liabilities exceeded the cash calls received by the Company, the Company recognizes receivables from the non-operator, otherwise the Company recognizes payables due to the non-operator.

n. Impairment of non-financial assets

Assets that have an indefinite useful life - for example, goodwill or intangible assets not ready for use - are not subject to amortization and are tested annually for impairment.

The original consolidated financial statements included herein are in the Indonesian language.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

n. Penurunan nilai dari aset non-keuangan (lanjutan)

Aset yang diamortisasi atau didepresiasi diuji terhadap penurunan nilai ketika terdapat indikasi bahwa nilai tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya pelepasan dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas yang dapat diidentifikasi (unit penghasil kas). Aset non-keuangan selain goodwill yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

o. Utang usaha dan utang lain-lain

Utang usaha dan utang lain-lain pada awalnya diakui pada nilai wajar dan kemudian diukur dengan harga perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Utang dikelompokan sebagai liabilitas jangka pendek apabila pembayaran jatuh tempo dalam waktu satu tahun atau kurang (atau dalam siklus normal operasi dari bisnis jika lebih lama). Jika tidak, utang usaha tersebut disajikan sebagai liabilitas jangka panjang.

p. Provisi untuk biaya pembongkaran dan restorasi lokasi aset

Provisi untuk biaya pembongkaran dan restorasi lokasi aset dicatat untuk mengakui kewajiban hukum berkaitan dengan penarikan aset minyak dan gas bumi dan aset jangka panjang lainnya termasuk fasilitas produksi yang berasal dari akuisisi, konstruksi atau pengembangan dan/atau operasi normal dari aset tersebut. Penarikan aset tersebut (selain penghentian sementara), adalah penghentian pemakaian termasuk penjualan, peninggalan, pendaurulangan atau penghapusan dengan cara lain.

3. *SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES* *(continued)*

n. Impairment of non-financial assets *(continued)*

Assets that are subject to amortization or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized in the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (Cash-Generating Units or CGUs). Non-financial assets other than goodwill that suffer an impairment are reviewed for possible reversal of the impairment at each reporting date.

o. Trade and other payables

Trade and other payables are recognized initially at fair value and subsequently measured at amortised cost using the effective interest method. Payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

p. Provision for decommissioning and site restoration costs

Provision for decommissioning and site restoration costs provides for the legal obligations associated with the retirement of oil and gas properties and other long-term assets including the production facilities that result from the acquisition, construction or development and/or the normal operation of such assets. The retirement of such assets is their (other than temporary) removal from service including their sale, abandonment, recycling or disposal in some other manner.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

p. Provisi untuk biaya pembongkaran dan restorasi lokasi aset (lanjutan)

Kewajiban ini diakui sebagai liabilitas pada saat timbulnya kewajiban konstruktif yang berkaitan dengan penarikan sebuah aset dan pada awalnya diakui sebesar nilai wajarnya. Biaya penarikan aset dalam jumlah yang setara dengan jumlah liabilitas dikapitalisasi sebagai bagian dari suatu aset tertentu dan kemudian disusutkan atau dideplesi selama masa manfaat aset tersebut. Kewajiban ini diukur pada nilai kini dari perkiraan pengeluaran yang diperlukan untuk menyelesaikan kewajiban, menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar atas nilai waktu uang dan risiko yang terkait dengan kewajiban tersebut.

Peningkatan kewajiban ini sehubungan dengan berlalunya waktu diakui sebagai beban bunga. Aset yang dikapitalisasi akan disusutkan berdasarkan metode garis lurus selama taksiran masa manfaat ekonomis atau masa KBH, mana yang lebih rendah dan menggunakan metode unit produksi untuk aset produksi.

Perubahan dalam pengukuran kewajiban tersebut yang timbul dari perubahan estimasi waktu atau jumlah pengeluaran sumber daya ekonomis yang diperlukan untuk menyelesaikan kewajiban tersebut, atau perubahan dalam tingkat diskonto, akan ditambahkan pada atau dikurangkan dari harga perolehan aset yang bersangkutan pada periode berjalan. Jumlah yang dikurangkan dari harga perolehan aset tidak boleh melebihi jumlah tercatatnya. Jika penurunan dalam liabilitas melebihi nilai tercatat aset, kelebihan tersebut segera diakui dalam laba rugi. Jika penyesuaian tersebut menghasilkan penambahan pada harga perolehan aset, Grup akan mempertimbangkan apakah hal ini mengindikasikan bahwa nilai tercatat aset yang baru mungkin tidak bisa dipulihkan secara penuh. Jika terdapat indikasi tersebut, Grup akan melakukan pengujian penurunan nilai terhadap aset tersebut dengan melakukan estimasi atas nilai yang dapat dipulihkan dan akan mencatat kerugian dari penurunan nilai.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***p. Provision for decommissioning and site restoration costs** (continued)*

These obligations are recognized as liabilities when a constructive obligation with respect to the retirement of an asset is incurred, with the initial measurement of the obligation at fair value. An asset retirement cost equivalent to these liabilities is capitalised as part of the related asset's carrying value and is subsequently depreciated or depleted over the asset's useful life. These obligations are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

The increase in these obligations due to the passage of time is recognized as an interest expense. The capitalised assets are depreciated on a straight-line basis over the lesser of their estimated useful lives or the term of the PSC for other oil and gas assets and using a unit-of-production method for the production assets.

The changes in the measurement of these obligations that result from changes in the estimated timing or amount of the outflow of resources embodying economic benefits required to settle the obligation, or a change in the discount rate will be added to or deducted from the cost of the related asset in the current period. The amount deducted from the cost of the asset should not exceed its carrying amount. If a decrease in the liability exceeds the carrying amount of the asset, the excess is recognized immediately in profit or loss. If the adjustment results in an addition to the acquisition cost of an asset, the Group will consider whether this is an indication that the new carrying amount of the asset may not be fully recoverable. If there is such an indication, Group will test the asset for impairment by estimating its recoverable amount and will account for any impairment loss incurred.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

p. Provisi untuk biaya pembongkaran dan restorasi lokasi aset (lanjutan)

Provisi untuk hal-hal yang berkaitan dengan lingkungan yang tidak berkaitan dengan penarikan aset, dimana Grup merupakan pihak yang bertanggung jawab, diakui ketika:

- Grup memiliki kewajiban kini, baik yang bersifat hukum maupun konstruktif, sebagai akibat dari peristiwa masa lalu;
- besar kemungkinan penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya; dan
- estimasi yang andal mengenai jumlah kewajiban tersebut dapat ditentukan.

q. Pengakuan pendapatan dan beban

i. Pendapatan

Pendapatan dari imbalan remunerasi dan pengembalian biaya operasi diakui pada saat jasa telah selesai dikerjakan.

Pendapatan dari produksi minyak mentah dan gas bumi diakui berdasarkan metode *provisional entitlements* pada saat *lifting*. Perbedaan *lifting* aktual minyak mentah dan gas bumi menghasilkan piutang ketika *entitlements* final melebihi *lifting* minyak mentah dan gas bumi (posisi *underlifting*) dan menghasilkan utang ketika *lifting* minyak mentah dan gas bumi melebihi *entitlements* final (posisi *overlifting*). Volume *underlifting* dan *overlifting* dinilai berdasarkan harga sesuai ketentuan di dalam kontrak.

ii. Beban

Beban diakui pada saat terjadinya berdasarkan konsep akrual.

r. Penjabaran mata uang asing

Pos-pos yang disertakan dalam laporan keuangan konsolidasian Grup diukur menggunakan mata uang yang sesuai dengan lingkungan ekonomi utama di mana Grup beroperasi (mata uang fungsional).

Laporan keuangan konsolidasian disajikan dalam dolar AS, yang merupakan mata uang fungsional Grup.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***p. Provision for decommissioning and site restoration costs** (continued)*

Provision for environmental issues that may not involve the retirement of an asset, where the Group is responsible party, are recognized when:

- *the Group has a present legal or constructive obligation as a result of past events;*
- *it is probable that an outflow of resources will be required to settle the obligation; and*
- *the amount has been reliably estimated.*

q. Revenue and expense recognition

i. Revenue

Revenue from the remuneration fee and cost recovery are recognized when the services are performed.

Revenues from the production of crude oil and natural gas are recognized on the basis of the provisional entitlements' method at the point of lifting. Differences between the actual liftings of crude oil and natural gas result in a receivable when final entitlements exceed liftings of oil and gas (underlifting position) and in a payable when actual liftings of oil and gas exceed final entitlements (overlifting position). Underlifting and overlifting volumes are valued based on the prices as determined in the contracts.

ii. Expenses

Expenses are recognized when incurred on an accrual basis.

r. Foreign currency translation

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the entity operates (the functional currency).

The consolidated financial statements are presented in US dollars, which is the Group functional and presentation currency.

The original consolidated financial statements included herein are in the Indonesian language.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

r. Penjabaran mata uang asing (lanjutan)

Transaksi dalam mata uang selain mata uang dolar AS dijabarkan ke dalam mata uang dolar AS menggunakan kurs yang berlaku pada tanggal transaksi. Keuntungan dan kerugian selisih kurs yang berasal dari pembayaran atas transaksi-transaksi tersebut dan dari penjabaran aset dan liabilitas moneter dalam mata uang selain dolar AS menggunakan kurs yang berlaku pada akhir tahun diakui dalam laba rugi.

Keuntungan atau kerugian neto selisih kurs disajikan pada laba-rugi sebagai "pendapatan/(beban) lain-lain, neto".

Nilai tukar yang digunakan pada tanggal 31 Desember 2019 dan 31 Desember 2018 berdasarkan kurs tengah yang diterbitkan Bank Indonesia sebagai berikut:

	2019	2018	
10.000 Rupiah/dolar AS	0,72	0,69	*10,000 Rupiah/US dollar*
Ringgit Malaysia/dolar AS	0,24	0,24	*Malaysian ringgit/US dollar*
1.000 Dinar Irak/dolar AS	0,84	0,84	*1,000 Iraq dinar/US dollar*
1.000 Dinar Aljazair/dolar AS	8,36	8,42	*1,000 Algerian dinar/US dollar*
Euro/dolar AS	1,12	1,14	*Euro/US dollar*

s. Pajak penghasilan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laporan laba rugi, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang langsung diakui ke ekuitas. Pada kasus ini, pajak tersebut masing-masing diakui di pendapatan komprehensif lain atau langsung di ekuitas.

Beban pajak kini dihitung berdasarkan taksiran laba kena pajak tahun berjalan dan pajak penghasilan kini Entitas Anak dihitung berdasarkan tarif pajak efektif gabungan yang ditetapkan dalam KBH dan KJT bersangkutan.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***r. Foreign currency translation** (continued)*

Transactions denominated in currencies other than US dollars are converted into US dollars at the exchange rate prevailing at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities in currencies other than US dollars are recognized in profit or loss.

Foreign exchange gains and losses are presented in the profit or loss within "other income/(expenses), net".

The exhange rates used as of December 31, 2019 and December 31, 2018 based on the middle rate published by Bank Indonesia, were as follows:

s. Income tax

Tax expense comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Current tax expense is provided based on the estimated taxable income for the year and the Subsidiaries' current income tax charge is calculated on the basis of the combined effective tax rate as per the respective PSCs and TSCs.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

s. Pajak penghasilan (lanjutan)

Pajak penghasilan tangguhan diakui, dengan menggunakan metode *balance sheet liability* untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan. Namun, liabilitas pajak penghasilan tangguhan tidak diakui jika berasal dari pengakuan awal *goodwill* atau pada saat pengakuan awal aset dan liabilitas yang timbul dari transaksi selain kombinasi bisnis yang pada saat transaksi tersebut tidak mempengaruhi laba rugi akuntansi dan laba rugi kena pajak. Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan.

Metode *balance sheet liability* diterapkan untuk menentukan beban pajak penghasilan. Berdasarkan metode ini, beban pajak kini dihitung berdasarkan taksiran laba kena pajak tahun berjalan. Aset dan liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang timbul antara jumlah aset dan liabilitas komersial dengan perhitungan pajak pada setiap tanggal pelaporan.

Aset dan liabilitas pajak tangguhan yang berasal dari kegiatan diluar kegiatan KBH dihitung dengan menggunakan tarif pajak yang berlaku atau secara substansif telah berlaku pada tanggal pelaporan keuangan. Untuk aset dan liabilitas pajak tangguhan terkait kegiatan KBH dihitung dengan menggunakan tarif pajak yang berlaku pada tanggal efektifnya KBH atau tanggal perpanjangan atau tanggal perubahan KBH. Perubahan nilai tercatat aset dan liabilitas pajak tangguhan yang disebabkan oleh perubahan tarif pajak dibebankan pada tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Aset pajak tangguhan yang berhubungan dengan saldo rugi fiskal yang belum digunakan dan biaya KBH yang belum memperoleh penggantian diakui apabila besar kemungkinan jumlah laba fiskal pada masa mendatang akan memadai untuk dikompensasi dengan saldo rugi fiskal yang belum digunakan dan biaya KBH yang belum memperoleh penggantian.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***s. Income tax** (continued)*

Deferred income tax is recognised, using the balance sheet liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill and deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates that have been enacted or substantially enacted as at the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

The balance sheet liability method is applied to determine income tax expense. Under this method, current tax expense is provided based on the estimated taxable income for the year. Deferred tax assets and liabilities are recognized for temporary differences between commercial assets and liabilities and the tax bases at each reporting date.

Deferred tax assets and liabilities involving activities other than PSCs activities are measured at the tax rates that have been enacted or substantively enacted at the reporting date. Deferred tax assets and liabilities involving PSCs activities are measured at the tax rates in effect at the effective dates of the PSCs or extensions or amendments of such PSCs. Changes in deferred tax assets and liabilities as a result of amendments of tax rates are recognized in the current year, except for transactions previously charged or credited directly to equity.

Deferred tax assets relating to the carry forward of unused tax losses and unrecovered PSCs costs are recognized to the extent that it is probable that in the future, taxable income will be available against the unused tax losses and unrecovered PSCs costs.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

s. Pajak penghasilan (lanjutan)

Grup secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi di mana aturan pajak yang belaku membutuhkan interpretasi. Jika perlu, Grup menentukan penyisihan berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Koreksi terhadap kewajiban perpajakan dicatat pada saat surat ketetapan pajak diterima, atau dalam hal Grup mengajukan banding, ketika: (1) pada saat hasil banding tersebut ditetapkan, kecuali bila terdapat ketidakpastian yang signifikan atas hasil banding tersebut, maka koreksi berdasarkan surat ketetapan pajak terhadap liabilitas perpajakan tersebut dicatat pada saat pengajuan banding dibuat, atau (2) pada saat dimana berdasarkan pengetahuan dari perkembangan atas kasus lain yang serupa dengan kasus yang sedang dalam proses banding, berdasarkan ketentuan Pengadilan Pajak atau Mahkamah Agung, dimana hasil yang diharapkan dari proses banding secara signifikan tidak pasti, maka pada saat itu perubahan kewajiban perpajakan diakui berdasarkan jumlah ketetapan pajak yang diajukan banding.

t. Pengaturan bersama

Grup merupakan pihak dalam pengaturan bersama apabila terdapat pengaturan kontraktual yang memberikan pengendalian bersama atas aktivitas relevan kepada Grup dan minimal satu pihak lainnya. Pengendalian bersama diuji dengan prinsip yang sama dengan penilaian pengendalian atas entitas anak.

Grup mengklasifikasikan kepentingannya dalam pengaturan bersama sebagai berikut:
- Ventura bersama: ketika Grup memiliki hak hanya pada aset neto dari pengaturan bersama
- Operasi bersama: ketika Grup memiliki hak atas aset dan kewajiban atas liabiltas yang terkait dengan pengaturan bersama.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

s. Income tax *(continued)*

The Group periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations are subject to interpretation. Where appropriate, it establishes provision based on the amounts expected to be paid to the tax authorities.

Amendments to taxation obligations are recorded when an assessment is received, or for assessment amounts appealed against by the Group, when: (1) the result of the appeal is determined, unless there is significant uncertainty as to the outcome of such an appeal, in which event the impact of the amendment of tax obligations based on an assessment is recognized at the time of making such appeal, or (2) at the time based on knowledge of developments in similar cases involving matters appealed, in rulings by the Tax Court or the Supreme Court, where a positive appeal outcome is adjudged to be significantly uncertain, in which event the impact of an amendment of tax obligations is recognized based on the assessment amounts appealed.

t. Joint arrangements

The Group is a party to a joint arrangement when there is a contractual arrangement that confers joint control over the relevant activities of the arrangement to the Group and at least one other party. Joint control is assessed under the same principles as control over subsidiaries.

The Group classifies its interests in joint arrangements as either:
- *Joint ventures: where the Group has rights to only the net assets of the joint arrangement*
- *Joint operations: where the Group has both the rights to assets and obligations for the liabilities of the joint arrangement.*

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PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

t. Pengaturan bersama (lanjutan)

Dalam melakukan penilaian klasifikasi kepentingan dalam pengaturan bersama, Grup mempertimbangkan hal-hal berikut:
- struktur pengaturan bersama;
- bentuk hukum pengaturan bersama apabila dibentuk melalui kendaraan terpisah;
- persyaratan pengaturan kontraktual bersama;
- ketika relevan, fakta dan keadaan lain (termasuk semua perjanjian kontraktual lainnya).

Grup mencatat kepentingannya dalam ventura bersama menggunakan metode ekuitas.

Selisih lebih biaya investasi pada ventura bersama dibandingkan dengan nilai wajar aset teridentifikasi, liabilitas dan liabilitas kontinjen teridentifikasi yang diakuisisi, dikapitalisasi dan termasuk dalam jumlah tercatat investasi pada ventura bersama. Jika terdapat indikasi bahwa investasi pada ventura bersama mengalami penurunan nilai, maka dilakukan uji penurunan nilai dengan cara yang sama dengan uji penurunan nilai pada aset non-keuangan.

Grup mencatat kepentingannya dalam operasi bersama dengan mengakui hak atas aset, bagian atas liabilitas, pendapatan dan beban sesuai dengan ketentuan hak dan kewajiban dalam ketentuan kontraktual.

u. Informasi segmen

Segmen operasi adalah suatu komponen dari entitas:
a. yang terlibat dalam aktivitas bisnis yang memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari entitas yang sama);
b. hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
c. tersedia informasi keuangan yang dapat dipisahkan.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***t. Joint arrangements** (continued)*

In assessing the classification of interests in joint arrangements, the Group considers:

- *the structure of the joint arrangement;*
- *the legal form of joint arrangements structured through a separate vehicle;*
- *the contractual terms of the joint arrangement agreement;*
- *any other facts and circumstances (including any other contractual arrangements).*

The Group recognizes its interest in joint venture using equity method.

Any premium paid for an investment in a joint venture above the fair value of the Group's share of the identifiable assets, liabilities and contingent liabilities acquired is capitalized and included in the carrying amount of the investment in joint venture. Where there is objective evidence that the investment in a joint venture has been impaired the carrying amount of the investment is tested for impairment in the same way as non-financial assets.

The Group accounts for its interests in joint operations by recognising its share of assets, liabilities, revenues and expenses in accordance with its contractually conferred rights and obligations.

u. Segment information

An operating segment is a component of an enterprise:
a. that engages in business activities from which it may earn revenues and incur expenses (including revenue and expenses related to the transactions with different components within the same entity);
b. whose operating results are regularly reviewed by the enterprise's chief operating decision maker to make decisions about resources to be allocated to the segment and to assess its perfomance; and
c. for which discrete financial information is available.

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

v. Modal saham

Saham biasa dikelompokkan sebagai ekuitas.

Biaya langsung yang berkaitan dengan penerbitan saham baru disajikan sebagai pengurang ekuitas, neto setelah pajak, dari jumlah yang diterima.

w. Dividen

Pembagian dividen kepada pemegang saham diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup dalam periode dimana pembagian dividen tersebut diumumkan.

x. Biaya pinjaman

Biaya pinjaman merupakan bunga dan selisih kurs pinjaman yang diterima dalam mata uang asing dan biaya lainnya (amortisasi diskonto/premi dari pinjaman diterima, dll) yang terjadi sehubungan dengan peminjaman dana.

Biaya pinjaman yang dapat diatribusikan secara langsung dengan perolehan, konstruksi, atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian dari biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadinya.

Kapitalisasi biaya pinjaman dihentikan saat selesainya secara substansial seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan atau dijual sesuai dengan maksudnya.

y. Pengukuran nilai wajar

Pengukuran nilai wajar didasarkan pada asumsi bahwa transaksi untuk menjual aset atau mengalihkan liabilitas akan terjadi:
- di pasar utama untuk aset atau liabilitas tersebut atau;
- jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

v. Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

w. Dividends

Dividend distribution to the shareholders is recognized as a liability in the Group consolidated financial statements in the period in which the dividends are declared.

x. Borrowing costs

Borrowing costs are interest and exchange differences on foreign currency denominated borrowings and other costs (amortization of discounts/premiums on borrowings, etc) incurred in connection with the borrowing of funds.

Borrowing costs which are directly attributable to the acquisition, construction, or production of qualifying assets are capitalized as part of the acquisition cost of the qualifying assets. Other borrowing costs are recognized as expense in the period in which they are incurred.

The Group ceases capitalizing borrowing costs when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

y. Fair value measurement

The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:
- *in the principal market for the asset or liability or;*
- *in the absence of a principal market, in the most advantageous market for the asset or liability.*

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3. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

y. Pengukuran nilai wajar (lanjutan)

Pengukuran nilai wajar aset non-keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya, atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut dalam penggunaan tertinggi dan terbaiknya.

Seluruh aset dan liabilitas yang mana nilai wajar aset atau liabilitas tersebut diukur atau diungkapkan, dikategorikan dalam hirarki nilai wajar sebagai berikut:
- Tingkat 1 - harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik;
- Tingkat 2 - teknik penilaian dimana level input terendah yang signifikan terhadap pengukuran nilai wajar dapat diobservasi, baik secara langsung maupun tidak langsung; dan
- Tingkat 3 - teknik penilaian dimana level input terendah yang signifikan terhadap pengukuran nilai wajar tidak dapat diobservasi.

***3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (continued)*

***y. Fair value measurement** (continued)*

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy as follows:
- *Level 1 - quoted (unadjusted) market prices in active markets for identical assets or liabilities;*
- *Level 2 - valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and*
- *Level 3 - valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.*

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING

Dalam penerapan kebijakan akuntansi Grup seperti yang diungkapkan dalam Catatan 3 pada laporan keuangan konsolidasian, manajemen harus membuat estimasi, pertimbangan dan asumsi atas nilai tercatat aset dan liabilitas yang tidak tersedia oleh sumber-sumber lain.

Estimasi dan asumsi tersebut dibuat berdasarkan pengalaman historis dan faktor lain yang dipertimbangkan relevan.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT

In the application of the Group's accounting policies, which are described in Note 3 to the consolidated financial statements, management is required to make estimates, judgements and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

These estimates and assumptions are based on historical experience and other factors that are considered to be relevant.

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4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

a. Pertimbangan

Pertimbangan-pertimbangan berikut dibuat oleh manajemen dalam proses penerapan kebijakan akuntansi Grup:

i. Biaya eksplorasi dan evaluasi

Kebijakan akuntansi Grup untuk biaya eksplorasi dan evaluasi mengakibatkan biaya tertentu dikapitalisasi untuk sebuah *area of interest* yang dianggap dapat dipulihkan oleh eksploitasi di masa depan atau penjualan atau dimana kegiatan belum mencapai tahap tertentu yang memungkinkan dilakukan penilaian yang wajar atas keberadaan cadangan. Kebijakan ini mengharuskan manajemen untuk membuat estimasi dan asumsi tertentu atas peristiwa dan keadaan di masa depan, khususnya apakah operasi eksploitasi dapat dilaksanakan secara ekonomis.

ii. Biaya pengembangan

Kegiatan pengembangan dimulai setelah dilakukan pengesahan proyek oleh tingkat manajemen yang berwenang. Pertimbangan diterapkan oleh manajemen dalam menentukan kelayakan suatu proyek secara ekonomis.

b. Estimasi dan asumsi

Asumsi utama mengenai masa depan dan sumber utama lain dalam mengestimasi ketidakpastian pada tanggal pelaporan yang mempunyai risiko signifikan yang dapat menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia saat laporan keuangan konsolidasian disusun.

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT** (continued)*

a. Judgements

The following judgements, made by management in the process of applying the Group's accounting policies:

i. Exploration and evaluation expenditure

The Group's accounting policies for exploration and evaluation expenditure result in certain items of expenditure being capitalized for an area of interest where it is considered likely to be recoverable by future exploitation or sale or where the activities have not reached a stage which permits a reasonable assessment of the existence of reserves. This policy requires management to make certain estimates and assumptions as to future events and circumstances, in particular whether an economically viable extraction operation can be established.

ii. Development expenditure

Development activities commence after a project is sanctioned by the appropriate level of management. Judgement is applied by management in determining when a project is economically viable.

b. Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared.

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4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

b. Estimasi dan asumsi (lanjutan)

i. Penurunan nilai aset non-keuangan

Sesuai dengan kebijakan akuntansi Grup, setiap aset atau unit penghasil kas dievaluasi pada setiap periode pelaporan untuk menentukan ada tidaknya indikasi penurunan nilai aset. Jika terdapat indikasi tersebut, akan dilakukan perkiraan atas nilai aset yang dapat dipulihkan kembali dan kerugian akibat penurunan nilai akan diakui sebesar selisih antara nilai tercatat aset dengan nilai yang dapat dipulihkan kembali dari aset tersebut. Jumlah nilai yang dapat dipulihkan kembali dari sebuah aset atau kelompok aset penghasil kas diukur berdasarkan nilai yang lebih tinggi antara nilai wajar dikurangi biaya untuk menjual dan perhitungan nilai pakai.

Aset yang memiliki masa manfaat yang tak terbatas, seperti *goodwill* atau aset tak berwujud yang belum siap untuk digunakan, tidak diamortisasi dan diuji setiap tahun untuk penurunan nilai.

Penentuan nilai wajar dan nilai pakai memerlukan manajemen untuk membuat estimasi dan asumsi atas produksi yang diharapkan dan volume penjualan, harga komoditas (mempertimbangkan harga saat ini dan masa lalu, tren harga dan faktor-faktor terkait), cadangan (lihat "Estimasi Cadangan" diatas), biaya operasi, biaya pembongkaran dan restorasi serta belanja modal di masa depan.

Estimasi dan asumsi ini terpapar risiko dan ketidakpastian; sehingga ada kemungkinan perubahan situasi dapat mengubah proyeksi ini, yang dapat mempengaruhi nilai aset yang dapat dipulihkan kembali.

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT** (continued)*

***b. Estimates and assumptions** (continued)*

i. Impairment of non-financial assets

In accordance with the Group's accounting policy, each asset or CGU is evaluated every reporting period to determine whether there are any indications of impairment. If any such indication exists, a formal estimate of the recoverable amount is performed and an impairment loss recognised to the extent that the carrying amount exceeds the recoverable amount. The recoverable amount of an asset or cash generating unit is measured at the higher of fair value less costs to sell and value in use.

Assets that have an indefinite useful life - for example, goodwill or intangible assets not ready to use - are not subject to amortisation and are tested annually for impairment.

The determination of fair value and value in use requires management to make estimates and assumptions about expected production and sales volumes, commodity prices (considering current and historical prices, price trends and related factors), reserves (see "Reserve Estimates" above), operating costs, decommissioning and site restoration cost, and future capital expenditure.

These estimates and assumptions are subject to risk and uncertainty; hence there is a possibility that changes in circumstances will alter these projections, which may have an impact on the recoverable amount of the assets.

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4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

b. Estimasi dan asumsi (lanjutan)

ii. Estimasi cadangan minyak dan gas bumi

Cadangan minyak dan gas bumi terbukti adalah perkiraan jumlah minyak mentah dan gas alam yang berdasarkan data geologis dan teknis dapat diambil dengan tingkat kepastian yang memadai di tahun-tahun mendatang dari cadangan yang ada berdasarkan kondisi ekonomi dan operasi yang sekarang ada, misalnya terkait dengan harga dan biaya pada tanggal estimasi tersebut dibuat. Cadangan terbukti meliputi:

(i) cadangan terbukti dikembangkan: jumlah hidrokarbon yang diharapkan akan diambil melalui metode sumur, fasilitas, dan operasi yang sekarang ada; dan
(ii) cadangan terbukti yang belum dikembangkan: jumlah hidrokarbon yang diharapkan dapat diambil setelah adanya pengeboran di area baru atau dari sumur yang telah ada dimana dibutuhkan biaya yang relatif besar untuk penyelesaiannya.

Berdasarkan jumlah cadangan ini, Perusahaan telah menetapkan pengeluaran program pengembangan yang bertujuan untuk mengembangkan cadangan tersebut. Cadangan terbukti tidak termasuk cadangan terindikasi dan cadangan tereka.

Keakuratan estimasi cadangan terbukti tergantung pada sejumlah faktor, asumsi dan variabel seperti: kualitas data geologi, teknis dan ekonomi yang tersedia beserta interpretasi dan pertimbangan terkait, hasil pengeboran, pengujian dan produksi setelah tanggal estimasi, kinerja produksi *reservoir*, teknik produksi, proyeksi tingkat produksi di masa mendatang, estimasi besaran biaya dan waktu terjadinya pengeluaran pengembangan, ketersediaan pasar komersial, harga komoditi yang diharapkan dan nilai tukar.

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT** (continued)*

***b. Estimates and assumptions** (continued)*

ii. Oil and gas reserves estimates

Proved oil and gas reserves are the estimated quantities of crude oil and natural gas which geological and engineering data demonstrate with reasonable certainty to be recoverable in future years from known reservoirs under existing economic and operating conditions. Proved reserves include:

(i) proved developed reserves: amounts of hydrocarbons that are expected to be retrieved through existing wells, facilities and operating methods; and

(ii) proved undeveloped reserves: amounts of hydrocarbons that are expected to be retrieved as a result of new wells on undrilled areas or from existing wells where relatively major expenditures is required for completion.

Based on these reserves amounts the Company has already defined a clear development expenditure program which is an expression of the Company's determination to develop existing reserves. Proved reserves do not include probable or possible reserves.

The accuracy of proved reserve estimates depends on a number of factors, assumptions and variables such as: the quality of available geological, technical and economic data, results of drilling, testing and production after the date of the estimates, the production performance of the reservoirs, production techniques, projecting future rates of production, the anticipated cost and timing of development expenditures, the availability for commercial market, anticipated commodity prices and exchange rates.

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4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

b. Estimasi dan asumsi (lanjutan)

ii. Estimasi cadangan minyak dan gas bumi (lanjutan)

Karena asumsi ekonomis yang digunakan untuk mengestimasi cadangan berubah dari waktu ke waktu dan tambahan data geologi yang dihasilkan selama operasi, estimasi cadangan dapat berubah dari waktu ke waktu. Perubahan cadangan yang dilaporkan dapat mempengaruhi hasil dan posisi keuangan Grup dalam berbagai cara, diantaranya:

- Penyusutan dan amortisasi yang ditentukan berdasarkan unit produksi, atau jika masa manfaat ekonomi sumur aset berubah.
- Provisi biaya pembongkaran, restorasi lokasi aset dan hal-hal yang berkaitan dengan lingkungan dapat berubah apabila terjadi perubahan dalam perkiraan cadangan yang mempengaruhi ekspektasi tentang waktu atau biaya kegiatan ini.
- Nilai tercatat aset/liabilitas pajak tangguhan dapat berubah karena perubahan estimasi pemulihan manfaat pajak.

Grup menetapkan cadangan terbukti berdasarkan pada prinsip *Petroleum Resources Management System* ("PRMS") 2018. Karakteristik alamiah *reservoir* minyak dan gas bumi yang penuh ketidakpastian dapat menyebabkan terjadinya perubahan estimasi cadangan karena penambahan data yang diperoleh Grup.

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT** (continued)*

***b. Estimates and assumptions** (continued)*

***ii. Oil and gas reserves estimates** (continued)*

As the economic assumptions used to estimate reserves change from year to year, and additional geological data are generated during the course of operations, estimates of reserves may change from year to year. Changes in reported reserves may affect the Group's financial results and financial position in a number of ways, including:

- *Depreciation and amortization which are determined on a unit of production basis, or where the useful economic lives of assets change.*
- *Decommissioning, site restoration and environmental provision may change where changes in estimated reserves affect expectations about the timing or cost of these activities.*
- *The carrying value of deferred tax assets/liabilities may change due to changes in estimates of the likely recovery of the tax benefits.*

The Group have established proven reserves based on the principle of Petroleum Resources Management System ("PRMS") 2018. The characteristics of the estimation uncertainty of natural reservoirs of oil and gas reserve may lead to changes in the estimated reserves due to the additional data obtained by the Group.

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4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

b. Estimasi dan asumsi (lanjutan)

iii. Aset minyak dan gas bumi

Grup menerapkan metode *successful efforts* untuk akuntansi kegiatan eksplorasi dan evaluasi minyak dan gas bumi.

Untuk sumur eksplorasi dan sumur uji eksplorasi stratigrafi, biaya yang secara langsung terkait dengan pengeboran sumur-sumur tersebut, dikapitalisasi dahulu sebagai aset dalam penyelesaian dalam akun aset minyak dan gas bumi, hingga ditentukan apakah telah ditemukan cadangan minyak dan gas yang berpotensi ekonomis berdasarkan pengeboran tersebut. Penentuan ini biasanya dilakukan dalam waktu satu tahun setelah penyelesaian sumur, tetapi dapat memakan waktu lebih lama, tergantung pada kompleksitas struktur geologi. Kebijakan ini mengharuskan manajemen untuk membuat estimasi dan asumsi tertentu atas peristiwa dan keadaan di masa depan, khususnya apakah operasi eksploitasi dapat dilaksanakan secara ekonomis.

Setiap estimasi dan asumsi tersebut dapat berubah seiring tersedianya informasi baru. Jika sumur tidak menemukan cadangan yang memiliki potensi ekonomi, biaya sumur akan dibebankan sebagai beban sumur kering (*dry hole)* dan diklasifikasikan sebagai biaya eksplorasi.

iv. Penyisihan penurunan nilai atas pinjaman yang diberikan dan piutang

Penyisihan penurunan nilai piutang dikelola pada jumlah yang menurut manajemen adalah memadai untuk menutup kemungkinan tidak tertagihnya piutang. Pada setiap tanggal laporan keuangan, Grup secara spesifik menelaah apakah telah terdapat bukti objektif bahwa suatu aset keuangan telah mengalami penurunan nilai (tidak tertagih).

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT *(continued)*

b. Estimates and assumptions *(continued)*

iii. Oil and gas properties

The Group follows the principles of the successful efforts' method of accounting for its oil and natural gas exploration and evaluation activities.

For exploration and exploratory-type stratigraphic test wells, costs directly associated with the drilling of those wells are initially capitalized as assets under construction within oil and gas properties, pending determination of whether potentially economically viable oil and gas reserves have been discovered by the drilling effort. The determination is usually made within one year after well completion, but can take longer, depending on the complexity of the geological structure. This policy requires management to make certain estimates and assumptions as to future events and circumstances, in particular whether an economically viable extraction operation can be established.

Such estimates and assumptions may change as new information becomes available. If the well does not discover potentially economically viable oil and gas quantities, the well costs are expensed as a dry hole and are reported in exploration expense.

iv. Provision for the impairment of loans and receivables

Provision for the impairment of receivables is maintained at a level considered adequate to provide for potentially uncollectible receivables. The Group assesses specifically at each balance sheet date whether there is objective evidence that a financial asset is impaired (uncollectible).

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4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

b. Estimasi dan asumsi (lanjutan)

iv. Penyisihan penurunan nilai atas pinjaman yang diberikan dan piutang (lanjutan)

Penyisihan yang dibentuk berdasarkan pengalaman penagihan masa lalu dan faktor-faktor lainnya yang mungkin mempengaruhi kolektibilitas.

Jika terdapat bukti objektif penurunan nilai, maka saat dan besaran jumlah yang dapat ditagih diestimasi berdasarkan pengalaman kerugian masa lalu.

Akun pinjaman dan piutang dihapusbukukan berdasarkan keputusan manajemen bahwa aset keuangan tersebut tidak dapat ditagih atau direalisasi meskipun segala cara dan tindakan telah dilaksanakan.

v. Provisi untuk biaya pembongkaran dan restorasi lokasi aset

Kebijakan akuntansi Perusahaan dan Entitas Anak atas pengakuan provisi untuk biaya pembongkaran dan restorasi lokasi aset membutuhkan estimasi dan asumsi yang signifikan seperti: persyaratan kerangka hukum dan peraturan yang relevan, besarnya kemungkinan kontaminasi serta waktu, luas dan biaya yang dibutuhkan untuk kegiatan biaya pembongkaran dan restorasi lokasi aset. Ketidakpastian ini dapat mengakibatkan perbedaan antara jumlah pengeluaran aktual di masa depan dari jumlah yang disisihkan pada saat ini. Provisi yang diakui pada setiap lokasi ditinjau secara berkala dan diperbarui berdasarkan fakta-fakta dan keadaan pada saat itu.

Grup memiliki kewajiban untuk melakukan pembongkaran fasilitas produksi minyak dan gas bumi dan pipa pada akhir umur manfaat aset-aset tersebut. Kewajiban pembongkaran terbesar yang dihadapi Grup berkaitan dengan penutupan dan peninggalan sumur-sumur yang sudah tidak terpakai dan pembuangan platform minyak dan gas alam dan saluran pipa pada area kontrak Grup.

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT** (continued)*

***b. Estimates and assumptions** (continued)*

***iv. Provision for the impairment of loans and receivables** (continued)*

The level of provision is based on past collection experience and other factors that may affect collectability.

If there is objective evidence of impairment, then timing and collectible amounts are estimated based on historical loss data.

Loans and receivables write-offs are based on management's decision that the financial assets are uncollectible or cannot be realized regardless of the actions taken.

v. Provision for decommissioning and site restoration costs

The Company's and Subsidiaries' accounting policies for the recognition of decommissioning and site restoration provisions require significant estimates and assumptions such as: requirements of the relevant legal and regulatory framework, the magnitude of possible contamination and the timing, extent and costs of required decommissioning and site restoration activities. These uncertainties may result in future actual expenditure differing from the amounts currently provided. The provision recognised for each site is periodically reviewed and updated based on the facts and circumstances available at the time.

The Group is obliged to carry out future decommissioning of oil and natural gas production facilities and pipelines at the end of their economic lives. The largest decommissioning obligations faced by the Group relate to the plugging and abandonment of wells and the removal and disposal of oil and natural gas platforms and pipelines in the Group's contract area.

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4. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

b. Estimasi dan asumsi (lanjutan)

v. Provisi untuk biaya pembongkaran dan restorasi lokasi aset (lanjutan)

Sebagian besar pembongkaran akan dilakukan di masa yang akan datang, sehingga terdapat ketidakpastian mengenai persyaratan yang harus dipenuhi pada saat dilakukannya pembongkaran. Teknologi pembongkaran dan biaya pembongkaran terus berubah, termasuk ekspektasi politik, lingkungan, keselamatan dan publik. Akibatnya, terdapat ketidakpastian yang signifikan terkait kapan dan jumlah arus kas masa depan yang harus dikeluarkan. Perubahan dalam ekspektasi biaya masa depan yang diharapkan tercermin dalam provisi, yang dapat memiliki dampak yang material terhadap laporan keuangan konsolidasian Grup.

vi. Pajak

Perhitungan beban pajak penghasilan Perusahaan melibatkan penafsiran terhadap peraturan perpajakan dan peraturan yang berlaku termasuk KBH dan KJT. Terdapat banyak transaksi dan perhitungan yang dapat menyebabkan ketidakpastian di dalam penentuan kewajiban pajak. Resolusi dari posisi pajak yang diambil oleh Perusahaan, melalui negosiasi dengan otoritas pajak yang relevan atau auditor Pemerintah dapat berlangsung bertahun-tahun dan sangat sulit untuk memprediksi hasil akhirnya.

***4. MANAGEMENT'S USE OF ESTIMATES, JUDGEMENTS AND ASSUMPTIONS** (continued)*

***b. Estimates and assumptions** (continued)*

***v. Provision for decommissioning and site restoration costs** (continued)*

Most of these decommissioning events are many years in the future and the precise requirements that will have to be met when the removal event actually occurs are uncertain. Decommissioning technologies and costs are constantly changing as well as political, environmental, safety and public expectations. Consequently, the timing and amounts of future cash flows are subject to significant uncertainty. Changes in the expected future costs are reflected in the provision and could have a material impact on the Group's consolidated financial statements.

vi. Taxation

The calculation of the Company's income tax expense involves the interpretation of applicable tax laws and regulations including the Company's PSC and TSC. There are many transactions and calculations for which the ultimate tax determination is uncertain in the ordinary course of business. The resolution of tax positions taken by the Company, through negotiations with relevant tax authorities or the Government auditors, can take several years to complete, and in some cases it is difficult to predict the ultimate outcome.

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5. AKUISISI

Perusahaan telah melakukan transaksi akuisisi yang dilakukan sejalan dengan strategi Perusahaan dalam pengembangan bisnis minyak dan gas yaitu untuk peningkatan jumlah produksi dan cadangan minyak dan gas serta pengembangan bisnis ke luar negeri. Transaksi selama tahun yang berakhir tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

a. Angola Japan Oil Co., Ltd. ("AJOCO")

Pada 31 Juli 2019, M&P telah menyelesaikan akuisisi untuk 20% hak kepemilikan yang dimiliki oleh Angola Japan Oil Co., Ltd. ("AJOCO"), anak perusahaan yang mayoritas dimiliki oleh Mitsubishi Corporation ("Mitsubishi"), di dua blok lepas pantai Angola, Blok 3/05 dan Blok 3/05A. Berdasarkan sales and purchase agreement, Nilai transaksi adalah sebesar AS$80 juta, dikurangi dengan deposit sebesar AS$2 juta yang telah dibayarkan pada saat awal transaksi diumumkan dan telah disesuaikan dengan nilai sebesar AS$43 juta yang merupakan modal kerja dan arus kas yang diterima dan disalurkan oleh AJOCO atas nama M&P sejak kontrak efektif tanggal 1 Januari 2018. Sehingga nilai kas bersih yang dibayarkan kepada AJOCO oleh M&P pada saat tanggal penyelesaian transaksi adalah AS$35 juta.

b. Petroregional del Lago Mixed Company ("Mixed Company")

Pada Oktober 2018, Maurel & Prom Venezuela SLU ("M&P Venezuela"), anak perusahaan yang sepenuhnya dimiliki oleh M&P, menandatangani Share Sale and Purchase Agreement ("SSPA") dengan Shell Exploration and Production Investments BV ("Shell") untuk mengakuisisi 40% "Shareholder B" yang dimiliki oleh Shell di Mixed Company. Mixed Company merupakan Perusahaan yang mengoperasikan lapangan Urdaneta West field di Lake Maracaibo, Venezuela. Petróleos de Venezuela SA ("PDVSA"), melalui anak perusahaan yang sepenuhnya dimiliki Corporación Venezolana del Petróleo ("CVP") dan PDVSA Social ("PDVSAS") - secara kolektif disebut sebagai "Pemegang Saham A", memiliki 60% saham dari Mixed Company.

5. ACQUISITION

The Company has made the acquisition transactions which were made in accordance with the Company's strategy to develop its oil and gas business i.e. to increase oil and gas production and reserves, and to expand the business to overseas. Transactions during the year ended December 31, 2019 and 2018 is as follows:

a. Angola Japan Oil Co., Ltd. ("AJOCO")

On July 31, 2019, M&P has completed the acquisition of the 20% working interest owned by Angola Japan Oil Co., Ltd. ("AJOCO"), a majority owned subsidiary of Mitsubishi Corporation ("Mitsubishi"), in two blocks offshore Angola, Block 3/05 and Block 3/05A. As per the sales and purchase agreement, the purchase considerations of US$80 million, less a deposit of US$2 million paid at the announcement of the transaction and has been adjusted by US$43 million for working capital and cash flows received and disbursed by AJOCO on behalf of M&P since the contractual economic effective date of 1 January 2018. As a result, the net cash paid to AJOCO by M&P on the transaction completion date is US$35 million.

b. Petroregional del Lago Mixed Company ("Mixed Company")

In October 2018, Maurel & Prom Venezuela SLU ("M&P Venezuela"), a wholly owned subsidiary of M&P, signed a Share Sale and Purchase Agreement ("SSPA") for the acquisition of Shell Exploration and Production Investments B.V. ("Shell")'s 40% interest as "Shareholder B" in Mixed Company. Mixed Company operates the Urdaneta West field in Lake Maracaibo, Venezuela. Petróleos de Venezuela S.A. ("PDVSA"), through its wholly owned subsidiaries Corporación Venezolana del Petróleo ("CVP") and PDVSA Social ("PDVSAS") - collectively referred to as "Shareholder A", own the remaining 60% stake of the Mixed Company.

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5. AKUISISI (lanjutan)

b. Petroregional del Lago Mixed Company ("Mixed Company") (lanjutan)

Pada 3 Desember 2018, setelah memperoleh persetujuan dari Ministry of Petroleum of Venezuela, M&P Venezuela secara efektif memperoleh 40% kepemilikan saham Shell di Mixed Company dengan total nilai transaksi sebesar €70 juta (nilai penuh) yang dibayarkan sebagai berikut:

- €47 juta dibayarkan pada saat penutupan transaksi di bulan Desember 2018, dan
- €23 juta akan dibayarkan pada Desember 2019, yaitu 1 (satu) tahun setelah penutupan transaksi.

Pada tanggal 17 Juli 2019 M&P dan Sucre Energy Latam B.V (Sucre Energy) menandatangani perjanjian, dimana Sucre Energy setuju untuk mengambil alih 20% kepemilikan M&P pada M&P Iberoamerica S.L. (sebelumnya M&P Venezuela), yang memiliki kepemilikan sebesar 40% di Mixed Company. Price condition untuk akuisisi ini sama dengan yang diterapkan pada transaksi yang diselesaikan antara M&P dan Shell atas Mixed Company pada Desember 2018.

***5. ACQUISITION** (continued)*

***b. Petroregional del Lago Mixed Company ("Mixed Company")** (continued)*

On December 3, 2018, pursuant to the approval from the Ministry of Petroleum of Venezuela, M&P Venezuela effectively acquired 40% shares from Shell in Mixed Company with total consideration payment for the acquisition of €70 million, which will be settled as follows:

- *€47 million have been paid at closing of the transaction in December 2018, and*
- *€23 million to be in December 2019, 1 (one) year after the closing of the transaction .*

On July 17, 2019 M&P and Sucre Energy Latam B.V (Sucre Energy) signed an agreement, whereby Sucre Energy took over 20% ownership of M&P in M&P Iberoamerica S.L. (formely M&P Venezuela), which has a 40% ownership in Mixed Company. The price condition for this acquisition was the same as those that applied to the transaction completed between M&P and Shell over Mixed Company in December 2018.

6. KAS DAN SETARA KAS / ***6. CASH AND CASH EQUIVALENTS***

	2019	2018	
Kas	65	76	*Cash on hand*
Kas di bank	654.593	732.380	*Cash in banks*
Deposito berjangka	84.984	137.762	*Time deposits*
Jumlah	**739.642**	**870.218**	***Total***

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6. KAS DAN SETARA KAS (lanjutan)

Rincian kas di bank dan deposito berjangka berdasarkan mata uang dan masing-masing bank sebagai berikut:

6. *CASH AND CASH EQUIVALENTS (continued)*

The details of cash in banks and time deposits based on currency and by individual bank are as follows:

	2019	2018	
Kas di bank			***Cash in banks***
Entitas berelasi dengan Pemerintah (Catatan 27a)			***Government-related entities (Note 27a)***
Dolar AS			*US dollars*
PT Bank Rakyat Indonesia (Persero) Tbk. ("BRI")	353.112	334.174	*PT Bank Rakyat Indonesia (Persero) Tbk. ("BRI")*
PT Bank Mandiri (Persero) Tbk. ("Mandiri")	34.911	45.523	*PT Bank Mandiri (Persero) Tbk. ("Mandiri")*
PT Bank Negara Indonesia (Persero) Tbk. ("BNI")	5.672	20.534	*PT Bank Negara Indonesia (Persero) Tbk. ("BNI")*
Rupiah			*Rupiah*
BRI	2.205	2.510	*BRI*
Mandiri	965	714	*Mandiri*
Pihak ketiga			***Third parties***
Dolar AS			*US dollars*
Credit Industriel et Commercial	166.521	252.445	*Credit Industriel et Commercial*
Stanbic Bank	14.935	15.350	*Stanbic Bank*
Natixis	9.357	-	*Natixis*
Citibank	4.205	4.604	*Citibank*
Banque Gabonaise et Francaise Internationale	384	-	*Banque Gabonaise et Francaise Internationale*
Mitshubishi UFJ Financial Group Bank	-	289	*Financial Group Bank Mitshubishi UFJ*
Euro			*Euro*
Credit Industriel et Commercial	9.445	5.807	*Credit Industriel et Commercial*
Standard Bank	6.040	-	*Standard Bank*
Banque Gabonaise et Francaise Internationale	5.888	2.953	*Banque Gabonaise et Francaise Internationale*
Targobank	5.034	-	*Targobank*
UniCredit S.p.A.	3.507	-	*UniCredit S.p.A.*
Banque Delubac & Cie	2.907	-	*Banque Delubac & Cie*
Credit Suisse	2.562	1.298	*Credit Suisse*
Natixis	1.039	904	*Natixis*
Caisse d'Epargne	-	543	*Caisse d'Epargne*
Lainnya	3.425	281	*Other*
Dinar Algeria			*Algerian Dinar*
Citibank	3.963	5.034	*Citibank*
Ringgit Malaysia			*Malaysian Ringgit*
RHB Bank Berhad Malaysia	18.516	39.417	*RHB Bank Berhad Malaysia*
Jumlah	**654.593**	**732.380**	***Total***
Deposito berjangka			***Time deposits***
Entitas berelasi dengan Pemerintah (Catatan 27a)			***Government-related entities (Note 27a)***
Dolar AS			*US dollars*
BRI	76.700	120.000	*BRI*
PT Bank Tabungan Negara (Persero) Tbk. ("BTN")	-	15.000	*PT Bank Tabungan Negara (Persero) Tbk. ("BTN")*
Rupiah			*Rupiah*
BTN	4.682	1.381	*BTN*
BRI	3.602	1.381	*BRI*
Jumlah	**84.984**	**137.762**	***Total***
	739.577	**870.142**	

Tingkat bunga per tahun deposito berjangka selama tahun 2019 dan 2018 adalah sebagai berikut:

Annual interest rates on time deposits during 2019 and 2018 were as follows:

	2019	2018	
Rupiah	6% - 8%	7,37% - 7,45%	*Rupiah*
Dolar AS	2,7% - 3,15%	2,7% - 3,15%	*US dollar*

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan senilai jumlah tercatat dari setiap kelas kas dan setara kas sebagaimana yang dijabarkan di atas.

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of cash and cash equivalents mentioned above.

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7. PIUTANG USAHA / *TRADE RECEIVABLES*

	2019	2018	
Pihak berelasi (Catatan 27b)	673.455	470.361	*Related party (Note 27b)*
Pihak ketiga			*Third parties*
Afrika	148.230	95.754	*Africa*
Timur Tengah	87.503	42.911	*Middle East*
Asia	25.690	7.534	*Asia*
Jumlah	**934.878**	**616.560**	***Total***

Berdasarkan evaluasi manajemen terhadap kolektibilitas saldo piutang usaha pada tanggal 31 Desember 2019, manajemen berkeyakinan bahwa seluruh jumlah piutang akan tertagih, sehingga tidak diperlukan adanya provisi penurunan nilai.

Based on management's review of the collectability of trade receivables as of December 31, 2019, management believes that all receivables will be collected and therefore no provision for impairment of receivables is required.

Manajemen berkeyakinan bahwa tidak terdapat konsentrasi risiko kredit yang signifikan atas piutang usaha kepada pihak ketiga.

Management believes that there are no significant concentrations of credit risk involving third party trade receivables.

8. PIUTANG LAIN-LAIN / *OTHER RECEIVABLES*

	2019	2018	
Pihak berelasi (Catatan 27c)	2.602	2.248	*Related party (Note 27c)*
Pihak ketiga			*Third parties*
Afrika	20.405	31.772	*Africa*
Asia	1.328	293	*Asia*
	24.335	34.313	
Penyisihan penurunan nilai	(194)	(240)	*Provision for impairment*
Jumlah	**24.141**	**34.073**	***Total***

Mutasi penyisihan penurunan nilai atas piutang lain-lain sebagai berikut:

Movements in the provision for impairment for other receivables are as follows:

	2019	2018	
Saldo awal	(240)	(240)	*Beginning balance*
Penambahan tahun berjalan	46	-	*Addition in current year*
Saldo akhir	**(194)**	**(240)**	***Ending balance***

Manajemen menetapkan penyisihan penurunan nilai atas piutang dengan menggunakan pendekatan penurunan nilai secara individual.

Management has provided a provision for the impairment of receivables based on an individual item basis.

Berdasarkan evaluasi manajemen terhadap kolektibilitas saldo piutang lain-lain pada tanggal 31 Desember 2019, manajemen berkeyakinan bahwa jumlah penyisihan penurunan nilai memadai untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang lain-lain dari pihak ketiga.

Based on management's review of the collectability of other receivables as of December 31, 2019, management believes that the provision for impairment is adequate to cover potential losses as a result of uncollected other receivables from third parties.

Manajemen berkeyakinan bahwa tidak terdapat konsentrasi risiko kredit yang signifikan atas piutang lain-lain dari pihak ketiga.

Management believes that there are no significant concentrations of credit risk involving other receivables from third parties.

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9. PERSEDIAAN / *9. INVENTORIES*

	2019	2018	
Material umum	47.925	54.951	*General materials*
Penyisihan persediaan usang, tidak terpakai dan tidak bergerak	(2.286)	(2.881)	*Provision for obsolete, unusable and slow-moving inventories*
Jumlah	**45.639**	**52.070**	***Total***

Mutasi penyisihan penurunan nilai untuk persediaan usang, tidak terpakai dan tidak bergerak adalah sebagai berikut:

Movements in the provision for obsolete, unusable and slow-moving inventories are as follows:

	2019	2018	
Saldo awal	(2.881)	(125)	*Beginning balance*
Penyisihan selama tahun berjalan	595	(2.756)	*Provision during the year*
Saldo akhir	**(2.286)**	**(2.881)**	***Ending balance***

Manajemen berkeyakinan bahwa jumlah penyisihan penurunan nilai untuk persediaan usang, tidak terpakai dan tidak bergerak telah mencukupi.

Management believes that provision for obsolete, unusable and slow-moving inventories is adequate.

10. BEBAN DIBAYAR DI MUKA DAN UANG MUKA / *10. PREPAYMENTS AND ADVANCES*

	2019	2018	
Uang muka kerja	6.820	31.921	*Working advances*
Cash call advances	4.930	9.885	*Cash call advances*
Uang muka perjalanan dinas	65	62	*Prepaid travel expenses*
Uang muka lainnya	4.975	4.820	*Other advances*
Jumlah	**16.790**	**46.688**	***Total***

Uang muka kerja merupakan setoran dana yang dibayarkan kepada pemasok terkait dengan proyek *Phase IV* di Aljazair.

Working advances represent fund transfers to vendor related to Phase IV project in Algeria.

11. ASET LANCAR LAINNYA / *11. OTHER CURRENT ASSETS*

Aset lancar lainnya terdiri dari beban tangguhan terkait dengan *underlifting* dan aset lancar lainnya dari M&P. Penyelesaian atas saldo tersebut mengacu pada kontrak minyak mentah dalam siklus kegiatan operasi normal.

Other current assets consist of deferred expenses related to underlifting and other current assets from M&P. The pace of recovery of these assets is based on the oil contracts in the activity's normal operating cycle.

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12. INVESTASI JANGKA PANJANG / *12. LONG-TERM INVESTMENTS*

	2019	2018	
Investasi pada blok minyak dan gas bumi, neto:			*Investments in oil and gas blocks, net:*
Blok K, Blok SK-309, Blok SK-311 dan Blok SK-314A, Malaysia	925.518	1.024.238	*Block K, Block SK-309, Block SK-311 and Block SK-314A, Malaysia*
Blok West Qurna-1, Irak	398.968	403.318	*Block West Qurna-1, Iraq*
Investasi pada entitas asosiasi, neto	353.467	307.515	*Investments in associates, net*
Jumlah	**1.677.953**	**1.735.071**	***Total***

a. Investasi pada blok minyak dan gas bumi / *a. Investment in oil and gas blocks*

Mutasi investasi di blok minyak dan gas adalah: / *Movements in the investments in oil and gas blocks are:*

	2019			
	Malaysia	Iraq	Total	
Saldo awal	1.024.238	403.318	1.427.556	*Beginning balance*
Penambahan	29.446	-	29.446	*Addition*
Pengurangan: Amortisasi	(92.982)	(4.350)	(97.332)	*Deduction: Amortisation*
	960.702	398.968	1.359.670	
Pengurangan: Penurunan nilai aset	(35.184)	-	(35.184)	*Deduction: Impairment of assets*
	925.518	**398.968**	**1.324.486**	

	2018			
	Malaysia	Iraq	Total	
Saldo awal	1.227.186	406.427	1.633.613	*Beginning balance*
Penambahan	96.297	-	96.297	*Addition*
Pengurangan: Amortisasi	(144.472)	(3.109)	(147.581)	*Deduction: Amortisation*
	1.179.011	403.318	1.582.329	
Pengurangan: Penurunan nilai aset	(154.773)	-	(154.773)	*Deduction: Impairment of assets*
	1.024.238	**403.318**	**1.427.556**	

Penurunan nilai senilai AS$35.184 diakui di tahun 2019 dikarenakan penurunan asumsi harga yang dipergunakan dalam kajian penurunan nilai berdasarkan parameter yang ditetapkan oleh Pertamina. Sedangkan penurunan nilai senilai AS$154.773 di tahun 2018 merupakan dampak dari *relinquishment* dari Lapangan ADP (Jangas, Kerisi, Kikeh Deep) dan penurunan nilai dari Blok SK-311.

Impairment of US$35,184 is being recognized in 2019 due to decrease in price assumption used in the impairment assessment based on parameter set by Pertamina. On the other hand, impairment of US$154,773 in 2018 represents the impact of the relinquisment of ADP Fields (Jangas, Kerisi, Kikeh Deep) and impairment from Block SK-311.

Grup mencatat investasi di Malaysia dan Irak dengan metode ekuitas karena Perusahaan memiliki pengaruh signifikan atas *undivided interest* dari blok-blok tersebut. Biaya amortisasi selama tahun 2019 dan 2018, masing-masing sebesar AS$97.332 dan AS$147.581 dibebankan sebagai beban produksi (Catatan 22).

The Group accounted for the investment in Malaysia and Iraq using the equity method because of the Company's significant influence over the undivided interests in those blocks. Amortisation costs for years 2019 and 2018 amounting to US$97,332 and US$147,581, respectively, were charged to production costs (Note 22).

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12. INVESTASI JANGKA PANJANG (lanjutan) / ***12. LONG-TERM INVESTMENT** (continued)*

b. Investasi pada entitas asosiasi / ***b. Investment in associate***

Perubahan investasi pada entitas asosiasi adalah sebagai berikut: / *The movements of investments in associates are as follows:*

	2019						
	Persentase kepemilikan efektif/ *Percentage of effective ownership*	Saldo awal/ *Beginning balance*	Penambahan/ (pelepasan)/ *Additions/ (deduction)*	Bagian laba/(rugi) neto/ *Share in net income/(loss)*	Perubahan lainnya/ *Other changes*	Dividen/ *Dividends*	Saldo akhir/ *Ending balance*
Penyertaan saham tidak langsung pada entitas asosiasi/*Indirect investments in shares of associates*							
- Seplat	20,46%	224.548	-	59.914	-	(11.943)	272.519
- Others	50%;32%;19,67%	82.967	-	(1.166)	(853)	-	80.948
Jumlah investasi pada entitas asosiasi/*Total investments in associates*		**307.515**	**-**	**58.748**	**(853)**	**(11.943)**	**353.467**

	2018						
	Persentase kepemilikan efektif/ *Percentage of effective ownership*	Saldo awal/ *Beginning balance*	Penambahan/ (pelepasan)/ *Additions/ (deduction)*	Bagian laba/(rugi) neto/ *Share in net income/(loss)*	Perubahan lainnya/ *Other changes*	Dividen/ *Dividends*	Saldo akhir/ *Ending balance*
Penyertaan saham tidak langsung pada entitas asosiasi/*Indirect investments in shares of associates*							
- Seplat	20,46%	202.368	-	32.024	2.215	(12.059)	224.548
- Others	50%;32%;19,67%	1.253	82.108	(1.439)	1.045	-	82.967
Jumlah investasi pada entitas asosiasi/*Total investments in associates*		**203.621**	**82.108**	**30.585**	**3.260**	**(12.059)**	**307.515**

Bagian Grup atas hasil entitas asosiasi utama, aset agregat dan liabilitas adalah sebagai berikut: / *The Group's share of the results of its principal associates, their aggregated assets and liabilities, is as follows:*

Tahun/*Year*	Negara berdiri/ *Country of Incorporation*	Aset/ *Assets*	Liabilitas/ *Liabilities*	Pendapatan/ *Revenues*	Laba/(rugi)/ *Profit/(loss)*	% Kepemilikan efektif/ *% Effective ownership*
31 Desember/*December* 2019						
- Seplat	Nigeria/*Nigeria*	3.271.110	(1.467.171)	697.777	277.008	20,46%

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13. ASET MINYAK DAN GAS BUMI / *13. OIL AND GAS PROPERTIES*

	2019					
	Saldo awal/ Beginning *balance*	**Penambahan/ *Addition***	**Pengurangan/ *Deduction***	**Pengalihan/ Reklasifikasi/ Transfer/ *Reclassification***	**Saldo akhir/ *Ending balance***	
Harga perolehan:						***Acquisition cost:***
Sumur minyak dan gas	3.483.157	188.317	(62.785)	-	3.608.689	*Oil and gas wells*
Harta benda bergerak	186.427	21.012	-	-	207.439	*Movable assets*
Bangunan	5.139	-	-	-	5.139	*Buildings*
	3.674.723	209.329	(62.785)	-	3.821.267	
Aset dalam penyelesaian	348.131	103.514	(3.590)	-	448.055	*Assets under construction*
Jumlah harga perolehan	**4.022.854**	**312.843**	**(66.375)**	**-**	**4.269.322**	***Total acquisition cost***
Akumulasi penyusutan, deplesi dan amortisasi:						***Accumulated depreciation, depletion and amortization:***
Sumur minyak dan gas	(1.589.858)	(193.848)	25.857	-	(1.757.849)	*Oil and gas wells*
Harta benda bergerak	(152.306)	(2.334)	-	-	(154.640)	*Movable assets*
Bangunan	(3.153)	(444)	-	-	(3.597)	*Buildings*
Jumlah akumulasi penyusutan, deplesi dan amortisasi	**(1.745.317)**	**(196.626)**	**25.857**	**-**	**(1.916.086)**	***Total accumulated depreciation, depletion and amortization***
Nilai buku neto	**2.277.537**				**2.353.236**	***Net book value***

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13. ASET MINYAK DAN GAS BUMI (lanjutan) / *13. OIL AND GAS PROPERTIES (continued)*

	2018					
	Saldo awal/ Beginning *balance*	**Penambahan/ *Addition***	**Pengurangan/ *Deduction***	**Pengalihan/ Reklasifikasi/ Transfer/ *Reclassification***	**Saldo akhir/ *Ending balance***	
Harga perolehan:						***Acquisition cost:***
Sumur minyak dan gas	3.368.100	115.057	-	-	3.483.157	*Oil and gas wells*
Harta benda bergerak	178.726	16.543	(9.146)	304	186.427	*Movable assets*
Bangunan	4.744	-	-	395	5.139	*Buildings*
	3.551.570	131.600	(9.146)	699	3.674.723	
Aset dalam penyelesaian	261.029	87.801	-	(699)	348.131	*Assets under construction*
Jumlah harga perolehan	**3.812.599**	**219.401**	**(9.146)**	**-**	**4.022.854**	***Total acquisition cost***
Akumulasi penyusutan, deplesi dan amortisasi:						***Accumulated depreciation, depletion and amortization:***
Sumur minyak dan gas	(1.445.975)	(143.883)	-	-	(1.589.858)	*Oil and gas wells*
Harta benda bergerak	(146.702)	(5.604)	-	-	(152.306)	*Movable assets*
Bangunan	(2.567)	(586)	-	-	(3.153)	*Buildings*
Jumlah akumulasi penyusutan, deplesi dan amortisasi	**(1.595.244)**	**(150.073)**	**-**	**-**	**(1.745.317)**	***Total accumulated depreciation, depletion and amortization***
Nilai buku neto	**2.217.355**				**2.277.537**	***Net book value***

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13. ASET MINYAK DAN GAS BUMI (lanjutan) / *13. OIL AND GAS PROPERTIES (continued)*

Penyusutan, deplesi dan amortisasi yang dibebankan ke beban usaha untuk tahun yang berakhir pada tanggal 31 Desember 2019 sebesar AS$196.626.

Depreciation, depletion and amortisation charged to operating expenses for the year ended December 31, 2019 amounted to US$196,626.

14. ASET TIDAK LANCAR LAINNYA / *14. OTHER NON-CURRENT ASSETS*

	2019	2018	
Pajak Pertambahan Nilai ("PPN") yang dapat ditagihkan kembali	43.554	44.675	*Reimbursable Value-Added Tax ("VAT")*
Dana yang dibatasi untuk tujuan restorasi lingkungan hidup	35.289	34.374	*Restricted funds for site restoration*
Dana yang dibatasi penggunaannya (Catatan 27d)	20.977	23.229	*Restricted funds (Note 27d)*
Piutang karyawan	75	386	*Employee receivables*
Lain-lain	15.843	22	*Others*
Jumlah	**115.738**	**102.686**	***Total***

15. UTANG USAHA - PIHAK KETIGA / *15. TRADE PAYABLES - THIRD PARTIES*

	2019	2018	
Afrika	130.417	131.036	*Africa*
Asia	633	863	*Asia*
Timur Tengah	51	57	*Middle East*
Jumlah	**131.101**	**131.956**	***Total***

Utang usaha Grup terutama berkaitan dengan aktivitas operasional minyak dan gas bumi.

The Group's trade payables are mainly related to oil and natural gas operational activities.

16. BEBAN YANG MASIH HARUS DIBAYAR / *16. ACCRUED EXPENSES*

	2019	2018	
Pemasok dan kontraktor	30.789	59.284	*Suppliers and contractors*
Gaji, bonus dan insentif	15.083	8.590	*Salaries, bonuses and incentives*
Lain-lain	22.024	31.335	*Others*
Jumlah	**67.896**	**99.209**	***Total***

17. UTANG LAIN-LAIN - PIHAK KETIGA / *17. OTHER PAYABLES - THIRD PARTIES*

	2019	2018	
Afrika	100.042	106.289	*Africa*
Asia	15.687	11.295	*Asia*
Timur Tengah	1.369	119	*Middle East*
Jumlah	**117.098**	**117.703**	***Total***

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18. PROVISI UNTUK BIAYA PEMBONGKARAN DAN RESTORASI

Grup mengakui provisi untuk biaya pembongkaran dan restorasi (ARO) sehubungan dengan aset minyak dan gas bumi. ARO merupakan nilai kini atas biaya restorasi dan reklamasi lingkungan hidup yang diperkirakan terjadi selama periode KBH.

Mutasi provisi untuk biaya pembongkaran dan restorasi adalah:

	2019	2018	
Saldo awal	112.083	111.100	*Beginning balance*
Penambahan/(pengurangan)	46.097	(7.817)	*Additions/(deduction)*
Akresi (Catatan 25)	3.896	4.878	*Accretion (Note 25)*
Penyesuaian	(1.663)	3.922	*Adjustment*
Jumlah	**160.413**	**112.083**	***Total***

Penambahan/(pengurangan) disebabkan karena perubahan estimasi pembongkaran dan restorasi yang diterapkan oleh Grup.

18. PROVISION FOR DECOMMISSIONING AND SITE RESTORATION COSTS

The Group recognizes a provision for decommissioning and site restoration costs (ARO) associated with facilities involving oil and gas properties. ARO represents the present value of environmental restoration and reclamation costs which are expected to be incurred during the term of PSC.

The movements in the provision for decommissioning and site restoration costs are as follows:

The addition/(deduction) mainly represents the changes in estimate in decommissioning and site restoration which applied by the Group.

19. PINJAMAN JANGKA PANJANG - DIKURANGI BAGIAN LANCAR - PIHAK KETIGA

Pada tanggal 12 Desember 2017, Maurel & Prom West Africa SA (entitas anak dari Etablissements Maurel & Prom) menandatangani perjanjian pinjaman sindikasi dengan 2 (dua) bank nasional Indonesia dan 7 (tujuh) bank asing. The Bank of Tokyo Mitsubishi UFJ, Ltd., Hong Kong Branch bertindak sebagai *Facility Agent*. Jumlah fasilitas pinjaman sindikasi tersebut sebesar AS$600.000 dengan tingkat suku bunga LIBOR ditambah 1,5% margin dan akan dibayar kembali secara triwulanan mulai bulan Maret 2020 sampai Desember 2023.

Pinjaman sindikasi ini ditujukan untuk digunakan oleh M&P untuk melakukan pembayaran *Revolving Credit Facility*, pembayaran pinjaman pemegang saham dan hutang obligasi.

Sebelum tanggal efektif perjanjian pinjaman sindikasi tersebut di atas pada tanggal 11 Desember 2017, Perusahaan, Maurel & Prom West Africa SA, sebagai *Borrower*, dan The Bank of Tokyo Mitsubishi UFJ, Ltd., Hongkong Branch sebagai *Facility Agent*, menandatangani perjanjian *Sponsor Support Agreement* dengan Perusahaan. Perjanjian ini mengatur bahwa apabila *Borrower* tidak dapat memenuhi kewajibannya pada waktu yang ditentukan (*Borrower Non-Payment*), maka *Borrower* harus segera menyampaikan *Sponsor Loan Request Notice* yang ditujukan kepada Perusahaan, dan Perusahaan berkewajiban untuk menyediakan dana kepada *Borrower* sebesar kewajiban yang belum terselesaikan termasuk bunga yang masih terhutang.

19. LONG-TERM LOAN - NET OF CURRENT PORTION - THIRD PARTIES

On December 12, 2017, Maurel & Prom West Africa SA (a subsidiary of Etablissements Maurel & Prom) entered into a syndicated loan agreement with 2 (two) Indonesia national banks and 7 (seven) overseas bank. The Bank of Tokyo Mitsubishi UFJ, Ltd., Hong Kong Branch acts as the Facility Agent. The syndicated loan facility is US$600,000 with interest at LIBOR plus 1.5% margin and shall be repaid on quarterly basis starting March 2020 to December 2023.

The syndicated loan is to be used by M&P to settle Revolving Credit Facility payment, shareholder loan payment and bonds payables payment.

Prior to effective date of the above syndicated loan agreement, on December 11, 2017, the Company, Maurel & Prom West Africa SA, as Borrower, and The Bank of Tokyo Mitsubishi UFJ, Ltd. Hongkong Branch as Facility Agent, signed the Sponsor Support Agreement with the Company. This Agreement stipulates that in the event the Borrower fails to fulfill its obligations (Borrower Non-Payment), the Borrower must immediately submit a Sponsor Loan Request Notice to the Company, and the Company is obligated to provide funds to the Borrower to cover all unsettled obligations including outstanding interest payable.

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20. MODAL SAHAM

Berdasarkan surat Persetujuan Direksi tanggal 2 Februari 2017 Nomor RRD-013/C00000/2017-S0, Direksi Pertamina telah menyetujui penambahan penyertaan modal di Perusahaan dalam rangka penyelesaian proyek ORCA-2, untuk kemudian digunakan Perusahaan dalam pelaksanaan tender offer saham M&P dan *convertible bonds* beserta pemberian pinjaman kepada M&P untuk tujuan *buyback* obligasi M&P. Pada tanggal 25 Januari 2017, Perusahaan telah menerima uang muka setoran saham senilai AS$879.453.402 (nilai penuh) setara dengan €820.199.719 (nilai penuh).

Berdasarkan surat Pemegang Saham Pertamina kepada Direksi Pertamina tanggal 9 Februari 2018 Nomor S-92/MBU/02/2018, perihal Persetujuan RUPS atas Pelaksanaan Proyek ORCA-2, Pemegang Saham Pertamina menyetujui usulan Direksi Perusahaan terkait penambahan penyertaan modal dari Pertamina ke Perusahaan sebesar €820.199.719 (nilai penuh) atau setara dengan AS$881.525.734 (nilai penuh).

Perubahan modal ditempatkan dan disetor Perusahaan dari Rp39,7 triliun (nilai penuh) (setara dengan AS$3.019.071) menjadi Rp51,4 triliun (nilai penuh) (setara dengan AS$3.900.597) telah disetujui dalam Rapat Umum Pemegang Saham tanggal 8 Mei 2018 Perubahan tersebut telah diaktakan dengan Akta Notaris No. 10 tanggal 11 Mei 2018 oleh Marianne Vincentia Hamdani, S.H. dan disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-AH.01.02-0189828 Tahun 2018 tertanggal 12 Mei 2018.

20. SHARE CAPITAL

Based on approval letter from the Board of Director of Pertamina dated February 2, 2017 Number RRD-013/C00000/2017-S0, the Board of Director's of Pertamina has approved addition in the Company's shares to finance the ORCA-2 project, specifically to be used by the Company on tender offer of M&P shares and convertible bonds, as well as to provide shareholders' loan facility to M&P for the purpose of executing the buyback of M&P's bonds. On January 25, 2017, the Company has received the advance for shares subscription amounting to US$879,453,402 (full amount) equivalent to €820,199,719 (full amount).

Based on Shareholder's Letter of Pertamina that was addressed to Board of Director of Pertamina, dated February 9, 2018, Number S-92/MBU/02/2018, regarding the Approval from Shareholders Meeting on ORCA-2 Project, it was stated that Pertamina as the shareholders has approved the management discretion for the additional paid in capital from Pertamina to the Company amounting to €820,199,719 (full amount) equivalent to US$881,525,734 (full amount).

The changes in the Company's issued and paid-up share capital from Rp39.7 billion (full amount) (equivalent to US$3,019,071) to Rp51.4 trillion (full amount) (equivalent to US$3,900,597) were approved at General Shareholder's Meetings held on May 8, 2018. The amendment was documented by Notarial Deed No. 10 dated May 11, 2018 of Marianne Vincentia Hamdani, S.H. and approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-AH.01.02-0189828 Year 2018 dated May 12, 2018.

Pemegang saham	Jumlah saham ditempatkan dan disetor/ *Number of issued and paid-up shares*	Persentase kepemilikan/ *Percentage of ownership*	Modal ditempatkan dan disetor/ *Issued and paid-up share capital*	*Shareholders*
Pertamina	51.428.226	100,00%	3.900.597	*Pertamina*
PT Pertamina Pedeve Indonesia	1	0,00%	-	*PT Pertamina Pedeve Indonesia*
Jumlah	**51.428.227**	**100,00%**	**3.900.597**	***Total***

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21. PENDAPATAN USAHA / *21. REVENUES*

	2019	2018	
Penjualan minyak mentah	1.100.666	1.053.357	*Crude oil sales*
Penjualan gas bumi & LPG	96.016	107.668	*Natural gas & LPG sales*
Pendapatan dari jasa pengeboran	11.584	11.970	*Income from drilling services*
Penjualan kondensat	11.564	14.162	*Condensate sales*
Lain-lain	5.142	4.440	*Others*
Jumlah	**1.224.972**	**1.191.597**	***Total***

22. BEBAN PRODUKSI / *22. PRODUCTION COSTS*

	2019	2018	
Beban produksi dan *lifting*	569.711	447.236	*Production and lifting costs*
Penyusutan, deplesi dan amortisasi	293.958	297.654	*Depreciation, depletion and amortization*
Biaya pekerja perbantuan	3.641	3.026	*Secondee costs*
Jumlah	**867.310**	**747.916**	***Total***

23. BEBAN UMUM DAN ADMINISTRASI / *23. GENERAL AND ADMINISTRATIVE EXPENSES*

	2019	2018	
Biaya gaji dan upah	39.671	25.435	*Salaries and wages expenses*
Biaya jasa profesional	13.671	9.195	*Professional service expenses*
Biaya sewa	5.063	2.298	*Rental expenses*
Biaya perjalanan dinas	2.836	3.241	*Travel expenses*
Biaya penggunaan material	1.385	1.723	*Material consumed expenses*
Biaya pemeliharaan dan perbaikan	431	1.346	*Maintenance and repair expenses*
Lain-lain	7.432	2.474	*Others*
Jumlah	**70.489**	**45.712**	***Total***

24. BEBAN LAIN-LAIN, NETO / *24. OTHER EXPENSES, NET*

	2019	2018	
Rugi selisih kurs, neto	12.544	10.161	*Foreign exchange loss, net*
Lain-lain	494	(7.147)	*Others*
Jumlah	**13.038**	**3.014**	***Total***

25. BEBAN KEUANGAN / *25. FINANCE COSTS*

	2019	2018	
Beban keuangan dari pinjaman	25.362	26.557	*Interest expenses from loans*
Beban akresi (Catatan 18)	3.896	4.878	*Accretion expenses (Note 18)*
Beban keuangan dari obligasi	1.236	10.958	*Interest expenses from bonds*
Beban keuangan lainnya	480	1.137	*Others interest expenses*
Jumlah	**30.974**	**43.530**	***Total***

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26. PERPAJAKAN / *26. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid taxes*

	2019	2018	
PPN yang dapat ditagihkan kembali	43.498	34.653	*Reimbursable VAT*
Pajak lainnya	2.268	781	*Other taxes*
Jumlah	**45.766**	**35.434**	***Total***

b. Utang pajak / *b. Taxes payable*

	2019	2018	
PPN	29.368	46.977	*VAT*
Hutang pajak kini	17.961	11.409	*Current tax liabilities*
Pajak penghasilan pekerja	1.191	996	*Personal income taxes*
Pajak lainnya	111	5	*Other taxes*
Jumlah	**48.631**	**59.387**	***Total***

c. Beban pajak penghasilan / *c. Income tax expense*

	2019	2018	
Perusahaan:			***The Company:***
Pajak kini:			*Current tax*
2017	-	7.268	*2017*
2018	-	32	*2018*
Pajak tangguhan	-	(228)	*Deferred tax*
	-	**7.072**	
Entitas Anak:			***Subsidiaries:***
Pajak kini	153.461	197.980	*Current tax*
Pajak tangguhan	16.920	44.191	*Deferred tax*
	170.381	**242.171**	
Konsolidasi:			***Consolidation:***
Pajak kini	153.461	205.280	*Current tax*
Pajak tangguhan	16.920	43.963	*Deferred tax*
	170.381	**249.243**	

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26. PERPAJAKAN (lanjutan) / ***26. TAXATION** (continued)*

d. Pajak kini / ***d. Current taxes***

Perhitungan beban pajak penghasilan kini adalah sebagai berikut: / *The calculation of the current income tax expense is as follows:*

	2019	2018	
Laba konsolidasian sebelum beban pajak penghasilan	276.287	229.010	*Consolidated profit before income tax expense*
Dikurangi:			*Less:*
Laba sebelum pajak penghasilan - Entitas Anak	(292.426)	(253.380)	*Profit before income tax - Subsidiaries*
Eliminasi atas jurnal antar perusahaan pada saat konsolidasi	21.861	19.074	*Elimination of inter-company entries during consolidation*
Laba/(rugi) sebelum pajak penghasilan - Perusahaan	5.722	(5.296)	*Profit/(loss) before income tax - the Company*
Perbedaan temporer:			***Temporary differences:***
Liabilitas imbalan kerja	-	910	*Employee benefits liabilities*
Perbedaan tetap:			***Permanent differences:***
(Pendapatan yang tidak dikenakan pajak)/biaya yang tidak dapat dikurangkan, neto	(2.128)	8.274	*(Non-taxable income)/ non-deductible expenses, net*
Pendapatan bunga yang dikenai pajak final	(3.594)	(3.759)	*Interest income subject to final tax*
Jumlah perbedaan temporer dan tetap	(5.722)	5.425	*Total temporary and permanent differences*
Laba fiskal - Perusahaan	**-**	**129**	***Taxable income - the Company***

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26. PERPAJAKAN (lanjutan)

d. Pajak kini (lanjutan)

Perhitungan beban pajak penghasilan kini adalah sebagai berikut: (lanjutan)

	2019	2018	
Pajak penghasilan kini Perusahaan	-	32	Current income tax the Company
Pajak penghasilan kini Entitas Anak	153.461	197.980	Current income tax Subsidiaries
Pajak penghasilan kini konsolidasian	**153.461**	**198.012**	***Consolidated current income tax***

Perhitungan pajak penghasilan kini dilakukan berdasarkan estimasi penghasilan kena pajak. Nilai tersebut mungkin disesuaikan ketika SPT tahunan disampaikan ke Direktorat Jenderal Pajak (DJP) di Indonesian dan otoritas perpajakan Irak dan Malaysia.

Rekonsiliasi antara beban pajak penghasilan Grup dengan jumlah teoritis beban pajak penghasilan yang dihitung berdasarkan laba sebelum pajak penghasilan Grup sebagai berikut:

	2019	2018	
Laba sebelum pajak penghasilan - konsolidasian	276.287	229.010	Profit before income tax – consolidated
Pajak penghasilan dihitung dengan tarif pajak efektif	107.637	90.961	Tax calculated at the effective tax rate
Beda tetap	64.188	151.785	Permanent differences
Pendapatan bunga yang dikenakan pajak final	(1.444)	(771)	Interest income subject to final tax
Penyesuaian atas pajak penghasilan badan tahun sebelumnya	-	7.268	Adjustments in respect of corporate income tax of the previous years
Beban pajak penghasilan	170.381	249.243	Income tax expense

26. *TAXATION* *(continued)*

d. Current taxes *(continued)*

The calculation of the current income tax expense is as follows: (continued)

Current income tax computations are based on estimated taxable income. The amounts may be adjusted when annual tax returns are filed with the Directorate General of Tax (DGT) in Indonesia and the Iraqi and Malaysian tax authorities.

The reconciliation between the Group's income tax expenses and the theoretical tax amount on the Group's profit before income tax is as follows:

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26. PERPAJAKAN (lanjutan)

***26. TAXATION** (continued)*

e. Pajak tangguhan

e. Deferred tax

	2019				
	1 Januari 2019/ *January 1, 2019*	Dibebankan ke laporan laba-rugi/ *Charged to profit or loss*	Dibebankan ke laporan penghasilan komprehensif lain/ *Charged to other comprehensive income*	31 Desember 2019/ *December 31, 2019*	
Aset pajak tangguhan:					***Deferred tax assets:***
Imbalan kerja karyawan	505	-	(505)	-	*Employee benefits*
Jumlah asset pajak tangguhan	**505**	**-**	**(505)**	**-**	***Total deferred tax assets***
Kewajiban pajak tangguhan - neto:					***Deferred tax liabilities - net:***
Pendapatan tangguhan	4.915	396	-	5.311	Deferred revenue
Penyisihan untuk biaya pembongkaran dan restorasi	14.274	(3.765)	-	10.509	*Provision for decommissioning and site restoration costs*
Penyusutan, deplesi dan amortisasi asset minyak dan gas bumi	(455.922)	(13.551)	(5)	(469.478)	*Depreciation, depletion and amortization of oil and gas properties*
Jumlah kewajiban pajak tangguhan - neto	**(436.733)**	**(16.920)**	**(5)**	**(453.658)**	***Total deferred tax liabilities - net***

	2018				
	1 Januari 2018/ *January 1, 2018*	Dibebankan ke laporan laba-rugi/ *Charged to profit or loss*	Dibebankan ke laporan penghasilan komprehensif lain/ *Charged to other comprehensive income*	31 Desember 2018/ *December 31, 2018*	
Aset pajak tangguhan:					***Deferred tax assets:***
Imbalan kerja karyawan	293	228	(16)	505	*Employee benefits*
Jumlah asset pajak tangguhan	**293**	**228**	**(16)**	**505**	***Total deferred tax assets***
Kewajiban pajak tangguhan - neto:					***Deferred tax liabilities - net:***
Pendapatan tangguhan	1.476	3.439	-	4.915	Deferred revenue
Penyisihan untuk biaya pembongkaran dan restorasi	19.234	(4.960)	-	14.274	*Provision for decommissioning and site restoration costs*
Penyusutan, deplesi dan amortisasi asset minyak dan gas bumi	(413.244)	(42.670)	(8)	(455.922)	*Depreciation, depletion and amortization of oil and gas properties*
Jumlah kewajiban pajak tangguhan - neto	**(392.534)**	**(44.191)**	**(8)**	**(436.733)**	***Total deferred tax liabilities - net***

Grup menghitung dan membayar sendiri jumlah pajak yang terutang. Otoritas perpajakan dapat menetapkan dan mengubah liabilitas pajak dalam batas waktu tertentu, dimana di Indonesia adalah lima tahun sejak tanggal terutangnya pajak.

The Group companies calculates and pays their tax obligations separately. The tax authorities may decide and amend tax liabilities within a certain period, currently of five years in Indonesia from the date taxes payable become due.

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26. PERPAJAKAN (lanjutan)

e. Pajak tangguhan (lanjutan)

Pajak penghasilan Grup terkait Kontrak Jasa Teknik ("KJT") dipotong dan disetor oleh SOMO, dan dikurangkan dari bagian produksi minyak mentah yang diterima oleh Grup.

Pajak penghasilan Perusahaan terkait KBH dipotong dan disetor oleh Sonatrach dikurangkan dari bagian produksi yang diterima oleh Perusahaan.

***26. TAXATION** (continued)*

***e. Deferred tax** (continued)*

The Group's income tax related to the Technical Service Contract ("TSC") is withheld and paid by SOMO and under the TSC is deducted from the Group's share of crude oil production.

The Company's income tax relating to its PSC activities is settled by Sonatrach withholding a portion of the Company's share of its production entitlement.

27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI

Saldo signifikan dengan pihak berelasi sebagai berikut:

27. RELATED PARTY BALANCES AND TRANSACTIONS

Significant related party accounts were as follows:

a. Kas dan setara kas (Catatan 6)

a. Cash and cash equivalents (Note 6)

	2019	2018	
BRI	435.619	458.065	*BRI*
Mandiri	35.876	46.237	*Mandiri*
BNI	5.672	20.534	*BNI*
BTN	4.682	16.381	*BTN*
	481.849	**541.217**	
Persentase terhadap jumlah aset	7,97%	9,27%	*As a percentage of total assets*

b. Piutang usaha (Catatan 7)

b. Trade receivables (Note 7)

	2019	2018	
Pertamina	**673.455**	**470.361**	***Pertamina***
Persentase terhadap jumlah aset	11,13%	8,06%	*As a percentage of total assets*

c. Piutang lain-lain (Catatan 8)

c. Other receivables (Note 8)

	2019	2018	
Pertamina	2.473	2.065	*Pertamina*
PT Pertamina Geothermal Energy	72	69	*PT Pertamina Geothermal Energy*
PT Perta Arun Gas	26	-	*PT Perta Arun Gas*
PT Pertamina Gas	18	42	*PT Pertamina Gas*
PT Pertamina Eksplorasi dan Produksi	12	24	*PT Pertamina Eksplorasi dan Produksi*
PT Pertamina Hulu Energi	1	5	*PT Pertamina Hulu Energi*
PT Pertamina Bina Medika	-	43	*PT Pertamina Bina Medika*
	2.602	**2.248**	
Persentase terhadap jumlah aset	0,04%	0,04%	*As a percentage of total assets*

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27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

***27. RELATED PARTY BALANCES AND TRANSACTIONS** (continued)*

d. Aset tidak lancar lainnya

d. Other non-current assets

	2019	2018	
Dana yang dibatasi penggunaannya - BRI (Catatan 14)	**20.977**	**23.229**	***Restricted funds - BRI (Note 14)***
Persentase terhadap jumlah aset	0,35%	0,40%	*As a percentage of total assets*

Dana yang dibatasi penggunaannya adalah kas yang disetorkan oleh PMEP sebagai jaminan operasional blok di Malaysia.

Restricted funds is cash deposited by PMEP as guarantee for operational of PSC block in Malaysia.

e. Utang usaha

e. Trade payables

	2019	2018	
Pertamina	53.399	5.168	*Pertamina*
PT Patra Badak Arun Solusi	1.097	1.947	*PT Patra Badak Arun Solusi*
PT Pertamina Training and Consulting	299	131	*PT Pertamina Training and Consulting*
PT Pertamina Hulu Indonesia	211	2	*PT Pertamina Hulu Indonesia*
PT Elnusa	207	-	*PT Elnusa*
PT Tugu Pratama Indonesia	59	117	*PT Tugu Pratama Indonesia*
PT Pertamina Bina Medika	43	7	*PT Pertamina Bina Medika*
PT Pertamina Hulu Energi	38	191	*PT Pertamina Hulu Energi*
PT Pertamina Geothermal Energy	19	18	*PT Pertamina Geothermal Energy*
PT Pertamina Eksplorasi dan Produksi	14	27	*PT Pertamina Eksplorasi dan Produksi*
PT Pertamina Gas	11	11	*PT Pertamina Gas*
PT Patra Jasa	5	73	*PT Patra Jasa*
PT Mitra Tours	4	-	*PT Mitra Tours*
PT Pertamina EP Cepu ADK	-	54	*PT Pertamina EP Cepu ADK*
PT Pertamina Retail	-	1	*PT Pertamina Retail*
	55.406	**7.747**	
Persentase terhadap jumlah liabilitas	2,85%	0,42%	*As a percentage of total liabilities*

f. Utang lain-lain

f. Other payables

	2019	2018	
Pertamina	204.269	168.065	*Pertamina*
PT Pertamina Training and Consulting	5	4	*PT Pertamina Training and Consulting*
PT Pertamina Bina Medika	1	1	*PT Pertamina Bina Medika*
	204.275	**168.070**	
Persentase terhadap jumlah liabilitas	10,49%	9,15%	*As a percentage of total liabilities*

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27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan) / ***27. RELATED PARTY BALANCES AND TRANSACTIONS** (continued)*

g. Pinjaman jangka panjang / ***g. Long-term loan***

	2019	2018	
Pertamina	106.029	106.029	*Pertamina*
Bagian lancar	(106.029)	-	*Current portion*
Pinjaman jangka panjang - dikurangi bagian lancar	**-**	**106.029**	***Long-term loan - net of current portion***

Utang tersebut merupakan pinjaman yang diperoleh PIREP dari Pertamina sebesar AS$106.029 untuk investasi di blok minyak di Irak. Pinjaman ini dikenakan tingkat bunga mengambang yang ditentukan oleh Pertamina. Pada tanggal 31 Desember 2019, Perusahaan mencatat biaya bunga sejumlah AS$3.079 (2018: AS$6.464).

Those payables represent a loan obtained by PIREP from Pertamina amounting to US$106,029 for investment in an oil block in Iraq. This loan is subject to a floating interest rate, as determined by Pertamina. In the year ended December 31, 2019, the Group has recognized interest expense amounting to US$3,079 (2018: US$6,464).

Pada tahun 2019 terdapat penyesuaian atas besaran perhitungan beban bunga karena adanya koreksi tingkat bunga yang berlaku dari tahun 2015 s.d. 2018.

In 2019 there was an adjustment to the amount of interest expense calculation due to the correction of the prevailing interest rate from 2015 to 2018.

Tingkat bunga per tahun atas pinjaman pemegang saham selama tahun 2019 dan 2018 adalah sebagai berikut:

Annual interest rates on shareholder loans during 2019 and 2018 are as follows:

	2019	2018	
Dolar AS	4,45%	6,09%	*US dollar*

h. Beban keuangan (Catatan 25) / ***h. Finance costs (Note 25)***

	2019	2018	
Pertamina	**525**	**12.938**	***Pertamina***
Persentase terhadap jumlah beban usaha	0,06%	1,63%	*As a percentage of total operating expenses*

i. Kompensasi manajemen kunci dan Dewan Komisaris / ***i. Compensation of key management and Board of Commissioners***

Manajemen kunci adalah Direksi dan personil lain yang mempunyai peranan kunci dalam Perusahaan. Kompensasi yang dibayar atau terutang pada manajemen kunci dan Dewan Komisaris adalah sebagai berikut:

Key management comprises the Board of Directors and other key management personnel who have significant involvement in the operations of the Company. The compensation paid or payable to key management and Board of Commissioners is shown below:

	2019	2018	
Gaji dan imbalan lainnya	**1.376**	**1.332**	***Salaries and other benefits***

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27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

j. Hubungan dengan pihak berelasi

Sifat dari hubungan dengan pihak berelasi sebagai berikut:

***27. RELATED PARTY BALANCES AND TRANSACTIONS** (continued)*

j. Relations with related parties

The nature of relationships with the related parties is as follows:

Hubungan/ *Relations*	Pihak berelasi/ *Related parties*
• Pemegang saham/ *Shareholder*	Pertamina PT Pertamina Pedeve Indonesia
• Entitas yang berelasi dengan Pemerintah/ *Entities related to the Government*	BRI Mandiri BNI BTN
• Entitas asosiasi/ *Associates*	Seplat Petroleum Development Company Plc Deep Well Oil and Gas, Inc. Maurel & Prom Colombia B.V. Petroregional del Lago Mixed Company
• Entitas sepengendali/ *Entity under common control*	PT Patra Badak Arun Solusi PT Pertamina Training and Consulting PT Pertamina Hulu Indonesia PT Elnusa PT Perta Arun Gas PT Tugu Pratama Indonesia PT Pertamina Bina Medika PT Pertamina Hulu Energi PT Pertamina Geothermal Energy PT Pertamina Eksplorasi dan Produksi PT Pertamina Gas PT Patra Jasa PT Mitra Tours
• Personil Manajemen Kunci/ *Key Management Personnel*	Direksi/*Board of Directors* Dewan Komisaris/*Board of Commissioners* Karyawan lain yang mempunyai peranan kunci/ *Other key management personnel*

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27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

j. Hubungan dengan pihak berelasi (lanjutan)

Transaksi pihak berelasi adalah:
1. Pertamina meliputi penjualan minyak mentah dan *cash calls* untuk kebutuhan operasional dan investasi.
2. PT Patra Jasa untuk biaya sewa gedung.

Transaksi antar pihak berelasi didasarkan pada kesepakatan antar pihak yang pada umumnya mengacu kepada harga pasar (untuk minyak dan pemberian jasa) dengan keuntungan tertentu dalam hal pemberian jasa.

***27. RELATED PARTY BALANCES AND TRANSACTIONS** (continued)*

***j. Relations with related parties** (continued)*

Related party transactions are:
1. *Pertamina for sales of crude oil and cash calls for operational and investment activities.*
2. *PT Patra Jasa for office rental.*

Transactions between related parties are based on agreements between the parties thereto which generally refer to the market price (for crude and services) and includes a certain margin in the case of services.

28. AKTIVITAS YANG TIDAK MEMPENGARUHI ARUS KAS

28. ACTIVITIES NOT AFFECTING CASH FLOWS

	2019	2018	
Saling hapus piutang berelasi dengan hutang kepada pihak berelasi	196.149	563.582	*Offset between receivables and payables to related parties*
Gross-up pajak atas pendapatan usaha	74.162	91.693	*Gross-up tax on revenue*

29. ASET KEUANGAN DAN LIABILITAS KEUANGAN

Per 31 Desember 2019, semua aset keuangan Grup yang terdiri dari kas dan setara kas, piutang usaha, piutang lain-lain, aset lancar lainnya dan aset tidak lancar lainnya sebesar AS$1.909.647 (2018: AS$1.691.476) dikategorikan sebagai pinjaman dan piutang. Grup tidak memiliki kategori aset keuangan lain selain pinjaman dan piutang.

Per 31 Desember 2019 semua liabilitas keuangan Grup yang terdiri dari utang usaha, utang lain-lain, beban yang masih harus dibayar dan pinjaman jangka panjang sebesar AS$1.281.874 (2018: AS$1.226.451) dikategorikan sebagai liabilitas keuangan lain yang diukur pada biaya perolehan diamortisasi. Grup tidak memiliki kategori liabilitas keuangan lain selain liabilitas keuangan lain yang diukur pada biaya perolehan diamortisasi.

29. FINANCIAL ASSETS AND FINANCIAL LIABILITIES

As of December 31, 2019, all of the Group's financial assets which are comprised of cash and cash equivalents, trade receivables, other receivables, other current assets and other non-current assets totaling US$1,909,647 (2018: US$1,691,476) were categorised as loans and receivables. The Group does not have any financial assets other than loans and receivables.

At December 31, 2019 all of the Group's financial liabilities which comprised of trade payables, other payables, accrued expenses and long-term loan totaling US$1,281,874 (2018: US$1,226,451) were categorised as other financial liabilities at amortised costs. The Group does not have any financial liabilities other than financial liabilities at amortised costs.

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29. ASET KEUANGAN DAN LIABILITAS KEUANGAN (lanjutan)

Berikut ini adalah rincian aset dan liabilitas keuangan berdasarkan kategori dan tingkatan:

29. FINANCIAL ASSETS AND FINANCIAL LIABILITIES *(continued)*

The information given below relates to financial assets and liabilities by category and level:

	Jumlah/*Total*	Nilai wajar melalui laporan laba rugi/ *Fair value trough profit or loss*	Tersedia untuk dijual/ *Available-for-sale*	Pinjaman dan piutang/ *Loans and receivables*	Liabilitas keuangan lainnya/ *Other financial liabilities*
31 Desember/*December* 2019					
Aset keuangan/*Financial assets*					
Kas dan setara kas/ *Cash and cash equivalents*	739.642	-	-	739.642	-
Investasi jangka pendek/ *Short-term investment*	323	-	-	323	-
Piutang usaha - pihak berelasi/ *Trade receivables - related parties*	673.455	-	-	673.455	-
Piutang usaha - pihak ketiga/ *Trade receivables - third parties*	261.423	-	-	261.423	-
Piutang lain-lain - pihak berelasi/ *Other receivables - related parties*	2.602	-	-	2.602	-
Piutang lain-lain - pihak ketiga/ *Other receivables - third parties*	21.539	-	-	21.539	-
Aset lancar lainnya/ *Other current assets*	95.154	-	-	95.154	-
Aset tidak lancar lainnya/ *Other non-current assets*	115.509	-	-	115.509	-
Jumlah aset keuangan/ *Total financial assets*	**1.909.647**	**-**	**-**	**1.909.647**	**-**
Liabilitas keuangan/*Financial liabilities*					
Utang usaha - pihak berelasi/ *Trade payables - related parties*	55.406	-	-	-	55.406
Utang usaha - pihak ketiga/ *Trade payables - third parties*	131.101	-	-	-	131.101
Beban yang masih harus dibayar/ *Accrued expenses*	67.896	-	-	-	67.896
Utang lain-lain - pihak berelasi/ *Other payables - related parties*	204.275	-	-	-	204.275
Utang lain-lain - pihak ketiga/ *Other payables - third parties*	117.098	-	-	-	117.098
Pinjaman jangka panjang - bagian lancar - pihak berelasi/*Long-term loan - current portion - related parties*	106.029	-	-	-	106.029
Pinjaman jangka panjang - bagian lancar - pihak ketiga/*Long-term loan - current portion - third parties*	151.550	-	-	-	151.550
Pinjaman jangka panjang - dikurangi bagian lancar - pihak ketiga/*Long-term loan - net of current portion - third parties*	448.519	-	-	-	448.519
Jumlah liabilitas keuangan/ *Total financial liabilities*	**1.281.874**	**-**	**-**	**-**	**1.281.874**

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29. ASET KEUANGAN DAN LIABILITAS KEUANGAN (lanjutan)

29. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

	Jumlah/*Total*	Nilai wajar melalui laporan laba rugi/ *Fair value trough profit or loss*	Tersedia untuk dijual/ *Available-for-sale*	Pinjaman dan piutang/ *Loans and receivables*	Liabilitas keuangan lainnya/ *Other financial liabilities*
31 Desember/*December* 2018					
Aset keuangan/*Financial assets*					
Kas dan setara kas/ *Cash and cash equivalents*	870.218	-	-	870.218	-
Investasi jangka pendek/ *Short-term investment*	366	-	-	366	-
Piutang usaha - pihak berelasi/ *Trade receivables - related parties*	470.361	-	-	470.361	-
Piutang usaha - pihak ketiga/ *Trade receivables - third parties*	146.199	-	-	146.199	-
Piutang lain-lain - pihak berelasi/ *Other receivables - related parties*	2.248	-	-	2.248	-
Piutang lain-lain - pihak ketiga/ *Other receivables - third parties*	31.825	-	-	31.825	-
Aset lancar lainnya/ *Other current assets*	67.582	-	-	67.582	-
Aset tidak lancar lainnya/ *Other non-current assets*	102.677	-	-	102.677	-
Jumlah aset keuangan/ *Total financial assets*	**1.691.476**	-	-	**1.691.476**	-
Liabilitas keuangan/*Financial liabilities*					
Utang usaha - pihak berelasi/ *Trade payables - related parties*	7.747	-	-	-	7.747
Utang usaha - pihak ketiga/ *Trade payables - third parties*	131.956	-	-	-	131.956
Beban yang masih harus dibayar/ *Accrued expenses*	99.209	-	-	-	99.209
Utang lain-lain - pihak berelasi/ *Other payables - related parties*	168.070	-	-	-	168.070
Utang lain-lain - pihak ketiga/ *Other payables - third parties*	117.703	-	-	-	117.703
Pinjaman jangka panjang - dikurangi bagian lancar - pihak berelasi/*Long-term loan - net of current portion - related parties*	106.029	-	-	-	106.029
Pinjaman jangka panjang - dikurangi bagian lancar - pihak ketiga/*Long-term loan - net of current portion - third parties*	595.737	-	-	-	595.737
Jumlah liabilitas keuangan/ *Total financial liabilities*	**1.226.451**	-	-	-	**1.226.451**

30. MANAJEMEN RISIKO KEUANGAN

Berbagai aktivitas yang dilakukan membuat Grup terekspos terhadap berbagai risiko keuangan: risiko pasar (termasuk risiko dari dampak nilai tukar mata uang asing, risiko harga dan risiko suku bunga), risiko kredit dan risiko likuiditas. Tujuan dari manajemen risiko Grup adalah untuk mengidentifikasi, mengukur, mengawasi dan mengelola risiko dasar dalam upaya melindungi kesinambungan bisnis dalam jangka panjang dan meminimalkan dampak yang tidak diharapkan pada kinerja keuangan Grup.

30. FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: market risk (including the effects of foreign currency exchange risk, price risk and interest rate risk), credit risk and liquidity risk. The objectives of the Group's risk management are to identify basic risks in order to safeguard the Group's long-term business continuity and to minimise potential adverse effects on the financial performance of the Group.

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30. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Faktor risiko keuangan

Risiko keuangan meliputi risiko pasar (termasuk risiko nilai tukar mata uang asing, risiko harga dan risiko suku bunga), risiko kredit dan risiko likuiditas.

i. Risiko pasar

Risiko pasar adalah risiko dimana nilai wajar arus kas di masa datang dari suatu instrumen keuangan akan berfluktuasi karena adanya perubahan harga pasar.

Faktor-faktor risiko pasar adalah:

(i) Risiko nilai tukar mata uang asing

Sebagian besar pendapatan dan pengeluaran operasi dari Grup didenominasi dalam mata uang dolar AS dan mata uang pelaporan dari Grup adalah dolar AS, sehingga Grup mempunyai eksposur yang minimal terhadap fluktuasi nilai tukar mata uang asing.

(ii) Risiko harga

Grup terekspos terhadap risiko pasar yang berhubungan dengan pergerakan harga minyak mentah di Irak dan Malaysia karena minyak mentah adalah produk komoditas yang diperjualbelikan di pasar minyak dunia. Sebagai produk komoditas, harga minyak mentah sangat tergantung pada dinamika pasokan dan permintaan minyak mentah di pasar ekspor dunia, yang sangat dipengaruhi oleh:

- Faktor-faktor fundamental (seperti produksi, persediaan, kondisi kilang, fasilitas pipa dan kebijakan produksi, tingkat pertumbuhan ekonomi, kebutuhan, musim, dan ketersediaan teknologi sumber tenaga alternatif).

***30. FINANCIAL RISK MANAGEMENT** (continued)*

a. Financial risk factors

Financial risk consists of market risk (including foreign exchange risk, price risk and interest rate risk), credit risk and liquidity risk.

i. Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices.

The market risk factors are as follows:

(i) Foreign exchange risk

The majority of the Group's revenue and operating expenditure is denominated in US dollars and the reporting currency of the Group is US dollars, and thus the Group has a minimum exposure to fluctuations in exchange rates for involving other currencies.

(ii) Price risk

The Group is exposed to market risk associated with price movements of crude oil since crude oil in Iraq and Malaysia are commodity products traded on the world crude markets. As a commodity product, global crude oil prices are principally dependent on the supply and demand dynamics of crude oil in the world export markets which are significantly affected by:

- *Fundamental factors (such as production, inventory, condition of refineries, pipeline facilities and production policy, economic growth, needs, seasons and the technological availability of energy alternative sources).*

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30. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Faktor risiko keuangan (lanjutan)

i. Risiko pasar (lanjutan)

(ii) Risiko harga (lanjutan)

- Faktor-faktor non-fundamental (kekhawatiran pasar akibat gangguan politik, keamanan dan aksi spekulasi di pasar minyak).

Harga minyak mentah Grup ditentukan berdasarkan harga minyak mentah di Irak dan Malaysia, sehingga cenderung sangat mengikuti siklus dan terpengaruh oleh fluktuasi yang signifikan yang disebabkan oleh dinamika pasokan dan permintaan seperti yang didiskusikan di atas. Namun demikian, Grup tidak melakukan lindung nilai terhadap fluktuasi harga minyak mentah sesuai dengan instruksi dari Pertamina. Risiko fluktuasi harga minyak mentah dimonitor secara berkesinambungan untuk mengetahui besarnya eksposur risiko yang dihadapi Grup.

(iii) Risiko suku bunga

Grup memiliki eksposur risiko suku bunga arus kas dan nilai wajar suku bunga yang disebabkan oleh posisi aset dan liabilitas keuangan.

Aset dan liabilitas keuangan dengan dengan tingkat suku bunga mengambang mengekspos Grup terhadap risiko suku bunga arus kas. Aset dan liabilitas keuangan dengan tingkat suku bunga tetap mengekspos Grup terhadap risiko nilai wajar suku bunga.

Dengan demikian, Grup terekpos pada nilai pasar risiko suku bunga karena perubahan tingkat suku bunga pasar akan mempengaruhi Pertamina yang akan membebankan sebagian biaya pinjaman tersebut kepada Grup.

***30. FINANCIAL RISK MANAGEMENT** (continued)*

***a. Financial risk factors** (continued)*

***i. Market risk** (continued)*

(ii) Price risk (continued)

- *Non-fundamental factors (market concerns due to political interference, security and speculation in oil markets).*

Prices for the Group's crude oil are based on Iraq and Malaysia crude oil prices, and therefore tend to be highly cyclical and subject to significant fluctuations due to the supply and demand dynamics as discussed above. However, the Group does not use derivative instruments to hedge exposure to crude oil price risk in accordance with an instruction from Pertamina. The risk of crude oil price fluctuations is monitored on an ongoing basis to determine the magnitude of the risk exposures faced by the Group.

(iii) Interest rate risk

The Group is exposed to cash flow and fair value interest rate risk due to its financial assets and liabilities position.

Assets and liabilities with floating rates expose the Group to cash flow interest rate risk. Financial assets and liabilities with fixed rates expose the Group to fair value interest rate risk.

As such, the Group is exposed to the fair value of interest rate risk, due to the fact that changes in market interest rates will affect Pertamina, which in turn will pass through a portion of its borrowing costs to the Group.

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30. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Faktor risiko keuangan (lanjutan)

i. Risiko pasar (lanjutan)

(iii) Risiko suku bunga (lanjutan)

Pada saat tanggal pelaporan, aset dan liabilitas keuangan dengan tingkat suku bunga mengambang, suku bunga tetap dan non-bunga sebagai berikut:

***30. FINANCIAL RISK MANAGEMENT** (continued)*

***a. Financial risk factors** (continued)*

***i. Market risk** (continued)*

(iii) Interest rate risk (continued)

At the reporting date, financial assets and liabilities with floating rates, fixed rates and those that were non-interest bearing were as follows:

	31 Desember/*December 31*, 2019					
	Suku bunga mengambang/ *Floating rate*		Suku bunga tetap/ *Fixed rate*			
	Jatuh tempo kurang dari satu tahun/ *Maturity less than one year*	Jatuh tempo lebih dari satu tahun/ *Maturity more than one year*	Jatuh tempo kurang dari satu tahun/ *Maturity less than one year*	Jatuh tempo lebih dari satu tahun/ *Maturity more than one year*	Non-bunga/ *Non-interest bearing*	Jumlah/ *Total*
Aset/*Assets*						
Kas dan setara kas/ *Cash and cash equivalents*	739.642	-	-	-	-	739.642
Investasi jangka pendek/ Short-term *investment*	323	-	-	-	-	323
Piutang usaha/ *Trade receivables*	-	-	-	-	934.878	934.878
Piutang lain-lain/ *Other receivables*	-	-	-	-	24.141	24.141
Aset lancar lainnya/ *Other current assets*	-	-	-	-	95.154	95.154
Aset tidak lancar lainnya/ *Other non-current assets*	-	-	-	-	115.509	115.509
Jumlah aset keuangan/ *Total financial assets*	**739.965**	-	-	-	**1.169.682**	**1.909.647**
Liabilitas/*Liabilities*						
Utang usaha/ *Trade payables*	-	-	-	-	(186.507)	(186.507)
Beban yang masih harus dibayar/ *Accrued expenses*	-	-	-	-	(67.896)	(67.896)
Utang lain-lain/ *Other payables*	-	-	-	-	(321.373)	(321.373)
Pinjaman jangka panjang/ *Long-term loan*	(257.579)	(448.519)	-	-	-	(706.098)
Jumlah liabilitas keuangan/ *Total financial liabilities*	**(257.579)**	**(448.519)**	-	-	**(575.776)**	**(1.281.874)**

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30. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Faktor risiko keuangan (lanjutan)

i. Risiko pasar (lanjutan)

(iii) Risiko suku bunga (lanjutan)

30. *FINANCIAL RISK MANAGEMENT* *(continued)*

a. Financial risk factors *(continued)*

i. Market risk *(continued)*

(iii) Interest rate risk (continued)

	31 Desember /*December 31*, 2018					
	Jatuh tempo kurang dari satu tahun/ *Maturity less than one year*	Jatuh tempo lebih dari satu tahun/ *Maturity more than one year*	Jatuh tempo kurang dari satu tahun/ *Maturity less than one year*	Jatuh tempo lebih dari satu tahun/ *Maturity more than one year*	Non-bunga/ *Non-interest bearing*	Jumlah/ *Total*
Aset/*Assets*						
Kas dan setara kas/ *Cash and cash equivalents*	870.218	-	-	-	-	870.218
Investasi jangka pendek/ *Short term investment*	366	-	-	-	-	366
Piutang usaha/ *Trade receivables*	-	-	-	-	616.560	616.560
Piutang lain-lain/ *Other receivables*	-	-	-	-	34.073	34.073
Aset lancar lainnya/ *Other current assets*	-	-	-	-	67.582	67.582
Aset tidak lancar lainnya/ *Other non-current assets*	-	-	-	-	102.677	102.677
Jumlah aset keuangan/ *Total financial assets*	**870.584**	-	-	-	**820.892**	**1.691.476**
Liabilitas/*Liabilities*						
Utang usaha/ *Trade payables*	-	-	-	-	(139.703)	(139.703)
Beban yang masih harus dibayar/ *Accrued expenses*	-	-	-	-	(99.209)	(99.209)
Utang lain-lain/ *Other payables*	-	-	-	-	(285.773)	(285.773)
Pinjaman jangka panjang/ *Long-term loan*	-	(701.766)	-	-	-	(701.766)
Jumlah liabilitas keuangan/ *Total financial liabilities*	-	**(701.766)**	-	-	**(524.685)**	**(1.226.451)**

ii. Risiko kredit

Pada tanggal 31 Desember 2019, jumlah maksimum eksposur dari risiko kredit adalah AS$1.909.647 (2018: AS$1.691.476). Risiko kredit terutama berasal dari penempatan dana pada bank dan piutang usaha.

Risiko kredit atas penempatan rekening koran dan deposito dikelola oleh manajemen sesuai dengan kebijakan Grup Perusahaan. Investasi atas kelebihan dana dibatasi untuk tiap-tiap bank dan kebijakan ini dievaluasi setiap tahun. Batas tersebut ditetapkan untuk meminimalkan risiko konsentrasi kredit sehingga mengurangi kemungkinan kerugian akibat kebangkrutan bank-bank tersebut.

ii. Credit risk

As of December 31, 2019, the total maximum exposure from credit risk was US$1,909,647 (2018: US$1,691,476). Credit risk arises from cash in banks and trade receivables.

Credit risk arising from placements of current accounts and deposits is managed in accordance with the Group's policy. Investments of surplus funds are limited for each bank and reviewed annually. Such limits are set to minimize the concentration of credit risk and therefore mitigate financial loss through potential failure of the banks.

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30. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Faktor risiko keuangan (lanjutan)

ii. Risiko kredit (lanjutan)

Per 31 Desember 2019, semua piutang usaha Grup merupakan piutang dari mitra sebagai operator KJT, piutang terkait KBH dan piutang pihak berelasi.

Manajemen berkeyakinan akan kemampuannya untuk terus mengendalikan dan mempertahankan eksposur yang minimal terhadap risiko kredit mengingat Grup memiliki kebijakan yang jelas dalam pemilihan pelanggan, perjanjian yang mengikat secara hukum untuk transaksi penjualan minyak dan secara historis mempunyai tingkat piutang bermasalah yang rendah.

Risiko likuiditas merupakan risiko yang muncul dalam situasi dimana posisi arus kas Grup mengindikasikan bahwa arus kas masuk dari pendapatan jangka pendek tidak cukup untuk memenuhi arus kas keluar untuk pengeluaran jangka pendek. Sebagian besar arus kas masuk Grup bergantung pada dana dari pemegang saham utama, dalam bentuk *cash call*. Manajemen Grup secara rutin melakukan monitor atas perkiraan arus kas dan arus kas aktual dan melakukan koordinasi secara rutin atas pendanaan dengan pemegang saham utama.

***30. FINANCIAL RISK MANAGEMENT** (continued)*

***a. Financial risk factors** (continued)*

***ii. Credit risk** (continued)*

As of December 31, 2019, all of the Group's trade receivables were receivables from the TSC operator, PSC-related receivables and related party receivables.

Management is confident in its ability to continue to control and sustain minimal exposure to credit risk arising from trade receivables, given that the Group has clear policies on the selection of new customers, legally binding agreements in place for oil sales transactions and historically low levels of bad debts.

Liquidity risk is defined as a risk that arises in situations where a Group's cash flow indicates that the cash inflow from short-term revenue is insufficient to cover the cash outflow of short-term expenditure. Most of the Group's cash inflow depends on funding in the form of cash calls from its ultimate shareholder. The Group's management regularly monitors the projected and actual cash flows and regularly coordinates funding arrangements with the ultimate shareholder.

	2019	2018	
Piutang usaha:			***Trade receivables:***
- Kurang dari 3 bulan	847.374	573.649	*Less than 3 months -*
- 3 - 6 bulan	87.504	42.911	*3 - 6 months -*
	934.878	**616.560**	

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30. MANAJEMEN RISIKO KEUANGAN (lanjutan) / ***30. FINANCIAL RISK MANAGEMENT** (continued)*

a. Faktor risiko keuangan (lanjutan) / ***a. Financial risk factors** (continued)*

iii. Risiko likuiditas / ***iii. Liquidity risk***

Tabel dibawah ini menggambarkan liabilitas keuangan Grup pada tanggal laporan keuangan berdasarkan jatuh temponya yang relevan sesuai periode sisa hingga tanggal jatuh tempo kontraktual. Jumlah yang diungkapkan dalam tabel ini adalah nilai arus kas kontraktual yang tidak terdiskonto termasuk estimasi pembayaran bunga:

The table below analyses the Group's financial liabilities at the reporting date into relevant maturity groupings based on the remaining period to the contractual maturity date. The amounts disclosed in the table are contractual undiscounted cash flows including estimated interest payments:

	Kurang dari 1 tahun/ *Less than 1 year*	Lebih dari 1 tahun dan kurang dari 5 tahun/ *Later than 1 year and not later than 5 years*	Lebih dari 5 tahun/ *Later than 5 years*	Jumlah/ *Total*	
31 Desember 2019					***December 31, 2019***
Liabilitas keuangan					***Financial liabilities***
Utang usaha	(186.507)	-	-	(186.507)	*Trade payables*
Beban yang masih harus dibayar	(67.896)	-	-	(67.896)	*Accrued expenses*
Utang lain-lain	(321.373)	-	-	(321.373)	*Other payables*
Pinjaman jangka panjang	-	-	-	-	*Long-term payable*
Liabilitas jangka panjang lain - lain	(257.579)	(448.519)	-	(706.098)	*Other long-term liabilities*
Jumlah liabilitas keuangan	**(833.355)**	**(448.519)**	**-**	**(1.281.874)**	***Total financial liabilities***

	Kurang dari 1 tahun/ *Less than 1 year*	Lebih dari 1 tahun dan kurang dari 5 tahun/ *Later than 1 year and not later than 5 years*	Lebih dari 5 tahun/ *Later than 5 years*	Jumlah/ *Total*	
31 Desember 2018					***December 31, 2018***
Liabilitas keuangan					***Financial liabilities***
Utang usaha	(139.703)	-	-	(139.703)	*Trade payables*
Beban yang masih harus dibayar	(99.209)	-	-	(99.209)	*Accrued expenses*
Utang lain-lain	(285.773)	-	-	(285.773)	*Other payables*
Pinjaman jangka panjang	-	-	-	-	*Long-term payable*
Liabilitas jangka panjang lain - lain	-	(631.080)	(70.686)	(701.766)	*Other long-term liabilities*
Jumlah liabilitas keuangan	**(524.685)**	**(631.080)**	**(70.686)**	**(1.226.451)**	***Total financial liabilities***

iv. Perubahan Pada Liabilitas Yang Timbul Dari Aktivitas Pendanaan / ***iv. Changes in Liabilities Arising From Financing Activities***

	2019	2018	
Pinjaman - pihak berelasi			***Loan - related party***
Saldo awal	106.029	285.960	*Beginning balance*
Perubahan non-kas:			*Non-cash changes:*
- Saling hapus dengan piutang Pertamina	-	(173.467)	*Offset to account receivable - from Pertamina*
- Beban bunga pinjaman	-	(6.464)	*Loan interest expense -*
Saldo akhir	**106.029**	**106.029**	***Ending balance***

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30. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Manajemen modal

Sesuai dengan kebijakan pemegang saham utama, kebijakan permodalan dan pendanaan Grup sepenuhnya diatur oleh pemegang saham utama. Grup tidak diberikan otorisasi untuk melakukan pinjaman baik jangka pendek maupun jangka panjang. Oleh karena itu, penerimaan modal Grup tergantung sepenuhnya pada kemampuan pemegang saham utama mendapatkan pendanaan. Dalam mengelola permodalannya, pemegang saham utama berusaha mempertahankan kelangsungan usahanya termasuk entitas anak serta memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya. Pemegang saham utama secara aktif dan rutin menelaah dan mengelola permodalannya untuk memastikan struktur modal dan pengembalian yang optimal bagi pemegang saham, dengan mempertimbangkan efisiensi penggunaan modal berdasarkan arus kas operasi dan belanja modal serta memper-timbangkan kebutuhan modal di masa yang akan datang. Dengan demikian, kemampuan Grup dalam mengelola permodalannya untuk memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya serta untuk senantiasa mempertahankan kelangsungan usahanya sangatlah terbatas.

c. Nilai wajar

Nilai wajar adalah suatu jumlah dimana suatu aset dapat dipertukarkan atau suatu liabilitas diselesaikan antara pihak yang memahami dan berkeinginan untuk melakukan transaksi wajar.

Nilai tercatat dari aset dan liabilitas keuangan mendekati nilai wajarnya.

***30. FINANCIAL RISK MANAGEMENT** (continued)*

b. Capital management

In accordance with the policy of the ultimate shareholder, capital management and financing activities including dividend distributions are managed by the ultimate shareholder. The Group is not authorised to obtain any short-term or long-term borrowings. Therefore, the Group's ability to obtain capital depends on the ultimate shareholder's ability to obtain funding. In managing capital, the ultimate shareholder safeguards its ability to continue as a going concern as well as that of its subsidiaries and to maximise benefits to the shareholders and other stakeholders. The ultimate shareholder actively and regularly reviews and manages its capital as a group to ensure an optimal capital structure and return to the shareholders, taking into consideration the efficiency of capital use based on operating cash flow and capital expenditure and also consideration of future capital needs as a whole. As such, the Group's ability to manage capital to maximise benefits to the shareholders and other stakeholders and to safeguard its ability to continue as a going concern is very limited.

c. Fair value

Fair value is the amount for which an asset could be exchanged or liability settled between knowledgeable and willing parties in an arm's-length transaction.

The carrying amount of financial assets and liabilities approximate their fair values.

31. INFORMASI SEGMEN

Manajemen telah menentukan segmen operasi berdasarkan laporan yang digunakan untuk mengambil keputusan stratejik. Segmen dikelompokkan berdasarkan wilayah operasi.

Segmen dikelompokkan berdasarkan area, yang merupakan laporan segmen Perusahaan sesuai dengan PSAK 5 (Revisi 2009), Segmen Operasi (Catatan 3u). Kegiatan usaha di area Indonesia saat ini dikelompokkan pada segmen Lain-Lain karena masih belum memenuhi ambang batas kuantitatif sebagai segmen operasi dilaporkan.

31. SEGMENT INFORMATION

Management has determined the operating segments are based on the reports that are used to make strategic decisions. Segments are grouped based on working areas.

Segments are grouped based on area, representing the Company's reportable segments as defined in the accounting standards for segment reporting SFAS 5 (Revised 2009), Operating Segments (Note 3u). Business activities in Indonesia area is currently grouped into Other segment because they still have not met quantitative thresholds as a reportable operating segment.

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31. INFORMASI SEGMEN (lanjutan) / *31. SEGMENT INFORMATION (continued)*

	31 Desember 2019/*December 31, 2019*							
	Timur Tengah/ *Middle East*	**Asia/ *Asia***	**Afrika/ *Africa***	**Lain-lain/ *Others***	**Jumlah sebelum eliminasi/ *Total before elimination***	**Eliminasi/ *Elimination***	**Jumlah konsolidasian/ *Total consolidated***	
Penjualan eksternal	103.400	315.593	805.979	-	1.224.972	-	1.224.972	*External sales*
Penjualan antar segmen	-	-	-	-	-	-	-	*Inter-segment sales*
Jumlah segmen pendapatan	103.400	315.593	805.979	-	1.224.972	-	1.224.972	*Total segment revenues*
Hasil segmen	15.541	72.495	217.714	(38.493)	267.257	19.916	287.173	*Segment results*
Rugi selisih kurs							(12.544)	*Foreign exchange loss*
Pendapatan keuangan							9.562	*Finance income*
Beban keuangan							(30.974)	*Finance expense*
Bagian atas laba neto entitas asosiasi							58.748	*Share in net profit of associates*
Beban lain-lain - neto							(494)	*Other expense - net*
Penurunan nilai investasi di blok minyak dan gas bumi							(35.184)	*Provision for impairment of investment in oil and gas blocks*
							(10.886)	
Laba sebelum beban pajak penghasilan							**276.287**	*Income before income tax expense*
Beban pajak penghasilan							(170.381)	*Income tax expense*
Laba tahun berjalan							**105.906**	*Profit for the year*
Laba yang dapat diatribusikan kepada:								*Income attributable to:*
Pemilik entitas induk							97.996	*Owners of the parent*
Kepentingan non pengendali							7.910	*Non-controlling interest*
							105.906	
Informasi lain								***Other Information***
Segmen aset	-	230.455	2.122.782	-	2.353.237	-	2.353.237	*Segment assets*
Investasi	398.968	925.517	281.299	72.168	1.677.952	-	1.677.952	*Investments*
Jumlah aset	398.968	1.155.972	2.404.081	72.168	4.031.189	-	4.031.189	*Total assets*

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31. INFORMASI SEGMEN (lanjutan) / *31. SEGMENT INFORMATION (continued)*

	31 Desember 2018/*December31, 2018*							
	Timur Tengah/ Middle East	**Asia/Asia**	**Afrika/Africa**	**Lain-lain/*Others***	**Jumlah sebelum eliminasi/ *Total before elimination***	**Eliminasi/ *Elimination***	**Jumlah konsolidasian/ *Total consolidated***	
Penjualan eksternal	103.301	406.301	681.995	-	1.191.597	-	1.191.597	*External sales*
Penjualan antar segmen	-	-	-	-	-	-	-	*Inter-segment sales*
Jumlah segmen pendapatan	103.301	406.301	681.995	-	1.191.597	-	1.191.597	*Total segment revenues*
Hasil segmen	19.354	115.241	291.163	(12.640)	413.118	(15.149)	397.969	*Segment results*
Rugi selisih kurs							(10.161)	*Foreign exchange loss*
Pendapatan keuangan							10.919	*Finance income*
Beban keuangan							(43.530)	*Finance expense*
Bagian atas laba neto entitas asosiasi							30.585	*Share in net profit of associates*
Pendapatan lain-lain - neto							7.147	*Other income - net*
Penurunan nilai investasi di blok minyak dan gas bumi							(163.919)	*Provision for impairment of investment in oil and gas blocks*
							(168.959)	
Laba sebelum beban Pajak penghasilan							**229.010**	*Income before income tax expense*
Beban pajak penghasilan							(249.243)	*Income tax expense*
Rugi tahun berjalan							**(20.233)**	*Loss for the year*
Laba yang dapat diatribusikan kepada:								*Income attributable to:*
Pemilik entitas induk							(39.713)	*Owners of the parent*
Kepentingan non pengendali							19.480	*Non-controlling interest*
							(20.233)	
Informasi lain								***Other Information***
Segmen aset	-	212.277	2.065.260	-	2.277.537	-	2.277.537	*Segment assets*
Investasi	403.318	1.024.237	253.240	54.276	1.735.070	-	1.735.071	*Investments*
Jumlah aset	403.318	1.236.514	2.318.500	54.276	4.012.607	-	4.012.608	*Total assets*

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32. PERJANJIAN, KOMITMEN DAN KONTINJENSI PENTING

a. Audit oleh Pemerintah (PAEP)

Merujuk pada Kontrak Kerja Sama, Sonatrach sebagai perwakilan dari Pemerintah Aljazair, memiliki otoritas untuk melakukan audit mengenai penggantian biaya dan investasi. Oleh sebab itu, pencatatan dan laporan akuntansi merupakan subjek audit oleh Sonatrach. Temuan yang berasal dari audit ini bisa disetujui oleh manajemen Perusahaan dan dicatat pada pencatatan akuntansi atau didiskusikan lebih lanjut. Penyelesaian atas temuan yang didiskusikan tersebut memerlukan proses negosiasi yang cukup lama. Pada 31 Desember 2019, Perusahaan memiliki jumlah temuan audit sebesar AS$100.576.564 (nilai penuh - bruto) untuk tahun 1995 hingga 2018. Dari sejumlah tersebut, yang telah diselesaikan adalah sebesar AS$32.711.323 (nilai penuh - bruto) sehingga masih menyisakan sebesar AS$67.865.241 (nilai penuh - bruto). Temuan tersebut masih dalam proses negosiasi antara Perusahaan dan Sonatrach.

Manajemen berpendapat bahwa hasil audit atas Perusahaan tidak akan memiliki dampak material terhadap posisi keuangan Perusahaan dan karenanya, tidak ada penyisihan yang dicatat pada tanggal 31 Desember 2019.

b. Audit oleh Pemerintah (PIREP)

Terdapat perbedaan pendapatan dan piutang yang dicatat dan dilaporkan oleh Operator dengan yang diakui oleh Pemerintah Irak melalui Petroleum Contracts and Licensing Directorate (PCLD) dan SOMO. Pendapatan dan piutang ini berasal dari *remuneration fee, petroleum cost* dan biaya lainnya. Hingga saat ini Operator masih melakukan negosiasi untuk penyelesaian atas perbedaan ini. Pada 31 Desember 2019, nilai pengurangan cost recovery sebagai akibat adanya *disputed items* yang menjadi beban PIREP adalah sebesar AS$7,2 juta.

Manajemen berpendapat bahwa penyelesaian atas perbedaan ini tidak akan memiliki dampak yang material terhadap laporan posisi keuangan Perusahaan dan sehingga tidak ada penyisihan yang dicatat pada tanggal 31 Desember 2019.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES

a. Government audits (PAEP)

Under the PSC, Sonatrach on behalf of the Algerian Government, has the authority to conduct audits in relation to the partners' reimbursements of expenses and investment costs. Therefore, the accounting records and reports of the Company are subject to audit by Sonatrach. Findings arising from these audits are either agreed by the management of the Company and recognized in its accounting records or are disputed. Resolution of disputed findings may require a lengthy negotiation process extending over a number of years. As of December 31, 2019, the Company has audit findings totalling US$100,576,564 (full amount - gross) for the years 1995 to 2018. From aforementioned total, findings that have been settled are amounting to US$32,711,323 (full amount - gross) and thus the remaining US$67,865,241 (full amount - gross) findings are still under discussion between the Company and Sonatrach.

Management believes that settlements of the outstanding audit issues will be resolved with no significant impact on the Company's financial statements and accordingly, no provision for settlement of audit claims has been recognized as at December 31, 2019.

b. Government audits (PIREP)

There were differences of revenues and receivables recorded and reported by the Operator and those recognized by the Iraqi Government through Petroleum Contracts and Licensing Directorate (PCLD) and SOMO. These revenues and receivables derived from remuneration fees, petroleum costs and other expenses. The Operator is still conducting negotiation on the resolution of the differences. As of December 31, 2019, the amount of the reduction in cost recovery as a result of disputed items that shall be borne by PIREP is amounting to US$7.2 million.

Management believes that the resolution of these differences will have no significant impact on the Company's financial statements and accordingly no provision has been recognized as of December 31, 2019.

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32. PERJANJIAN, KOMITMEN DAN KONTINJENSI PENTING (lanjutan)

c. Arbitrase di Lapangan Gumusut Kakap

Sabah Shell Petroleum Company Limited (SSPC) sebagai unit operator di Lapangan Gumusut Kakap digugat oleh Gumusut Kakap Semi-Floating Production System (Labuan) Limited (GKL) kontraktor pembangunan SEMI FPS di lapangan tersebut, terkait dengan pembayaran atas GKL yang menurut GKL belum dibayarkan oleh SSPC.

PMEP bukan merupakan pihak dalam perkara arbitrase dimaksud, namun sebagai salah satu *Unit Party* dalam Gumusut Kakap Unitization and Unit Operating Agreement (GK-UUOA), berpotensi ikut menanggung klaim sesuai dengan porsi *Participation Interest* PMEP, apabila Arbitrator mengabulkan klaim GKL. Namun sampai dengan Laporan Keuangan ini diterbitkan, jumlah klaim atas kasus ini belum bisa diestimasi.

d. *Liquidity free shares*

Merujuk pada Liquidity Mechanism Agreement yang sudah ditandatangani oleh PIEP dan pekerja M&P sebagai tindak lanjut dari proses Tender Offer, PIEP menyetujui untuk melakukan pembelian atas saham M&P yang dimiliki oleh pekerja M&P sesuai dengan tanggal berakhirnya *holding period* saham yang dimaksud. Pembelian saham ini dilakukan selama masa yang disebut sebagai Put Option Applicable Window yang merupakan:

a. Periode enam bulan dimulai sejak tanggal yang lebih awal dari tanggal-tanggal berikut (yang kemudian disebut sebagai "First Put Window"): (i) Hari Kerja pertama setelah berakhirnya *holding period* dari Free Shares, yaitu 26 Februari 2019 dan (ii) Hari Kerja pertama setelah tanggal jatuh tempo dari *lock up period* atas Free Share yang mengacu pada pasal L. 225-197-1 (Penerima tidak sah) dan L. 225-197-3 (Penerima meninggal dunia) dari French Commerical Code; atau

***32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES** (continued)*

c. Arbitrage on Gumusut Kakap Field

Sabah Shell Petroleum Company Limited (SSPC) as the operator unit in Gumusut Kakap Field was sued by Gumusut Kakap Semi-Floating Production System (Labuan) Limited (GKL), a SEMI FPS construction contractor in the field, related to payments for GKL which according to the GKL had not been paid by SSPC.

PMEP is not a party to the arbitration case, but as one of the Party Units in Gumusut Kakap Unitization and Unit Operating Agreement (GK-UUOA), has the potential to contribute to claims in accordance with the portion of PMEP Participation Interest, if the Arbitrator grants the GKL claim. However, until this Financial Report is issued, the number of claims for this case cannot be estimated.

d. Liquidity free shares

Refer to Liquidity Mechanism Agreement has been signed by PIEP and M&P's employees following the process of Tender Offer, PIEP undertakes to purchase the shares owned by M&P's employees on the due date of holding period of the relevant shares. The purchase shall be executed during the period so called Put Option Applicable Window, which means:

a. A six-month period starting as from of the earlier of the following dates (the "First Put Window"): (i) the first Business Day following the expiry of the requisite holding period of the Free Shares, i.e 26 February 2019 and (ii) the first Business Day following the anticipated expiry date of the lock up period of the Free Shares pursuant to article L. 225-197-1 (invalidity of the Beneficiary) and L. 225-197-3 (the death of the Beneficiary) of the French Commercial Code; or

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32. PERJANJIAN, KOMITMEN DAN KONTINJENSI PENTING (lanjutan)

d. *Liquidity free shares* (lanjutan)

b. Jika Put Option tidak dilaksanakan selama First Put Window dan Call Option tidak dilakukan selama First Put Window, eksekusi dapat dilakukan pada masa enam bulan sejak Hari Kerja pertama setelah berakhirnya First Put Window (disebut sebagai "Second Put Window")

Selanjutnya ditegaskan bahwa Put Option tidak akan dilakukan di bulan Januari, Februari atau Maret, dan apabila First Put Window atau Second Put Window jatuh pada bulan-bulan tersebut, maka akan secara otomatis diperpanjang selama masa yang sama dari jumlah hari di bulan Januari, Februari dan/atau Maret, yang akan dianggap sebagai masa penangguhan atas Put Option Applicable Window.

Eksekusi atas Put Option maupun Call Option berdasarkan pasal 4 Liquidity Mechanism Agreement dapat dilakukan jika:

a. Sahamnya tidak lagi diperdagangkan di Euronext Paris; atau
b. Sahamnya diperdagangkan di Euronext Paris, namun:

i. PIEP secara langsung maupun tidak langsung, bertindak sendiri maupun bersama-sama, memiliki sekurang-kurangnya 70% dari saham M&P; atau rata-rata volume harian dari perdagangan saham di Euronext Paris, selama kurun waktu 20 hari pada saat terjadinya Liquidity Shortfall, kurang dari 250.000 lembar saham berdasarkan informasi yang diterbitkan oleh Euronext Paris.

ii. Harga saham yang digunakan pada saat pembelian adalah berdasarkan perhitungan (i) 11,9 dikali EBITDA (ii) dikurangi dengan Consolidated Net Financial Debt, dan (iii) kemudian dibagi dengan jumlah saham yang akan dicairkan pada tanggal Put Notice atau Call Notice.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES *(continued)*

d. Liquidity free shares *(continued)*

b. If the Put Option is not exercised during the First Put Window and the Call Option is not exercised during the First Call Window, a six-month period as from the first Business Day following the expiry of the First Call Window (the "Second Put Window").

Further, it being specified that no Put Option shall be exercised in January, February or March and that if the First Put Window or the Second Put Window occurs in January, February and /or March, the First Put Window or the Second Put Window will be automatically deemed to be extended for a duration equal to the number of calendar days corresponding to the January, February and/or March month(s), as applicable, which has/(ve) been the subject of a suspension during the Put Option Applicable Window.

The execution of the Put Option and of the Call Option as stated on article 4 Liquidity Mechanism Agreement will be qualified if:

a. the Share are no longer traded on the regulated market of Euronext Paris; or
b. the Share are traded on the regulated market of Euronext Paris, but:

i. PIEP holds directly or indirectly, alone or acting in concert with another (other) shareholder(s), at least 70% of the issued share capital or M&P; or
The average daily volume of the Share traded on Euronext Paris, over the last twenty (20) trading days prior to the date such Liquidity Shortfall of the Shares is assessed, is less than 250,000 Shares on the basis of information published by Euronext Paris.

ii. The Price shall mean the amount calculated for each Relevant Share on the basis of (i) 11.9 times EBITDA (ii) minus the Consolidated Net Financial Debt, and (iii) such difference being divided by the total number of Shares on fully diluted basis at the date of the Put Notice or Call Notice, as applicable.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/92 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

32. PERJANJIAN, KOMITMEN DAN KONTINJENSI PENTING (lanjutan)

d. *Liquidity free shares* (lanjutan)

Sampai dengan tanggal penyelesaian Laporan Keuangan ini jumlah saham yang dimiliki oleh pekerja M&P adalah sebanyak 25.990 lembar saham. Selama tahun 2019 total lembar saham yang dibeli oleh Perusahaan dari karyawan M&P sebesar 1.083.909 lembar saham, sehingga per 31 Desember 2019, kepemilikan Perusahaan terhadap M&P menjadi sebesar 71,29%.

e. *Capital tax gain in Tanzania*

Pada tahun 2016 dan 2017 Perusahaan mengakuisisi saham M&P dari Pacifico dan publik dengan total kepemilikan 72,65%, sesuai dengan kajian internal Perusahaan mengidentifikasi adanya eksposur *capital tax gain* di Tanzania karena telah terjadi perubahan *ultimate ownership* sebagai dampak dari akuisisi tersebut. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini manajemen berkeyakinan bahwa eksposur tersebut tidak akan berdampak pada keluarnya sumber daya yang material.

33. CADANGAN UMUM

UU Perseroan Terbatas Republik Indonesia No. 1/1995 yang diterbitkan di bulan Maret 1995, dan telah diubah dengan UU No. 40/2007 yang diterbitkan pada bulan Agustus 2007, mengharuskan pembentukan cadangan umum dari laba neto sejumlah minimal 20% dari jumlah modal yang ditempatkan dan disetor penuh. Tidak ada batasan waktu untuk membentuk cadangan tersebut.

34. PERISTIWA SETELAH TANGGAL PELAPORAN

a. Hutang jangka panjang PIREP

Pada tanggal 31 Desember 2019, PIREP dan PIEP menandatangani perjanjian hutang jangka panjang No. SP-001/PI0000/2020-S0 dan SP-001/PN0000/2020-S0 sebesar AS$106.029 dengan jangka waktu sampai dengan 31 Desember 2030. Pinjaman ini dikenakan tingkat bunga sebesar USD LIBOR Rate + 2% margin. Pembayaran angsuran pokok pinjaman akan dimulai tanggal 31 Desember 2022. Pada tanggal 16 Januari 2020, PIREP telah menerima pinjaman dari PIEP dan melunasi hutang kepada Pertamina.

32. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES *(continued)*

d. Liquidity free shares *(continued)*

Until the date of completion of this Financial Report, the number of shares held by M&P's employees are 25,990 shares. During 2019 the total shares purchased by the Company from M&P employees amounted to 1,083,909 shares, so that as of December 31, 2019, the Company's ownership of M&P is 71.29%.

***e. Capital tax gain* di Tanzania**

In 2016 and 2017 the Company had acquired M&P shares from Pacifico and public totaling to 72.65%, of which based on internal assessment the Company identified an exposure of capital tax gain in Tanzania due to change in ultimate ownership resulting from the acquisition. As of the completion date of this consolidated financial statements management believes that the exposure will not impact on outflow of material resources.

33. GENERAL RESERVE

The Limited Liability Company Law of the Republic of Indonesia No. 1/1995 introduced in March 1995, and amended by Law No. 40/2007, issued in August 2007, requires the establishment of a general reserve from net income amounting to at least 20% of a Company's issued and paid up capital. There is no time limit on the establishment of the general reserve.

34. EVENT AFTER THE REPORTING PERIOD

a. Long-term loan PIREP

On December 31, 2019, PIREP and PIEP signed a long-term debt agreement No. SP-001/PI0000/2020-S0 and SP-001/PN0000/2020-S0 amounting to US$106,029 with a period of up to 31 December 2030. This loan bears interest at the USD LIBOR Rate + 2% margin. Payment of loan principal installments will begin on December 31, 2022. On January 16, 2020 PIREP has received the loan from PIEP and made repayment on loan to Pertamina.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/93 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

34. PERISTIWA SETELAH TANGGAL PELAPORAN (lanjutan)

b. Perubahan nomenklatur jabatan anggota-anggota Dewan Komisaris Perusahaan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler, tentang Pemberhentian dan Pengangkatan Dewan Komisaris, maka susunan Dewan Komisaris Perusahaan efektif tanggal 13 Maret 2020 menjadi sebagai berikut:

Komisaris Utama	-	
Komisaris	Harya Adityawarman	
Komisaris	Chandra Warsenanto S.	

34. EVENT AFTER THE REPORTING PERIOD *(continued)*

b. Changes in the position nomenclature of the members of the Board of Commissioners of the Company

In accordance with Circular of Shareholder Meeting in regards of the Dismissal and Appointment of the Board of Commissioners, the composition of the Company's Board of Commissioners effective on March 13, 2020 is as follows:

President Commissioner	-	Komisaris Utama
Commissioner	Harya Adityawarman	Komisaris
Commissioner	Chandra Warsenanto S.	Komisaris

c. Perubahan kontrak hutang di M&P

Pada tanggal 16 Maret 2020 M&P menandatangani perjanjian perubahan atas profil pembayaran dua fasilitas utangnya yang meliputi pinjaman bank sindikasi dan pinjaman pemegang saham. Perjanjian juga mencakup penetapan nilai maksimum dividen yang bisa didistribusikan untuk tahun 2021 dan 2022 sebesar masing-masing AS$15 juta. Tidak ada perubahan lainnya yang terjadi selain dari dua hal di atas.

c. Debt contract amendment in M&P

On 16 March 2020 M&P signed agreements of amendment on repayment profile of its two debt facilities covering syndicated bank loan and shareholder loan. The agreements had also set out maximum amount of dividend that can be distributed in 2021 and 2022 amounting to US$15 million respectively. No other amendments were made except for those two substances above.

d. Volatilitas harga minyak

Merujuk pada PSAK 8 mengenai Peristiwa setelah Periode Pelaporan, Manajemen melakukan analisis peristiwa setelah tanggal pelaporan keuangan yang berdampak pada penyesuaian. Pada saat penyelesaian laporan keuangan terdapat kondisi pasar dunia yang tidak biasa sebagai dampak dari pandemi COVID-19 dan kegagalan OPEC-Rusia untuk mencapai kesepakatan dalam membatasi pasokan minyak untuk menyeimbangkan pasar. Kemudian Saudi Aramco menurunkan harga minyak mentahnya dalam upaya memprioritaskan pangsa pasarnya daripada stabilitas harga. Akibatnya, pada awal bulan Maret 2020, terjadi penurunan harga minyak mentah. Peristiwa tersebut berdampak pada volatilitas harga minyak mentah. Per tanggal 31 Desember 2019, Perusahaan mempunyai aset minyak dan gas bumi serta persediaan tertentu yang rentan terhadap harga minyak yang rendah akan tetapi peristiwa-peristiwa tersebut hanya bersifat indikatif (non-adjusting events) yang muncul setelah tanggal neraca, sehingga tidak berdampak pada kesimpulan mengenai jumlah terpulihkan dari aset perusahaan pada tanggal neraca.

d. Crude oil price volatility

Referring to PSAK 8 regarding Events after the Reporting Period, Management analyzes the events after the financial reporting date that have an impact on the adjustments. At the completion date of these financial statements there were unusual global market conditions because of the COVID-19 pandemic and the failure of OPEC-Russia to reach an agreement to limit oil supplies to balance the market. Then Saudi Aramco reduced its crude oil price to prioritize its market share rather than price stability. As a result, at the beginning of March 2020, crude oil prices were dropped. These events have an impact on the volatility of crude oil prices. As of December 31, 2019, the Company has oil and gas assets and certain inventories that are vulnerable to low oil prices, but these events are only indicative (non-adjusting events) that occur after the balance sheet date that have no impact on conclusions regarding recoverable amount of the company's assets at the balance sheet date.

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/94 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

34. PERISTIWA SETELAH TANGGAL PELAPORAN (lanjutan)

d. Volatilitas harga minyak (lanjutan)

Manajemen selalu menganalisa pergerakan harga minyak dan pengaruhnya terhadap struktur biaya. Manajemen menyiapkan perencanaan strategis dan keuangan dengan berbagai skenario yang mempertimbangkan aspek parameter makro ekonomi. Rencana-rencana tersebut selalu diuji relevansi dan validitas secara periodik, guna mempertahankan daya saing Perusahaan dalam menghadapi harga pasar yang dinamis.

34. EVENT AFTER THE REPORTING PERIOD *(continued)*

d. Crude oil price volatility *(continued)*

Management always analyzes the movements of oil prices, and their effects on the cost structure. Management prepares strategic and financial planning with various scenarios that consider aspects of macroeconomic parameters. These plans are periodically tested for relevance and validity, to maintain the Company's competitive advantage in facing the dynamic oil prices.

The original supplementary financial information included herein is in the Indonesian language.

INFORMASI KEUANGAN TAMBAHAN/*SUPPLEMENTARY FINANCIAL INFORMATION*

Lampiran 6/1 *Schedule*

Informasi berikut adalah laporan keuangan tersendiri PT Pertamina Internasional Eksplorasi dan Produksi, Entitas Induk, yang merupakan informasi tambahan dalam laporan keuangan konsolidasian PT Pertamina Internasional Eksplorasi dan Produksi dan Entitas Anaknya tanggal 31 Desember 2019 dan tahun yang berakhir pada tanggal tersebut.

The following information is the separate financial statements of PT Pertamina Internasional Eksplorasi dan Produksi, a Parent Entity, which is presented as supplementary information to the consolidated financial statements PT Pertamina Internasional Eksplorasi dan Produksi and its Subsidiaries as of December 31, 2019 and for the year then ended.

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI ENTITAS INDUK
LAPORAN POSISI KEUANGAN
Tanggal 31 Desember 2019
(Dinyatakan dalam ribuan dolar Amerika Serikat, kecuali dinyatakan lain)

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI PARENT ENTITY
STATEMENT OF FINANCIAL POSITION
As of December 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	31 Desember 2019/ December 31, 2019	31 Desember 2018/ December 31, 2018	
ASET			***ASSETS***
ASET LANCAR			***CURRENT ASSETS***
Kas dan setara kas	316.118	336.290	*Cash and cash equivalents*
Piutang lain-lain			*Other receivables*
Pihak berelasi	13.435	9.309	*Related parties*
Pihak ketiga	341	293	*Third parties*
Pajak dibayar di muka	1.372	75	*Prepaid taxes*
Beban dibayar di muka dan uang muka	371	162	*Prepayments and advances*
Jumlah Aset Lancar	**331.637**	**346.129**	***Total Current Assets***
ASET TIDAK LANCAR			***NON-CURRENT ASSETS***
Aset pajak tangguhan	-	505	*Deferred tax assets*
Investasi jangka panjang	3.351.985	3.239.223	*Long-term investments*
Aset tidak lancar lainnya	100.292	100.355	*Other non-current assets*
Jumlah Aset Tidak Lancar	**3.452.277**	**3.340.083**	***Total Non-Current Assets***
JUMLAH ASET	**3.783.914**	**3.686.212**	***TOTAL ASSETS***

The original supplementary financial information included herein is in the Indonesian language.

INFORMASI KEUANGAN TAMBAHAN/*SUPPLEMENTARY FINANCIAL INFORMATION*

Lampiran 6/2 *Schedule*

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI ENTITAS INDUK
LAPORAN POSISI KEUANGAN (lanjutan)
Tanggal 31 Desember 2019
(Dinyatakan dalam ribuan dolar Amerika Serikat, kecuali dinyatakan lain)

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI PARENT ENTITY
STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	31 Desember 2019/ *December 31, 2019*	31 Desember 2018/ *December 31, 2018*	
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS			***LIABILITIES***
LIABILITAS JANGKA PENDEK			***CURRENT LIABILITIES***
Utang usaha			*Trade payables*
Pihak berelasi	3.246	3.553	*Related parties*
Pihak ketiga	977	884	*Third parties*
Utang pajak	711	711	*Short-term loans*
Beban yang masih harus dibayar	13.749	9.807	*Accrued expenses*
Utang lain-lain			*Other payables*
Pihak berelasi	2.113	1.622	*Related parties*
Pihak ketiga	79	69	*Third parties*
Jumlah Liabilitas Jangka Pendek	**20.875**	**16.646**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG			***NON-CURRENT LIABILITIES***
Liabilitas imbalan kerja karyawan	521	258	*Employee benefit liabilities*
Jumlah Liabilitas Jangka Panjang	**521**	**258**	***Total Non-Current Liabilities***
JUMLAH LIABILITAS	**21.396**	**16.904**	***TOTAL LIABILITIES***
EKUITAS			***EQUITY***
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk			*Equity attributable to owners of the parent entity*
Modal saham			*Share capital*
Modal dasar - 158.776.352 saham biasa - nilai nominal Rp1.000.000 (nilai penuh) per saham;			*Authorized - 158,776,352 ordinary shares at par value of Rp1,000,000 (full amount) per share;*
Ditempatkan dan disetor - 51.428.227 saham	3.900.597	3.900.597	*Issued and paid-up - 51,428,227 shares*
Tambahan modal disetor	(2.073)	(2.073)	*Additional paid-in capital*
Komponen ekuitas lainnya	(37.491)	(32.705)	*Other equity components*
Akumulasi kerugian	(98.515)	(196.511)	*Accumulated losses*
JUMLAH EKUITAS	**3.762.518**	**3.669.308**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**3.783.914**	**3.686.212**	***TOTAL LIABILITIES AND EQUITY***

The original supplementary financial information included herein is in the Indonesian language.

INFORMASI KEUANGAN TAMBAHAN/*SUPPLEMENTARY FINANCIAL INFORMATION*

Lampiran 6/3 *Schedule*

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN EKSPLORASI ENTITAS INDUK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2019
(Dinyatakan dalam ribuan dolar Amerika Serikat, kecuali dinyatakan lain)

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI PARENT ENTITY
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	2019	2018	
Imbalan jasa manajemen	17.762	15.149	*Management fees*
Beban umum dan administrasi	(38.493)	(27.789)	*Administrative expenses*
	(20.731)	**(12.640)**	
Bagian atas laba/(rugi) neto entitas asosiasi	111.020	(27.345)	*Share in net profit/(loss) of associates*
Pendapatan keuangan	7.693	7.683	*Finance income*
Rugi selisih kurs - neto	(160)	(375)	*Loss on foreign exchange – net*
Pendapatan lain-lain	174	36	*Other income*
	118.727	**(20.001)**	
LABA/(RUGI) SEBELUM PAJAK PENGHASILAN	**97.996**	**(32.641)**	***PROFIT/(LOSS) BEFORE INCOME TAX***
Manfaat/(beban) pajak penghasilan			***Income tax benefit/(expense)***
Pajak kini	-	(7.300)	*Current tax*
Pajak tangguhan	-	228	*Deferred tax*
Jumlah manfaat/(beban) pajak penghasilan - neto	-	(7.072)	*Income tax benefit/(expense) - net*
LABA/(RUGI) TAHUN BERJALAN	**97.996**	**(39.713)**	***INCOME/(LOSS) FOR THE YEAR***
(RUGI)/PENGHASILAN KOMPREHENSIF LAIN			***OTHER COMPREHENSIVE (LOSS)/INCOME***
Bagian atas penghasilan komprehensif lainnya entitas asosiasi	(4.732)	3.105	*Share in other comprehensive income of associate*
Pengukuran kembali atas liabilitas imbalan pasti neto	(54)	46	*Remeasurement of net defined benefit liability*
(RUGI)/PENGHASILAN KOMPREHENSIF LAIN, NETO SETELAH PAJAK	**(4.786)**	**3.151**	***OTHER COMPREHENSIVE (LOSS)/INCOME, NET OF TAX***
JUMLAH PENGHASILAN/(RUGI) KOMPREHENSIF TAHUN BERJALAN	**93.210**	**(36.562)**	***TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR***

The original supplementary financial information included herein is in the Indonesian language.

INFORMASI KEUANGAN TAMBAHAN/*SUPPLEMENTARY FINANCIAL INFORMATION*

Lampiran 6/4 *Schedule*

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN EKSPLORASI ENTITAS INDUK
LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2019
(Dinyatakan dalam ribuan dolar AS, kecuali dinyatakan lain)

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI PARENT ENTITY
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Uang muka setoran saham/ *Advance for shares subscription*	Komponen ekuitas lainnya/ *Other equity components*	Akumulasi kerugian/ *Accumulated losses*	Jumlah ekuitas/ *Total equity*	
Saldo 1 Januari 2018	**3.019.071**	**-**	**879.453**	**(35.856)**	**(156.798)**	**3.705.870**	***Balance as of January 1, 2018***
Rugi tahun berjalan	-	-	-	-	(39.713)	(39.713)	*Loss for the year*
Laba komprehensif lain	-	-	-	3.151	-	3.151	*Other comprehensive income*
Total penghasilan komprehensif tahun berjalan	3.019.071	-	879.453	(32.705)	(196.511)	3.669.308	*Total comprehensive income for the year*
Kapitalisasi uang muka setoran modal	881.526	(2.073)	(879.453)	-	-	-	*Capitalization of advance for share issuance*
Saldo 31 Desember 2018	**3.900.597**	**(2.073)**	**-**	**(32.705)**	**(196.511)**	**3.669.308**	***Balance as of December 31, 201***
Laba tahun berjalan	-	-	-	-	97.996	97.996	*Profit for the year*
Rugi komprehensif lain	-	-	-	(4.786)	-	(4.786)	*Other comprehensive loss*
Saldo 31 Desember 2019	**3.900.597**	**(2.073)**	**-**	**(37.491)**	**(98.515)**	**3.762.518**	***Balance as of December 31, 2019***

The original supplementary financial information included herein is in the Indonesian language.

INFORMASI KEUANGAN TAMBAHAN/*SUPPLEMENTARY FINANCIAL INFORMATION*

Lampiran 6/5 *Schedule*

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI ENTITAS INDUK
LAPORAN ARUS KAS
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2019
(Dinyatakan dalam ribuan dolar Amerika Serikat, kecuali dinyatakan lain)

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI PARENT ENTITY
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2019
(Expressed in thousands of US dollars, unless otherwise stated)

	2019	2018	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pihak berelasi	16.247	8.944	*Cash receipts from related party*
Penerimaan kas dari pekerja	-	47	*Cash receipts from employees*
Pembayaran kas kepada pemasok	(18.781)	(16.434)	*Payments to suppliers*
Pembayaran pajak penghasilan badan	-	(6.881)	*Payments of corporate income tax*
Penerimaan kas dari pendapatan dividen	4.448	22.313	*Cash receipts from dividend income*
Pembayaran kas kepada pekerja dan manajemen	(16.934)	(15.090)	*Cash payments to employees and management*
Penerimaan/(pembayaran) kas untuk aktivitas operasi lainnya	119	(2.986)	*Cash receipts/(payments) for other operating activities*
Penerimaan bunga	7.729	7.816	*Receipts of interest*
Kas neto yang digunakan untuk aktivitas operasi	**(7.172)**	**(2.271)**	***Net cash used in operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Investasi pada saham	(12.835)	(880)	*Investment in shares*
Kas neto yang digunakan untuk aktivitas investasi	**(12.835)**	**(880)**	***Net cash used in investment activities***
PENURUNAN NETO KAS DAN SETARA KAS	**(20.007)**	**(3.151)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
Efek perubahan nilai kurs pada kas dan setara kas	(165)	1.758	*Effect of exchange rate changes on cash and cash equivalents*
Saldo kas dan setara kas pada awal tahun	336.290	337.683	*Cash and cash equivalents at beginning of the year*
SALDO KAS DAN SETARA KAS PADA AKHIR TAHUN	**316.118**	**336.290**	***CASH AND CASH EQUIVALENTS AT END OF THE YEAR***

The original supplementary financial information included herein is in the Indonesian language.

INFORMASI KEUANGAN TAMBAHAN/*SUPPLEMENTARY FINANCIAL INFORMATION*

Lampiran 6/6 *Schedule*

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI ENTITAS INDUK
(INFORMASI TAMBAHAN)
Tanggal 31 Desember 2019 dan untuk Periode yang Berakhir pada Tanggal Tersebut
(Dinyatakan dalam ribuan dolar Amerika Serikat, kecuali dinyatakan lain)
(Tidak diaudit)

PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI PARENT ENTITY
(SUPPLEMENTAL INFORMATION)
As of December 31, 2019 and for the Period Then Ended
(Expressed in thousands of US dollars, unless otherwise stated)
(Unaudited)

1. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING

Dasar Penyusunan Laporan Keuangan Tersendiri Entitas Induk

Laporan keuangan tersendiri Entitas Induk disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 4 (Revisi 2013), "Laporan Keuangan Tersendiri".

PSAK No. 4 (Revisi 2013) mengatur dalam hal entitas memilih untuk menyajikan laporan keuangan tersendiri maka laporan tersebut hanya dapat disajikan sebagai informasi tambahan dalam laporan keuangan konsolidasian. Laporan keuangan tersendiri adalah laporan keuangan yang disajikan oleh Entitas Induk yang mencatat investasi pada entitas anak, entitas asosiasi, dan ventura bersama berdasarkan biaya perolehan atau sesuai dengan PSAK No. 55, "Instrumen Keuangan: Pengakuan dan Pengukuran".

Amendemen PSAK No. 4 (2015) memperkenankan penggunaan metode ekuitas sebagai salah satu metode pencatatan investasi Entitas Induk pada entitas anak, ventura bersama dan entitas asosiasi dalam Laporan Keuangan Tersendiri entitas tersebut.

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.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Preparation of the Separate Financial Statements of the Parent Entity

The separate financial statements of the Parent Entity are prepared in accordance with the Statement of Financial Accounting Standards ("SFAS") No. 4 (Revised 2013), "Separate Financial Statements".

SFAS No. 4 (Revised 2013) regulates that when an entity elected to present the separate financial statements, such financial statements should be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a Parent Entity, in which the investments in subsidiaries and associates are accounted for at cost or in accordance with PSAK No. 55, "Financial Instruments: Recognition and Measurement".

Amendment to SFAS No. 4 (Revised 2013) allows the use of equity method as a method of recording the investments in subsidiaries, joint ventures and associates in the Separate Financial Statements of the entity.

Accounting policies adopted in the preparation of the parent entity separate financial statements are the same as the accounting policies adopted in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements.

Laporan Tahunan
Annual Report
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PERTAMINA
INTERNASIONAL EP

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